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Grant Tieje
SPD OEM Disaster Readiness and Response Plan RES
October 29, 2012
Version # 1

**CITY OF SEATTLE**

**RESOLUTION** 31416

A RESOLUTION approving revisions made as of September 27, 2012 to the City of Seattle Disaster Readiness and Response Plan.

WHEREAS, Seattle Municipal Code (SMC) 10.02.050 requires that a Disaster Readiness and Response Plan be kept current, and that under the direction of the Mayor, proposed amendments thereto be presented to the City Council for review and approval by Resolution; and

WHEREAS, to qualify for state and local assistance grant monies from the Federal Emergency Management Agency, the City must ensure that its Disaster Readiness and Response Plan (the "Plan") is updated at least once every four years; and

WHEREAS, the City of Seattle Disaster Management Committee created by SMC 10.02.060 has determined through performance of legally mandated duties that the current Plan is in need of substantial updating to make it consistent with current City organization, changes in state law and revised emergency management practices and procedures; and

WHEREAS, the Disaster Management Committee prepared and submitted through the Seattle Police Department Office of Emergency Management an agreed upon revision of such Plan to the Mayor for his promulgation; and

WHEREAS, the Mayor, in accordance with Washington Administrative Code 118-30-060(6), and after careful consideration, has signified his endorsement of the revised Plan by Promulgation Memorandum; and

WHEREAS, under SMC 10.02.050, after City Council review and approval of proposed amendments to the Plan by Resolution, the Mayor is authorized to exercise in accordance with such Plan the powers provided therein; NOW, THEREFORE,

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE, THE MAYOR CONCURRING, THAT:**

Section 1. The revision of the Seattle Disaster Readiness and Response Plan, which is dated November 13, 2012 and is attached as Attachment A accompanying this resolution, has been reviewed and is hereby approved.



COUNCIL CLERK

Adopted by the City Council the ____ day of _____, 2012, and signed by me in open session in authentication of its adoption this_____ day of _____, 2012.

_____

President _____of the City Council

THE MAYOR CONCURRING:

_____

Michael McGinn, Mayor

Filed by me this ____ day of _____, 2012.

_____

Monica Martinez Simmons, City Clerk

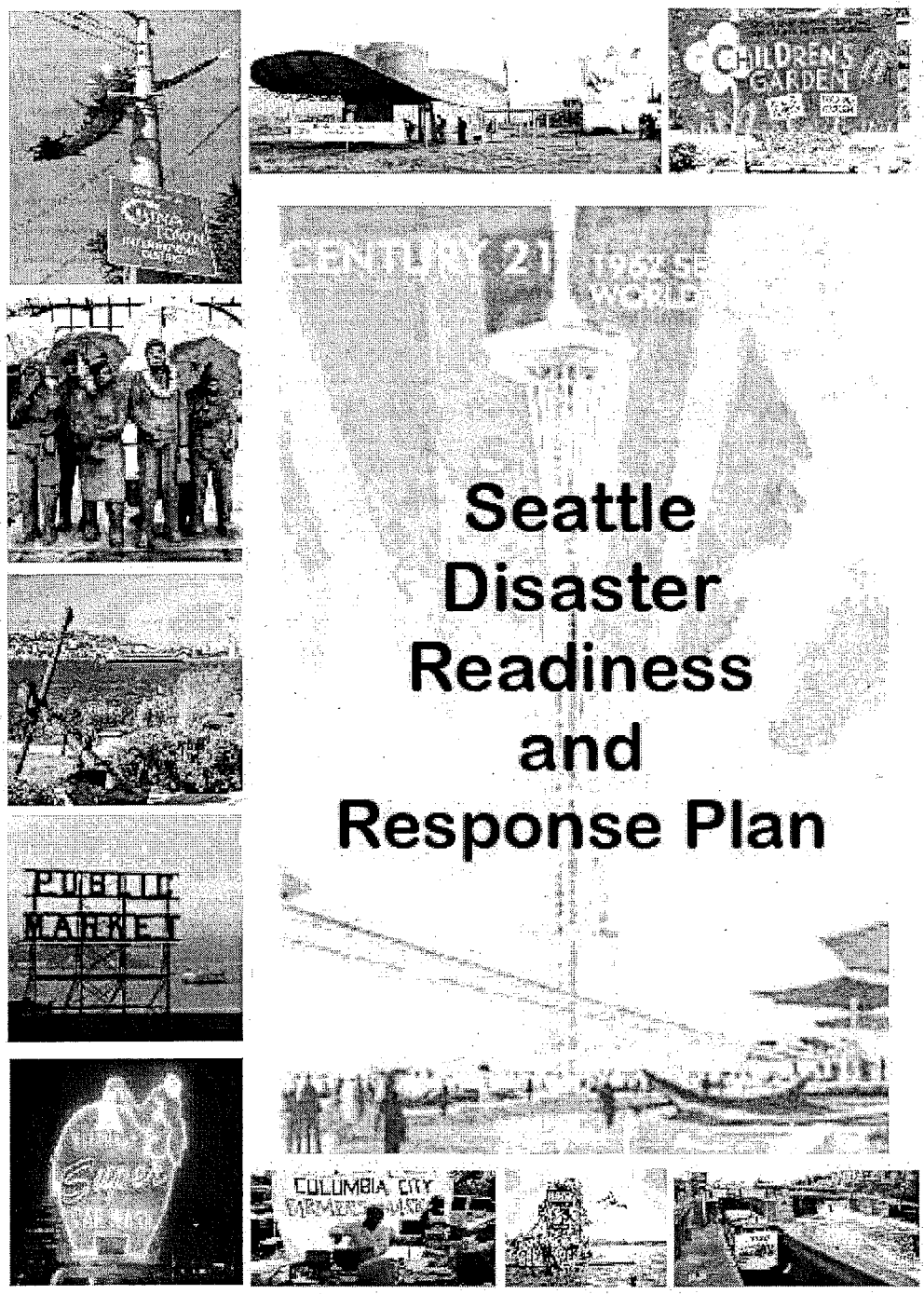
(Seal)

Attachment A: Seattle Disaster Readiness and Response Plan, November 13, 2012



COUNCIL CLERK

Grant Tieje
SPD OEM Disaster Readiness and Response Plan ATT A
October 29, 2012
Version # 1




# Seattle Disaster Readiness and Response Plan



COUNCIL CLERK

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Seattle is a beautiful and vibrant city with people from all over the world calling it home. This rich mix of cultures, languages and perspectives is part of what makes our city great.

Seattle is also one of the most hazard prone areas in the country, from annual severe storms to major earthquakes. Our biggest disasters will happen without warning and we will have to rely on individuals to take care of one another until emergency services can be restored. The Seattle Office of Emergency Management encourages the people who live, work and play in Seattle to be prepared.

This document is Seattle's Disaster Readiness and Response Plan. We all have a stake in this plan so we need input from everyone. If you have comments, concerns, or would like to work with us to strengthen our overall ability to prepare for, respond to, or recover from a major disaster, please contact: OEM Planning and Operations Coordinator at: 206-233-5076 or oem.plans@seattle.gov



COUNCIL CLERK

**City of Seattle**
Seattle Police Department

**MEMORANDUM**

Date: September 28, 2012

To: Mayor Michael McGinn

From: Barb Graff, Director
Seattle Emergency Management

Subject: Seattle Disaster Readiness and Response Plan (SDRRP)

I am pleased to forward the SDRRP for your review. This latest update to the plan, which was done in close cooperation with all City departments and regional partners public and private, satisfies the following City objectives for the plan:

- Provide a foundation for effective response to major emergencies and disasters
- Comply with the state requirement for updating the plan every two years
- Integrates with Federal, State and local plans
- Follows official guidance in plan format and organization

On September 27, 2012, the Seattle Disaster Management Committee, as signified by the attached page, voted in favor of recommending this latest version of the Disaster Readiness and Response Plan for your consideration and promulgation.

We the undersigned, declare our support for the latest update to the Seattle Disaster Readiness and Response Plan update. As members of the Disaster Management Committee, we are in favor of submitting it to the Mayor, with the recommendation that it be promulgated as the City's primary guidance for emergency management.

Barb Graff, DMC Chairman OEM
ESF-5, Emergency Management

Aaron Fishbone, Mayor's Office

Lawrence Eichhorn, SDOT
ESF-1, Transportation

Michael Hamilton, DIT
ESF-2, Communications

Darian Davis , SPU
ESF-3, Public Works and Engineering

Assistant Chief A.D. Vickery, SFD
ESF-4, Firefighting;
ESF-9 Search and Rescue;
ESF-10 Oil Hazardous Materials Response

Jill Watson HSD
ESF-6, Mass Care, Housing and Human Services

Sabra Schneider
ESF-15, External Affairs

City Attorney Peter Holmes, Law Department

David Seavey FAS
ESF-7, Resource Support

Michael Loehr, Public Health Seattle/King Co.
ESF-8, Public Health, Medical and Mortuary Services

Jerry Koenig, SCL,
ESF-12, Energy

Asst. Chief Paul McDonagh, SPD
ESF-13, Public Safety and Security

Karl Stickel, CBO
ESF-14, Long-Term Community Recovery and Mitigation



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**Michael Patrick McGinn**
Mayor of Seattle

**MEMORANDUM**

November 13, 2012

Honorable Sally J. Clark
President
Seattle City Council
City Hall, 2nd Floor

Dear Council President Clark:

I am pleased to promulgate the City of Seattle Disaster Readiness and Response Plan (SDRRP). The SDRRP describes how we will respond to a disaster or major incident. This plan is required under Seattle Municipal Code 10.02.050.

This plan follows State and Federal guidelines for disaster planning. To promote greater unity of effort, the plan is also integrated with applicable local, regional and federal plans.

Adoption of this Resolution will also ensure that Seattle is eligible to receive Emergency Management Performance Grant funds which provide significant support to our City's emergency management program.

Our plan takes a Whole Community approach to planning. This means we have changed from writing plans for the community to writing plans with the community. The lessons learned from disasters that have occurred within the United State and around the world are that emergency plans must reflect the community they are intended to serve. In the spirit of Whole Community planning, with this update we give greater emphasis to incorporating the standards for emergency management found in the Americans with Disability Act Toolkit for State and Local Government.

For any plan to be viable it must be updated on a regular basis since threats, risks and response capabilities constantly change. To ensure the plan remains current and relevant, we have adopted a process for incorporating updates on a continual basis rather than waiting for annual reviews.

Thank you for your consideration of this legislation. Should you have questions, please contact Barb Graff, Director of the Seattle Office of Emergency Management at 206-684-0437.

Sincerely,

Michael McGinn
Mayor of Seattle

cc: Honorable Members of the Seattle City Council



COUNCIL CLERK

Seattle Resolution Here

The Seattle Office of Emergency Management appreciates the support and assistance in writing the Seattle Disaster Readiness and Response Plan provided by City departments and regional partners, public and private.

This plan is consistent with the National Response Framework (NRF), National Incident Management System (NIMS), Washington State Comprehensive Emergency Management Plan and many other regional and local plans.

All stakeholders in this plan are encouraged to become familiar with the plan, assist in keeping it current and to integrate it with their local and department level plans and procedures.

Barb Graff, Director
Seattle Office of Emergency Management



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# Record of Changes

| Date | Change |
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See www.seattle.gov/emergency for comprehensive list of changes.

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# I. INTRODUCTION

## A. Mission

To provide all of Seattle's residents, visitors, property owners, businesses and institutions, government departments and commissions, and emergency support organizations with a comprehensive emergency management system that can:

1. Reduce community and government vulnerability and increase resiliency to known natural, technological and human-made hazards.

2. Encourage actions that will lead to widespread preparedness in all sectors of the community.

3. Foster cooperative planning at all levels, so there is a uniform and rational approach for coordinating between agencies and jurisdictions before, during and after any incident.

4. Regularly evaluate the City's capacity to affect a coordinated response and recovery effort within the community—that is focused on protecting and saving lives, lessening human suffering, recognizing the needs of the vulnerable, minimizing property, economic and environmental losses; and reestablishing a normal state of affairs.

5. In any incident causing damage and/or interruptions to city services, hasten the restoration of those services and, to the degree possible, the return of all segments of the community to pre-disaster conditions, and when feasible, to more disaster resistant standards for chronic risks.

## B. Purpose

The SDRRP is the City's principal document for explaining how the City of Seattle government will engage its collective resources to respond to a major incident or disaster.

It also institutionalizes the following as shared aims:

1. To promote mitigation strategies that will strengthen current efforts to improve the structural and non-structural integrity of critical facilities and infrastructure, make essential systems more resistant to interruptions, and protect vital assets.

2. To continue efforts to reduce home and workplace disaster risk exposures that could cause injuries, loss of life, property damage, economic hardship, or environmental harm. Such initiatives may:

    - Seek federal mitigation or block grant opportunities.

    - Take advantage of land use and building code authority.

- Build on risk management "best practices".
- Leverage public/private partnerships, like those piloted in the "Seattle Project Impact" program.
- Evolve from public policy discussions.

3. To support a regular training and exercise program that will enable city officials and support organization representatives to maintain the level of proficiency and readiness needed to perform assigned emergency management duties.

4. To develop an increased level of emergency preparedness among all segments of the population, so that individuals, families, businesses and institutions can assume responsibility for taking care of their own basic survival needs for a minimum of the first 72-hours after a disaster.

5. To ensure a coordinated governmental response and recovery effort that – to its utmost capacity – is able to minimize the extreme adversity a major incident or disaster can wreak on citizens, their quality of life, and the wellbeing of the community as a whole.

6. To work with the community, including those most vulnerable, in the development of plans.

7. To reconstitute, as quickly as possible, government services impacted by the effects of a major incident. Such planning will take into account the guidelines provided in the National Infrastructure Protection Plan and the Federal Emergency Management Agency (FEMA) Continuity of Operations (COOP) Plan Template Instructions.

8. To assist citizens and owners of damaged property and businesses with humanitarian and economic recovery assistance from resources in the local community.

9. To seek supplemental long-term humanitarian and economic recovery aid from the state and federal governments when local resources are insufficient and widespread damage has occurred.

## C. Scope

The fundamental intent of the plan is to explain how the public policies that buttress and give legal standing to the City's emergency management program, will be administered to provide the citizens and the City of Seattle government with a standardized system for managing major incidents and disasters. Central components of this system, at a minimum, shall include:

1. A comprehensive framework for effective use of government, private sector and



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volunteer resources.

2. An outline of local responsibilities.

3. Coordination with regional partners.

4. Implementation of National Incident Management System (NIMS) standards.

### D. Substantive Plan Changes

This update to the Seattle Disaster Readiness and Response Plan begins the process of incorporating the Americans with Disability Act (ADA) Best Practices Toolkit into City emergency planning.

It also includes the Whole Community Approach in how the City prepares for, responds to, recovers from and mitigates against disasters. This requires planning for the actual makeup of the community and meeting their needs, regardless of demographics, such as age, economics, or accessibility requirements. The goal is to plan with and not for the community.

The description of hazards in the Seattle area has been reduced to a summary. A complete description of hazards is available on the Seattle Emergency Management website.

The Direction and Control Annex has been eliminated and that information included in the plan.

## II. POLICIES

### A. Authorities

The mandate for political subdivisions in the state of Washington to establish a local organization for emergency management and to have a plan and program, to include an appointed local emergency management director, is contained in Section 38.52.070 of the Revised Code of Washington (RCW).

The City's enabling legislation, Seattle Municipal Code (SMC) 10.02.050 states "Plans and programs for executing emergency powers including a disaster readiness and response plan shall be prepared and kept current under the direction of the Mayor who shall submit such plans and programs and proposed amendments thereto to the City Council for review and approval by resolution. Upon such approval the Mayor shall be authorized to exercise in accordance with such plans and programs the powers provided therein."

### B. Governance

**Mayor and Council**
The municipality of Seattle, which was officially established in 1869, is a "strong Mayor, strong Council" form of government, with the Mayor governing the Executive Branch and a nine-member City Council governing the Legislative Branch.

A Council President presides at City Council meetings. This person is chosen by the Council membership to serve a two-year term and in the Mayor's absence from the City, or in the event of the Mayor's incapacitation, is authorized to act as Mayor (See Article V, Section 9 of The City Charter). On a two-year cycle, which may or may not coincide with the term of the Council President, the City Council resolves a schedule for its members, other than the Council President, to take monthly turns serving as the Council President Pro-Tem. Seniority on the Council is the traditional criterion for establishing the rotational order. The President Pro-Tem presides at Council meetings in the absence of the Council President, to include times that might require the Council President to sit as Acting Mayor. Should the Council President, while serving as Acting Mayor, have an occasion to be absent from the City or suffer an incapacitating disability, the President Pro-Tem would be next in the line of succession to be Acting Mayor.

The organizational structure of the City government is diagrammed in Figure 1. Those represented along the top row are elected officials.



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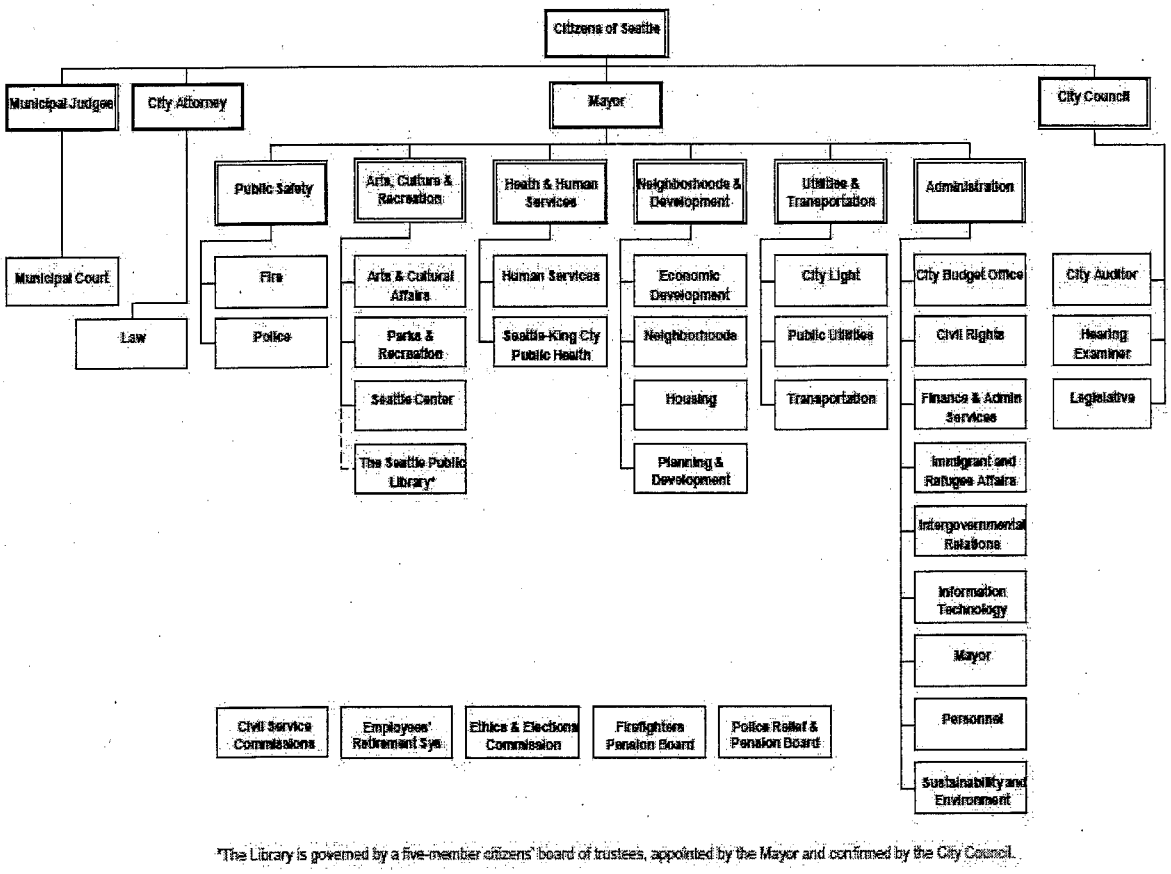


**Figure 1. - City of Seattle Organizational Structure**

## Disaster Management Committee

Section 10.02.060 of the 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). To lead the DMC, the Mayor appoints a Chairman. The Mayor also appoints the membership of the DMC. The duties of the DMC, as paraphrased from Section 10.02.060 of the SMC, are to:

1. Advise the Mayor on all matters pertaining to disaster readiness and response capabilities within the City that includes City efforts directed at mitigation, prevention, preparedness, response and recovery.

2. Provide cooperation and coordination with the disaster response plans of other

local organizations and agencies.

3. Prepare and recommend to the Mayor plans for mutual aid operations with the state and political subdivisions thereof.

4. Recommend expenditures for disaster preparations and training on a citywide basis.

5. At least every two years review and make recommendations for the revision and/or maintenance of an up-to-date disaster response and recovery plan for the City consistent with RCW Chapter 38.52 and WAC Section 118-30-060, including:

    - Preparations for and the carrying out of executive emergency powers
    - The delegation and sub-delegation of administrative authority by the Mayor
    - The performance of emergency functions including fire fighting, police, medical and health, welfare, rescue, engineering, transportation, communications and warning services, evacuation of persons from stricken areas, restoration of utility services, and other functions relating to civilian protection together with all activities necessary or incidental to the preparation for and carrying out of such functions
    - Requirements for department operation including management succession, procedures for providing twenty-four (24) hour capability, staff and resource mobilization procedures, special disaster response procedures, plans for records protection, personnel procedures, finance plans, and training procedures for disaster response
    - The preparation and maintenance of Emergency Support Function (ESF) disaster response and recovery plan annexes that describe how City departments will carry out emergency responsibilities

By appointment of the Mayor, the Chair of the DMC is the Office of Emergency Management (OEM) Director.

At the initial meeting of the calendar year, each ESF Coordinator will submit a proposed Work Program for his/her respective ESF for the upcoming year. The ESF Work Program will specify initiatives to be undertaken by the ESF, along with milestones and target dates leading to completion. Examples of work products may include, but not be limited to: training, drills, resolution of deficiencies identified in annual City exercises or real events, plan revisions, equipment purchases, etc.

Each of the proposed ESF Work Programs will be reviewed by the entire DMC. Should an initiative affect another ESF in some manner or form, the DMC Chair may ask for discussion and consensus. All those work program items that are found to be acceptable will become part of the Consolidated DMC Work Plan. By no later than the end of March, the DMC Chair



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will submit the Consolidated DMC Work Plan to the Mayor for consideration.

The OEM Director will closely monitor the progress made by each ESF in carrying out assigned work programs. In so doing and based on direction from the Mayor, the Emergency Management Director will provide the DMC, the Chief of Police, Mayor and City Council with periodic status reports. Since ESF initiatives approved in the Consolidated DMC Work Plan represent an implicit pledge of deliverables, each ESF Coordinator will assume direct accountability for the timely accomplishment of those assigned to his/her ESF. In this regard and at a minimum, ESF Coordinators will be expected to:

1. Give their ESF adequate oversight, guidance, and support.

2. Make every effort to meet established deadlines.

Because there can be unbudgeted costs associated in making improvements in emergency preparedness, it will be up to each department head to determine if and how improvements will be funded. Based on the discretion of the department head, this may involve the shifting of priorities and spending authority, or require an increment or Capital Improvement Project (CIP) in the department's biennium budget submission. It may also be possible to secure grant funding from the federal government. All department heads are strongly encouraged to explore improvements that can be shared, in an effort to maximize benefits and minimize costs.

As noted under DMC responsibilities, the DMC has a duty to "recommend expenditures for disaster preparations and training" to the Mayor. In order for the DMC to comply with this obligation and add its support for department head recommendations, it will be necessary for each department head to brief or arrange for the DMC to be briefed on new emergency preparedness spending requirements. To enable the DMC to do this in a manner that will be consistent with the budget process established by the Mayor and City Budget Office, department heads will ensure the DMC is given sufficient time to duly consider proposed expenditures.

The day-to-day administration of the City's emergency management program is assigned to the OEM Director. This is an exempt appointment, hired under the authority of the Chief of Police. To comply with Mayoral policy, RCW Section 38.52.070 and Section 118-30-050(7) of the WAC, the Director shall be a direct report to the Chief of Police and "shall be directly responsible for managing the organization, administration and operation" of the OEM. This shall entail direction, control and supervision over assigned staff and programs, which are fully explained in the ESF-5 Annex (Emergency Management).

Since the OEM requires the giving of support to all departments and the coordination of a citywide emergency management system, its budget shall be segregated from other SPD funds. Accordingly, its funding shall be a combination of General Fund and joint contributions by major departments, in addition to grants and other funds that may be acquired to enhance its mission. The OEM Director shall be responsible for developing the Office of Emergency Management biennium budget, along with accompanying performance measures.

## C. Planning Considerations

In most instances, the responsibilities of City departments are embodied in The City Charter and the Seattle Municipal Code. Local law also largely determines departmental assignments for "lead agency." The lead agency is responsible for leading the tactical response in the field during an incident as contrasted with a strategic, City wide approach that is coordinated at the Emergency Operations Center.

Given these legal parameters and the tendency of people to react intuitively in the midst of a crisis situation, the City's approach to emergency management has been to emphasize the use of familiar systems and practices. By design, this plan leverages the array of interdisciplinary skills and collective resources that are part of normal City government services and operations, and fuses the totality of these capabilities into an integrated organization—that serves as a common and mutually supportive backbone for any emergency response. It also provides the City with a mechanism for accessing a more comprehensive network of external resources. Thus, whenever an incident taxes the capabilities and/or authority of departments in a manner that seriously challenges their ability to keep pace with emergent demands and/or dangers, there is an established means to readily obtain supplemental aid and assistance. Such forms of ancillary support are initially sought from other City departments, mutual aid, designated support organizations, and the private sector. If unmet needs are serious enough, this may be followed by requests from the Mayor for specific forms of aid from regional providers, and as a last resort from the state and federal governments.

In order to realize the potential of local capabilities and to achieve an economy of scale in integrating and applying resources, departments and support organizations are arranged into one or more of the 14 ESFs Annexes.

Under the leadership of respective Coordinators, the constituent members of each annex have a responsibility to collectively devise and maintain the currency of their assigned annex. For content, each annex shall:

- Describe how the lead department and supporting departments and agencies contribute to and jointly accomplish the mission
- At a minimum contain sectional components that clarify the strategies, concept of operations, methods, priorities, critical decision points or thresholds, and resources that will be used to carry out all primary and support responsibilities that are designated in the Plan

Such planning will also take into account the five phases of emergency management, which are defined in the NIMS Manual as:

**Mitigation**: "The activities designed to reduce or eliminate risks to person or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to



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determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury."

**Prevention**: "Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice."

**Preparedness**: "The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management."

**Response**: "Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice."

**Recovery**: "The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents."

## D. Assignment of Responsibilities

1. Mayor

- Has promulgating authority for this plan.

- Appoints the members of the Disaster Management Committee (DMC).
- Supports and encourages personal preparedness by all City employees.
- Reviews, directs modifications to be made, and approves recommendations for improving the readiness and response capabilities of the City, including the annual Consolidated Work Plan of the DMC.
- Submits accepted funding increments for the City's emergency management program to the City Council for review and approval as part of the budget process.
- Submits accepted grant applications for improving the City's emergency management program to City Council for approval.
- Assumes command as the City's Chief Executive whenever the EOC is activated provided the Mayor is within the City and available by voice or text message contact with the EOC Director, the Mayor does not need to be physically present in the EOC to assert executive authority.
- Defines the values and desired end state for the response and recovery.
- Determines the strategic priorities for the City response.
- Chairs the Emergency Executive Board (EEB).
- Provides visible leadership and presence in the community during an emergency or disaster.
- Arranges for hosting of state and federal officials, legislative delegations and other dignitaries offering disaster assistance.
- Keeps the Legislative Department Administrative Manager, lead staff for the Council President, and the Emergency Management Director advised of the Mayor's schedule, to include those times when the Mayor will be absent from the City or otherwise not in a position to exercise the powers and authority of the Mayor.
- Arranges for the Council to receive periodic briefings on the planning by any City department, or departments, to host or support a major event.
- Keeps the Council President or Pro-Tem advised of the circumstances surrounding any imminent or emergent situation that may require the activation of the EOC. Such advice will continue to regularly occur and may include additional or all Council members should it be necessary to proclaim a "Civil Emergency," issue executive orders, and when possible, to terminate the "Civil Emergency."
- Submits all proclamations and related executive orders to the City Council for review and appropriate legislation. This includes those for exercising "emergency



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powers"; ordering the use outside services, equipment, commandeered property, gifts, grants, and loans; and for dispensing with normal purchasing practices.

2. City Council

- Supports and encourages personal preparedness by council staff.
- Acts on all proclamations and executive orders issued by the Mayor.
- Reviews emergency expenditures and makes the decision on authorization of payment.
- Determines the funding source for authorized emergency expenditures.
- Acts on all substantive revisions to the City Disaster Readiness and Response Plan that are submitted for review and approval by the Mayor.
- Reviews budget increments submitted by the Mayor for improving the City's emergency management capability, and makes the decision on acceptance and source of funding.

3. Council President (President Pro-Tem if the Council President is not able to serve)

- Serves as Acting Mayor on the event of incapacitation or absence of the Mayor from the City.
- Receives briefings arranged by the Mayor on City planning for scheduled major events and informs other Council members.
- Conveys details of briefings from the Mayor, or designated representative, to City Council member regarding imminent or emergent situations that may require the activation of the EOC.
- Keeps the City Council informed of the requirements to declare a "Civil Emergency", for the Mayor to use an emergency power and, when circumstances permit, the termination of the "Civil Emergency."

4. Municipal Court

- Supports and encourages personal preparedness by court employees.
- Coordinates with law enforcement, the City Attorney and the County Prosecuting Attorney to maintain criminal justice system critical services following a disaster.
- Reconstitutes and resumes any interrupted services as conditions and resources permit.

5. City Attorney

- Supports and encourages personal preparedness of Law Department personnel.
- Provides civil and/or criminal attorneys to advise and support the Mayor, City Council, Municipal Court and the EOC staff
- Create and updates legal materials which are stored in the EOC
- Maintains callout lists and schedules, and provide copies as needed to Seattle OEM, to ensure rapid and efficient notification of Law Department responders.
- Ensures that all staff assigned to duty in the City EOC have completed training to work in the Seattle EOC.
- Drafts all proclamations and executive orders.
- Review all actions contemplated in the EOC Consolidated Action Plan to minimize risk that measures devised to remediate hazards and threats caused by the disaster do not expose the City to litigious civil action and claims.
- Aids the EOC Director in briefing the Mayor on legal issues.
- Provide legal advice to the City Council.
- Provide for a legal review of the Seattle Disaster Readiness and Response Plan (SDRRP) whenever significant and substantive changes are proposed for adoption.

6. City Departments

- Support and encourage personal preparedness of City employees.
- Maintain a basic level of preparedness and response capabilities.
- Develop and maintain department plans, procedures and guidance to support disaster preparedness, response and recovery and ensure that such documents are integrated with the SDRRP.
- Support the development and maintenance of the SDRRP which includes the associated Incident, Support and Functional Annexes.
- Comply with Chapter 7 of the Title II Americans with Disabilities Act (ADA) Best Practices Toolkit in emergency and disaster related programs, services and activities.
- Conduct, or participate in, training and exercises to develop and maintain capability to respond and recover from an incident.



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- Contribute information, as directed by Seattle OEM, to the annual City NIMS Compliance Report.
- Maintain callout lists and schedules and provide copies to Seattle OEM to ensure rapid and efficient notification of department personnel and ESF responders even when regular communication systems are interrupted.
- Ensure all staff assigned to duty in the City EOC have completed required training to work in the Seattle EOC.
- Coordinate all public information through the ESF-15 Coordinator when directed.
- Coordinate strategic operations through the EOC, when it is activated, as directed in the EOC Consolidated Action Plan and as outlined in the SDRRP.
- When requested, support the development and execution of the EOC Consolidated Action Plan and other EOC plans and documents.
- Provide situation updates, damage assessment information and updates on operations as defined in the Essential Elements of Information (EEI) list and the EOC Consolidated Action Plan (CAP).
- Be prepared to support or conduct specialized operations as directed.
- As soon as possible, restore department's essential services, functions and facilities.
- Ensure staff and designated response personnel understand their roles and responsibilities during an emergency.
- Develop and maintain Continuity of Operations Plans (COOP) for sustaining essential city government and departmental functions and services.
- Maintain a "Line of Succession" for department leadership and provide those designations on a monthly basis to Seattle OEM.

7. Emergency Support Functions

City departments, agencies and offices are organized under 14 Emergency Support Functions. Each ESF has a designated lead department.

The "Lead Department," as designated for the incident type, is responsible for leading the tactical response in the field, maintaining the assigned Emergency Support Function (ESF) Annex and assisting with the update of Incident Annexes as directed by OEM.

All organizations listed as "Supporting Departments and Agencies" for each ESF will support the Lead Department guided by:

- City response goals, priorities and objectives.

- Needs identified by the lead Department.
- Available resources and capabilities.
- Laws and agreements governing their support and use of assets.

The following table lists the ESF responsibilities. Red indicates that the Department or Organization has primary responsibility; blue indicates the department has a support role in that ESF.



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| Department or Organization | ESF 1 Transportation | ESF 2 Communications | ESF 3 Public Works | ESF 4 Fire | ESF 5 Emergency Management | ESF 6 Mass Care, Housing and Human Services | ESF 7 Resource Management | ESF 8 Public Health | ESF 9 Search and Rescue | ESF 10 Oil and HazMat | ESF 12 Energy | ESF 13 Public Safety | ESF 14 Long Term Recovery Mitigation | ESF 15 External Affairs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Mayor's Office | | | | | | | | | | | | | | |
| Office of Economic Development | | | | | | | | | | | | | | |
| Office of Housing | | | | | | | | | | | | | | |
| Office of Intergovernmental Relations | | | | | | | | | | | | | | |
| City Budget Office | | | | | | | | | | | | | | |
| Office of Sustainability & Environment | | | | | | | | | | | | | | |
| Department of Information Technology | | | | | | | | | | | | | | |
| Department of Neighborhoods | | | | | | | | | | | | | | |
| Department of Planning & Development | | | | | | | | | | | | | | |
| Finance and Administrative Services | | | | | | | | | | | | | | |
| Human Services Department | | | | | | | | | | | | | | |
| Law Department | | | | | | | | | | | | | | |
| Personnel Department | | | | | | | | | | | | | | |
| Public Health Seattle King County | | | | | | | | | | | | | | |
| Seattle Center | | | | | | | | | | | | | | |
| Seattle City Light | | | | | | | | | | | | | | |
| Seattle Department of Transportation | | | | | | | | | | | | | | |
| Seattle Fire Department | | | | | | | | | | | | | | |
| Seattle Office of Emergency Management | | | | | | | | | | | | | | |
| Seattle Parks and Recreation | | | | | | | | | | | | | | |
| Seattle Police Department | | | | | | | | | | | | | | |
| Seattle Public Libraries | | | | | | | | | | | | | | |
| Seattle Public Utilities | | | | | | | | | | | | | | |
| American Red Cross | | | | | | | | | | | | | | |
| ARES Medical Services Team | | | | | | | | | | | | | | |
| Auxiliary Communications Service | | | | | | | | | | | | | | |
| Crisis Clinic/2-1-1 | | | | | | | | | | | | | | |

| Departments or Organizations | ESF 1 | ESF2 | ESF 3 | ESF 4 | ESF 5 | ESF 6 | ESF 7 | ESF 8 | ESF 9 | ESF 10 | ESF 12 | ESF 13 | ESF 14 | ESF 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Burlington Northern Railroad | | | | | | | ■ | | | | | | | |
| Port of Seattle | | | | | | | ■ | | | | | | ■ | |
| Public & Private EMS Providers | | | | | | | | ■ | | | | | | |
| Puget Sound Energy | | | | | | | | | | | ■ | | | |
| Puget Sound Blood Center | | | | | | | | ■ | | | | | | |
| The Salvation Army | | | | | | ■ | | | | | | | ■ | |
| Seattle Community Colleges | | | | | | | ■ | | | | | | | |
| Seattle Housing Authority | | | | | | ■ | | | | | | | ■ | |
| Seattle School District | | | | | | ■ | ■ | | | | | | ■ | |
| United Way | | | | | | ■ | | | | | | | ■ | |
| University of Washington | | | | | ■ | | | | | | | ■ | ■ | |
| King Co Dept of Community & Health Services | | | | | | ■ | | ■ | | | | | | |
| King Co Department Natural Resources | | | ■ | | | | | ■ | | | | | | |
| King Co. Metro Transit | ■ | | ■ | | | | | ■ | | | | | | |
| King Co. Department of Transportation | ■ | | | | | | ■ | ■ | | | | | | |
| King Co. Fire Chiefs' Association | | | | | | | | ■ | | | | | | |
| King Co. Law Enforcement | | | | | | | | ■ | | | | ■ | | |
| King Co. Mental Health Care Prov. | | | | | | | | ■ | | | | | | |
| King Co. ECC | | | | | ■ | | | ■ | ■ | ■ | | | | |
| King Co. Sheriff's Office | | | | | | | | ■ | | | | ■ | | |
| King Co. Solid Waste | | | ■ | | | | | | | | | | | |
| Region 6 Hospitals - Sea/King Co. | | | | | | | | ■ | | | | | | |
| Pierce County Department of Em. Mgmt. | | | | | | | | | ■ | ■ | | | | |
| WA. Department of Ecology | | | | | ■ | | | | | | | | | |
| WA Department of Health | | | | | ■ | | | | | | | | | |
| WA Department of Natural Resources | | | | | ■ | | | | | | | | | |
| WA Department of Social and Health Services | | | | | ■ | ■ | | | ■ | ■ | | | | |
| WA Emergency Management | | | | | ■ | | | | ■ | ■ | | | | |
| WA State Ferries | ■ | | | | | | ■ | | | | | | | |
| WA State Hospital Association | | | | | | | | ■ | | | | | | |
| WA State Poison Control Center | | | | | | | | ■ | | | | | | |
| WA State Patrol | ■ | | | | | | | | | | | ■ | | |
| WA Department of Transportation | ■ | | | | | | | | | | | | | |
| FEMA | | | | | ■ | | | | ■ | | | | | |
| National Weather Service/Seattle | | | | | | | | | | | | | | |
| FBI-Seattle Field Office | | | | | | | | | | | | ■ | | |



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| Department or Organizations | ESF 1 | ESF 2 | ESF 3 | ESF 4 | ESF 5 | ESF 6 | ESF 7 | ESF 8 | ESF 9 | ESF 10 | ESF 12 | ESF 13 | ESF 14 | ESF 15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| US Environmental Protection Agency | | | | | | | | | | | | | | |
| Federal Highway Administration | | | | | | | | | | | | | | |
| US Army Corp of Engineers | | | | | | | | | | | | | | |
| Mortuary Service Providers | | | | | | | | | | | | | | |
| Bonneville | | | | | | | | | | | | | | |
| Harborview Medical Center | | | | | | | | | | | | | | |
| Seattle Steam | | | | | | | | | | | | | | |

1. **Emergency Support Function One - Transportation**
   **Lead Department: Seattle Department of Transportation (SDOT)**
   - Responsible for maintaining the ESF #1 Annex.
   - Act as "lead department" for snow, ice and hail storms; wind storms; and volcanic eruption.
   - Act as liaison to any other transportation related agencies during EOC activations.
   - Update the SDOT Snow and Ice Readiness Plan annually.
   - Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
   - In coordination with ESFs 3 (Seattle Public Utilities) and 12 (Seattle City Light) leads, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.
   - As necessary and as a subcomponent of the EOC Infrastructure Branch, be prepared to designate a Transportation Group Supervisor and alternates.
   - Coordinate with King County Metro Transit to align snow and ice routes with bus routes where possible.
   - Develop and maintain procedures to assign a Liaison from King County Metro Transit and the Seattle Police Department to the SDOT Operations Center.
   - Maintain and update as needed the City Online Mapping System and Master Street Closure List.
   - Determine when it becomes necessary to activate the SDOT Operations Center and ESF #1 Support Organization DOCs.
   - Oversee damage assessments of City roadway and bridge structures.
   - Clear streets of snow and ice.
   - Coordinate with ESF #4 (Seattle Fire Department) for priority clearing of primary fire response routes, to include removal of center-line snow accumulations (that act as a jersey barrier when they ice up).
   - Designate snow and ice routes by service levels.
   - Conduct or arrange for technical inspections of damaged roadways and bridges.
   - Designate those sections of roadways and bridges that are unsafe for vehicular traffic and require closure; coordinate this information with the EOC Operations Section Chief and City's DOCs, especially the Seattle Police Operations Center (SPOC) and the Seattle Fire Department's Resource Management Center (RMC). As the situation dictates:
     - Arrange to restrict access
     - Designate emergency traffic routes
     - Determine and post detours around closed roadways and bridges, or routes used for emergency traffic only
   - Oversee the removal of roadway obstructions (e.g., slides, trees, subsidence, etc.). For downed power lines coordinate with Seattle City Light, and for storm drain flooding, sewer backups or broken water mains coordinate with Seattle Public Utilities.
   - Manage debris clearance of City roadways, including ingresses/egresses to critical infrastructure, incident scenes and services.
   - Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF #15 Supervisor, and the EOC Planning Section Chief.
   - Determine when it is safe to reopen closed roadway structures.
   - Provide emergency signage and barricades as necessary.
   - Oversee the repair and restoration of damage to roadway structures, traffic signals and road signs.



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- Support the Seattle Police Department in rerouting traffic around incident exclusionary areas. Similarly in a major evacuation of areas of the City, determine optimal exit routes, including the establishment of contra-flows if appropriate and the reprogramming traffic signals to facilitate orderly traffic flows.
- Will, within available means, assist the Seattle Fire Department with stabilization of structures in danger of collapse and/or during technical rescues through the use of heavy equipment and operators, and shoring and cribbing materials.
- Coordinate with ESF #4 (SFD) for removal of debris from structural collapse or other rescue scene.
- Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies:

- Seattle City Light
- Seattle Department of Planning and Development
- Seattle Parks Department
- Seattle Police Department
- Seattle Fire Department
- Seattle Public Utilities
- King County Metro
- King County Department of Transportation
- Washington State Department of Transportation
- Washington State Patrol
- Federal Highway Administration

2. **Emergency Support Function Two – Communications**
   **Lead Department: Department of Information Technology (DIT)**
   - Responsible for maintaining the ESF #2 Annex.
   - Assume the role of "lead department" for cyber terrorism.
   - Act as liaison to any other communications related agencies (public or private) during EOC activations.
   - Designate a Primary and 1st and 2nd Alternate ESF-2 Representatives for EOC activations.
   - Establish and staff the Communications Support Unit in the EOC Logistics Section. Designate a Primary and 1st and 2nd Alternate Unit Leader.
   - As necessary, alert the EOC to potential threats to network security.
   - As necessary, perform damage assessment and trouble-shooting of City telecommunication systems and networks.
   - ESF #2 Representatives in coordination with the Information Technology Department Operations Center (ITOC) direct and coordinate information technology operations and telecommunications infrastructure operations across all departments.
   - Restore interrupted City owned or leased telecommunication systems as quickly as possible.
   - If necessary, assist the EOC Operations Section Chief in establishing priorities for patching radio system and use of operable systems, e.g., 800 MHz radios.
   - If necessary establish priorities for network restorations, e.g., critical public safety emergency systems are normally first.
   - As requested, acquire additional communication systems to support expanded needs of City departments.
   - Ensure the City can maintain interoperability with external resources that arrive to support the City. Such resources may be part of mutual aid, State Fire Mobilization, EMAC or FEMA Incident Management Teams (IMTs), etc.
   - Remedy any network security issues as quickly as possible, and determine what -- if any -- interim measures need to be put in place.
   - Maintain contact with commercial service providers to determine the extent and type of outages they may have experienced, and the expected time or time intervals it will take to restore and resume their service.
   - Provide desktop and communications support to the EOC.
   - Restore damaged City warning systems.
   - Ensure that critical needs, which have been identified by the Information Technology Operations Center (ITOC) and that exceed the Department of Information Technology's ability to acquire, are referred to the EOC Logistics Section.
   - Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle City Light
- Seattle Public Utilities
- Seattle Department of Transportation
- Seattle Fire Department
- Seattle Police Department
- Seattle Auxiliary Communications Service



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**3. Emergency Support Function Three – Public Works**
**Lead Department: Seattle Public Utilities (SPU))**

- Responsible for maintaining the ESF #3 Annex.
- Act as the "lead department" for slides, subsidence, water contamination, flooding, and breaks at dams owned Seattle Public Utilities.
- Determine when it becomes necessary to activate the Seattle Public Utilities' Department Operations Center and Support Organization DOCs.
- Respond to wildland fires in City watershed.
- Coordinate citywide GIS mapping through all phases of emergency management.
- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF #15 Supervisor, and the EOC Planning Section Chief.
- Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.
- As needed, act as liaison to other water or drainage/waste water and solid waste agencies during EOC activations.
- Designate a Primary and 1st and 2nd Alternate ESF-3 Liaisons for EOC activations
- In coordination with ESFs 1, 2 and 12, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.
- As necessary and as a subcomponent of the EOC Infrastructure Branch, be prepared to designate a Utilities and Engineering Group Supervisor and alternates.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.
- Conduct damage assessment of City's water (treatment plants, reservoirs, mains and feeders), sanitary sewers and storm drain systems, and solid waste facilities.
- Support the Seattle Fire Department as necessary to maintain water pressure for firefighting.
- Prioritize or recommend priorities for restoration of SPU's systems and services
- Assist the Seattle Fire Department, within resource availability, with life safety priority requests for support.
- Oversee, with the assistance of other departments as necessary, the remediation, repair and restoration of damaged systems.
- Support EOC Logistics Section in the distribution of potable water at Points of Dispensing and other locations.
- As necessary, distribute or arrange for the temporary water distribution systems.
- Restore or provide temporary water services to critical areas or sites.
- As appropriate, provide the community with sandbags.
- Through Department of Planning and Development, consolidate initial structural damage assessments from other departments, conduct evaluations of structures using ATC-20 methodology, coordinate use of mutual aid or contracted building inspectors to evaluate and inspect structures, support efforts of property owners to address structural issues.
- Together with the Seattle Parks and Recreation Department, Department of Planning and Development, and Department of Transportation, determine slide danger areas, and oversee the direction, management and cordoning off slope stabilization efforts.
- Provide assistance in stabilizing damaged structures, such as making available heavy equipment and operators and shoring and cribbing materials.
- Provide assistance as necessary in debris clearance and waste disposal including household and commercial hazardous waste.

- Provide assistance with emergency fencing.
- Together with the Seattle Parks and Recreation Department, Department of Planning and Development and Department of Transportation institute emergency conservation measures of open spaces, such as shorelines and riparian buffer zones, and landslide-prone hillsides.

Supporting Departments and Agencies

- Seattle Parks and Recreation Department
- Seattle Department of Planning and Development
- US Army Corps of Engineers Seattle District
- King County Solid Waste Department
- Public Health Seattle and King County
- King County Department of Natural Resources



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**4. Emergency Support Function Four – Firefighting**
**Lead Department: Seattle Fire Department (SFD)**

- Responsible for maintaining the ESF #4 Annex.
- Act as the "lead department" for fires (including structural, brush and marine fires), air crashes, mass casualty incidents and earthquakes and technical rescue to include confined space, structural collapse, trench, high angle transportation and marine/water operations.
- Act as liaison to any other fire or rescue related agencies during EOC activations.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- Designate a Primary and 1st and 2nd Alternate Fire Branch Director
- Follow direction from Public Health regarding fatality management.
- Determine when it becomes necessary to activate the Seattle Fire Department Resource Management Center (RMC).
- Determine when it becomes necessary to request activation of the State Fire Mobilization Plan.
- Conduct windshield damage surveys in the immediate aftermath of an earthquake or major windstorm and promptly provide that information to the EOC and other responding departments.
- Support pre-hospital treatment and transport, and implement the Mass Casualty Plan as required.
- If displaced residents need warmth, contact King County Metro for a bus and, if it appears resident may need a shelter or additional assistance, contact the American Red Cross. If residents are going to be displaced for more than a few hours, contact the OEM Staff Duty Officer and request assistance from the ESF 6 Coordinator.
- Support technical, confined space, high angle and marine rescues as required.
- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF 15 Supervisor, and the EOC Planning Section Chief.
- As necessary support the conduct of arson investigations.
- Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.
- Commandeer needed resources by the authority of the Fire Code.

Supporting Departments and Agencies

- Mutual Aid Fire Departments in King County
- SDOT
- SPD
- SPU
- SCL
- Public Health Seattle & King County

5. **Emergency Support Function Five – Emergency Management**
   **Lead Department: Seattle Office of Emergency Management (OEM)**
   - Responsible for maintaining the ESF #5 Annex.
   - Act as liaison to any other emergency management agencies including county, state and federal levels during EOC activations.
   - Provide the Primary, 1st and 2nd Alternate EOC Directors, deputy director, Operations Section Chief and staff for the EOC Warning and Communications group.
   - Provide the Primary, 1st and 2nd EOC Admin Section Chief.
   - Provide the Primary, 1st and 2nd EOC Planning Section Chief and staff the EOC Planning Section in all EOC activations.
   - Coordinate all mapping during EOC activations with direct support from ESF #3 and Seattle Public Utilities.
   - Lead the City's Disaster Management Committee (DMC), Strategic Work Group, and develop the Annual DMC Work Program for the Mayor's approval.
   - Organize and support the Mayor's Emergency Executive Board.
   - Oversee the maintenance of the SDRRP, and administer the updating and approval process.
   - Maintain, update, and coordinate the OEM 5 Year Strategic Plan.
   - Maintain and update the Seattle Hazard Identification and Vulnerability Analysis document.
   - Maintain and update the City's All-Hazards Mitigation Plan.
   - Work with neighboring jurisdictions and the state to ensure that emergency management planning efforts are consistent, complementary, mutually supportive and compatible with one another.
   - Regularly brief the Mayor, City Council and the Cabinet on the status of the City's emergency management program.
   - Maintain the City's EOC facility and all equipment and operational procedures, so that the EOC can be readily activated at any time.
   - Lead the City's emergency management programs, such as Seattle Neighborhoods Actively Prepare, Auxiliary Communications Service ham radio operators, Hub (neighbor helping neighbor), etc.
   - Serve as the City's Applicant Agent in all Stafford Act public and individual assistance programs.
   - Coordinate the city-wide compliance with National Incident Management System and other standards.
   - Coordinate all after action reviews and improvement planning for city-wide events and exercises.
   - Discharge responsibilities assigned in the Basic Plan; ESF-5, and Support and Incident Annexes.

Supporting Departments and Agencies

- Seattle Public Utilities
- Seattle Auxiliary Communications Service
- Department of Information Technology
- US Environmental Protection Agency
- Department of Planning and Development
- Public Health - Seattle and King County
- Washington Department of Health



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- Washington Department of Natural Resources
- Washington Department of Ecology
- National Weather Service Seattle
- Amateur Radio Emergency Services Medical Services Team
- Department of Finance and Administrative Services
- King County Office of Emergency Management
- Washington State Emergency Management Division

6. **Emergency Support Function Six – Mass Care, Housing and Human Services Lead Department: Department of Human Services (HSD)**
   - Responsible for maintaining the ESF #6 Annex.
   - Designate Primary and 1st and 2nd Alternate ESF Representatives for EOC activations (include representatives from other respective departments and agencies, i.e., Parks, Seattle Center, Seattle Libraries, etc.).
   - Provide or designate a Primary and 1st and 2nd Alternate Health and Human Services Branch Director.
   - Act as liaison to human service and mass care related agencies during EOC activations.
   - Through ESF-6 partners, provide situational awareness on impact to people, service and companion animals, and human services.
   - Establish shelters as needed, in conjunction with the Parks and Recreation Department and, if available, the American Red Cross. Include the capacity to accommodate access and functional needs. The Parks and Recreation Department is the lead for shelters in a Parks facility.
   - Support City shelters as needed, in partnership with Parks and Recreation Department, the American Red Cross, ESF 8 and other ESF 6 partners. This can include the provision of food, health and hygiene services, counseling and social services.
   - Determine the need to establish pet shelters in conjunction with the Seattle Animal Shelter. The Seattle Animal Shelter is the lead for the pet sheltering activities.
   - Help respond to requests for support if shelters are established in Seattle by King County, the American Red Cross or other partner.
   - In partnership with Public Health Seattle and King County, and other ESFs, identify populations most at risk from the disaster impacts and develop strategies to help and communicate with these populations.
   - Establish mass feeding or food distribution sites with ESF 6 partners as needed.
   - Coordinate with ESF 7 the establishment of any Community Points of Distribution (CPODs).
   - If a person is unable to be housed in a shelter due to severe medical needs or other situations that cannot be accommodated, if possible, arrange transport to a medical facility or offer other appropriate options for the person's situation.
   - Establish warming or cooling centers to supplement available facilities as needed.
   - Request the EOC Logistics Section and Parks Department to assist with transportation and equipment needs. This includes accessing emergency shelter cache supplies as appropriate.
   - Request the Seattle Police Department to assist with security at Shelters and other service locations as needed.
   - As needed, request Seattle Fire Department Fire Marshal's Office inspection assistance for group occupancy Fire Code considerations at Shelters.
   - Request the Department of Planning and Development to inspect shelter facilities, Seattle Animal Shelter, and other critical human service infrastructure facilities if needed.
   - Request the Seattle Department of Transportation to assist with access to shelter and cache sites if roads to sites are blocked.
   - Request the Seattle Public Utilities and the EOC Logistics Section assist with the delivery of potable water, sanitation, and waste removal at shelters (human and animal) as needed.



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- Support strategies to help reopen schools if they were closed by the event.
- Be prepared to open reception centers if Seattle is used to receive evacuees from locations outside the City.
- If a Family Assistance Center (FAC) is established by ESF-8, coordinate ESF-6 support to the FAC as needed.
- Arrange for interpreter services as needed.
- As resources allow, arrange computer access for impacted population to communicate with family/friends, obtain disaster information and apply for disaster assistance.
- In partnership with the Office of Housing, help support efforts to address housing needs for people displaced by the disaster.
- Activate the Disaster Case Management plan if needed.
- Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.
- Seattle Animal Shelter will contain dangerous animals; rescue pets trapped, injured or in distress; impound stray, injured or lost animals; and dispose of animal remains.
- As part of pet sheltering and animal response activities, the Seattle Animal Shelter will coordinate with animal care and rescue groups.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle Center
- American Red Cross
- Seattle School District
- Seattle Public Library
- Department of Neighborhoods
- Seattle Parks and Recreation Department
- The Salvation Army
- Seattle Housing Authority
- Office of Housing
- Seattle Public Utilities
- Seattle Fire Department
- Public Health – Seattle and King County
- Crisis Clinic
- United Way
- King County Department of Community and Human Services
- Seattle Police Department
- Department of Finance and Administrative Services
- Department of Planning and Development
- Washington State Department of Social and Health Services

**7. Emergency Support Function Seven – Resource Support**
**Lead Department: Department of Finance and Administrative Services (FAS)**

- Responsible for maintaining the ESF #7 Annex.
- Provide the Primary, and 1st and 2nd Alternate EOC Logistic Section Chiefs and EOC Logistics Section Staff.
- Activate the EOC logistics section as requested by the EOC Director.
- Act as liaison to any other logistics or resource management agencies or services during EOC activations.
- Oversee the provision of logistical support, services and registered "emergency worker" volunteers and reassigned City employees to City departments whenever such needs exceed the requesting department's capacity or purview.
- Provide non-medical logistical support to healthcare facilities in coordination with ESF #8.
- As needed, establish, administer, and support the provisioning of "Emergency Volunteer Centers".
- Advise the EOC Director, EOC Operations Section Chief and EOC Planning Section Chief when critical resource needs exceed the means of the City to transact acquisition on its own, or through existing mutual aid or other contractual arrangements.
- Coordinate with Seattle Fire Department if emergency commandeering of resources becomes necessary, e.g. via Fire Code
- Direct and track the arrival and reception of supplemental resources that are made available through the State EOC, federal government, or private donors.
- Manage donations of funds and goods.
- Advise EOC Director when commandeering may be needed and request law enforcement support when commandeering property.
- With input of other City departments, maintain accountability for all equipment, services, supplies, and associated costs that are expended to respond to the declared emergency.
- As necessary, support the relocation and reconstitution of essential city operations to alternate facilities.
- Develop a demobilization plan that covers the inspection and release of equipment, disposition of items purchased for the event, and any unused materials.
- Maintain and/or supply emergency generators and fuel at critical City owned facilities, and as feasible provide such assistance to critical care facilities or other facilities providing essential public services.
- As necessary, support the set up and resupply of staging areas, base camps, points of distribution, shelters, family assistance centers and helipads.
- Serve as the coordination point for designating city facilities for disaster related operations.
- As necessary, support the establishment of Disaster Recovery Centers and coordination by ESF #6 to work with outside agencies to manage donations.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.



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Supporting Departments and Agencies

- Department of Information Technology
- King County Department of Transportation
- Seattle School District
- Seattle Community Colleges
- Port of Seattle
- Washington State Ferries
- Burlington Northern Railroad
- Department of Personnel

**8. Emergency Support Function Eight – Public Health and Medical Services**
**Lead Department: Public Health Seattle and King County (PHSKC)**

- Responsible for maintaining the ESF #8 Annex.
- Maintain 24/7 Duty Officer Program and serve as the primary point of notification for health and medical emergencies in King County.
- Designate a Primary and 1st and 2nd Alternate ESF #8 Representatives for EOC activations.
- Act as liaison for any other health related agencies during EOC activations.
- Determine when it becomes necessary to activate the health and medical area command.
- Provide leadership and direction in responding to health and medical emergencies across King County consistent with the authority of the Local Health Officer.
- Assess the health and medical impacts and potential consequences posed by emergencies and disasters and determine appropriate courses of action.
- Provide medical advice and treatment protocols regarding communicable diseases and other biological hazards to EMS, hospitals, and healthcare providers .
- Coordinate assessment and response to disaster consequences affecting food safety, water quality, and sanitation.
- Coordinate the response of regional veterinarian services and animal care groups, in partnership with King County Animal Care and Control, as appropriate.
- Coordinate and provide emergency health services including communicable disease control, immunizations, and quarantine procedures.
- Direct and manage local emergency medication distribution strategies.
- Coordinate and provide laboratory services for identification of biological samples.
- Through the PHSKC Office of Vital Statistics, coordinate with local funeral directors and the King County Medical Examiner's Office regarding the filing of death certificates and issuing of cremation / burial transit permits for fatalities.
- Through King County Medical Examiner's Office, track incident related deaths and manage disaster related human remains.
- Direct and manage regional medical surge capabilities including alternate care facilities, medication centers and temporary morgues.
- Manage and direct the mobilization of medical volunteers through the Health and Medical Volunteer Management System, including Public Health/Medical Reserve Corps.
- Implement crisis standards of medical care, as directed by the Local Health Officer
- Coordinate and manage incident information and medical resources for healthcare agencies across King County.
- Coordinate requests for medical resources with private vendors, local and state EOCs.
- Support the King County Department of Community and Human Services and the American Red Cross in meeting demands for regional mental health services.
- Inform elected officials and tribal leaders of policy decisions made by the ESF 8 MAC and response actions taken by the ESF #8 Area Command during disasters with public health consequences.
- Connect healthcare facilities with their local EOCs for non-medical resource support, and provide non-medical resource support for ESF 8 agencies when local EOCs cannot respond.



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- Collaborate with local EOCs to provide logistical support for medical needs shelters, alternate care facilities, medication centers, mortuary operations, family assistance centers, and other public health field response operations.
- Coordinate with the Puget Sound Blood Center to support the blood distribution system.
- Coordinate with King County Disaster Medical Control Center (DMCC) to provide assistance on bed availability and patient tracking, as needed.
- Manage the health and medical Joint Information System to ensure consistent, accurate health messaging across King County.
- Direct the development and dissemination of health messages to the public, media, response partners, and community based organizations.
- Provide coordination of family assistance center(s) to provide information and assistance to families of the missing and deceased; handling mass deaths and burials.
- Coordinate and provide environmental health services including inspections for water and food contamination; vector control; temporary shelters, emergency housing, and schools for proper sanitation; Temporary Debris Staging and Reduction Sites (TDSRS); disposal of disaster related solid waste
- Coordinate with ESF #4 (SFD) for guidance on PPE for first responders to include prophylaxis and response considerations based on disease type.
- Coordinate public health warning and advisories with the Mayor's Director of Communication before release.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Region 6 Hospitals – Seattle and King County
- Public and Private Medical Services Providers
- Airlift Northwest
- Amateur Radio Medical Services Team
- American Red Cross
- King County Department of Community and Human Services
- King County Department of Natural Resources and Parks
- King County Department of Transportation Metro Transit Division
- King County Fire Chiefs Association
- King County Office of Emergency Management
- King County Sheriffs Office
- King County Law Enforcement Agencies
- Mortuary Service Providers
- Puget Sound Blood Center
- Seattle Office of Emergency Management
- Seattle Human Services Department
- Seattle Parks and Recreation Department
- Seattle Fire Department
- Department of Finance and Administrative Services
- Washington State Poison Control Center
- Public\Private Emergency Medical Services Providers

**9. Emergency Support Function Nine – Search and Rescue**
**Lead Department: Seattle Fire Department (SFD)**

- Responsible for maintaining the ESF #9 Annex.
- Act as the "lead department" for air crashes, mass casualty incidents, structural collapses and earthquakes.
- Act as liaison for any other rescue related agencies or operations during EOC activations.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- Provide for the leadership and staffing of the Fire Branch in the EOC.
- Work in coordination with Public Health Seattle and King County regarding fatality management.
- Determine when it becomes necessary to activate the Seattle Fire Department Resource Management Center.
- Determine when it becomes necessary to request activation of the State Fire Mobilization Plan; so advise the EOC Director, EOC Operations and planning Section Chiefs.
- Coordinate and support all technical, confined space, and high angle rescue operations, regardless of causation.
- Coordinate water rescues and underwater search and rescue operations with Seattle Police Department Harbor Patrol Unit.
- Advise the EOC Director, EOC Operations and planning Section Chiefs when a request needs to be made to ask for Federal assistance through the National Urban Search and Rescue Response System (USAR).
- With the EOC logistics Section, arrange to receive, stage, deploy, and sustain USAR teams.
- Provide necessary support in demobilizing and arranging for the return of USAR teams.
- Ensure the EOC logistics section is made aware of the unavailability of critical needs and assets.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle Police Department
- Public Health – Seattle and King County
- Seattle Public Utilities
- King County Office of Emergency Management
- Federal Emergency Management Agency
- Washington State Emergency Management Division
- Pierce County Office of Emergency Management



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**10. Emergency Support Function Ten – Oil and Hazardous Materials Response**
**Lead Department: Seattle Fire Department (SFD)**

- Responsible for maintaining the ESF #10 Annex.
- Act as the lead department for all hazardous materials releases.
- Maintain the City's Local Emergency Planning Committee (LEPC) Plan, and lead the activities of the LEPC.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- Act as liaison for any other hazardous material response agencies during EOC activations.
- Act as the "lead agency"* for all hazardous materials releases.
- Determine when it becomes necessary to activate the Seattle Fire Department Resource Management Center (RMC).
- Determine when it becomes necessary to request activation of the State Fire Mobilization Plan; so advise the EOC Director, EOC Operations and Planning Section Chiefs.
- Within the City, oversee the direction, management, and support of all hazardous materials (HAZMAT) response operations.
- Keep the EOC Operations and Planning Section Chiefs posted on exclusionary zone(s), and areas that need to be evacuated. Ensure the RMC coordinates with other City Department Operating Centers, as necessary, to acquire support and assistance.
- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF #15 Supervisor, and the EOC planning Section Chief.
- Advise the EOC Director, EOC Operations and Planning Section Chiefs when a request needs to be made to ask for outside assistance.
- Provide necessary support to the US Coast Guard, Sector Seattle under the Northwest Area Contingency Plan.
- If residents are going to be displaced for more than a few hours, contact the OEM Staff Duty Officer and request assistance from the ESF #6 Coordinator.
- Determine, and as necessary coordinate, arrangements to receive, stage, deploy, sustain, demobilize and return HAZMAT teams from other jurisdictions.
- Ensure the Seattle Fire Department Resource Management Center is made aware of the unavailability of critical needs and assets.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Public Health – Seattle and King County
- Seattle Police Department
- Seattle Public Utilities
- King County Office of Emergency Management
- Washington State Emergency Management Division
- Pierce County Department of Emergency Management

## 11. Emergency Support Function 11 – Agriculture and Natural Resources

This ESF has limited relevance in the City. The following responsibilities that would normally be included in ESF #11 are addressed as follows:

- Conservation of open spaces, such as shorelines and riparian buffer zone and landslide prone hillsides- ESF #3 Public Works and Engineering
- Food supply – ESF #6 Mass Care Housing and Human Services
- Food safety – ESF #8 Public Health and Medical Services
- Animal and plant disease and pest control – ESF #8 Public Health and Medical Services
- Preservation of historical properties – ESF #14 Long Term Community Recovery and Mitigation



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**12. Emergency Support Function Twelve – Energy**
**Lead Department: Seattle City Light**

- Responsible for maintaining the ESF #12 Annex.
- Act as the "lead department" for power failures and breeches, breaks, or dangerous over-spilling at Seattle City Light owned dams.
- Act as liaison for any other energy related agencies during EOC activations.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- In coordination with ESFs 1 and 3, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.
- Conduct damage assessment of City's power infrastructure and service areas, and as warranted, include dams and hydro plants, transmission system, substations, feeders, laterals, transformers, undergrounds, and service drops.
- Determine when it becomes necessary to activate the City Light Operations Center, Call Center and the Trouble Center.
- Respond to assist to Fire Department requests for life safety priority support within available means.
- Restore power outages, or in the interim if the outage(s) will last for an extended period, assist critical facilities and critical care centers with priority restoration, or emergency generators if needed. Request assistance from ESF 7 to acquire, arrange for delivery, and resupply generators with diesel fuel.
- Coordinate power restoration priorities with the EOC Director, Operations, Logistics and Planning Section Chiefs.
- Coordinate public information releases with the Mayor's Director of Communications and the ESF #15 Coordinator.
- Coordinate with the ESF #6 Coordinator if people need to be relocated and provided with temporary shelter, or if there are people on life-support systems that need aid and assistance.
- Have the System Control Center advise Seattle Police Communications, Seattle Fire Alarm Center, Charles Street Dispatch, Seattle Public Utilities Operation Response Center, and King County Metro Transit of those areas without power and to give an estimate of how long it will take to restore service. Continue to update these centers as more information becomes available.
- Ensure the EOC logistics section is made aware of the unavailability of critical needs and assets.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle Steam
- Seattle Department of Transportation
- Seattle Fire Department
- Department of Human ServicesPublic Health – Seattle and King County
- Harborview Medical Center
- Department of Finance and Administrative Services Seattle Public UtilitiesPuget Sound Energy
- Snohomish Public Utilities DistrictBonneville Power Administration

**13. Emergency Support Function Thirteen – Public Safety and Security**
**Lead Department: Seattle Police Department (SPD)**

- Responsible for maintaining the ESF #13 Annex.
- Act as the "lead department" for response to criminal incidents, civil disorders, bomb threats, and terrorism (see Terrorism Incident Annex);
- Provide the Primary and 1st and 2nd Alternate police Branch Directors in the EOC.
- Act as liaison with other public or private law enforcement or security related agencies during EOC activations.
- Act as liaison with the Washington Fusion Center during EOC activations.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- Act as the City lead for crime prevention to include educating public and private sectors, and aiding with security audits as resources permit. Conduct criminal intelligence and investigations to deter, preempt or interdict criminal activity, and apprehend lawbreakers.
- Determine when to activate the Seattle Police Operations Center.
- Conduct windshield damage survey in the immediate aftermath of an earthquake.
- Should looting be a concern, conduct "emphasis patrols."
- Assist the Seattle Department of Transportation in securing and preventing unauthorized access to damaged or impassable roadway structures.
- Assist the SPU and Seattle Parks and Recreation Department with securing and limiting access to slide areas.
- Provide perimeter security, and crowd and traffic control for major incidents.
- Responsible for leading, managing, or coordinating with the incident lead agency all aspects related to criminal investigations on incidents involving a criminal act.
- Establish exclusionary and evacuation areas for shooter, hostage, and bomb incidents.
- In all major incidents and as soon as time and circumstances permit, report street closures to the Seattle Department of Transportation in addition to advising Seattle Fire Department, Seattle Public Utilities, Seattle City Light, Washington State Department of Transportation, Port of Seattle, and King County Metro Transit. Depending on the location of the incident, alert Burlington Northern and Washington State Ferries.
- Provide for and manage Seattle Police Department harbor patrol, water rescues, and underwater search, rescue and recovery operations.
- Determine warning messages to communicate to the media and public, and coordinate drafts with the Mayor's Director of Communications, the EOC Director, and the EOC planning Section Chief.
- Provide assistance to the ESF 6 Coordinator in arranging for shelter security when requested and as officers are available.
- Assist with outreach to vulnerable populations in coordination with the ESF 6 Coordinator, if needed and as resources allow.
- Ensure the EOC Logistics Center is made aware of the unavailability of critical needs and assets.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.



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Supporting Departments and Agencies

- Department of Information Technology
- Department of Finance and Administrative Services
- Seattle Fire Department
- FBI, Seattle Field Office
- Mutual Aid Police Agencies
- Washington State Patrol
- Seattle Department of Transportation
- United State Coast Guard

**14. Emergency Support Function Fourteen – Long Term Recovery and Mitigation**
**Lead Department: City Budget Office (CBO)**

- Responsible for maintaining the ESF #14 Annex.
- Provide the Primary and 1st and 2nd Alternate ESF representatives for EOC activations.
- Act as liaison with any other recovery-related organization or agency during EOC activations.
- Establish and maintain a trained City organization capable of mobilizing all necessary resources to: conduct and compile an "Initial Damage Assessment," a "Supplemental Justification," and effectively interface with the state and federal government officials to complete a timely "Preliminary Damage Assessment."
- In Presidentially Declared Disasters affecting the City of Seattle, develop and administer a City Recovery Plan to match the range of needs for restoring the community, government, economy, and environment to a pre-disaster state of normalcy. Such planning, will include the administration of all necessary actions and measures, and will conform with policies and procedures prescribed for the Interdepartmental Recovery Team in the ESF #14 Annex.
- In conjunction with the Office of Emergency Management, designate the City's Applicant Agent.
- Seek opportunities in the recovery phase to mitigate chronic hazards and to apply for grants for this purpose.
- Through an After Action Report, make recommendations to the Mayor and City Council for changes in policy and/or law to better protect the City's population, government, infrastructure, economy, environment and natural resources by eliminating a danger from recurring, or lessen the most serious effects.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- Seattle Office of Emergency Management
- Seattle City Light
- Finance and Administrative Services
- Office of Economic Development
- Office of Housing
- Office of Intergovernmental Relations
- Human Services Department
- Department of Information Technology
- Office of Sustainability and Environment
- Law Department
- Seattle Public Library
- Department of Neighborhoods
- Dept of Parks & Recreation
- Seattle Public Utilities
- Department of Planning and Development
- Seattle Department of Transportation
- Seattle Fire Department
- Seattle Police Department
- Public Health Seattle and King County
- Port of Seattle
- Seattle Public Schools
- Seattle Housing Authority
- University of Washington
- United Way
- Salvation Army
- American Red Cross
- Seattle Community Colleges



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**15. Emergency Support Function Fifteen – External Affairs**
**Lead Department: Mayor's Office (MO)**

- Responsible for maintaining the ESF #15 Annex.
- Provide the Primary and 1st and 2nd Alternate Directors of Communication, Joint Information Center Supervisor and ESF #15 representatives for EOC activations.
- Act as liaison to other public information entities.
- Arrange host services for visiting elected officials and dignitaries.
- Establish the Joint Information Center (JIC) organization, to include administering policies and procedural guidance for mobilizing and assigning Public Information Officers (PIOs); directing, controlling, and approving all City originated public information; supporting field PIOs, arranging for and advertising news briefings and preparing the Mayor and other department heads as necessary; monitoring the media (including social media) and responding to media inquiries; rumor control; using all available and appropriate City and local TV and radio media communications channels and alert systems (see Public Warning Support Annex) to communicate with the public. Such communications may include warnings, advisories, web postings, social networks, and media releases.
- Ensure public messaging is consistent with situation reports released by the EOC,
- Ensure maps released to the public are consistent with maps created in the EOC to support operations.
- Coordinate with Emergency Management to manage the volume of telephone communications with the public.
- Coordinate with other jurisdiction JICs, as part of the joint information system, to assure that there is consistency in content and timing in releasing public information.
- Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.

Supporting Departments and Agencies

- All City Public Information Officers
- Department of Information Technology

## E. Limitations

This Plan is adopted as an exercise of the lawful power of Seattle to protect and preserve the public peace, health, safety and welfare. Its provisions shall be liberally construed for the accomplishment of these purposes.

The Plan is intended to serve as a guide and organizational structure to assist in the delivery of a management system capable of responding to a broad array of emergencies that may affect our City. The Plan may not address all events in every instance, and by virtue of changes in the law, public policy, organizations, programs, systems, process, and the environment, the Plan will require revision and updating and thus may not be useful in addressing a particular event. It is impossible to guarantee the delivery of a perfect emergency management system capable of responding at every given moment in time and in all circumstances. The decision to implement all or any portion of this plan including the means by which to implement it in an emergency, rests in the sole discretion of the City.

Nothing contained in this Plan is intended to be nor shall be construed to create or form the basis for any liability on the part of the City or its employees or agents, for any injury or damage resulting from failure of any public official or employee to comply with the provisions of this Plan, or by reason or in consequence of any act or omission in connection with the implementation or enforcement of this Plan on the part of the City by any of its employees or agents.

It is expressly the purpose of this Plan to provide for and promote the health, safety and welfare of the general public. It is not intended to create or otherwise establish or designate any particular class or group of persons who will or should be especially protected or benefited by its provisions.

## F. Liability

RCW 4.24.470(1) Liability of officials and members of governing body of public agency — Definitions provides:

> "An appointed or elected official or member of the governing body of a public agency is immune from civil liability for damages for any discretionary decision or failure to make a discretionary decision within his or her official capacity, but liability shall remain on the public agency for the tortious conduct of its officials or members of the governing body."

RCW 70.136.050, **Hazardous Materials Incidents** provides:

> "An incident command agency in the good faith performance of its duties is not liable for civil damages resulting from any act or omission in the performance of its duties, other than acts or omissions constituting gross negligence or willful or wanton misconduct.
>
> Any person or public agency whose assistance has been requested by an incident command agency, who has entered into a written hazardous materials assistance agreement before or at the scene of the incident



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> pursuant to RCW 70.136.060 and 70.136.070, and who, in good faith, renders emergency care, assistance, or advice with respect to a hazardous materials incident, is not liable for civil damages resulting from any act or omission in the rendering of such care, assistance, or advice, other than acts or omissions constituting gross negligence or willful or wanton misconduct."

An "emergency worker" registered in the manner described in WAC Chapter 118-04, and performing emergency functions under the direction of an appropriate City agency as assigned in this plan, would qualify for indemnity protections provided for in RCW Chapter 38.52. As defined in RCW 38.52.010(4), "emergency worker means any person, including but not limited to an architect registered under chapter 18.08 RCW or a professional engineer registered under chapter 18.43 RCW, who is registered with a local emergency management organization or the department and holds an identification card issued by the local emergency management director or department for the purpose of engaging in authorized emergency management activities or is an employee of the state of Washington or any political subdivision thereof who is called upon to perform emergency management activities."

The Volunteer Protection Act of 1997 (Public Law 105-19), 42 U.S.C. 14501-05.provides:

> "No volunteer of a nonprofit organization or entity shall be liable for harm caused by an act or omission of the volunteer on behalf of the organization or the entity if – (1) the volunteer was acting within the scope of the volunteer's responsibilities in the nonprofit organization or governmental entity at the time of the act or omission; (2) if appropriate or required, the volunteer was properly licensed, certified, or authorized by the appropriate authorities for the activities or practice in the State in which harm occurred, where the activities were or practice was undertaken within the scope of the volunteer's responsibilities in the nonprofit organization or governmental entity; (3) the harm was not caused by willful or criminal misconduct, gross negligence, reckless misconduct, or a conscious, flagrant indifference to the rights or safety of the individual harmed by the volunteer; and (4) the harm was not caused by the volunteer operating a motor vehicle, vessel, aircraft, or other vehicle for which the State requires the operator or the owner of the vehicle, craft, or vessel to – (A) possess an operator's license; or (B)maintain insurance."

## III. SITUATION

### A. Emergency Conditions and Hazards

With over 600,000 residents as of 2010, Seattle is the largest municipality in the Pacific Northwest. It is a center for cultural, governmental and economic activity. Seattle is both a city of neighborhoods with vibrant individual identities and one of the most trade dependent cities in the U.S. One in three jobs relies on international trade. During workdays the influx of commuters causes the population to grow to over 750,000. These totals swell even higher when tourists are added.

Seattle also is home to the main campuses of 3 major universities: the University of Washington, Seattle Pacific University, and Seattle University. In addition, the Seattle Community College system, which has a combined enrollment of 54,000, operates 3 campuses located in West Seattle, Capitol Hill, and Northgate. The total combined student population for all of these universities and colleges is approximately 100,000.

The Seattle-King County area attracts more than 8.8 million overnight visitors each year. Major venues for conferences, conventions and special events include the Washington State Convention and Conference Center, a wide variety of local hotels, the Bell Harbor International Conference Center, CenturyLink Field Events Center, and the Seattle Center (site of the 1962 World's Fair).

The city is also home for several professional sport teams: Mariners at Safeco Field (seats 54,000) and the Seahawks and Sounders at CenturyLink Field (seats 67,000).

There are 23 hospitals in King County, of which 13 are located in Seattle. Of that number, 1 is a psychiatric hospital and two provide long term acute care. Also located in Seattle is the only Level 1 Trauma Center for a four state region which also serves as a major tertiary referral area for 5 states in the Pacific Northwest; including pediatrics, burn, transplant, trauma, bone marrow, cancer care and other specialties.

The Port of Seattle has seen cruise ship growth in recent years, with, eight major cruise lines using the Seattle facilities in 2012 and 196 sailings with 885,949 passengers in 2011.

The City of Seattle and its residents are vulnerable to numerous hazards, any one of which has the potential to disrupt services, cause damage and casualties.

The Seattle Hazard Identification and Vulnerability Analysis (SHIVA) describes the hazards that could impact the city of Seattle.

The information provided in the SHIVA forms the foundation for City disaster planning. It gives a risk score for each hazard (with earthquakes ranking the highest) and projects the expected and potential impacts that might occur from each of these hazards.

SHIVA Hazard Ranking:
1. Earthquake
2. Snow and Ice Storm
3. Windstorm
4. Terrorism
5. Transportation Incident
6. Power Outage
7. Fire
8. Infrastructure Failure
9. Flooding
10. Disease Outbreak
11. Water Shortage
12. Excessive Heat Event
13. Civil Disorder

14. Landslide
15. Tsunami and Seiche
16. Active Shooter
17. Hazardous Materials Incident
18. Volcano Hazard

The complete SHIVA can be found on the Seattle OEM website:
http://www.seattle.gov/emergency/publications/documents/SHIVA.pdf

## B. Assumptions

1. A major incident or catastrophe could happen at any time.

2. Earthquakes, pandemics, or terrorist attacks are examples of hazards that could cause catastrophic level of impacts.

3. Weather related incidents that trigger coordination under this plan may occur several times a year.

4. Vulnerable populations, including individuals with access and functional needs, are at greater risk of being significantly impacted by an incident.

5. The time of year, day of the week, time of day, and weather conditions can affect the seriousness of an incident and the City's ability to respond.

6. The City's five 24/7 operational departments (Seattle Fire Department, Seattle Police Department, Department of Transportation, Seattle City Light and Seattle Public Utilities) are prepared and have sufficient resources to adequately handle most commonly encountered incidents.

7. Generally, departments do not maintain caches of food, water, equipment and supplies in sufficient quantity to support the anticipated scale of operations after major incident has struck.

8. Some incidents would severely stress normal municipal systems and would likely require outside assistance from the state and federal governments.

9. In a major incident, the City of Seattle government response may be overwhelmed, requiring the community to be without basic services for at least the first 72 hours after an event and possibly longer.

10. In some scenarios the impacts could be catastrophic, with local governments in the region, including the City of Seattle, struggling to provide even the most basic of services or even maintain some semblance of local government authority.

11. The level of personal preparedness of City employees directly affects their availability to work during a disaster.

12. Despite ongoing efforts, the level of preparedness of the general public, while difficult to

measure, is likely insufficient to meet the challenges posed by a major incident.

13. Some incidents, due to their scope and complexity, could result in a recovery effort that could take years to complete.

14. The amount of information regarding the disaster impacts and response operations can quickly overwhelm even the most organized emergency operations center.

## IV. PREPAREDNESS

National Incident Management System, which has been adopted by the City, defines preparedness as "a continuous cycle of planning, organizing, equipping, training, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response."

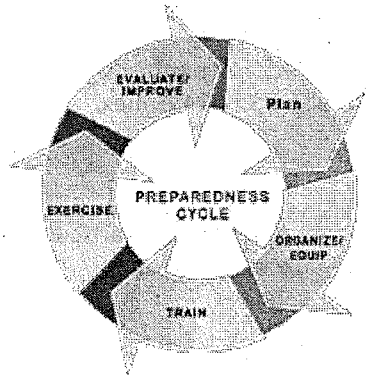


**Figure 2. - City Preparedness Cycle**

### A. Plan

1. Whole Community

The City uses the Whole Community approach, developed by the Federal Emergency Management Agency (FEMA), in preparing for, protecting against, responding to, recovering from and mitigating against all hazards. This approach requires participation and collaboration from across the community. Disaster after disaster demonstrates that communities that are engaged prior to the event have a much better chance of recovering quickly and wholly from a disaster. This concept is a fundamental shift from "planning for the community" to "planning with the community." FEMA describes this partnership as:

*"This larger collective emergency management team includes, not only FEMA and its partners at the federal level, but also local, tribal, state and territorial partners; non-governmental organizations like faith-based and non-profit groups and private sector industry; to individuals, families and communities who continue to be the nation's most important assets as first responders during a disaster. Both the composition of*



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*the community and the individual needs of community members, regardless of age, economics, or accessibility requirements, must be accounted for when planning and implementing disaster strategies."*

2. Seattle Disaster Readiness and Response Plan

The Seattle OEM is responsible for maintaining the SDRRP. The plan describes the emergency management system in the City and includes three types of annexes that provide additional details:

- Emergency Support Function Annex.

  The Emergency Support Function Annex in the SDRRP defines the primary and support roles for City departments and other partners. This information provides guidance to departments in the development of plans, procedures and checklists.

  The SDRRP follows federal numbering for ESF Annexes with one exception; the City does not have an ESF #11 Annex.

- Incident Annex.

  Each Incident Annex focuses on a particular scenario and provides more specific and detailed guidance to responders.

- Support Annex.

  A Support Annex describes how certain missions or functions will be accomplished within an overall response.

3. Supporting Plans

There are number of supporting plans created by City departments, jurisdictions in the region, state and federal agencies and the non-governmental organizations (NGO) which may, depending on the incident, be utilized during the response.

The City actively participates in several regional planning forums such as the King County Regional Disaster Planning Committee and the Puget Sound Regional Catastrophic Planning Group. Directors and staff from the Seattle OEM and the King County OEM meet monthly to discuss local and regional plans.

When developing plans, state and local governments must comply with Title II of the Americans with Disabilities Act (ADA) in emergency and disaster related programs, services and activities they provide directly or contracted through third parties. Chapter 7 ADA Best Practices Toolkit for State and Local Governments provides guidelines for accomplishing this:

- Services, activities and facilities must be accessible to people with disabilities.

- Eligibility criteria cannot be used to screen out, or tend screen out, people with disabilities.
- Reasonable modifications are required to be made to policies, practices and procedures when necessary to avoid discrimination against a person with a disability.
- Take steps to ensure effective communication with people with disabilities.
- An emergency management program generally does not have to take actions that would fundamentally alter the nature of the program, service or activity or impose undue financial and administrative burdens.

4. Vulnerable Populations

The City of Seattle is committed to providing disaster related programs, services and activities that address the letter and spirit of the ADA. Examples include:

- The Seattle OEM meets monthly with a representative from the Seattle Commission for People with Disabilities.
- The Commission also provides a representative to the Regional Catastrophic Planning Group, the City ESF-6 Workgroup and the Region Six Human Services Workgroup.
- All ESF Coordinators are instructed by Seattle OEM to ensure their section of the City plan addresses the requirements of access and functional need populations.
- All Departments are instructed by Seattle OEM to ensure their portion of plan is compliant with Chapter 7 of the ADA Toolkit.
- The City of Seattle participates in a countywide program called "Smart911" that allows residents to create a personal safety profile in a secure database, which can include medical or disability information, that is accessible to first responders in an emergency.
- Public meetings are held on a regular basis to solicit input from all members of the community regarding disaster planning.
- Members of the community can also provide comments through a designated OEM email account.

See Section XI Plan Development and Maintenance for further information on the planning process.



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## B. Organize

Throughout government, the City maintains a constant capability to respond to incidents. The response to a major incident builds on this existing organization.

**Office of Emergency Management**
The Seattle OEM is responsible for organizing the efforts of all City departments, in concert with regional partners, to prepare for, protect against, respond to, recover from and mitigate against all hazards.

- The City EOC is ready to be activated on a moment's notice.
- OEM staff ensures all technical systems are maintained and tested regularly, plans are kept updated, and procedures and checklists are used when the EOC is activated.
- An on-call (24/7) Seattle OEM Staff Duty Officer monitors incidents, disseminates information, acts as an emergency management liaison to incident commanders, assists responders with locating resources and processes any request to activate the Seattle EOC.

**City Departments**
The following have at least one emergency manager on staff:

- Seattle Fire Department.
- Seattle Police Department.
- Department of Finance and Administrative Services.
- Seattle Department of Transportation.
- Seattle Public Utilities.
- Seattle City Light.
- Human Services Department.
- Department of Parks and Recreation.
- Department of Information Technology.
- Public Health Seattle and King County.

Many other City departments or offices have one or more staff members that devote a significant part of their time to emergency management.

## C. Equipment

Each department purchases the equipment needed to accomplish their assigned incident response missions and responsibilities. Additional specialized equipment for incident response is purchased with funds from the Homeland Security Preparedness Grant program which is coordinated through regional committees. Any equipment purchased with these grant funds must provide regional benefit and be shared by all jurisdictions.

## D. Training and Exercise

1. General
   The Seattle OEM coordinates citywide emergency management related training and exercise programs by:

   - Organizing and maintaining a City multi-year training plan.
   - Assigning one Seattle OEM staff member responsibility for coordinating citywide training and exercises.
   - Utilizing the DMC Strategic Workgroup as a training and exercise planning team.
   - Providing an OEM representative on the regional Training and Exercise Committee and the Urban Area Working Group, which fund, develop and conduct regional training and exercises.
   - Providing City departments with national training guidelines, which are updated annually and based on the latest NIMS standards.
   - Conducting an annual survey of each department's Incident Command System (ICS) training program.
   - Submitting an annual, mandated NIMS compliance report (of which training and exercise is a significant component) to the Department of Homeland Security.

2. Training

   The Seattle OEM maintains a training program for the over 200 designated representatives who either work in, or provide support to, the EOC during activations. This includes:

   - Personnel assigned to EOC duty from City departments, known as Emergency Support Function Representatives.
   - Reassigned City employees assigned to specific teams in the EOC.
   - Volunteers from the community.
   - Non-governmental organization representatives.



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- Members of various emergency management committees.
- Mayor's staff.
- Mayor's Emergency Executive Board.
- City Council members and staff and representatives from other jurisdictions.
- Other partner agencies in region.

Training is offered annually and is documented, where applicable, in the City training database maintained by the Personnel Department. The Seattle OEM develops and maintains the curriculum, defines what classes should be taken and by whom.

- Basic EOC Operations.
- Intermediate EOC Operations.
- Advanced EOC Operations.
- WebEOC Basic.
- Position specific training for members of the EOC Logistics and Planning Sections.
- Refresher training.
- Briefings – offered several times each year, often in conjunction with preparations for scheduled exercises, which focus on capabilities, impacts, hazards, threats and technology.

The Seattle OEM also provides preparedness training to employees in other departments upon request.

3. Exercise

Exercises are conducted on a regular basis within individual departments, between departments, citywide and regionally. Exercises are intended to:

- Provide a way to evaluate operations and plans.
- Reinforce teamwork.
- Demonstrate a community's resolve to prepare for disastrous and catastrophic events.

The City follows the Homeland Security Exercise and Evaluation Program (HSEEP) guidelines for planning, conducting and evaluating exercises.

The City goal is to conduct exercises in a cycle that increases in complexity over time. In this building block approach, each successive exercise should build on the scale and experience of the previous one. This may not always be achievable due to variables in funding, the availability of departments to participate, scheduling conflicts and real world incidents.

There are two categories of exercises:

Discussion Based

- Seminars
- Workshops
- Tabletops
- Games

Operations Based

- Drills
- Functional Exercises
- Full Scale Exercises

## E. Evaluate and Improve

An After Action Report and Improvement Plan are published after each activation of the EOC (major exercise or incident). This process can include a hot wash, a review of incident documents, an electronic survey sent to all ESF Representatives and other stakeholders who served in or supported the EOC during the activation, and debriefings of specific groups or individuals as needed.

The After Action Report and Improvement Plan are widely circulated for comment before being finalized. The Seattle OEM is responsible for ensuring improvement plans are followed through and completed in as timely a manner as possible.

After Action Reports and Improvement Plans covering disasters that occur in communities elsewhere in the world are also closely scrutinized for lessons learned.

As needed, departments follow a similar after action process for smaller scale exercises or incidents.

## F. Public Preparedness

Fundamental to any effective response is a prepared and educated community. This is supported through a number of programs;

- The Seattle OEM provides disaster preparedness training for individuals,



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neighborhoods, schools, businesses and other associations.

- Seattle OEM provides Community Emergency Response Team (CERT) training twice a year.
- Preparedness training is provided to community and business groups.
- A Preparedness Academy is held twice a year which provides more detailed training for members of the public.
- The Seattle OEM supports the development of Community Hubs – pre-identified locations where nearby individuals can seek or offer assistance to one another until ordinary City services are available.
- The City participates in regional preparedness messaging such as Take Winter by Storm, What to Do to Make it Through, National Night Out, and state and regional preparedness campaigns.
- The Seattle OEM has a number of preparedness publications on its website and provides printed versions upon request.
- OEM preparedness materials are translated into the City's top tier non-English languages.
- Several departments provide community preparedness information or training focused on their mission area.

## V. CONCEPT OF OPERATIONS

The National Response Framework doctrine of tiered response emphasizes that response to incidents should be "managed at the lowest jurisdictional level and supported by additional capabilities when needed." The vast majority of incidents are, in fact, managed locally and do not require deviation from normal, daily operational procedures.

The City maintains a strong capability to respond to emergencies that typically occur on any given day. Supporting this response, the Office of Emergency Management provides an on-call, 24/7, Duty Officer who can assist responders in obtaining resources, gathering information, and facilitating the transition from normal response operations to activation of the City Emergency Operations Center.

On a less frequent basis, larger scale incidents can occur. These have expanded requirements and challenges that can exceed the response capability of one department, the entirety of the City or the region and can involve large numbers of dead or injured, extensive property damage, environmental damage and economic hardship.

The National Incident Management System and the National Response Framework provide guidance on how federal, state and local resources will coordinate their efforts during major incidents. In addition, the Comprehensive Emergency Management Plans (CEMP) for

Washington State and King County describe how incident response operations will be conducted at their respective levels in coordination with local efforts.

FEMA defines an **"incident"** as "any occurrence or event, natural or manmade that requires a response to protect life or property. Incidents can include major disasters, emergencies, terrorist attacks, terrorist incidents, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war related disasters, public health and medical emergencis, and other occurrences requiring an emergency response." In the SDRRP, the term "incident" is used broadly to avoid confusion between other terms such as disaster, emergencies or events.

There are four key actions that typically occur during the response to an incident:

1. Gain and Maintain Situational Awareness.
2. Activate and Deploy Resources.
3. Coordinate Response Actions.
4. Demobilize.

## A. Gain and Maintain Situational Awareness

At the start of any response there are three fundamental questions that all responders ask:

- What has happened? (assessment)
- What are the current and potential impacts to people, infrastructure, systems and services? (impacts)
- What response operations are underway or anticipated? (operations)

From this information a Common Operating Picture is developed. This is not a static picture; during an incident information is constantly changing or being added. For example: information provided by subject matter experts can fundamentally alter what is understood about an incident and its impacts. With this mind, the Common Operating Picture is refined and adjusted on a continual basis in order to provide the greatest level of accuracy.

Crucial to building and sustaining an effective Common Operating Picture is the sharing of information widely throughout the region. Sharing information about an incident provides another way to verify and correct what is known. It also supports unity of effort by helping to establish a common view of the incident; responders can't coordinate effectively if they each hold different opinions of what has happened and its impacts.

1. Common Operating Picture - Assessments

An assessment of what has happened can take many forms depending on the nature of



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the incident. On a daily basis, responders utilize their training and experience to rapidly assess incidents they respond to (so called "routine" emergencies). In contrast, during the response to a major incident this may be more difficult, the initial assessment will likely be incomplete due to initial conditions present; communication systems may be inoperable or overloaded, responders may not be able to access the most heavily impacted areas or pressing life safety issues may limit how much time responders can devote to conducting a detailed assessment.

To assist all responders, a standing Essential Element of Information (EEI) Strategy is available that defines what information, or categories of information, each department should be collect and report during the response to a major incident.

Until the EOC is activated, departments share summaries of their assessments with each other by the most effective and expeditious means available. A communications plan is available to assist departments in the exchange of information.

Once the EOC is activated, department assessments, as well as assessments provided by other jurisdictions, are consolidated into various situation reports which are disseminated widely. Further, more specialized assessments, evaluations and inspections will be conducted as response transitions to recovery.

It is recognized that in a catastrophic incident, even conducting assessments may not be possible until sufficient resources can be mobilized and brought to the incident scene.

Businesses, following business continuity plans, conduct assessments of their staff, buildings, vehicles, inventory and suppliers. During EOC activations, ESF #14 Representatives may arrange for a business representative to be present in the EOC to assist with the collection of this information.

Concurrent with the initial government and private response, the general public will take action as well. Those members of the community who have received disaster training are expected to:

- Check on themselves, their family and neighborhood.
- Provide first aid.
- Extinguish fires.
- Control utilities.
- Conduct light search and rescue.

In addition, neighborhoods can coordinate and support each other through local community Hubs. Hubs are locations pre-identified by community members where people can go to seek or offer assistance to one another until ordinary city services are restored.

Individuals and groups also use social media sites to share information, contribute to common maps and organize local solutions to problems.

Three types of assessments are detailed below to better illustrate how different types of incidents require specific assessments.

Hazardous Materials
If there is contamination involved, such as a hazardous materials spill, trained responders using specialized equipment determine the type and concentration of hazardous material, areas that have been contaminated, areas than may become contaminated, and protective measures needed.

- The Seattle Fire Department staffs a full time Hazardous Materials Unit which is capable of detecting a number of hazards, conducting plume or other modeling, determining the best course of action and conducting decontamination.

- The Seattle Police Department Arson Bomb Unit has a capability to detect various hazards as well.

Earthquake
After an earthquake, firefighters and police officers conduct rapid assessments of the entire City. Known as a windshield survey, this type of assessment is intended to provide a quick snapshot of the situation which is then used to guide where resources should be initially deployed. Seattle Fire Department is the lead department for earthquakes and will coordinate the tactical response in the field to minimize the loss of life and property.

Seattle Public Utilities, Seattle City Light and Seattle Department of Transportation assess impacts to services and infrastructure. This is matched by similar assessments conducted by the Department of Finance and Administrative Services, hospitals, the Port of Seattle, telecommunication providers and many other organizations, public and private. These types of assessments begin as soon as possible and can take hours or days to complete. Aftershocks may cause some departments to start the assessment process over again.

The Department of Planning and Development plays a unique and critical role following an earthquake or any other incident that causes, or has a potential to cause, structural damage to buildings. Trained individuals from this department conduct a rapid evaluation of buildings for structural safety using a nationally recognized model called Applied Technology Council Procedures for Post Earthquake Safety Evaluation of Buildings (ATC-20-1). At the completion of their evaluation a placard is posted on the building describing the authorized use, if any, for the building.

A list of prioritized critical facilitates that will require assessments is maintained by the Seattle OEM.

Biological and Cyber
Biological or cyber based incidents require a more detailed and scientific or technological analysis involving not just an initial assessment but also continuous and



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detailed monitoring of impacts and the effect of response actions.

Assessments of biological incidents are coordinated through the Public Health Seattle and King County with support from the fire and police departments. The Department of Information Technology leads the effort for assessing cyber based incidents.

2. Common Operating Picture - Impacts

Each department is responsible for determining, within their area of responsibility, what the impacts are to the community and their ability to continue to provide services. Through an assessment, a department may determine that one of its buildings has been evacuated. By itself, this information does not paint a complete picture; what services were provided by units housed within the evacuated building or are there specialized resources that are now inaccessible? Some other examples are:

- Seattle City Light can quickly estimate the number of customers effected by a power outage.
- The Seattle Fire Department has a thorough understanding of the businesses located within a Battalion or Company area of operation.
- Seattle Public Utilities can determine what areas of the City will be affected by a major break in a water pipeline.

3. Common Operating Picture - Operations

In a major incident, the sharing of what operations are currently underway or anticipated is vital:

- It promotes unity of effort and prevents conflicts between various operations.
- Contributes to a safer response.
- Since no commander or supervisor can have a complete understanding of the impacts, sharing operational information is another way for everyone to gain a better picture of the situation.

At minimum, information should be shared with the department responsible for leading the tactical response in the field. For example:

- For natural disasters or accidents involving injuries, departments coordinate information with the Seattle Fire Department Deputy One or alternate - assisted by the Fire Alarm Center and the Resource Management Center (RMC).
- For incidents caused by deliberate criminal act, or threats of, departments coordinate information with the Seattle Police Department Duty Commander—assisted by the Seattle Police Dispatch Center and the Seattle Police Operations Center (SPOC).

Common sense prevails in this process. Given the large number of potential, and at times overlapping, incident scenarios and missions, it is impossible and unwise to develop a rigid doctrine. Instead, a best practices approach is called for with all departments acknowledging the benefit of sharing as much information between responders as appropriate or possible.

Once the EOC is activated, information sharing about operations will still continue between departments while also sharing with the EOC.

## B. Activate and Deploy Resources

Even though the initial assessment will be incomplete following a major incident, response operations will commence as soon as possible. In those major incidents where the impacts are severe and widespread, and resources in short supply, the response to some individual incidents may be significantly delayed.

Regardless of the type of incident or its size, responders at all levels must balance available resources against the needs of the incident. Priorities for response provide guidance to responders when making a decision as to which resources to activate and where to deploy them. Strategic goals provide further guidance to assist responders at all levels, and especially in the EOC, in developing a comprehensive plan for response and recovery.

City Priorities for Response

1. Life Safety.
2. Incident Stabilization.
3. Property Conservation.
4. Environmental Protection.

City Strategic Goals for Response

1. Saving and protecting the greatest number of people at risk.
2. Providing for the safety of emergency responders, other City employees, and the public.
3. Supporting a response that accommodates vulnerable populations, including access and functional needs.
4. Saving and protecting as much vital infrastructure as possible.
5. Saving and protecting as many residential, business and industrial properties as possible.
6. Restraining the spread of environmental damage.



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7. Minimizing human hardship and economic interruptions.

Mobilization

City resources that are on-duty and available are deployed first. The Seattle Fire Department, Seattle Police Department, Seattle Public Utilities, Seattle City Light, Seattle Department of Transportation and Public Health Seattle and King County play a significant role in the initial response to incidents involving injuries and/or property damage.

Concurrent with these initial efforts is the recall of off-duty personnel and activation of Department Operations Centers.

Departments have procedures in place to recall personnel during emergencies. Depending on the type and scale of the incident, recalled personnel could be significantly delayed in reporting for duty. During a major incident, the level of preparedness at home may affect how quickly a responder can report for duty.

Mutual Aid

During the earliest phases of the response, City departments, via their dispatch centers, may request assistance directly from agencies in neighboring jurisdictions or districts utilizing existing mutual aid agreements or other regional agreements. All mutual aid requests are coordinated through the EOC once it is activated.

City Emergency Operations Center Activation

The City Emergency Operations Center (EOC) is built to exceed by 50% the maximum building code standard for critical facilities. It has redundant communication systems, emergency power generators, 60 workstations in the main operations area, and six breakout rooms with additional workstations. There is also a dedicated communications room, a Mayor's Policy Room, a Joint information Center (JIC) and a Media Briefing Room. The Seattle OEM also maintains an electronic information sharing and management program, called WebEOC, which can be accessed via any internet connection.

The City has agreements in place that identify locations where an alternate EOC could be established in the event the EOC is uninhabitable.

Notification of the OEM Staff Duty Officer or a request to activate the City EOC may occur simultaneously with, or immediately following, any of the initial response actions listed above.

- Any Incident Commander or department director may request activation of the EOC.
- The Seattle Fire Department Fire Alarm Center and the Seattle Police Department Communications Center have guidelines for when to notify the Office of Emergency Management Duty Officer.
- The Mayor or the Director of the Office of Emergency Management authorizes the

activation of the EOC.

Factors to consider when determining if EOC activation is needed, and to what level, are:

- The nature, scale, and severity of the hazard and immediate known or possible impacts (which may include secondary risks or impacts).
- The potential for the hazard and/or secondary impacts to increase.
- The degree and extent of support needed to achieve response and/or recovery objectives.
- The time of day and day of the week.
- The amount of media or public attention garnered by the incident.
- The benefit achieved by coordinating departmental operations from a centralized location.
- Other unrelated incidents underway or planned events scheduled.

**Modes of EOC Activation**

EOC modes of activation provide a way to quickly summarize and communicate the level of response by the City. OEM staff use the modes of activation to help organize EOC staffing levels, operations and planning efforts.

EOC modes are presented in descending order and progressively greater severity:

1. Increased Readiness Mode (ICS Type 5 or 4 Incident)

   Incident or events where there is a period of warning or the impacts are limited and mutual aid not needed. The OEM Staff Duty Officer closely monitors the situation and briefs the OEM Director, staff, and key City or other stakeholders that may be either impacted by the incident or event or play a role in response. The Duty Officer is also available to provide assistance to the responding departments as needed.

   EOC activation is unlikely.

   A proclamation of Civil Emergency is highly unlikely.

   Some examples of possible triggers include:

   - National Weather Service forecast and/or storm watch or warning.
   - Intelligence indicating that violence is anticipated at a planned event.
   - Large structural fire.



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- An outbreak of disease on cruise ship affecting several passengers.
- Isolation/quarantine ordered for an individual or group which may have contracted or been exposed to a serious disease that poses a potential public health risk.

2. Major Incident Mode (ICS Type 3 Incident)

Incident or event has the potential for, or causes, major impacts that are expected to be of relatively short duration and can be managed using City resources. Mutual aid assistance, if needed, is limited.

EOC activation is likely.

A proclamation of Civil Emergency is possible but not probable.

Some examples of possible triggers include:

- Large structural fire with significant disruption to the surrounding area.
- Evacuation of a hospital.
- Passenger airplane crash.
- Snowstorm of limited duration and severity.
- Earthquake with limited damage.
- Terrorist attack, using conventional weapons and directed against one target with limited impacts.
- Loss of some utility services for a relatively limited period of time.

3. Disaster Activation Mode (ICS Type 2 Incident)

Incident or event has the potential for, or causes, significant and extensive impacts such as large numbers of injured, loss of life, wide spread damage to structures or loss of utility services.

In this mode, City resources and capabilities may not be sufficient to meet all of the challenges posed by the emergency. Restoration of basic services might take several weeks or months. Mutual aid, State and Federal assistance could be required.

Activation of the EOC is certain.

A proclamation of Civil Emergency is likely.

Possible triggers include:

- Strong earthquake with structural collapse, fires, injuries and fatalities.
- Infectious disease outbreak that is widespread but does not significantly impact the delivery of essential healthcare, the continuity of government or services in the public and private sector.
- Terrorist attack involving multiple targets using conventional weapons such as rifles and improvised explosive devices.
- Widespread outage of utility services for an extended period of time.
- Number of fatalities and/or injured, by whatever cause, exceeds the capacity of the Healthcare system.
- Collapse of a dam owned by the City of Seattle.
- Large wildfire in a city watershed.
- Evacuation of large numbers of casualties from elsewhere in the United States to the Seattle region under the National Disaster Medical System program.

4. Catastrophic Activation Mode (ICS Type 1 Incident)

Incident or event involves widespread and severe damage, significant contamination or large numbers of casualties or significant risk of same. In some scenarios, the actual disaster may occur elsewhere but the secondary impacts may cause extensive disruption locally.

The response and recovery operations would be extensive and long term assistance and support from all levels of government required. Restoration of basic services might take months or years. Due to the potential widespread nature of the impacts associated with this mode, assistance from the federal or state governments may be rationed or severely limited.

Activation of the EOC is certain.

A proclamation of Civil Emergency is certain.

Possible triggers include:

- A large magnitude Seattle Fault earthquake.
- A pandemic that impacts the delivery of healthcare, continuity of government or business continuity throughout the region.
- An attack involving a weapon of mass destruction; biological, chemical,

radiological or nuclear weapon, or combinations thereof.

- WMD threat, which is deemed credible by the public and/or government.
- Extensive damage or contamination that will take months or years to repair/decontaminate.
- Cyber attack that severely impacts one or more critical service sectors locally.
- Long duration power outage.

**Regional Emergency Operations Center Activation**

The King County Emergency Coordination Center (ECC) and/or the State of Washington EOC may also choose to activate when notified of an incident or upon request from the City of Seattle.

Federal government agencies will receive formal notification of the incident from the State EOC

Some types of large scale incidents, because of their obvious severity, can cause an almost immediate and simultaneous activation of emergency operations centers at all levels of government

## C. Coordinate Response Actions

Coordination of response occurs at many levels but always begins in the field at the incident scene. In City wide incidents, such as a snow storm, where there is no one incident scene, field operations, snow plowing, are coordinated through Dispatch Centers and Department Operations Centers.

Levels of coordination, starting with field response:

1. Incident Command

   The City uses the Incident Command System (ICS) to manage and coordinate the response to emergencies.

   The first responder to arrive on the scene of an emergency is in command. As other departments respond, overlapping responsibilities and authorities have the potential to interfere with the effectiveness of the response. To overcome this, departments and agencies with functional, jurisdictional or statutory responsibility for incident response have options for managing the emergency:

   - An agency or department may establish Incident Command with all other responders reporting to the Operations Section Chief and\or other sections within the General Staff.

- Establish a Unified Command.

Each incident command is responsible for command and control over all tactical operations at the incident scene.

2. Unified Command

In Seattle, Unified Command is generally the preferred approach because it supports the establishment of common objectives, strategies and tactics without any organization abdicating authority, responsibility or accountability.

In Unified Command, the participating departments or agencies designate an Operations Section Chief who has authority over incident operations. The appointment of Deputy Operations Section Chiefs may be used to ensure adequate and effective representation.

3. Area Command

When multiple incident commands/unified commands are established, one or more Area Commands may be created to better coordinate operations and improve resource support.

Area Commands have been rarely used in Seattle. During a response to a major incident, all qualified personnel who could be assigned to operate an Area Command may already be assigned to an Incident Command, a DOC, the EOC or some other duty.

- One (or more) All Hazards Incident Management Team (AHIMT) may be needed to augment staffing at incident commands, areas commands, department operating centers and the Emergency Operations Center.

4. Area Command – Healthcare

Public Health Seattle and King County provides services to the entire county. During an emergency, it coordinates and supports the healthcare community response. To accomplish this, Public Health may activate the Health and Medical Area Command (HMAC). The HMAC works closely with the Disaster Medical Control Center (DMCC) and the Multiagency Coordinating Group, which is led by the Local Health Officer.

The DMCC, operated by Harborview Medical Center, is responsible for coordinating the distribution of patients to local hospitals coming directly from incident scenes or the transfer of inpatients evacuated from healthcare facilities. The healthcare system has procedures in place for hospitals to rapidly report on their available bed space.

The Multiagency Coordinating Group provides policy direction in support of HMAC operations and is composed of:

- King County Local Health Officer

  The Local Health Officer has unique authority and responsibilities which are in



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effect at all times and do not require an emergency proclamation or approval by local jurisdictions. Some examples are; activating the regional medical surge strategy, prioritizing and rationing of medical resources or implementing Isolation and Quarantine orders.

- King County Medical Examiner

  The King County Medical Examiner also has county-wide duties and has unique authority and responsibilities which are in effect at all times and do not require an emergency proclamation or approval by local jurisdictions. The Medical Examiner represents a key element of the healthcare system and his/her participation brings specific medical expertise and helps coordinate and establish consistent response strategies for the countywide health, medical and mortuary response.

- Emergency Medical Services Medical Directors for King County and City of Seattle

  The EMS Medical Directors represent all ALS, BLS, private ambulance, and air ambulance agencies in the county.

- King County Healthcare Coalition Executive Council

  The Executive Council has members which represent healthcare provider organizations in the county such as long term care facilities, pharmacies, medical product suppliers, skilled care nursing homes, hospitals, kidney dialysis, Puget Sound Blood Center, behavioral health, and other medical professionals.

  King County Healthcare Coalition Executive Council members represent organizations which fall within their healthcare function. Their participation leverages the expertise of medical and executive leaders from across the continuum of healthcare in King County.

5. Dispatch Centers

The majority of incidents do not require activation of the EOC or a DOC. On a daily basis, Dispatch Centers activate resources and coordinate the response to short duration, limited incidents. For example, a light accumulation of snowfall over the entire city, late at night, might be best addressed through the use of on-duty resources coordinated through department Dispatch Centers.

The following departments maintain a 24/7 dispatch center, control center or on-call duty officer:

- Seattle Police Department.
- Seattle Fire Department.

- Seattle Public Utilities.
- Seattle Department of Transportation.
- Seattle City Light.
- Public Health Seattle and King County.

During a major incident, Dispatch Centers can become overloaded with calls for service, coordinating the initial response effort and making notifications. In these situations departments may choose to activate their Department Operations Center (DOC) and/or request activation of the EOC.

6. Department Operations Center (DOC)

A DOC enhances, above that of a dispatch center, the ability of a department to coordinate and support the response to an incident. A DOC can also assist in sustaining routine services in areas of the City unaffected by the incident.

DOCs can coordinate directly with each other as needed and with their department's representative in the EOC. Each department determines how their DOC will operate depending on operational need.

The following City departments can establish a DOC:

- Seattle Police Department – Seattle Police Operations Center (SPOC).
- Seattle Fire Department – Resource Management Center (RMC).
- Seattle Public Utilities – Operations Resource Center (ORC).
- Seattle Department of Transportation- Charles Street Operations Center (CSOC).
- Seattle Department of Planning and Development –Department Operations Center
- Seattle City Light – Department Operations Center.
- Seattle Department of Information Technology Information Technology Operations. Center (ITOC)
- Finance and Administrative Services – Department Operations Center.
- Department of Parks and Recreation –Department Operations Center.

7. City Emergency Operations Center

The mission of the City EOC is to minimize the impact of incidents on the community



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through coordinated planning, information sharing and resource management between all City departments, partnering agencies and the public. The EOC does not command tactical incidents in the field.

The Director of the Seattle OEM is also the Director of the EOC when it is activated and is responsible for:

- Authorizing the activation of the EOC.
- Coordinating the citywide strategic response.
- Providing advice to the Mayor on emergency management related matters.
- Facilitating the Mayor's Emergency Executive Board meetings.
- Coordinating the identification and resolution of policy issues related to the incident.
- Resolving conflicts over jurisdiction and authority.
- Supervising the development or termination of Emergency Proclamations and any associated Executive Orders.
- Acting as the City representative and point of contract with other emergency management agencies in the region and the state.
- Designating alternate EOC Directors and appointing EOC General Staff Section Chiefs and Branch Directors.
- Approving Mutual Aid requests.
- Coordinating the review and signing of any Delegations of Authority.
- Acting as a representative of the City EOC at press conference and media interviews.

City Objectives

City objectives contribute to effective response coordination.

Working as a team, the OEM Director, OEM staff, Emergency Support Function Representatives, and EOC volunteers, develop a common set of strategic City objectives.

City objectives are updated each operational period (typically 12 to 24 hours).

For those incidents that occur without notice, standing EOC objectives can be used until there is sufficient time to develop custom objectives. The EOC standing objectives and associated tasks are:

1. Develop and maintain situation awareness.
    - Collect, organize, analyze damage assessments from departments and other partners.
    - Publish an Essential Elements of Information strategy each operational period or as directed.
    - Issue Situation and Snapshot Reports on regular and frequent basis.
    - Arrange for subject matter experts to conduct specialized analysis.
    - Coordinate Mapping.
    - Rapidly incorporate information from social media.
2. Develop and execute a City-wide strategy for response and recovery.
    - Establish and maintain the Consolidated Action Plan planning cycle.
    - Publish a City Consolidated Action Plan each operational period or as directed.
    - Define impacts to vulnerable populations and address through City Consolidated Action Plan.
    - Hold EOC Director and Operations Section Chief briefings frequently each operational period.
    - Ensure areas of operation and responsibility are clearly defined at all levels.
    - Provide logistical support to operations.
    - Support restoration of critical services such as utilities and healthcare.
    - Conduct advanced planning.
    - Designate the department, or departments, responsible for staffing and operating local Points of Distribution, City Staging Areas, Camps, Bases, Heli-Bases, Donation Centers and other facilities and functions.
3. Coordinate communication between City departments, external agencies and the community.
    - Establish and maintain communications with all partners.
    - Support Auxiliary Communication Service.



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- Participate in local and regional conference calls.
- Establish a Joint Information Center.
- Participate in the regional Joint Information System.

4. Promote unity of effort with City departments and external agencies.

    - With participation from all ESF Representatives, develop one City strategy.
    - Leverage all available City resources, as needed, based on City goals, priorities, strategy.
    - Include vulnerable population impacts , and how to address them, in Director and Section Chief briefing agenda.
    - Advocate for and support a regional approach to addressing the needs of vulnerable populations and for restoring essential services such as public transportation, mass care and healthcare.
    - Assign a Zone (Seattle) Representatives to the King County ECC.
    - Coordinate requests for assistance from the City to regional, state and federal partners.
    - Wherever possible, provide support to neighboring jurisdictions.

5. Sustain public confidence and trust in response and recovery efforts.

    - Ensure EOC Consolidated Action Plans, Situation Reports, and Snap Shot Reports are coordinated with public and employee messages.
    - Develop a public conversation strategy, i.e. sharing information, being open and being informed by the community.
    - Ensure public messaging is available to vulnerable populations including access and functional needs such as the LEP or the deaf and hard of hearing community.

6. Address impacts to the community in a comprehensive manner.

    - Utilize advanced planning to identify challenge and opportunities as early as possible.
    - Initiate recovery operations as soon as possible.
    - Closely coordinate impact analysis and planning with regional partners.

Special Coordination Issues

1. Support Facilities

   In general, one or more departments with the least involvement in the response may be tasked with the responsibility for coordinating and managing the operation of City Staging Areas, Points of Distribution, Donation Centers, Camps, Bases and other functions or services until assistance can arrive from outside the City.

2. Catastrophic Conditions

   It is understood that for those incidents which cause a catastrophic level of impact responders will face extreme challenges. City resources are finite in number, as the extent and severity of impacts increase, the need for more outside assistance increases as well. In essence, a catastrophic incident is inherently regional, and in rare cases national or global in scope.

   The response to a catastrophic incident builds on the fundamentals outlined above and relies on the ability of responders to quickly adapt as needed to meet the conditions present.

   - Regional Plans that address catastrophic level of impacts have been developed by jurisdictions in the Puget Sound region.
   - City Priorities for Response and Goals for Response, along with plans, provide essential guidance to responders operating under catastrophic conditions where communication with commanders may not be possible for an extended period.
   - Each department, and its responders, is prepared to operate independently when necessary.
   - Critical roles are staffed at least three deep so there will be sufficient number of trained individuals available for duty.
   - Critical facilities and functions have redundancies to ensure continuity.
   - Alternate locations for the EOC have been identified and a contingency plan for relocating has been written.
   - At minimum, the City, and its departments, endeavors to always maintain continuity of government and authority over the response, even under the most trying of conditions.

## D. Demobilization

When resources are no longer needed they must be quickly demobilized. Just as it is difficult to effectively manage the surge of resources that arrive after a disaster, it is equally challenging to efficiently identify and out-process the many resources assigned to the



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incident. Some resources, such as Urban Search and Rescue teams are experienced at completing the many steps needed to disengage from the response and return to their home base, while other resources will require an extensive amount of time and energy to demobilize.

Depending on the resource involved, standard procedures for demobilizing field resources or existing department policies and procedures are followed. The EOC Planning Section Chief through the Demobilization Unit leader coordinates citywide demobilization issues through City departments.

Each department is responsible for all documentation related to their response activities.

## VI. DIRECTION AND CONTROL

### A. Mayor

The primary responsibility for maintaining "the peace and order" in The City of Seattle is vested in the Mayor by The City Charter.

The Council President is authorized to act as Mayor in the Mayor's absence from the City, or in the event of the Mayor's incapacitation (See Article V, Section 9 of The City Charter).

Should the Council President, while serving as Acting Mayor, have an occasion to be absent from the City or suffer an incapacitating disability, the President Pro-Tem would be next in the line of succession to be Acting Mayor.

### B. Emergency Policy Review and Development.

An incident may pose unique challenges that require changes to existing City policies, the creation of entirely new policies, or otherwise require a problem to be decided by the Mayor.

To support an expeditious resolution, an ESF Representative who has identified a possible policy issue is responsible for:

- Coordinating resolution of the policy issue with other ESF Representatives and the Operations Section Chief in the EOC.
- If unable to resolve, completing the EOC proposed policy form which requires a detailed description of the issue, multiple options for resolution and a recommended option for approval.
- The EOC Director reviews each request to determine if it should be forwarded to the Mayor.
- The Mayor, assisted by the EOC Director, may resolve the issue immediately, return it to the Director for resolution or convene the Emergency Executive Board (EEB).

## C. Emergency Executive Board

The EEB, composed of department Directors and Mayor's Office senior staff, advises the Mayor on policy issues, takes steps to improve coordination between departments, modifies response priorities and supports resource allocation. Board meetings are chaired by the Mayor or his designee and are facilitated by the EOC Director.

- The EEB is only convened when needed.
- The EOC Operations Section Chief is responsible for ensuring all policy decisions are communicated to all ESF Representatives in the EOC and regional partners.

## D. Emergency Proclamation and Orders

Should a situation be serious enough, the Mayor may proclaim a "Civil Emergency". Under the proclamation of emergency, the Mayor may proclaim one or more of the following orders which, in summary, can:

- Impose a curfew.
- Require any or all businesses to close.
- Require closure of businesses that sell alcoholic beverages or restrict sale of alcoholic beverages.
- Stop the sale, distribution or giving away of gasoline or other flammable liquid or combustible products.
- Close business establishments where firearms and/or ammunition are sold or dispensed.
- Close public places.
- Prohibit the carrying or possession of a firearm or any instrument capable of causing bodily harm.
- Request federal and/or state assistance to combat such civil emergency.
- Establish economic controls.
- Direct the use of public and private health, medical and convalescent facilities and equipment.
- Shut off, restore and operate utility services in accordance with priorities established for combating the civil emergency.
- Provide for the evacuation and reception of the population of the City or any part thereof.



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- Other such orders as are imminently necessary for the protection of life and property.

The City Attorney's Office is responsible for providing legal advice to the Mayor, the City Council and EOC Director in this area. It also assists with drafting the Emergency Proclamation and associated Orders to evoke Emergency Powers.

The emergency proclamation and any orders, once signed by the Mayor must be filed with the City Clerk within 48 hours of their issuance, or as soon as practical. The City Council will endeavor to act on the proclamation or order within 48 hours of its being presented. The Council may ratify and confirm, modify or reject the proclamation or order. Any such action by the Council is prospective.

A similar process is followed to terminate the proclamation once it is determined that it is no longer needed.

## E. Emergency Operations Center

The EOC is organized as follows:

1. Operations Section.

   Under the EOC Operations Section, staffed by OEM personnel, consists of four branches, within which several Emergency Support Functions and departments may be represented depending on the nature of the incident:

   - Fire Branch (Seattle Fire Department Branch Director) ESF 4, 9, 10
   - Health and Human Services Branch (Human Services Department Branch Director) ESF 6 and 8
   - Infrastructure Branch (Seattle Department of Transportation Branch Director) ESF 1, 2, 3, and 12
   - Police Branch (Seattle Police Branch Director) ESF 13

2. Planning Section.

   The Planning Section is staffed primarily by OEM personnel, employees reassigned from other departments or units and volunteers.

   - Documentation Unit – responsible for gathering, organizing and storing incident documents.
   - Advanced Planning – responsible for developing the City Consolidated Action Plan and conducting long range planning to identify, as early as possible potential challenges and opportunities involved in the response and recovery.

- Situation Unit – utilizing information provided by ESF Representatives, issues Snapshot and Situation Reports, coordinates mapping and other reports as needed to maintain situational awareness and to contribute to developing a common operating picture.

3. Logistics.

   - Operated by personnel from the Finance and Administrative Services Department, provides logistical support to operations conducted at all levels within the City and as defined by the Logistics Section Chief.

4. Administration.

   - Staffed by Seattle OEM personnel, maintains the EOC facility during activations and provides material support to the ESF – Representatives assigned.

5. Joint Information Center (JIC).

   - The Mayor's Office operates the JIC which coordinates public information and employee messaging among all departments and with regional partners – "many voices one message"

## City of Seattle EOC Structure

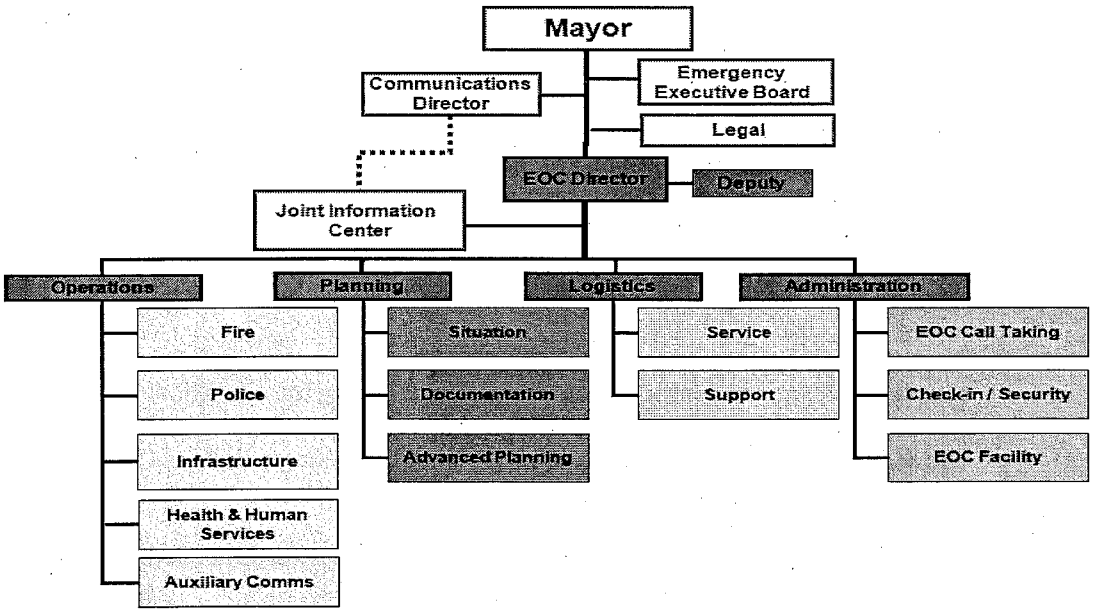


**Figure 3 – Seattle EOC Organizational Structure**



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### F. Departments

During incidents, department directors retain authority over their employees. Directors play a critical role in ensuring their department is fully supporting the response as guided by the roles and responsibilities listed in the ESF Annex and the EOC Consolidated Action Plan. In addition, each department is expected execute its Continuity of Operation plan as soon as practical after the incident has struck.

### G. Field Operations

Operations in the field are conducted under an approved incident command organization and documented on the appropriate Incident Action Plan (written or verbal) and led by an Incident Commander or through a Unified Command.

- For those situations where it is not practical or possible to establish an incident command, units will coordinate their operations through their department, dispatch center or DOC - these operations will be documented in the EOC Consolidated Action Plan.
- Departments should avoid issuing conflicting orders to assigned units and instead coordinate through the Incident Commander.
- The EOC Operations Section Chief will work with the EOC Branch Directors and ESF Representatives to define specific areas of operations and responsibility for each incident command in order to promote the safety of the responders, prevent conflict between various operations and support efficient resource allocation.

## VII. COORDINATION OF INFORMATION

During a complex incident or disaster, the amount of information available has the potential to overwhelm any information management process or system. To address this, face to face contact between representatives assigned to the EOC is promoted in training and during activations as the most effective means for maintaining situational awareness, common operating picture and problem solving.

- The EOC Director regularly briefs the entire EOC staff on the situation.
- The EOC Operation Section conducts "stand up" meetings with EOC Branch Directors to coordinate actions and information several times during the operational period.
- The EOC Planning Section Chief facilitates planning meetings, as part of the CAP planning cycle where information is shared.
- ESF representatives meet throughout the operational period as needed.

## A. Information Sources

Departments and ESF Representatives collect, analyze and forward information, intelligence, assessments, impact reports, plans and operational information within their area of operation and responsibility to appropriate sections in the EOC. In addition, the EOC personnel rely on a wide variety of other information sources, some examples are:

- Department of Transportation Traffic Cameras.
- Internet Sites.
- National Weather Service.
- Washington State Fusion Center.
- United States Coast Guard.
- Emergency Management Organizations.
- WATrac Healthcare Information System.
- National Shelter System.
- Broadcast and Social Media.

## B. Essential Elements of Information

The Essential Elements of Information (EEI) strategy defines what information is needed from each department when the EOC is activated. The EEI is a guide to help with the collection of information and departments are encouraged to adapt as needed to meet the intent of the EEI document and needs of the response and recovery.

- The EOC Planning Section Chief is responsible for coordinating the update of the EEI every operational period to match current conditions and operation need.
- A standing EEI is available for use during the initial phase of the response.
- Custom EEIs have been developed for Earthquakes and Snowstorms.

## C. EOC Reports

The EOC Planning Section produces three reports when the EOC is activated:

- ISnap; initial report that is generated at the beginning of the response to assist in the regional situational awareness during major incidents.



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- Snapshot Report; short, concise updates issued regularly throughout the operational period that describes what has changed since the previous report,– this report is sent to all email distribution groups maintained by the Seattle OEM.

- Situation Report; a more comprehensive report , generally issued every six to twelve hours, intended to convey the current common operating picture and resource needs - this report is sent to all email distribution groups maintained by the Seattle OEM and specifically with King County and the State of Washington.

The intent is to distribute these reports to as many individuals and organizations as practical or needed.

- If email and other communication systems are inoperative, the ESF Representatives are responsible for distributing these reports.

## D. City WebEOC

WebEOC is information management software used in the EOC to document information about the incident and actions taken during the response. WebEOC can be accessed over the internet by any representative or partner that has been granted permission.

- Departments order resources by using a resource order form located within WebEOC. Policy decisions are also posted in WebEOC.

During the initial response, an Incident is created within WebEOC by the EOC Deputy Director. Under this Incident, information is divided into two areas:

1. Base Incident - All general information updates about the incident which apply to the entire incident are posted in the Base Incident.

2. Sub-Incident - There can be several Sub-Incidents covering areas of operation or function related to the Base Incident. For example; a Sub–Incident could be created for a Family Assistance Center that has been established by Public Health -all information related to Center is posted under that Sub-Incident

Base Incidents and Sub-Incidents are intended to provide an intuitive way to determine how to store and retrieve information within WebEOC.

Other Available WebEOC Systems
The State of Washington and Pierce County each operate their own version of WebEOC. OEM staff can access the State WebEOC account. Both jurisdictions can host a version of the Seattle WebEOC, accessible by internet, in the event the City WebEOC becomes inoperable.

## E. Mapping

The City has a significant mapping capability based on the Graphic Information System (GIS) which, during an activation of the EOC, is used to support emergency operations. Mapping in the EOC is coordinated through the EOC Planning Section Mapping Unit.

- Seattle Public Utilities GIS team coordinates City wide mapping during all phases of emergency management.
- Departments provide copies of any map they create during the incident to the EOC Planning Section Mapping Unit.
- Social Media maps will be considered UNCONFIRMED and must be verified by the EOC Mapping Unit before they can be authorized for use by responders.
- Maps for public information purposes must be reviewed by the Joint Information Center Supervisor and the EOC Planning Section Chief prior to public release to ensure the accuracy of the information.
- The Seattle Fire Department, Police Department and Public Health Seattle King County are jointly responsible for verifying the accuracy of maps that define hazards (within their area of responsibility) areas such; as buildings at risk of collapse, current and future locations of plumes, security perimeters, patterns of disease and location of fires.

## F. Public Information

A Joint Information Center (JIC), located within the EOC, is responsible for providing timely and accurate information to the public about:

- The cause of the disaster and its impacts.
- Hazard and protective action information.
- Status of response operations.
- Instructions on how to obtain assistance.
- How to volunteer or assist in the response and recovery.

The JIC is staffed with public information officers from the various departments involved in the response. The JIC is managed by the Director of the DIT Office of Electronic Communication with the assistance of a JIC supervisor appointed from among the Public Information Officer cadre.

When the EOC is activated, all public messaging by City departments and by Incident Commands in the field is coordinated through the JIC creating one central point of citywide messaging.

To ensure close coordination between operations and public messaging a representative of the JIC participates in all EOC briefings and planning meetings. In addition, the EOC Planning Section Chief and the JIC Supervisor jointly review all EOC Situation and Snapshot



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reports and press releases before they are published to ensure consistency and accuracy between public messaging and operations.

All reports and press releases are reviewed and approved by the EOC Director prior to release.

**Joint Information System (JIS)**

Joint Information Centers throughout the region coordinate messaging to prevent conflicting messages from being released, share information and ensure messaging supports response and recovery operations. This coordination is referred to as a Joint Information System (JIS). JIS activity is coordinated through the King County Emergency Coordination Center.

Health and Medical Area Command (HMAC) operates a (JIC) for coordinating healthcare related public messaging. The Public Health JIC is part of the regional JIS.

## VIII. COMMUNICATION

No communication system is 100% reliable. Every communication system is susceptible to being destroyed, damaged or overloaded. Redundancy of emergency communication systems increases resiliency of this system and confidence that critical messages can get through. However, under some scenarios all technology based systems could be out of services for an extended period of time.

### A. 800 MHz Radio

The 800 MHz radio is used by emergency management, police, fire, public health, hospitals and utilities throughout King County. Each group is assigned a priority within the radio system which organizes how individual messages are transmitted.

Critical systems in this network have backup power available which is limited by effectiveness of local emergency management organizations to support the refueling of those generators.

During times of peak use, modifications to the 800 MHz radio system can be made to assign higher priority to specific groups of users having the most critical operational need. Also, different channels or communication systems can be patched within, or into, the 800 MHz system.

- A regional Tactical Interoperable Communication Plan (TICP) guides the operation of this regional asset.
- The EOC Operations Section Chief authorizes, with assistance from the ESF #2 Representative, any request from the EOC to modify the City radio priorities or establish a new patch – Since this is regional system, any such requests must also be approved by the radio system operators.

- The Seattle Police Department Communication Center personnel are trained, equipped and authorized to do radio patching.

- City OEM can contact City Departments on a dedicated EOC radio channel known as "Ops Call" or when the EOC is not activated, Departments may use this channel, among many others, to coordinate City operations.

- City OEM radios have King County radio channels for EOC to EOC communication.

**B. Additional Radio Systems**

- City OEM sponsors the Auxiliary Communications Service which, staffed by volunteers, operates amateur/HAM radios.

- Community based volunteer Communication Hubs, equipped with amateur radios, have been established in several neighborhoods throughout the City and provide way for communities to coordinate and communicate with one another.

- Warning messages between local government and State or Federal partners are communicated through the Comprehensive Emergency Management Network (CEMNET) and the National Alert and Warning System (NAWAS) - these radios are located in the City EOC.

**C. Telephone**

Satellite, cell and wired telephones are available in the EOC and in Department Operations Centers.

- The City telephone system is more resilient than the public telephone system.

- EOC staff and other key response personnel have Government Emergency Telecommunication System (GETS) and Wireless Priority System (WPS) user accounts which provide higher priority, but not guaranteed, access to the public telephone network.

- An encrypted telephone is available in the EOC, and in other local EOCs, for confidential communications.

- The EOC has one telephone number (non-public) for departments and regional partners to contact the EOC.

- An Automated Call Distribution system in the EOC increases the number of phones dedicated to the main phone number

- Direct telephone lines connect operations centers, dispatch centers and the EOC some of which operate within the City telephone network (hotlines) and others which operate through the public network (ring down lines).



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- City employees assigned to emergency response duties, including OEM staff, are issued cell phones which in addition to being able make phone calls, can support text messaging, email, and internet.

### D. Mass Notification Systems

- The City has two systems capable of supporting mass notification of designated pagers, phones and email.
- The Washington State EOC (primary) and the King County Sheriff Dispatch Center (secondary) can launch Emergency Alert System (EAS) messages.
- See Alert and Warning Annex for more information.

### E. Conference Calls

- Web, video and teleconference capability is available in the EOC.

### F. Pagers

- All OEM Duty Officers have assigned pagers which provide an additional capability for communication.

### G. Email

- Seattle OEM maintains a number of email distribution accounts to various groups involved directly in the response or in supporting it.
- All email correspondence to and from the EOC during activations is done through one non-public, email account which is accessible by OEM Staff Duty Officers 24/7.
- The City Department of Information Technology can create an alternate City email system using cloud based resources.
- A City-ALL email account is available for use by the Mayor's Office staff, JIC staff or OEM Staff Duty Officers, to send emergency messages to all city employees.

## IX. LOGISTICS

### A. Department Responsibilities

1. Provide all initial logistical support necessary to support anticipated field operations for up to 12 hours after the incident has struck or until the EOC Logistics Section assumes responsibility.
2. At any Incident or Unified Command or Area Command must establish a Logistics Section or assign responsibility for logistics within the existing incident command organization.

3. If operating a DOC, develop processes and procedures for providing and coordinating logistical support to commands and units in the field and with other DOCs.

4. Coordinate with the EOC Logistics Section to ensure sufficient resources are available to support any mutual aid, contracted or non-profit resource requested by the department through existing agreements.

5. When requested, provide a representative in the EOC Logistics Section to coordinate and support resource requests from their department, especially for specialized resources.

6. As directed by the EOC Resource Unit Leader, provide regular reports on the status of assigned resources.

7. Submit resource requests following the established procedures defined by the Office of Emergency Management.

8. In coordination with the Office of Emergency Management, ensure designated department personnel have attended required training in how to order resources.

**B. Specialized Resource Ordering**

Some departments have pre-existing mutual aid agreements for specialized resources. These specialized resources can and should be ordered by departments having such arrangements in place.

- For example, Seattle City Light can call upon assistance from power companies throughout the United States who can provide trained personnel and equipment to help repair and restore the electrical system.

The department ordering specialized resources will be responsible for closely coordinating with the EOC Logistics Section to ensure that:

- The resource has not already been ordered through another source.
- Costs and reimbursement or payment is defined and approved.
- Sufficient local resources are available to support the ordered resource when it arrives.
- The movement of such resources into the area can be supported by the State Movement Coordination Center (when applicable).
- If the source of specialized resource runs out or becomes unavailable, the requesting department will order the specialized resource through the EOC Logistics Section following standard EOC resource ordering process.



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## C. Non-Medical Logistical Support to Healthcare Providers

Health and Medical Area Command (HMAC) or the Public Health Duty Officer, is responsible for coordinating medical supplies and services to healthcare providers in the region.

The City of Seattle is responsible for providing emergency non-medical supplies and services to healthcare providers within its jurisdiction.

- Healthcare providers that require assistance in obtaining non-medical resources will first contact HMAC or the Public Health Duty Officer who will evaluate the request and if deemed appropriate, will forward to the Seattle EOC for action.

## D. EOC Logistics Section Responsibilities

When established, the EOC Logistics Section will define which resources the EOC Logistics Section will be responsible for managing and which will remain the responsibility of departments. The EOC Logistics Section is responsible for:

1. Obtaining resources for responders and general public and providing logistical support to:
    - Local Points of Distribution.
    - Staging Areas.
    - Emergency Shelters.
    - Bases, Camps, Heli-bases and Heli-spots.
    - Healthcare facilities (non-medical).
    - Family Assistance Centers.
    - Other facilities and functions as directed.
2. Managing local donation program for goods, services and cash.
3. Coordinating with County and State Logistics Sections.

## E. Regional Assistance

All resource requests that cannot be filled by the City EOC Logistics Section are sent to the King County Emergency Coordination Center. The Center will attempt to fill the resource request from county government sources, private vendors, and other jurisdictions within the County or neighboring counties. If the Center cannot fill the resource request they will send it to the State EOC.

Regional catastrophic plans call for regional coordination and support between counties, and jurisdictions within. Resources from jurisdictions in the Puget Sound region can be quickly mobilized and transported into the affected area.

## F. State Assistance

The State EOC follows a similar process to county; it attempts to fill the request using State resources or private vendors. If unsuccessful in filling the order, the State can call upon assistance from Emergency Management Assistance Compact (EMAC) or the Pacific Northwest Emergency Management Arrangement (PNEMA).

Both EMAC and PNEMA provide the legal framework and supporting procedures for quickly providing resources to Washington State from any state in the union or, with PNEMA, Canada as well.

- Under PNEMA and EMAC, Washington State, using online system requests resources which any State can agree to provide.
- The State is expected to fully reimburse the state that loans the resources.
- The State may establish a Movement Coordination Center with control points to coordinate and track the flow of disaster relief convoys through and to affected areas, providing security escorts where needed.
- State and regional staging areas may be established.
- Reception and integration centers can provide reception, integration, onward movement and accountability for out-of-state resources.

## G. Federal Assistance

If the governor believes that the severity of the incident will overwhelm State and local government, he or she can request Federal disaster assistance. Federal assistance is governed by the Stafford Act. Any assistance provided is coordinated through the State.

It is important to note that there is no guarantee Federal assistance will be provided and that such assistance is strictly limited, cost matching may be required and it does not represent an unlimited source of funding for local government, businesses or individuals.

- During smaller scale incidents, there may be a significant delay before the decision is made to provide Federal assistance or not.

According to the National Response Framework (NRF), "the Secretary of Homeland Security is the principal Federal official responsible for domestic incident management. This includes coordinating Federal operations and resource deployments within the United States to prepare for, respond to, and recover from terrorist attacks, major disasters, or other emergencies."



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The National Operations Center (NOC) is responsible for situational awareness and operations coordination across the Federal government. Several Federal Operations Centers provide coordination and support to the Federal effort within their area of responsibility.

- The Federal government uses 15 Emergency Support Functions (ESF) to coordinate functional capabilities and resources provided by Federal departments and agencies (same ESF structure is followed by the State and the City).

- FEMA can deploy assets and capabilities through ESFs into an area after an incident has occurred or in anticipation of an approaching incident or event that is expected to cause a significant impact and result.
- This coordination through ESFs allows FEMA to position Federal support for a quick response, though actual assistance cannot normally be provided until the Governor requests and receives a Presidential major disaster or emergency declaration.

- US Military resources may also provide assistance under certain conditions – see the Military Support Annex SDRRP.

In a no-notice incident, FEMA activates the FEMA Region X Regional Response Coordination Center to coordinate Federal support until a Joint Field Office (JFO) can be established.

A JFO is the primary Federal field structure that integrates the Federal response and provides coordination and support to the response and recovery effort. A JFO is led by a Unified Coordination Group which includes a representative from the affected state. The JFO works in close coordination with the State EOC.

- A Joint Operations Center (JOC) which is led by the Federal Bureau of Investigation, is an interagency command post for managing terrorist incidents or threats and investigative or intelligence activities may be activated as well.

As Federal resources arrive in the area, they are deployed based on specific requests or need. It is understood that in some scenarios, the deployment of Federal resources, and State resources, may occur with limited coordination with local authorities due to the severity of the incident and local conditions at the time. As the incident response develops, resources arriving in the region will be coordinated with the local EOC and local area or incident commands.

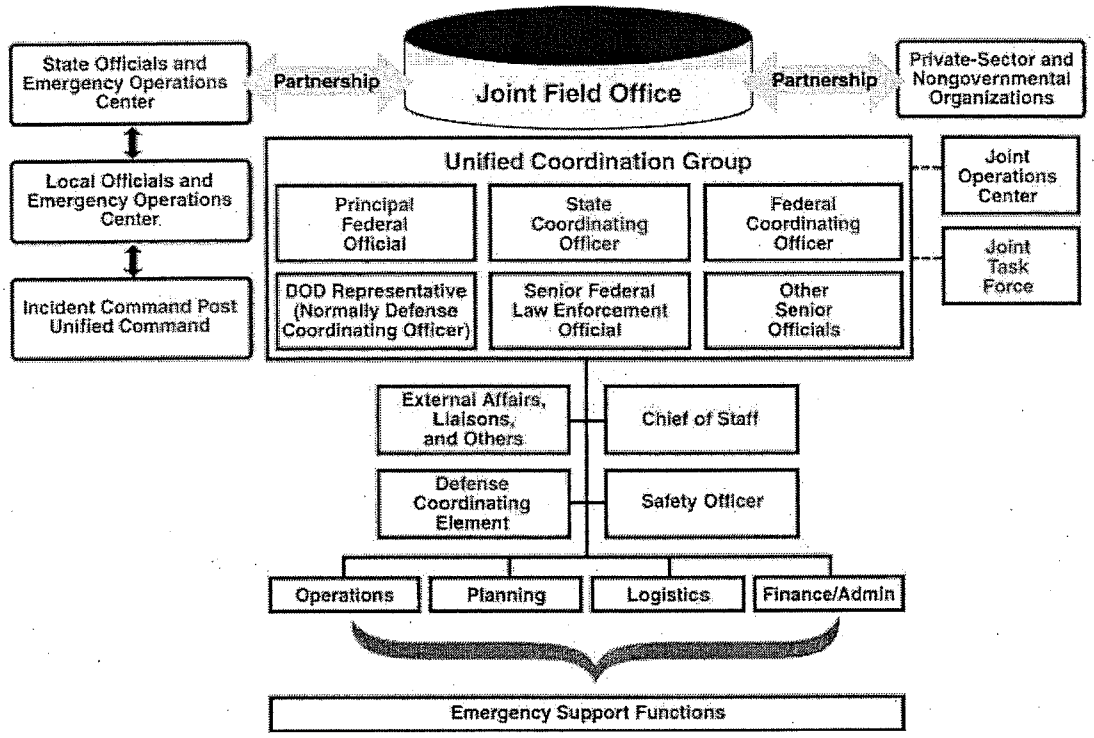


**Figure 4. – Joint Field Office Organizational Structure**

For more information about Federal support and coordination, see the National Response Framework at:
http://www.fema.gov/national-response-framework

## X. ADMINSTRATION AND FINANCE

### A. State Mission Numbers

A mission number is obtained from the State EOC whenever the City EOC is activated. This tracking number will be used on all documentation related to the incident.

### B. General Records

The Seattle EOC has a process in place to maintain and protect essential records in accordance with the record retention program as defined in RCW 40.10.010. Essential records are those needed in an emergency and for the reestablishment of normal operations after an emergency. Some examples are:

- Situation and Snapshot Reports.
- Proclamations of Emergency and requests for Proclamations of Emergency.
- Requests for Assistance.



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- Damage Assessment Reports.
- WebEOC log entries.
- Seattle-EOC email.

During the incident the EOC Planning Section Chief is responsible for ensuring essential records are retained.

When the activation has concluded, the Seattle OEM Deputy Director is responsible for the organization, collection, and storage of incident records.

## C. Financial Management

Disaster-related obligations and expenditures in accordance with the provisions of RCW 38.52.070(2), 35.33.081 applicable state statutes and local codes, charters and ordinances.

Records will be kept in such a manner to separately identify incident related expenditures and obligations from general or routine department programs and activities. Complete and accurate records are necessary to document requests for assistance, for reimbursement under approved applications pertaining to declared emergencies or major disasters and for audit reports. Detailed records will be kept from the onset of an incident or event to include, but are not limited to:

- Appropriate extracts from payrolls, with any cross references needed to locate original documents.
- A schedule of equipment used on the job.
- Invoices, warrants, and checks issued and paid for materials and supplies used on the job.
- Work that is contracted out.
- Copies of requests for bids.
- Final contracts.
- Invoices submitted by the contractor.
- Warrants authorizing check issuance.
- Work done under inter-community agreements and mutual aid.

Disaster-related expenditures and obligations may be reimbursed under a number of Federal programs. The Federal government may authorize reimbursement of approved

costs for work performed after a major disaster declaration by the President of the United States under the statutory authority of certain federal agencies.

- This is a *complex process that requires significant documentation.*
- The Seattle OEM is responsible for coordinating the City effort to properly apply for Federal reimbursement and in general document the incident response and recovery.
- It may take years to complete all the paperwork associated with Federal disaster assistance.

Audits will be conducted in the normal course of state and local government audits. Audits of projects approved for funding with federal disaster assistance funds are necessary to determine the eligibility of the costs claimed by the applicant.

## XI. PLAN DEVELOPMENT AND MAINTENANCE

### A. Planning Guidance

The organization of the SDRRP, which follows an Emergency Support Function format, is guided by two documents:

1. FEMA Comprehensive Preparedness Guide 101 Developing & Maintaining State, Territorial, Tribal,& Local Government Emergency Plans.
2. Washington State Supplement to Comprehensive Preparedness Guide 101.

### B. Planning Team

1. Disaster Management Committee.

   Under SMC 10.02.060, the City DMC is charged with "periodic review and recommendations for the revision and/or maintenance of up-to-date disaster response plans." All City departments are members of the DMC. Other organizations regularly participate in the DMC and provide planning input:

   - Puget Sound Energy
   - Amtrak
   - Seattle Steam
   - Salvation Army
   - US Army Corps of Engineers
   - Seattle Public Schools
   - King County Metro
   - Sound Transit
   - United States Coast Guard
   - Seattle Commission for People with Disability

2. Strategic Workgroup.

   The Strategic Workgroup (SWG), a sub-element of the DMC, is responsible for the development of the SDRRP, associated annexes, procedures and other plans as needed.



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The members of the SWG are encouraged to distribute the plan, and solicit input, to any committees they serve on and all regional partners they work with. The following departments are represented in the SWG:

- Customer Service Bureau
- Seattle City Light
- Seattle Public Utilities
- Seattle Department of Transportation
- Public Health Seattle and King County
- Human Services Department
- Department of Finance and Administrative Services
- Department of Parks and Recreation
- Fire Department
- Department of Information Technology
- Police Department

3. Other Departments, Offices, Commissions and Organizations directly or indirectly involved in the planning process, as planners, consultants, advisors or reviewers include:

- Mayor's Office
- City Council
- City Attorney's Office
- City Commission on Disabilities
- Auxiliary Communications Service
- Regional Catastrophic Planning Group
- King County Office of Emergency Management
- Washington State Military Department Emergency Management Division
- FEMA Region X
- University of Washington
- Seattle University
- Seattle Community Colleges
- Gates Foundation
- Hospitals
- Puget Sound Blood Center
- Other private partners

## C. Plan Development

As mentioned above, the Seattle Hazard Identification and Vulnerability Analysis (SHIVA) is the foundation for planning. In June of 2012, the City began the process to develop a Threat Hazard Identification and Risk Assessment (THIRA) which builds on the SHIVA analysis and takes the additional step of defining Core Capabilities organized into five categories:

1. Prevent.
2. Protect.
3. Mitigate.
4. Respond.
5. Recover.

With THIRA, Capability Targets are defined which are based on the greatest estimated impact coupled with desired outcomes.

- For example, if a train derailment kills 100 people and the desired outcome is to have all remains recovered within 72 hours, then the target capability is to recover 100 remains within 72 hours.

Capability Targets influence planning by defining the capabilities of the City. A summary of the THIRA analysis, when completed, will be added to the SDRRP.

## D. Updates to the Plan

It is the goal of the Office of Emergency Management (OEM) to update the SDRRP as frequently as necessary and practical to incorporate lessons learned, ensure compliance with the law, reflect best practices, allow for community input and provide for effective coordination with other departmental and regional plans. With so much information constantly changing in the modern world coupled with rapid innovations in technology and science, it only makes sense to favor a dynamic approach to planning updates versus maintaining a static and out of date document.

Seattle Municipal Code 10.02.050 defines how the SDRRP will be updated:
"Plans and programs for executing emergency powers including a disaster readiness and response plan shall be prepared and kept current under the direction of the Mayor who shall submit such plans and programs and proposed amendments thereto to the City Council for review and approval by resolution."

OEM maintains a schedule which describes when plans, including the SDRRP, shall be reviewed and updated. Lessons learned from exercises, special events, incidents or disasters may result in a decision to update portions of the SDRRP ahead of that schedule.

The Seattle OEM Operations and Plans Coordinator is responsible for facilitating plan reviews, arranging for updates and maintaining documentation of any changes.

There are two categories of updates to the SDRRP.

1. Administrative.

   Administrative changes are those updates which have little impact to the mission or concept of operation, such as department name changes or Seattle Municipal Code number changes.

   - OEM Operations and Plans Coordinator updates document with new information.
   - Email notification of change is made to Mayor, Council and all partners.
   - Description of changes and updated plan posted on OEM website.
   - Changes are announced at regularly scheduled Disaster Management Committee and Strategic Workgroup meetings.



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2. Routine.

Significant updates to SDRRP that alter mission, concept of operations or will likely affect other departmental or regional plans such as, a new Incident Annex added to the SDRRP. This process is also followed when the SDRRP is submitted to the State for review every four years.

- OEM Operations and Plans Coordinator convenes Planning Team and reviews proposed change.
- Review by OEM Staff and DMC.
- Law Department review.
- OEM Director final review.
- DMC votes to approve plan.
- Plan and memo from OEM Director requesting review and approval sent to Mayor.
- Review and approval by Mayor.
- Plan and Letter of Promulgation from Mayor requesting review and approval to City Council.
- City Council review.
- City Council vote on resolution to adopt plan.
- Email notification of plan adoption to Mayor, Council and all partners.
- Description of changes and updated plan posted on OEM website.
- Adoption of plan announced during regularly scheduled Disaster Management Committee and Strategic Workgroup meetings.

## E. Record of Changes

The record of changes to SDRRP can be found on the Seattle Office of Emergency Management website:

- Internal – City Employees: http://inweb/emergency/
- External – Public: http://www.seattle.gov/emergency/

## F. Record of Distribution

Since the SDRRP is maintained only as a digital version, distribution is accomplished through notification of partners of where the plan can be located online and when updates to the plan are completed. The Seattle OEM maintains a comprehensive set of email distribution groups to accomplish this notification which include the following organizations:

- King County Office of Emergency Management.
- City Emergency Management agencies within King County.
- Public Health Seattle and King County.
- King County Metro.
- King County Light Rail.
- State of Washington Emergency Management Division.
- Washington State Patrol.
- Washington State Fusion Center.
- Port of Seattle.
- University of Washington, local colleges.
- Seattle Community Colleges.
- United States Coast Guard.

A current copy of the SDRRP is also maintained on the King County SharePoint.



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## XII. AUTHORITIES AND REFERENCES

Americans with Disability Act (ADA) Best Practices Toolkit for State and Local Governments, Chapter 7 Emergency Management under Title II of the ADA

Code of Federal Regulations, Title 44, Parts 205 and 205.16

Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Act Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance

Public Law 96-342, Improved Civil Defense 1980 Public Law 920, Federal Civil Defense Act of 1950, as amended

Public Law 99-499, Superfund Amendments and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning and Community Right-to-Know Act (EPCRA)

Public Law 101-336, Americans with Disabilities Act of 1990

Public Law 106-390, Disaster Mitigation Act of 2000

5 USC, Section 552(b)(7)(E), Freedom of Information Act Disclosure Exemption

49 USC, Sections 5101-5127, Hazardous Materials Transportation Act of 1994

42 USC, Sections 7401-7671q, Clean Air Act of 1970, as amended in 1977 and 1990

33 USC, Section 1251 et seq., Clean Water Act of 1948, as amended in 1972, 1977 and 1987

42 USC, Sections 300f-300j-26, Federal Safe Drinking Water Act of 1974, as amended in 1996

Public Law 104-201, Defense Against Weapons of Mass Destruction Act of 1996

42 USC 14501-05 Public Law 105-19, Volunteer Protection Act of 1997

Public Law 105-381, Pacific Northwest Emergency Management Arrangement

Presidential Decision Directive (PDD)-39, United States Policy on Counterterrorism (June 21, 1995)

PDD-62, Protection Against Unconventional Threats to Homeland and Americans Overseas (May 22, 1998)

PDD-63, Protecting America's Critical Infrastructure (May 22, 1998)

Homeland Security Act of 2002

Post-Katrina Emergency Reform Act of 2006

Public Law 109-295, Section 689: Individuals with Disabilities

FEMA Reference Guide: Accommodating Individuals with Disabilities in the Provision of Disaster Care, Housing, and Human Services

Homeland Security Presidential Directive-5, Management of Domestic Incidents

Homeland Security Presidential Directive-8, National Preparedness

Continuity of Operations Federal Preparedness Circular 65

**Applicable State Laws and Regulations**

RCW 4.24.470, Liability of Officials and Members of Governing Body of Public Agency – Definitions

RCW Chapter 10.93, The Washington Mutual Aid Peace Officers Powers Act

RCW Chapter 38.52, Emergency Management

RCW Chapter 38.54, Fire Mobilization

RCW Chapter 42.17, Public Disclosure

RCW 43.21G.040, Governor's Energy Emergency Powers

RCW 70.05.070, Local Health Officer -- Powers and Duties

RCW Chapter 70.102, Hazardous Substance Incidents

RCW Chapter 70.105, Public Health and Safety

RCW Chapter 70.136, Hazardous Materials Incidents

RCW 70.136.050, Good Samaritan Law

RCW Chapter 80.01, Utilities and Transportation Commission

RCW Chapter 80.36, Telecommunications

RCW Chapter 80.50, Siting Energy Facilities

RCW Chapter 81.77, Solid Waste Collection Companies

WAC Chapter 118-30, Emergency Management

WAC Chapter 118-04, Emergency Worker Program

WAC Chapter 118-40, Hazardous Chemical Emergency Response Planning and Community Right-to-Know Reporting



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WAC Chapter 246-100, Communicable and Certain other Diseases

WAC Chapter 246-101, Notifiable Conditions

WAC Chapter 246-320, Hospital Licensing Regulations

WAC Chapter 480-120, Telephone Companies

**Applicable Municipal Laws and Executive Orders**

The Charter of the City of Seattle

SMC Chapter 10.02, Civil Emergencies

SMC Chapter 10.06, Emergency Control of Drainage Problems, Earth Movement, Mud Flows, Wind-storm Damage and Other Hazards

SMC Chapter 10.26, Quarantine Regulations

SMC Chapter 12A.26, Mayor's Emergency Powers

SMC Title 21, Utilities

SMC Title 22, Building and Construction Codes

SMC Title 23, Land Use Code

SMC Title 24, Zoning and Subdivisions

SMC Title 25, Environmental Protection and Historic Preservation

Executive Order 02-05, June 6, 2005

**Related Plans and Documents**

National Response Framework

United States Government Interagency Domestic Terrorism Concept of Operations Plan

Washington State Comprehensive Emergency Management Plan

Washington State Fire Mobilization Plan

Emergency Management Assistance Compact (EMAC) Operations Manual

Washington State Department of Transportation Disaster Plan

Washington State Ferries Emergency Response Plan

Washington State and Regional Defense Airlift (SARDA) Plan

Northwest Area Contingency Plan

South Puget Sound Regional Fire Defense Plan

Central Puget Sound Area Emergency Alert System, Local Area Plan

Regional King County Disaster Plan

King County Fire Resource Plan

King County Emergency Management Plan

King County Hazardous Materials Protection and Radiological Defense
Port of Seattle Earthquake Response Plan

Seattle Metropolitan Medical Response System Plan

Seattle Transportation Department Snow and Ice Response Plan

Department of Human Services Winter Response Plan for Homeless

Internal emergency preparedness plans of City departments and support Organizations

Seattle Urban Area Tactical Interoperable Communications Plan

Department of Homeland Security, National Incident Management System (NIMS), March 1, 2004

Department of Homeland Security, Universal Task List: Version 2.1, May 23, 2005

Emergency Management Accreditation Standard 2010

City of Seattle NIMS Implementation Plan August 18, 2005



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## XIII. TERMS AND DEFINITIONS

**Access and Functional Needs:** Individuals with access and functional needs are defined as persons who may have additional needs before, during and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are seniors; are children; are from diverse cultures; have limited English proficiency or are non-English speaking; or are transportation disadvantaged (http://www.fema.gov/pdf/recoveryframework/ndrf.pdf).

**Actual Event:** A disaster (natural or man-made) that has warranted action to protect life, property, environment, public health or safety. Natural disasters include earthquakes, hurricanes, tornadoes, floods, etc.; man-made (either intentional or accidental) incidents can include chemical spills, terrorist attacks, explosives, biological attacks, etc.

**After Action Reports (AAR):** The AAR documents the performance of exercise related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the AAR.

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**Agency Representative:** A person assigned by a primary, assisting, or cooperating state, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**All Hazards:** Any incident caused by terrorism, natural disasters, or any chemical, biological, radiological, nuclear, or explosive (CBRNE) accident. Such incidents require a multi-jurisdictional and multi-functional response and recovery effort.

**Area Command (Unified Area Command (UAC)):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an EOC facility

or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Committed** Actions that an individual or an agency/department have agreed to see



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| **Activities:** | through until completion. |
| **Common Communications Plan (CCP):** | An interoperable communications plan designed to be utilized for multi-agency and multi-jurisdictional incident management operations. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications. |
| **Common Operating Picture (COP):** | A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence. (Department of Homeland Security, National Incident Management System (March 2004), 128; Department of Homeland Security, National Response Plan (December 2004), 64.) |
| **Communications Unit:** | An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center. |
| **Cooperating Agency:** | An agency supplying assistance other than direct operational or support functions or resources to the incident management effort. |
| **Coordinate:** | To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities. |
| **Corrective Action:** | Improved procedures that are based on lessons learned from actual incidents or from training and exercises. |
| **Corrective Action Plan:** | A process implemented after incidents or exercises to assess, investigate, and identify and implement appropriate solutions to prevent repeating problems encountered. Additional information on CAPs is located at https://hseep.dhs.gov/caps/Login.jsp |
| **Critical Infrastructure:** | Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Department of Homeland Security, National Response Plan. December 2004, p. 64.) |
| **Deputy:** | A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors. |
| **Disciplines:** | A group of personnel with similar job roles and responsibilities (e.g., law enforcement, firefighting, Hazardous Materials [HazMat], Emergency Medical Services [EMS]). |

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Emergency:** Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Incident:** An urgent need for assistance or relief as a result of an action that will likely lead to grave consequences.

**Emergency Management Assistance Compact (EMAC):** The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows states to assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association (NEMA).

**EOCs (EOCs):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Emergency Operations Plan (EOP):** The "steady-state" plan maintained by various jurisdictional levels for managing a wide variety of potential hazards. (Department of Homeland Security, National Response Plan. December 2004, p. 65. Department of Homeland Security, National Incident Management System. March 2004, p. 129.)

**Emergency Public Information (EPI):** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Emergency Response Provider:** Includes state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency



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| | facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as *Emergency Responder*. |
| **Entry-level First Responder:** | Entry-level first responders are defined as any responders who are not a supervisor or manager. |
| **Equipment:** | The set of articles or physical resources necessary to perform or complete a task. |
| **Equipment Acquisition:** | The process of obtaining resources to support operational needs. |
| **Evacuation:** | Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas. |
| **Evaluation:** | The process of observing and recording exercise activities, comparing the performance of the participants against the objectives, and identifying strengths and weaknesses. |
| **Event:** | A planned, nonemergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events. |
| **Exercise:** | Exercises are a planned and coordinated activity allowing homeland security and emergency management personnel—from first responders to senior officials—to demonstrate training, exercise plans, and practice prevention, protection, response, and recovery capabilities in a realistic but risk-free environment. Exercises are a valuable tool for assessing and improving performance, while demonstrating community resolve to prepare for major incidents. |
| **Federal:** | Of or pertaining to the Federal Government of the United States of America. |
| **Flexibility:** | A principle of the NIMS that provides a consistent, flexible, and adjustable national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery, and mitigation. (Department of Homeland Security, National Incident Management System. March 2004, p. 2.) |
| **Framework:** | A conceptual structure that supports or contains set of systems and/or practices. |
| **Function:** | Function refers to the five major activities in ICS: Command, Operations, |

Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**Funding:** Financial resources available to assist in achievement of tasks associated with NIMS implementation.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See *Division.*)

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Homeland Security Exercise and Evaluation Program (HSEEP):** A capabilities- and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. HSEEP also facilitates the creation of self-sustaining, capabilities-based exercise programs by providing tools and resources such as guidance, training, technology, and direct support. Additional information on the HSEEP toolkit is at http://www.hseep.dhs.gov.

**Improvement Plan:** The After Action Report documents the performance of exercise related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the AAR.

**Incident:** An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. For additional information, please see the NIMS document, page 96.

**Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS):** A standardized on-scene emergency management system which provides for the adoption of an integrated organizational structure. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies, and is applicable to small as well as large and complex incidents. For additional information please refer to the NIMS document, page 14 at http://www.fema.gov/pdf/emergency/nims/nims_doc_full.pdf.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Management Team (IMT):** The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Incident-Specific Hazards:** Anticipated events that may or may not occur that require coordinated response to protect life or property, e.g., pandemic flu, avian flu, etc.

**Initial Action:** The actions taken by those responders first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Institutionalize ICS:** Government officials, incident managers and emergency response organizations at all jurisdictional levels adopt the Incident Command System (ICS) and launch activities [in FY 2005] that will result in the use of the ICS for all incident response operations. Actions to institutionalize the use of ICS take place at two levels - policy and organizational/operational.

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and

operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

**Interagency:** An organization or committee comprised of multiple agencies.

**Interoperability & Compatibility:** A principle of the NIMS that holds that systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and functions that come together under the NIMS are to be effective in domestic incident management. Interoperability and compatibility are achieved through the use of such tools as common communications and data standards, digital data formats, equipment standards, and design standards. (Department of Homeland Security, National Incident Management System, March 2004, p. 55.)

**Interstate:** A region comprised of multiple states.

**Intrastate:** A region within a single state.

**Inventory:** An itemized list of current assets such as a catalog of the property or estate, or a list of goods on hand.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC. For additional information please refer to the NIMS document, page 14 or the NRP page 68.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Lessons Learned:** Knowledge gained through operational experience (actual events or



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exercises) that improve performance of others in the same discipline. For additional information please visit https://www.llis.dhs.gov/

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Logistics:** Providing resources and other services to support incident management.

**Logistics Section:** The section responsible for providing facilities, services, and material support for the incident.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is

> "any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby."

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Measure:** A determination of a jurisdiction's specific level of NIMS compliance,

evaluated according to that jurisdiction's responses to the NIMS metrics that have been established by the NIMS Integration Center (NIC).

**Metric:** Metrics are measurements in the form of questions that were derived from NIMS implementations activities. These metrics were separated into two categories; tier 1 and tier 2.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization:** The process and procedures used by all organizations-state, local, and tribal-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multiagency Coordination Entity:** A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multiagency Coordination System (MACS):** A Multi-Agency Coordination System is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities (NIMS, 33).

**Multijurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual-Aid Agreement (MAA):** A written agreement between agencies, organizations, and/or jurisdictions that they will assist one another, on request, by furnishing personnel, equipment, and/or expertise in a specified manner. For additional information on mutual aid, please visit http://www.fema.gov/emergency/nims/rm/ma.shtm .

**National:** Of a nationwide character, including the state, local, and tribal aspects of governance and policy.

**National Disaster** A cooperative, asset-sharing partnership between the Department of

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| **Medical System (NDMS):** | Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan. |
| **National Incident Management System (NIMS):** | A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources. |
| **National Response Framework (NRF):** | Is a guide to how the Nation conducts all-hazard response. It describes specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. |
| **NIMS Adoption:** | The establishment of a legal authority (e.g. executive order, proclamation, resolution, legislation, or other legal mandate) that requires all departments and agencies operating within the jurisdiction to use NIMS principles and methodologies in their all-hazards incident management system. |
| **National Integration Center (NIC):** | Provides strategic direction for and oversight of the National Incident Management System. Supports routine maintenance and the continuous refinement of the system and its components over the long term. |
| **NIMS Compliance Assistance Tool (NIMSCAST):** | PThe NIMS Compliance Assistance Tool will be a self assessment instrument for State, territorial, tribal, local, private sector, and non-governmental organizations to evaluate and report their jurisdiction's achievement of all NIMS implementation activities. |
| **NIMS Standard Curriculum:** | A curriculum designed to provide training on the NIMS. This curriculum will be built around available federal training opportunities and course offerings that support NIMS implementation. The curriculum also will serve to clarify training that is necessary for NIMS-compliance and streamline the training approval process for courses recognized by the curriculum. Initially, the curriculum will be made up of NIMS awareness training and training to support the Incident Command System (ICS). |

Eventually it will expand to include all NIMS training requirements including training established to meet national credentialing standards. (http://www.fema.gov/pdf/emergency/nims/nsctd.pdf)

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

**No-Notce Events:** An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property (i.e. terrorist attacks and threats, wildland and urban fires, floods, hazardous materials spills, nuclear accident, aircraft accident, earthquakes, hurricanes, tornadoes, public health and medical emergencies etc.)

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Plain Language:** Common terms and definitions that can be understood by individuals from all responder disciplines. The intent of plain language is to ensure the clear and accurate communication of information during an incident. For additional information, refer to http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf.

**Planning:** A method to developing objectives to be accomplished and incorporated into a Emergency Operations Plan (EOP).

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources



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assigned to the incident.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preparedness Organizations:** The groups that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Preplanned Event:** A preplanned event is a non-emergency activity. ICS can be used as the management system for a events such as parades, concerts, or sporting events etc..

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Principle Coordinator:** The position designated by the State Administrative Agency (SAA) primarily responsible for coordination of all NIMS-related directives. This includes dissemination and collection of information and monitoring and reporting on compliance activities.

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations

(PVO).

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Public Information Systems:** The processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations. For additional information please refer to the NIMS document, page 35.

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; postincident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an



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incident. Resource management under the NIMS includes mutual-aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols.

**Resource Typing:** Resource typing is the categorization of resources that are commonly exchanged through mutual aid during disasters. Resource typing definitions help define resource capabilities for ease of ordering and mobilization during a disaster. For additional information please visit http://www.fema.gov/emergency/nims/rm/rt.shtm .

**Resource Typing Standard:** Categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. The FEMA/NIMS Integration Center Resource typing definitions provide emergency responders with the information and terminology they need to request and receive the appropriate resources during an emergency or disaster.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. For additional information please see the NRP, page 72 or the NIMS document, page 136.

**Response Asset Inventory:** An inventory of the jurisdiction's resources that have been identified and typed according to NIMS Resource Typing Standards. Development of a Response Asset Inventory requires resource typing of equipment, personnel, and supplies identified in the inventories of State resources.

**Response Assets:** Resources that include equipment, personnel and supplies that are used in activities that address the effect of an incident.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Scalability:** The ability of incident managers to adapt to incidents by either expanding or reducing the resources necessary to adequately manage the incident, including the ability to incorporate multiple jurisdictions and multiple responder disciplines.

**Section:** The organizational level having responsibility for a major functional area

of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Self-certification:** Attest as being true or as meeting a standard based on an agency's or department's own evaluation of itself.

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**Standard Operating Procedures (SOPs):** A complete reference document that details the procedures for performing a single function or a number of independent functions.

**Standardization:** A principle of the NIMS that provides a set of standardized organizational structures—such as the Incident Command System (ICS), multi-agency coordination systems, and public information systems—as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various area, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

**Standardized Terminology:** ommonly accepted language that is consistent with policies, plans, or procedures in the NIMS and NRP to facilitate multi-agency, multi-disciplinary or multi-jurisdictional communications during an incident.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strategy:** Plans, policies, procedures for how the State or Territory will achieve NIMS implementation.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Supporting** Any technology that may be used to support the NIMS is included in this



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**Technologies:** subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat:** An indication of possible violence, harm, or danger.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Training:** Specialized instruction and practice to improve performance and lead to enanced emergency management capabilities.

**Training Curriculum:** A course or set of courses designed to teach personnel specific processes, concepts, or task-oriented skills.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Unified Area Command (UAC):** A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See *Area Command.*)

**Unified Command (UC):** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

**Unit:** The organizational element having functional responsibility for a specific

incident planning, logistics, or finance/administration activity.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Volunteer:** For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.

**Vulnerable Populations:** Any individual, group, or community whose circumstances create barriers to obtaining or understanding information, and/or to access and use the resources offered before, during and after a disaster event. Circumstances that may create barriers include, but are not limited to age; physical, mental, emotional, or cognitive status; culture; ethnicity; religion; language; citizenship; location; or socioeconomic status.

**EMERGENCY SUPPORT FUNCTION #1**
*Transportation*

**PRIMARY DEPARTMENT:**
*Seattle Department of Transportation*

**ESF COORDINATOR:**
*Seattle Department of Transportation*



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**SUPPORT DEPARTMENTS AND AGENCIES:**
*Seattle City Light*
*Seattle Department of Information Technology*
*Seattle Department of Planning and Development*
*Seattle Parks Department*
*Seattle Police Department*
*Seattle Fire Department*
*Seattle Public Utilities*
*King County Metro*
*King County Department of Transportation*
*Washington State Department of Transportation*
*Washington State Patrol*
*Federal Highway Administration*

## I. INTRODUCTION

### A. Purpose
ESF #1 describes the roles and responsibilities of Seattle's Department of Transportation during a disaster or major emergency.

### B. Scope
This document applies to all primary and support agencies. City departments and their supporting agencies respond to day-to-day emergencies and large-scale disasters affecting buildings, city parks, roads and bridges; water, storm water and wastewater sewer systems; the local power grid; and natural gas, electric, and steam service. City departments and partner agencies/companies give a wide perspective and provide the city's emergency responders the ability to coordinate response and recovery activity with County, State and private responders.

## II. SITUATION

### A. Situation
The City of Seattle, its citizens, and transportation infrastructure are exposed to a variety of natural and human caused disasters such as severe weather, earthquakes, and acts of terrorism. The Seattle Hazard Identification and Vulnerability Analysis identifies and discusses in detail a wide range of events that could impact the citizens and governments of our region.

### B. Planning Assumptions
Certain conditions beyond SDOT's control will impact the department's ability to implement the department's Continuity of Operations Plan (COOP). Any one or combination of these conditions may result in a modification of action plans as well as response plans.

- The time of year; day of the week; time of day; and weather conditions at the time of an emergency are key variables that can have an impact on the seriousness of an incident and on SDOT's ability to respond.

- The duration of the event may be longer or shorter than originally anticipated.
- There may be cascading effects or a secondary situation that increases the severity of the original event.
- Resources may be in short supply or unavailable.
- Equipment or facilities owned by the City of Seattle may be damaged and may become unusable during an incident. It is critical to all aspects of government, business and the public to maintain transportation routes at all times. Food supplies, equipment, machinery, and emergency personnel all rely on passable roadways and bridges to keep their businesses and services in operation. Impassable transportation routes will severely impact all essential services of government, business and other organizations. SDOT will do everything it can to provide essential functions, protect critical assets, and strive to return to normal operations as soon as possible following a disruption in service.

## III. CONCEPT OF OPERATIONS

### A. Organization

When designated lead agency either through the SDRRP or executive order, SDOT will establish incident command and respond in compliance with the National Incident Management System. In those situations where more than one agency on the scene has jurisdictional responsibility and command authority to direct and control resources, a Unified Command may be considered as an incident command organization option.

### B. General Response

SDOT will likely be an important participant in any major disaster affecting this city. In this situation, SDOT responds as an incident command and citywide response activities of all operational departments are coordinated through the Seattle Emergency Operations Center using a Consolidated Action Plan

### C. Direction and Control

SDOT directs and controls incident response using the incident command system.

### D. Procedures

SDOT has plans in place and is the lead agency in the execution of the following mission essential functions:

- Maintaining key arterial operations
- Mitigating hazards in the right of way (ROW)
- Issuing permits authorizing use of the ROW
- Disseminating critical transportation information

When specific procedures for incident response are not contained in pre-existing plans, SDOT uses the incident action planning process to develop objectives, strategies and tactics to respond and deal with cascading problems.

## IV. RESPONSIBILITIES



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**A. Prevention and Mitigation Activities**

SDOT actively maintains and conducts an extensive seismic retrofit program of designated bridges on priority corridors to bring the facilities to current seismic standards and mitigate the impact and hazard of earthquake damage.

**B. Preparedness Activities**

- In partnership with Seattle OEM, responsible for maintaining the Winter Storm Incident Annex.
- In partnership with Seattle OEM, responsible for maintaining the Earthquake Incident Annex.
- Update annually, the SDOT Snow and Ice Readiness Plan.
- Assist in the development of a City Consolidated Action Plan during emergencies.
- Designate a Primary and 1st and 2nd Alternate ESF Representatives for EOC activations.
- In coordination with ESFs-3 and 12, designate a Primary and 1st and 2nd Alternate Infrastructure Branch Director.
- As necessary and as a subcomponent of the EOC Infrastructure Branch, be prepared to designate a Transportation Group Supervisor and alternates.
- Coordinate with King County Metro Transit to align snow and ice routes with bus routes where possible.
- Develop and maintain procedures to assign a Liaison from King County Metro Transit and the Seattle Police Department to the SDOT Operations Center.
- Maintain and update as needed the City Online Mapping System and Master Street Closure List.
- Determine when it becomes necessary to activate the SDOT Operations Center and ESF-1 Support Organization DOCs

**C. Response Activities**

SDOT is specified as lead agency for:

- Snow, Ice, Hail storm
- Wind storm
- Volcanic eruption

As a lead agency or supporting a designated lead agency in a City incident response, the department will perform the following response activities:

- Oversee damage assessments of City roadway and bridge structures.
- Clear streets of snow and ice.
- Coordinate with ESF 4 (SFD) for priority clearing of primary Fire Department response routes, to include removal of center-line snow accumulations (that act as a jersey barrier when they ice up).
- Designate snow and ice routes by service levels.
- Conduct or arrange for technical inspections of damaged roadways and bridges.
- Designate those sections of roadways and bridges that are unsafe for vehicular traffic and require closure; coordinate this information with the EOC Operations Section Chief and City's DOCs, especially the Seattle Police Operations Center (SPOC) and the Seattle Fire Department's Resource Management Center (RMC). As the situation dictates:
- Arrange to restrict access

- Designate emergency traffic routes
- Determine and post detours around closed roadways and bridges, or routes used for emergency traffic only.
- Oversee the removal of roadway obstructions (e.g., slides, trees, subsidence, etc.). For downed power lines coordinate with Seattle City Light, and for storm drain flooding, sewer backups or broken water mains coordinate with Seattle Public Utilities.
- Manage debris clearance of City roadways, including ingresses/egresses to critical infrastructure, incident scenes and services.
- Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF-15 Supervisor, and the EOC Planning Section Chief.
- Determine when it is safe to reopen closed roadway structures.
- Provide emergency signage and barricades as necessary.
- Oversee the repair and restoration of damage to roadway structures, traffic signals and road signs.
- Support the Seattle Police Department in rerouting traffic around incident exclusionary areas. Similarly in a major evacuation of areas of the City, determine optimal exit routes, including the establishment of contra-flows if appropriate and the reprogramming traffic signals to facilitate orderly traffic flows.
- Will, within available means, assist the Seattle Fire Department with stabilization of structures in danger of collapse and/or during technical rescues through the use of heavy equipment and operators and shoring and cribbing materials.
- Coordinate with ESF 4 (SFD) for removal of debris from structural collapse or other rescue scene.
- Ensure the EOC Logistics Section is made aware of the unavailability of critical needs and assets.

### D. Recovery Activities

SDOT will use the National Disaster Recovery Framework to organize and begin recovery activities of critical transportation infrastructure as soon as initial response activities have progressed to stabilization. Planning for recovery activities will begin as soon as possible within the SDOT incident command, incident action planning process.

## V. RESOURCE REQUIREMENTS

### A. Logistical Support

SDOT maintains Street Maintenance facilities at:

- Charles Street (include 24/7 dispatch) – 714 S. Charles Street
- Haller Lake – 12600 Stone Ave N
- West Seattle – 9200 8th Ave SW

These facilities house service trucks, dump trucks, plows, graders, loaders, backhoes, sweepers, street flushers, portable changeable message signs, and assorted traffic control signs and devices. Supplies include sand, salt, and de-icer.

SDOT maintains Traffic Shops at 4200 Airport Way So. The Traffic Shop includes trucks and equipment for the installation, operation, and maintenance of signals, signs, and markings.



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**B. Communications and Data**
SDOT utilizes a 450 MHz radio system for internal operations. The 450 MHz radios are monitored 24/7 through SDOT dispatch operators. SDOT has 800 MHz radios in supervisor vehicles and a cache of hand held radios for use in the event of an emergency or disaster. SDOT has a direct line to SPD, SFD and other operational department dispatch for rapid bi-lateral notification of significant events. E-mail, traditional "land line", and cellular phones are typical communications tools used on a day-to-day basis.

## VI. ADMINISTRATION

**A. Cost Accounting and Cost Recovery**
SDOT will use the National Incident Management System and Incident Command System to organize and submit cost recovery documents to City, state and federal agencies as required to recover incident response and recovery cost.

**B. Annex Maintenance**
The SDOT Emergency Management and Security Advisor is responsible in maintaining this annex. The annex will be reviewed and updated annual as prescribed in the DRRP or when deemed necessary by either the Agency Administrator or the Seattle Office of Emergency Management.

## VII. TERMS AND DEFINITIONS

Seattle Department of Transportation (SDOT) - TMC: SDOT's Traffic Management Center. The TMC is located on the 37th floor of Seattle Municipal Tower. Traffic monitoring, maintaining the Intelligent Transportation System, and signal control are conducted from the TMC.

Seattle Department of Transportation - DOC: SDOT's Department Operations Center. This is the operations center from which the SDOT Incident Management Team manages incident response activities. The primary location of SDOT's DOC is the SMT-3762 conference room.

Seattle Department of Transportation - TOC: SDOT's Tactical Operations Centers are locations where the department's operational branches direct and control tactical response resources.

**Agency Approval:** _____ **Date Approved:** _____

**EMERGENCY SUPPORT FUNCTION #2**
*Communications*

**PRIMARY DEPARTMENT:**
*Department of Information Technology*

**ESF COORDINATOR:**
*Department of Information Technology*

**SUPPORT DEPARTMENTS AND AGENCIES:**
*Auxiliary Communications Services (Seattle EOC)*
*Seattle City Light, Information Services Division*
*Seattle Fire Department, Information Technology Unit*
*Seattle Police Department, Information Technology Unit*
*Seattle Public Utilities, Information Technology Division*

## I. INTRODUCTION

### A. Purpose

Electronic communications and information technology are a vital component to preventing, preparing for, responding to, and recovering from disasters, both natural and results of terrorist acts. This annex describes the technology and telecommunications support the City of Seattle's capabilities, and how those capabilities will be managed during time of disaster.

### B. Scope

1. This annex applies to the departments, organizations or agencies with a lead or support role for this ESF. It discusses the requirements, business approach, and objectives of ESF #2 communications role and information technology including programs and operations before, during, and after a major emergency or disaster.

2. The City of Seattle's Department of Information Technology (DoIT) is charged with management, operations, and maintenance for the majority of the City government's telecommunications and information technology infrastructure. A number of telecommunications and infrastructure responsibilities are distributed; however, into IT units located in many of the larger departments. DoIT is responsible for the coordination with the distributed IT units to help ensure operational service for the telecommunications and information technology infrastructure.

3. Support for almost all of the IT applications (e.g. computer-aided-dispatch, work management) used in City government resides in the owning / using department; and all these applications are dependent upon the information technology infrastructure being operational.

4. DoIT's Department Director has the additional responsibility as the Chief Technology Officer for the City, and, as such, sets standards which all departments are expected to follow when acquiring and implementing technology and telecommunications. During, cyber-incidents, disasters and EOC activations, the CTO and the CTO's designees in the EOC direct the activities and coordination with other departments, which support telecommunications and information technology for City government.

5. At this time, the City of Seattle's Department of Information Technology coordinates the Public Safety Radio network for the region. The Seattle radio network is a part of a linked and jointly operated King County region wide network of more than 14,000 radios used by all police and fire agencies in King County.

## II. SITUATION

### A. Situation

1. Hazards facing Seattle are well-described in the document *Seattle Hazard Identification and Vulnerability Analysis.* The information below supplements that plan with certain specifics relevant to telecommunications and information technology.

2. *All disasters.* During any major disaster in the region, the region's normal communications networks will be overloaded – these are the public switched telephone network (PSTN) and cellular telephone networks. Generally, the City's internal telephone, radio and data networks are segregated from the public networks and will operate normally. Normal traffic is designated for internal government traffic; exceptions would be out-dialing or inbound traffic from outside the City. Generally, the PSTN and public cell phone networks will continue to operate, but only a small percentage of telephone calls will be connected. City employees may continue to try and use the cellular network for low-priority and non-emergency communications. City employees should use e-mail functions of their smart phone and similar devices and the text messaging features of their cellular phones which should continue to operate, although somewhat slowed during the initial stages of the disaster.

3. *Earthquake.* When an earthquake occurs, the ground motion will potentially continue for some time. All critical IT assets (servers, radio transmitters, etc.) are earthquake braced and generally in modern facilities built to withstand most anticipated earthquakes. A serious earthquake, however, could damage some interconnection paths for networks (e.g. microwave, fiber optic cable). The City's networks designs include multiple redundant paths and technologies such as SONET and microwave with self-healing rings for critical sites. This design concept will help ensure service is available.

4. *Cyber-attack or incident.* Medium-sized cyber incidents are, unfortunately, quite common. These include computer virus and Internet worm attacks on IT networks and systems. DoIT has a separate cyber-incident action plan and protocol administered by the City's Chief Information Security Officer (CISO). This plan is constantly exercised to deal with the real threats which emerge on the Internet several times a year. These incidents do not require EOC activation. A truly major cyber-attack on the control systems for the City's electric and water utilities, for example, would require EOC activation to deal with the physical effects of the cyber-attack.

5. *Cyber-attack coupled with terrorist attack.* It is possible that a physical terrorist attack (such as a CBRNE event) could be coupled with a cyber-attack on the City's information networks and assets. This hazard will require activation of both the EOC to deal with the physical attack, and the City of Seattle Cyber-Incident Action Plan to deal with the cyber attack. The TOPOFF2 exercise in 2003 exercised the plans for such a combined attack.

**B. Planning Assumptions**

1. As stated before, the City of Seattle's Department of Information Technology (DoIT) is charged with management, operations, and maintenance for the majority of the City government's telecommunications and information technology infrastructure. A number of telecommunications and infrastructure responsibilities are distributed; however, into IT units located in many of the larger departments. DoIT is responsible for the coordination with the distributed IT units to help ensure operational service for the telecommunications and information technology infrastructure. DoIT will rely on their department operating center the Information Technology Operating Center ITOC to assist in coordination with the distributed IT units.

## III. CONCEPT OF OPERATIONS

**A. Organization**

1. The EOC is organized using Incident Command System which emphasizes concepts such as unity of command/coordination, modular organization, management by objectives, manageable span of control, etc. Under EOC Operations are four branches; Police, Fire, Human Services and Infrastructure.

2. The Department of Information Technology ESF #2 Coordinator staffs the Infrastructure Branch Director position if the disaster is cyber-security; in other incidents the position supports the Infrastructure branch for communications and information technology services.

3. ESF #2 works closely with the other organizations and with outside private service providers for cell services.

4. The following department's information technology organizations under ESF #2 in coordination with the Information Technology Operating Center (ITOC) resources are assigned as needed by the Department of Information Technology during an EOC activation in response to repair infrastructure services:
   - Seattle Fire Department
   - Seattle Police Department
   - Seattle Public Utilities
   - Seattle City Light

**B. General Response**

1. At the time the EOC is activated, the ESF 2 Coordinator, the Telecommunications and Information Technology Coordinator (TCC), and the Telecommunications and IT Assistant will be notified.

2. The three designated respondents to the EOC for the TCC position will coordinate among themselves to determine who will report and who will relieve the reporting individual.

3. Upon initial activation of the EOC, the TCC, and the Telecommunications and IT Assistant will go to the EOC. If other emergency roles need to be immediately



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activated, the TCC will inform the Telecommunications and IT Assistant who to call from the emergency role list.

4. Upon arrival at the EOC, the TCC will use the Information Technology Checklist to open the EOC and establish ESF-2 coordinator role for city-wide response.

5. After initial activation and for future shift rotations, the TCC will notify the Telecommunications and IT Assistant and provide instructions as to where to report immediately and who to call to activate from the emergency role list.

6. The TCC will make a decision whether to activate the Information Technology Operation Center (ITOC) and will communicate their decision to the DoIT Operating Center Manager.

7. As each on-call or EOC-reporting employee arrives at the EOC or a designated location, that employee will use operations checklists to determine the status of technology systems, and will report the status of those systems to the TCC or designee. Priority of systems for status determination and repair:
   - 800 MHz Public Safety Radio network
   - Wireless data network for first and second responders
   - Telephone network
     - Public Safety (SPD and SFD)
     - SPU Call Center
     - Voicemail
   - Data communications network including fiber
   - E-mail and messaging
   - City's Internet connection
   - City's website (seattle.gov)
   - City's television channel (Seattle Channel)
   - City's data center (staffed 24x7)
   - Police Information Technology
   - Fire Information Technology
   - Seattle City Light IT
   - Seattle Public Utilities IT
   - Enterprise Computing
   - Mid-range computing
   - Desktop computing
   - Service desk (IT and telephone)

8. After ascertaining the status of the City's IT assets and networks, the TCC will coordinate with the ESF 2 coordinator at the EOC and designate the priority for restoring IT networks and systems. The TCC will work with the DoIT Operating Center Manager and other appropriate employees and supervisors to direct resources as required.

9. Once DoIT employees reporting to the EOC have established the complete operation of technology systems, the TCC can release those employees for other work restoring or maintaining critical IT networks and systems.

### C. Direction and Control

1. The direction and control for the ESF 2 in the field will be coordinated through the Information Technology Operating Center (ITOC) which is led by the Department of Information Technology. This operating center in coordination with the ESF 2 coordinator located at the EOC is responsible for all information technology direction and control in the field during a disaster or other EOC activation.

### D. Procedures

1. Detailed procedures, departmental plans, and other documentation are kept in hard-copy at the EOC, shared drive within the department, and a SharePoint site location which all staff have rights and viewing capabilities.

## IV. RESPONSIBILITIES

### A. Prevention and Mitigation Activities

1. A detailed listing of the actions to eliminate or reduce the degree of long-term risk to life, property, and the environment to be taken by the departments, organizations or agencies with a lead or support role for this ESF. Many areas needing mitigation will be identified during the preparedness, response, and recovery phases of emergency management.

2. All City departments are participating in an Information Technology application identification which will assist the Department of Technology in backup recovery strategies for the data center and its services.

3. All City departments need to update their respective department Continuity of Operations Plans (COOP) so that the City's critical services are identified and the information technology systems and applications which are critical to the operations are also identified. The systems and applications should have recovery time objectives listed as well as recovery point objectives. Each element is critical to be able to plan for system recovery and mitigation of the risk associated with losing the system.

### B. Preparedness Activities

1. The ESF 2 lead role is to develop a command and control structure that when activated will ensure continuity of operations for telecommunications and technology in support of the City government. The response activities section fully describes the structure that has been established. Activation of this structure during exercises and activations has increased overall preparedness within the various duty positions.

### C. Response Activities

1. Upon a EOC activation, or whenever otherwise directed by the Emergency Operations Center Director, or the Chief Technology Officer, the following command and control structure will activate to insure continuity of operations for

telecommunications and technology in support of the City government. The table below describes position responsibility.

| Table 1: EOC Reporting Matrix for IT Support | | | |
|---|---|---|---|
| **Duty Position** | **Duty Location** | **Responsibilities** | **Designees** |
| Telecommunications and IT Coordinator (TCC) | EOC | ESF 2-Communications coordinator for the Direct activities of all DoIT resources supporting telecommunications and IT during the disaster | Communications Technologies Director,<br><br>Chief Information Security Officer |
| Radio network support manager | EOC or Radio Network Master Site or designated location | Monitor and reconfigure the public safety radio network as required to keep it operational during the disaster | Radio Network Manager Communications Shop,<br><br>Radio Network Supervisor |
| Radio Technician | EOC or Radio Network Prime Site | Monitor and reconfigure the public safety radio network as required to keep it operation during the disaster | Radio Technicians (2) |
| Telecommunications and IT Assistant | EOC | Assist the Telecom and IT Coordinator during initial stages of the disaster | Telecommunications Engineer,<br><br>Service Desk Technician |
| Citywide PIO Team Responder | EOC | Participate in City PIO team activities at EOC | DoIT Public Information Officer |
| Public Information Technology Support (Web Team Responders) | EOC | Update the City's web sites (external and internal) with relevant information at the direction of the City's PIOs | Web Manager,<br><br>Web Developer,<br><br>Web Content Designer |
| Web Server Administrator | Virtual | Check status of web servers. | Web Administrators |

| Table 1: EOC Reporting Matrix for IT Support | | | |
|---|---|---|---|
| **Duty Position** | **Duty Location** | **Responsibilities** | **Designees** |
| Seattle Channel Media Relations | EOC or Seattle Channel Studio | Manage the broadcast --live or taped television from the EOC or other locations with information from the EOC incident commander, Mayor or other elected official or designees. | Seattle Channel Managers (2) |
| Seattle Channel Headend | Seattle Channel | Manage Seattle Channel end of EOC needs | Seattle Channel Staff (2) |
| Seattle Channel EOC Television Operators | Seattle Channel | Perform television operations related to camera operations. | Seattle Channel Staff (5) |
| DoIT Operations Center Manager | DoIT Operating Center, Seattle Municipal Tower | Responsible for coordinating with TCC to determine how to direct DoIT resources as required. | Desktop/SD Manager,<br><br>Enterprise Computing Manager,<br><br>Telephone and Data Networks Manager |
| DoIT Director | DoIT Offices, Seattle Municipal Tower | Insures accountability and safety for all DoIT personnel immediately after disaster occurs. Designates and deploys channels to communicate with DoIT employees throughout the duration of the disaster. Executes the DoIT departmental emergency response plan. | Chief Technology Officer,<br><br>Deputy Director,<br><br>Financial and Administrative Director, |
| EOC Technology Support Staffing: | EOC | Report to the EOC and immediately ascertain the status of all critical technology assets necessary to support EOC functioning. Repair systems or assist EOC responders as required. These | Desktop Computer Support Staff,<br><br>Telephone Technician (1)<br><br>Data Communications Technician (1) |



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| Table 1: EOC Reporting Matrix for IT Support | | | |
|---|---|---|---|
| **Duty Position** | **Duty Location** | **Responsibilities** | **Designees** |
| | | employees will be released from the EOC by the TCC once the systems are determined to be operational. | Managers (2)<br>On-call system engineers:<br>Web Servers/Active Directory,<br>Messaging/Directory,<br>Batch Processing (CCRS) |

[1] The Radio Network Support manager will ascertain the proper reporting location based on the nature of the disaster. Some technical analysis and configuration of the radio system can only be supported from the radio network master site.

**D. Recovery Activities**

1. The department will provide recovery activities for the various information technology services, which are defined in (Section V. Resource Requirements). The description defines the specific scope of recovery responsibility for the Department of Information Technology. The support and maintenance section defines the support and maintenance for specific components that affect city-wide services.

## V. RESOURCE REQUIREMENTS

**The City's communications infrastructure has the following components that are critical asset requirements for the City of Seattle:**

| Component | Description | Support and Maintenance |
|---|---|---|
| Microwave | Infrastructure connecting a few locations – largely radio transmission sites – King Countywide. Backbone for 800Mhz radio network but also carries some telephony and data. | First and second level support by DoIT communications shop. SCL maintains some independent links. Vendors: Harris, for equipment and remote technical support. |
| Fiber | Over 330 miles of fiber optic cable reach every major City facility and many others, including most fire stations and schools. Backbone for telephone and data communications networks, plus some radio transmissions. Multiple SONET rings. Fiber network also supports numerous other public agencies such as King County, schools, UW etc. | Engineering and first-level support by DoIT communications shop and DoIT telephone services. Electronics support by DoIT. Fiber construction and repair by contractors under DoIT management. SCL installs and maintains a connected network for electric network management. SDOT installs and maintains a connected network for traffic management purposes. |

| Component | Description | Support and Maintenance |
|---|---|---|
| | | Vendors: Netversant and Powercom for installation, repair. Qwest[1]/Fujitsu for SONET equipment and remote technical support. |
| Radio – 800 MHz Public Safety | Seattle operates a Motorola Smartzone radio network with 7 transmission sites and about 4400 mobile and portable radios used by Police, Fire, Public Utilities and others. 25 simulcast frequencies and hundreds of talk groups. Three levels of redundancy: trunked operations, site trunking, failsoft. The Seattle network is a part of a linked and jointly operated King County region wide network greater than 14,000 radios used by all police and fire agencies in the County. | First and second level support by DoIT communications shop both for the King County region-wide network and the Seattle portion of the network. Vendors: Motorola[1], for equipment and remote technical support. |
| Radio – TRIS | TRIS is the Tri-County Radio Interoperability System. TRIS was implemented in 2005 using a combination of federal funds and urban area security initiative funds. TRIS allows some public safety answering points (PSAPs) to patch talk groups between these radio networks in the urban area: King County 800 MHz trunked, Snohomish Emergency Radio System (SERS), Tacoma 800 MHz radio, Port of Seattle 800 MHz radio, Washington State Patrol, and the Federal Integrated Wireless Network (IWN) which supports a number of DOJ and DHS agencies, including FEMA. | First and second level support by DoIT communications shop. |
| Interoperable Communications Van | The Seattle Police Department acquired a communications van in 2005 which allows for interoperable wireless communications at an incident site. The wireless communications include multiple radio networks used by most government agencies operating in Seattle, interoperable switched using an Infinimode© switch. The van also has Wi-Fi, video and other capabilities. | First and second level support by DoIT communications shop. Seattle Police Department IT is responsible for Wi-Fi, and video capabilities. |
| Communications and command vehicles | Seattle Fire has a mobile command and communications vehicle. Seattle Police has multiple mobile precincts (command vehicles). These mobile command posts have both communications capabilities | First and second level communications support by DoIT communications shop. Information technology assets supported by Police, Fire and |

| Component | Description | Support and Maintenance |
|---|---|---|
| | with radio, and computer/printer assets. | DoIT IT professionals. |
| Radio – 800 MHz SCL | Seattle City Light operates a four-channel radio network used by SCL crews and other operations. The network is active both in Seattle and the Skagit valley. About 400 mobile and portable radios. | First and second level support by SCL staff. Vendors: Motorola[1], for equipment and technical support. |
| Radio – 450 MHz Fire, Emergency Management | Seattle operates a 450 MHz backup radio network with over 200 portable radios deployed in Fire and Emergency Management. This service will is scheduled to be shut down on Jan 1, 2013. Only local area simplex 450 MHz is then available to support specialty team operations. | First and second level support by DoIT communications shop. Vendors: Motorola[1], for equipment and remote technical support. |
| Radio – 450 MHz Transportation | Seattle transportation operates a 450 MHz radio network for transportation crews with about 400 mobile and portable radios. | An SDOT employee oversees the system and does some first-level maintenance. Most installation and maintenance is accomplished by contractors. Vendors: |
| Radio - various | Various other special-purpose radio networks are installed and operated by various departments. Examples: Public utilities operate a low-band network in its watersheds, and the Zoo has an SMR radio network for use on Zoo grounds. | Employees in the departments oversee contractors who maintain, and install these networks. |
| Telephone Network | The City operates a private telephone network composed of 24 PBX switches, over 100 key systems, and over 12,000 telephone instruments based in about 300 City business locations. This system is used internally to City government and is designed to operate even when the public telephone network and cellular networks are inoperative. The network operates largely on the City's own fiber optic cable network, but also uses City-owned copper cable plant, and leased circuits. A number of related services are maintained including automatic call distribution systems (ACD), interactive voice response systems (IVR), voicemail and others. | First and second level support by DoIT telephone services. Copper cable supported by DoIT cabling services. Vendor: Nortel equipment supplied by several distributors, e.g. CenturyLink, Shared Technologies Nortel provides remote technical support. |

| Component | Description | Support and Maintenance |
|---|---|---|
| Telephone Network Interconnection to Local and Long Distance carriers | The City maintains connections to the private telephone network (PSTN) through two local PSTN carriers and one long distance carrier. These connections are via central office trunks with connections between the carrier facilities and the City's PBXs. Most central office trunks are provisioned via Qwest leased circuits; some are provisioned via City owned cable. | First and second level support by DoIT telephone services. Carrier service support provided by: CenturyLink, XO Communications, Level 3. Circuit support provided by CenturyLink and DoIT Major Projects. Nortel provides remote access technical support for PBX equipment |
| Data Communications | The City operates a private data communications network which links all desktop, server, mid-range and enterprise computers in City government, as well as many other special purpose services such as printers and video. The network operates largely on the City's fiber optic cable network between buildings and intra-building risers and copper for distribution within buildings. This data network is the basis for a wide variety of computer applications used for emergency management, including electronic mail, computer aided dispatch, work management systems, etc. | First and second level support by DoIT data networks and respective departmental resources. Fiber and copper support provided by DoIT cable services. |
| Internet connection | The City provides internet connections through two internet service providers (ISP). Circuits connections are routed over Qwest leased circuits and fiber. Connections are shared with King County. | First and second level support by DoIT data networks and Internet Infrastructure Team (IIT). Fiber and copper supported by DoIT cable services. Vendors: Verizon/Level 3 and U of W Gigapop (King County may be involved) |
| Intergovernmental network | The City provides connection to the inter-governmental network (IGN) via a fiber connection through King County. | First and second level support by DoIT data networks and escalation through King County IT support to the State of Washington. |
| Wireless data network—Public Access in Targeted Communities | The City provides limited (pilot) Wireless Access Points (WAP) service in Columbia City, University District, several Downtown Park locations, and City Hall which connects to an ISP provided via the University of Washington. | All wireless access points support provided via DoIT major projects and ISP support via University of Washington. |



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| Component | Description | Support and Maintenance |
|---|---|---|
| Wireless data network—Internal City wireless access points | The City provides Wireless Access Point (WAP) service in many conference rooms of Seattle Municipal Tower (SMT), Seattle Justice Center (SJC) and City Hall as well as other strategic sites in the City. | First and second level support provided by DoIT data networks, the IIT, and the IT workgroups of Seattle City Light (SCL) and Seattle Public Utilities (SPU). Vendor support provided by Cisco on a remote basis. ISP support provided by ISP vendors (see Component: Internet Connection above). |
| Wireless data network for mobile computing network | The City provides a wireless mobile computing infrastructure via Commercial broadband service providers using Code Division Multiple Access (CDMA) technology. Access to the City network is provided via a leased circuit (backhaul) for Seattle Police Department and Seattle Fire Department and via the City internet connection for other departments. | Wireless support is provided by Sprint and Verizon. Backhaul circuit support is provided by Sprint and CenturyLink via Sprint's Technical Assistance Center (TAC). City data network connectivity support is provided by DoIT data networks. ISP support provided by ISP vendors (see Component: Internet Connection above). |
| BlackBerry | The City provides service to 450 BlackBerry customers via Nortel and Verizon. | First level BlackBerry support provided by DoIT telephone services, second level support provided by DoIT messaging team, and vendor support by appropriate cellular service provider. |
| Cellular telephones | The City provides cellular service to over 3,000 users. Multiple service providers have been engaged by the City which include: Sprint, AT&T, and Verizon. DoIT manages about 53% cellular service. Other departments managing service include: SCL (20%), Police (7%), SPU (7%), remaining percentages: DPD, FFD, Parks, and Seattle Center. | First level support by DoIT telephone services for DoIT supported departments and by various business units in non-DoIT supported departments. Second level support by service providers (eg. Sprint, AT&T, Verizon) |
| Text Messaging | Text messaging is available on several devices including BlackBerry. | Support provided by DoIT Messaging Team. Messaging server support (BlackBerry Enterprise Server –(BES)) provided by DoIT messaging team. Manufacturers support provided by BlackBerry Corporation. |

| Component | Description | Support and Maintenance |
|---|---|---|
| | | |
| Paging (Fire) | Private Seattle Fire Department paging system for over 600 pagers. | First responder level communications support by DoIT communications shop. |
| Paging (non- Fire) | The City provides access to a general paging service via MetroCall Wireless. This service is for all non-Seattle Fire Department pagers. Most pagers are managed via DoIT communications shop. Some pagers are managed by departments. | First level support provided by DoIT communications shop. Vendor support provided by MetroCall. |
| Electronic mail | The City currently has 11,000 email accounts. | First level support provided by DoIT messaging team. |
| WebEOC | DoIT provides support of the WebEOC servers. | First level support provided by DoIT mid –range computing. |
| Seattle.gov website | Provide public facing information for the City of Seattle on the web. | First and second level support for the website supported by DoIT Web Team. |

[1] There is a 24x7 technical support agreement in place with this vendor. This agreement is exercised both during normal daily operations and times of disaster or emergencies. The agreements are embodied in DoIT's maintenance contracts

## VI. ADMINISTRATION

### A. Cost Accounting and Cost Recovery

I. Departments, organizations or agencies with lead or support role for this ESF will track all costs based on guidance provided by their organization and the Seattle EOC. Reimbursement of costs is not guaranteed and if provided will likely not cover all costs incurred.

### B. Annex Maintenance –

1. ESF Coordinators will be responsible for updating their annex on an annual basis. Coordinators will also be responsible for ensuring all Primary and Support department and agency personnel are trained at least annually on the information contained within this annex.

2. Coordinator will submit annex updates to the Seattle Office of Emergency Management by no later than November 1st each year.

3. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.



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## VII. TERMS AND DEFINITIONS

Terms and definitions related to this ESF/Annex.

See Seattle Disaster Readiness and Response Plan Volume I. Glossary.

**Agency Approval:** _____ **Date Approved:** _____

**EMERGENCY SUPPORT FUNCTION #3**
*Public Works and Engineering*

**PRIMARY DEPARTMENT:**
*Seattle Public Utilities*

**ESF COORDINATOR:**
*Seattle Public Utilities*

**SUPPORT DEPARTMENTS AND AGENCIES:**
Seattle District, U.S. Army Corps of Engineers (USACE)
King County, Solid Waste
King County, Dept of Natural Resources (KCDNR)

## I. INTRODUCTION

### A. Purpose

The main purpose of Emergency Support Function 3 (ESF-3) is to provide disaster response and recovery activities in the areas of Utilities (potable, waste and drainage water) Engineering, and parks facilities and services. Emergency support is provided by city departments and by public and private agencies. Together, city departments and supporting agencies coordinate planning, resources and capabilities to enhance the City's ability to prepare for, respond to and recover from a natural or human caused emergency or disaster.

### B. Scope

This document applies to all primary and support agencies. City departments and their supporting agencies respond to day-to-day emergencies and large-scale disasters affecting buildings, city parks, roads and bridges; water, storm water and wastewater sewer systems; the local power grid; and natural gas, electric, and steam service. City departments and partner agencies/companies give a wide perspective and provide the city's emergency liaisons the ability to coordinate response and recovery activity with County, State and private responders.

**ESF-3 Public Works, Engineering and Parks**

**Seattle Public Utilities**

- Water and wastewater system assessment, restoration and repair
- Potable water distribution services
- Maintain water pressure for fire protection
- Coordinate debris management plan
- Construction management services in support of other departments
- Slope stabilization
- Dam/ reservoir failure plans for SPU facilities
- Flood and run-off control for SPU structures
- Customer service call center



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**Department of Planning and Development**

- Provide ATC-20 Training to City Departments and qualified volunteers
- ATC-20 Hazard Assessment of damaged buildings (tagging and retagging) utilizing City staff and qualified & certified volunteers
- Permits – demolition, land use, construction (including damage repair, cribbing and shoring of damaged buildings)

**Seattle Parks & Recreation Department**

- Facilities systems maintenance and repair
- Fencing maintenance and repair
- Slope stabilization
- Tree removal
- Recruit and train volunteers from City staff and from the community to support Parks Department functions as appropriate.

**Support Agencies:**

Agencies and companies pledged to support the City through ESF-3, (e.g. US Army Corps of Engineers, KC-DNRP etc.) are expected to have plans in place, such that following a major disaster, they can promptly restore their primary service; and support tasking by SPU/ESF-3 (See: IV. Planning Assumptions, and VIII Response Activity – Support Agencies)

Each department is responsible for facilitating effective relationships with those "supporting agencies" identified on Page 10 "ESFs, Departments, and Supporting Agencies." This should include contact names (including title, phone, e-mail address, etc). Department liaison is encouraged to insure supporting agencies have emergency preparedness plans developed to a level compatible with departmental emergency preparedness plans.

**C. Coordination among ESFs 1, 3, 12:**

Prior Public Works annexes have jointly included Transportation (ESF-1) and Energy (ESF-12) as they have overlapping and complementary missions to respond to emergencies which impact critical infrastructure systems.

ESF-1 & 12 agencies have plans in place and are the lead agencies according to their respective annexes.

Experience has demonstrated that most large scale emergencies and disasters require closely coordinated responses from the City Departments that constitute ESFs 1, 3, & 12. Therefore, City Department Directors for the three ESFs have agreed to coordinate their efforts wherever possible. By consensus among the City Departments that make up ESFs 1, 3, & 12, a lead "Coordinator" will be identified from one of the departments. In addition, each of the remaining departments will designate an individual to serve as "Coordinator Backup." Priority of backup coordinators (i.e. first backup, second backup, etc) will be determined by the designated Lead Coordinator. Names and emergency contact information will be provided to Seattle Office of Emergency Management.

The Lead Coordinator may delegate the Coordinator role to another agency or department representative when appropriate and with the concurrence of the acting EOC Director.

The City's EOC Director may determine which department has the "lead role" in responding to a given event. Within SPU/ESF-3, the Coordinator and department representatives may agree among themselves to shift the lead, as circumstances warrant, throughout the course of an emergency.

In concert with department EOC representatives, the Coordinator will request EOC coverage as needed based on the scope and needs of the event.

## II. POLICIES – See Page 4, Seattle Disaster Readiness and Response Plan

## III. EMERGENCY DISASTER CONDITIONS AND HAZARDS

A large-scale disaster or wide spread emergency will severely tax City departments and will require teamwork and practiced coordination of services for an effective and safe response and prompt recovery. Seattle's Office of Emergency Management has conducted a hazards assessment for the City (*Seattle Hazard Identification and Vulnerability Analysis*). This analysis is the basis for emergency planning in this document.

Damage to water, drainage/wastewater systems may force large-scale water distribution, and severely limit fire fighting capabilities. Parks may have to respond by providing staging and/or sheltering facilities. Seismic or otherwise inflicted damage to buildings and attendant evaluations and tagging may cause significant interruption to both private enterprise and city services. (ESF-3)

Infrastructure systems are interrelated and interdependent; therefore planning and response are mutually dependant.

Infrastructure damage to transportation facilities such as roads, bridges, and traffic signals may isolate sections of the City and limit emergency access to repair SPU's systems. (Jointly managed between ESF-1 and ESF-3)

Widespread loss of electric power will cause disruptions to water and drainage pumping and control. (Jointly managed between ESF-12 and ESF-3)

Disaster response and recovery efforts may exhaust departmental resources and require county, state, and/or federal assistance to obtain supplemental assets.

## IV. PLANNING ASSUMPTIONS

1. Water, drainage, debris removal, and assurance of structure integrity will be high priority objectives following any major disaster.
2. Primary and support agencies for ESF-3 will operate autonomously, under their own authorities as applicable. In addition, they will address needs and tasks received via their representative to the EOC (EOC Liaison),ad through the SPU/ESF-3 Liaison per the City's DRRP.
3. Upon mobilization by the City EOC, SPU/ESF-3 will promptly activate their Department Operating Center (DOC) and provide staffing appropriate to support the efficient provision of services.



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4. Primary and support agencies should maintain accurate, current inventories of key assets (vehicles, radios, pumps, generators, etc.) and have a practiced method of tracking asset availability throughout a disaster.
5. Each support agency should have in place an emergency response and recovery plan which supports the City's DRRP, consistent with The National Incident Management Plan, and is sufficient to insure the department or agency can provide its essential services and support its ESF.
6. The SPU/ESF-3 department liaison, and alternates, should have personal preparedness plans in place such that they can report to the EOC within one hour of mobilization.
7. In most cases, adequate numbers of personnel with engineering and construction skills and construction equipment will be available from City department staff. Regional contractors may be used to supplement response and recovery activities, subject to applicable contracts and regulations. However, under extreme conditions there may be a significant competition in obtaining these services.
8. Response time will likely be slowed. ESFs 1, 3, & 12 constituent departments are often "first responders" for transportation incidents, power outages, water main breaks, landslides, and other frequent and typical emergencies. The need to conduct "field size-ups" after a disaster event will slow a departments' initial response. Faced with requests for services routed through the EOC as well as other potentially competing demands for assistance, department control centers will need to prioritize disaster response efforts. Department response to lower priority requests, therefore, may be substantially delayed.
9. A significant portion of a department's workers may be directly affected by the disaster. Some may be unable to report for work for an extended period, (possibly three days or longer). Under some conditions, the work tasks and schedules of some employees may be altered.

## V. CONCPET OF OPERATIONS

### A. General

The City EOC will contact the Lead Coordinator, who will then mobilize ESF-1, 3, & 12 department designated emergency liaisons as the event demands. Department liaisons will activate/notify their DOC, assign department resources to the EOC as required, and insure the department's damage assessments and disaster response activity are carried out and reported to the EOC. DOCs will prioritize their response efforts and produce timely and regular "Size-up Summary Reports" to their ESF Liaison in accordance with the City's DRRP – Appendix 1.

The Coordinator and Department EOC Liaison will meet regularly at the City EOC to evaluate and consolidate the Size-up Summary Reports, coordinate response activity, allocate resources, and develop timely and regular ESF Action Plans for submission to the EOC Planning Section.

The Coordinator will receive and review the City's "Consolidated Action Plan," and distribute it to each of the ESFs and their Department EOC representatives. Each Department EOC representative will ensure the Plan is relayed to their agency/department and that it is integrated into the departments' response work schedule. Completed activity is reported in each department's next Size-up Summary Report.

**B. ESF Organization**

Each city department has named an Department Liaison (and at least three trained back-up Liaisons) to represent the department within their ESF organization. Each city department is expected to have depth at the Department Liaison position sufficient to cover extended operations (often exceeding 24 hours).

The SPU/ESF-3 Department Liaison conveys requests for SPU/ESF-3 resources to and from the SPU DOC under the City's Consolidated Action Plan. The SPU DOC will prioritize resources according to internal priorities coordinated with other City priorities.



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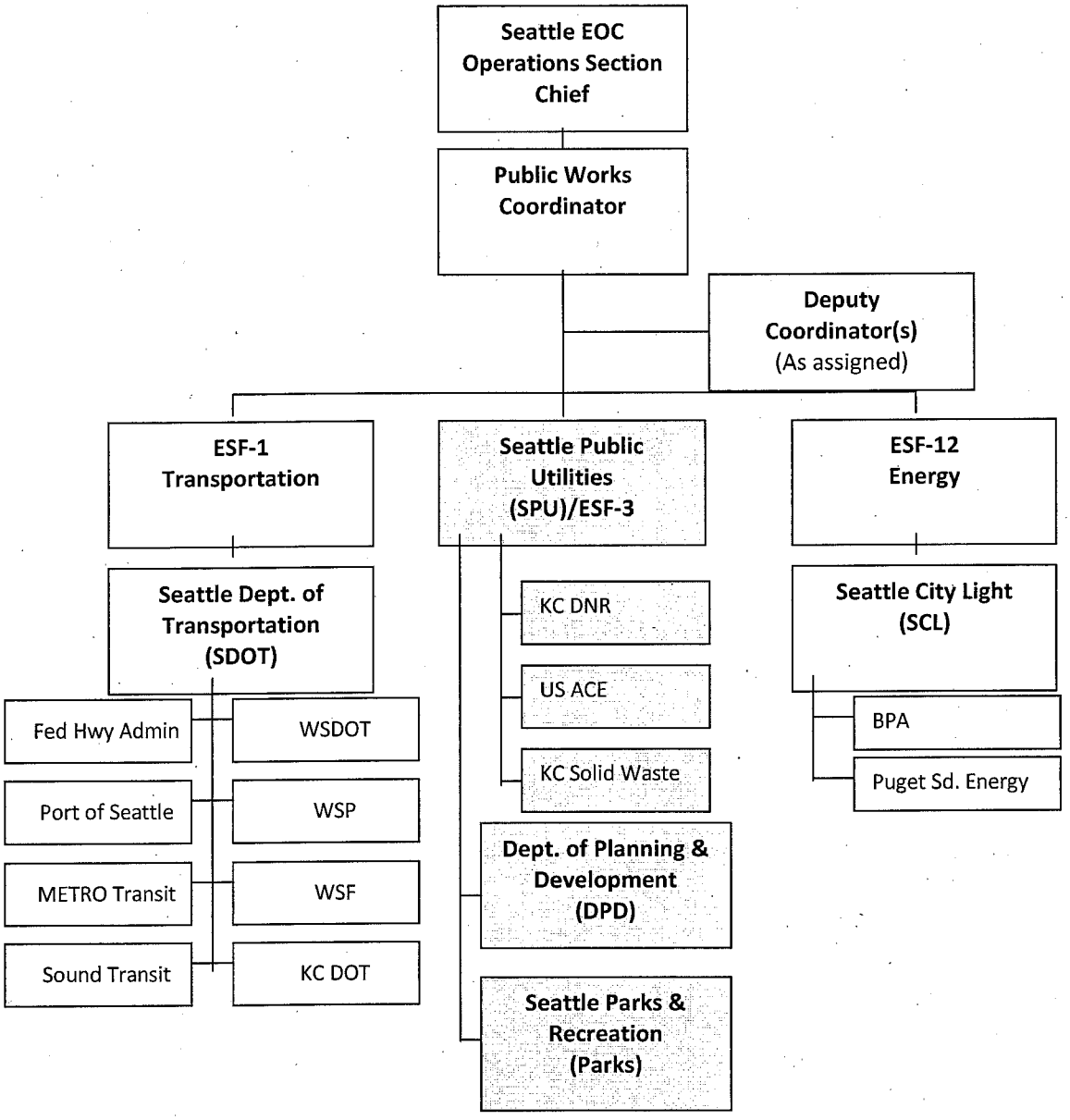
## ESFs 1, 3, & 12 – Departments and Supporting Agencies




1. Departments to have at least "3-deep" coverage at Department Liaison position.
2. Departmental Operations Control Centers to maintain liaison with utilities on routine basis.
3. City EOC to maintain current call-out lists.

**C. Procedures**

The Public Works ESF Coordinator shall mobilize Department Liaisons as appropriate to the event(s), if OEM has not already done so.

Upon call-up by OEM or the Public Works ESF Coordinator, designated Department EOC Liaison will report to the City EOC for initial briefings and organization. Each Department EOC Liaison will then insure their department management and DOC personnel are apprised of conditions and insure DOC personnel receive a copy of the "Consolidated Action Plan" as it is developed and modified.

In the event the EOC Director determines that one of the City public works departments has the greatest priorities related to a given event, the Public Works ESF Coordinator will assign departmental "lead" within ESFs 1, 3, or 12 as appropriate.

Each city department and outside support agency shall adhere to mobilization and response procedures set forth in its respective Disaster Response & Recovery Plan.

**D. Departmental responsibilities**

- Insure Department is in compliance with Mayoral Executive Order No. 02-05 and any subsequent executive orders/requirements
- Notify/activate department's DOC when appropriate
- DOC is to provide data to EOC through WebEOC per Appendix I of *The Seattle Disaster Readiness & Response Plan.*
- Assign Incident Commander if department is "lead agency" or a senior department representative if incident is being managed by "Unified Command."
- Initiate departmental cost tracking in keeping with each department's procedures.
- Conduct damage assessment in keeping with department's Disaster Response & Recovery Plan
- Mobilize department resources and track resource availability.
- Submit timely and regular Size-up Summary Reports to provide emergency managers and city officials with factual information, valid assessments, and appropriate recommendations.
- Ensure adequate supplies, equipment, sustenance, sanitation facilities accommodations, etc. are made available to DOC, response and recovery personnel.
- Develop and implement a sustainable work schedule.
- Integrate tasks received via City's Consolidated Action Plan into the department's response & recovery work.
- Reconstitute damaged capabilities and resources.

**E. Public Works ESF Coordinator (if designated within SPU/ESF-3)**

- Respond to EOC when called, or self-respond if a call-out is apparent.
- Receive EOC initial briefing.
- At the request of the EOC Director and depending on the primary hazard encountered, the Public Works ESF Coordinators may be asked to become or to provide the EOC's Operations Section Chief.



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- Determine if additional Public Works ESF liaisons need to be called out, and arrange call-out of these people.
- As soon as Public Works ESF liaisons arrive:
  - Brief on current situation and immediate requirements
  - Establish initial Public Works ESF objectives
  - Instruct department representatives to
    - Request activation of their respective Control Centers
    - Ensure they are functional,
    - Advise Public Works ESF liaisons of EOC Reports Schedule (Refer to Tab D of Appendix 1 of Basic Plan).
- Assure requests for outside assistance (Refer to Tab B of Appendix 1 of DRRP) gets immediate attention and is referred to ESF-7 Coordinator.
- Monitor Size-up reports (Refer to Tab A of Appendix 1 of Basic Plan).
- Develop and Maintain SPU/ESF-3 Action Plans.
- Advise ESF-7 (Planning) of recommended plans and or actions as may be developed by ESF-3 support agencies
- Participate in general staff meetings to develop Consolidated Action Plan.
- Provide or coordinate information for public release by Public Information (ESF-15)
- Assist in briefing the Mayor as requested by EOC Director.
- Advise the Operations Section Chief of any serious or critical issues.
- Establish coverage schedules and staff accordingly.

## VI. MITIGATION

Mitigation initiatives by Public Works ESF Departments are guided by the *Seattle All-Hazard Mitigation Plan.* In this context, Public Works ESF Departments focus on:

- ✓ Provide emergency preparedness training for workplace, home, and family.
- ✓ Educate all employees and encourage them to identify and mitigate hazards at home and in the workplace to minimize injury, damage and disruption.
- ✓ Ensure field personnel that may be exposed to hazardous conditions are equipped with appropriate Personal Protective Equipment (PPE) and trained in its proper use and care.
- ✓ Annually review *The City of Seattle All-Hazards Mitigation Plan.* Recommend modifications/additions/deletions based on experience and observations of P/W ESF departments. Insure that P/W ESF mitigation plans/activities are complementary to and coordinated with *The City of Seattle All-Hazards Mitigation Plan.*

## VII. PREPAREDNESS

- Develop policies for personal emergency preparedness
- Implement procedures for emergency call up of managers and field crews.
- Develop damage assessment priority lists of facilities/assets and "windshield survey" routes.
- DPD will maintain a current list of buildings, prioritized for initial response.
- Select and train Emergency Liaisons in EOC operations and the Incident Command System (ICS).
- Train DOC staff in DRRP reporting requirements, protocols, and procedures.
- Take actions necessary to assure staff is prepared to accomplish internal agency/departmental response and recovery activities.

- Take actions necessary to assure staff is prepared to support ESF requirements
- Schedule and conduct an annual coordination meeting and exercise for DOC managers and Department EOC representatives
- Provide timely updates to the Seattle EOC of changes to EOC Liaison staffing.

## VIII. RESPONSE

- When appropriate, participate in the ICS structure in response to a major incident and, if warranted, provide trained Incident Commander.
- Provide trained senior manager to serve as Public Works ESF Coordinator (or Public Works ESF Coordinator backup).
- Activate DOC if required.
- Provide "Size-up Summary Reports" to Public Works ESF Coordinator, as requested.
- Provide trained personnel to conduct damage assessment of department assets.
- Coordinate damage assessment
- Provide trained personnel/crews to restore services and/or repair assets.
- Provide transportation for crews and equipment.
- Dispatch trained personnel/crews to perform repair/restoration work per appropriate plans.
- Provide equipment and trained personnel to perform debris clearance per appropriate plans.
- Provide heavy equipment and trained operators to perform work per appropriate plans.
- Integrate personnel and equipment from other departments/agencies/juris-dictions into appropriate plans.
- Coordinate with Public Works ESF support agencies to supply requested services and resources.
- Execute Public Works ESF assigned missions.
- Arrange for contracting with design or engineering professionals, contractors and equipment suppliers to augment/replace critical goods and services.

**Support Agencies.**
Public Works ESF will coordinate with various "support agencies" during a re-sponse and will encourage and support the following actions by Support Agencies:

- Provide trained representative to serve as the ESF "agency liaison."
- Activate a DOC (if appropriate)
- Provide "Size-up Summary Reports" to SPU/ESF-3, as requested.
- Provide personnel/crews to conduct damage assessment of agency assets.
- Provide personnel/crews to restore agency services and/or repair assets.
- Provide transportation for crews and equipment.
- Provide personnel/crews to perform repair/ restoration work as required
- Provide equipment and personnel to perform debris clearance as required
- Provide heavy equipment and operators to perform work as required



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**IX. Supporting other ESFs and jurisdictions**

The Public Works ESF Coordinator may task an ESF, department or agency to support other ESFs or jurisdictions if so directed by the City's Operations Section Chief. Public Works ESF support to other ESFs or jurisdictions will be directed via the Public Works ESF Action Plan.

**X. Resources**

Under normal operating conditions ESF-1, 3 and 12 departments are self-reliant with respect to the equipment, vehicles, personnel, facilities, etc. required to provide their services. Each ESF city department is expected to have and main-tain an accurate account of equipment, fixed and mobile assets, and response personnel. Resources should be "typed" by capability based on measurable standards of performance and capability in keeping with NIMS. Departments should have the ability to track resource availability and status throughout a disaster response and recovery effort.

**XI. Demobilizing ESF Resources**

As Department Operations Center managers determine that their work is done, or when their equipment/resources are no longer needed to accomplish the Public Works ESF Action Plan, they shall advise their EOC Liaison. The EOC Liaison will then advise the Public Works ESF Coordinator. The Public Works ESF Coordinator will check with EOC Operations Section Chief and if it is deemed that those services are no longer needed shall advise the EOC Liaison that department personnel and/or resources may be de-mobilize per the Consolidated Action Plan and/or Demobilization Plan.

**XII. Costs & Reimbursements**

Any jurisdiction, department or agency which receives documented support from an ESF agency may be charged for the services. Additionally, ESF primary departments are responsible for maintaining accurate records of all costs associated with Disaster Response and Recovery operations.

**Agency Approval:** _____ **Date Approved:** _____

**EMERGENCY SUPPORT FUNCTION #4**
*Firefighting*

**PRIMARY DEPARTMENT:**
*Seattle Fire Department*

**ESF COORDINATOR:**
*Seattle Fire Department*

**SUPPORT DEPARTMENTS AND AGENCIES:**
*Seattle Police Department*
*Seattle-King County Public Health Department*
*Seattle Public Utilities*
*King County Office of Emergency Management*
*Washington State Emergency Management Division*
*Federal Emergency Management Agency*

## I. INTRODUCTION

### A. Purpose

Emergency Support Function #4 (ESF #4) describes the policies and procedures administered by the Seattle Fire Department during disasters. It also defines the roles and responsibilities of the Seattle Fire Department Management Team during an EOC activation.

### B. Scope

This annex applies to Fire Department personnel, uniformed and non-uniformed, on and off duty. The focus is on the policies and procedures, resources, and objectives to address issues before, during and after major citywide emergencies or disasters.

## II. SITUATION

### A. Situation

1. A disaster can create conditions that will impact the community, civic infrastructure, and the environment. The Fire Department will assume the role of lead agency, as defined in the SDRRP, in managing and mitigating the event, particularly for the following types of response:
    - Emergency Medical Incident
    - Rescues
    - Structural Collapses
    - Mass Casualty Incidents
    - Natural Disasters (earthquakes, floods, tsunamis, etc)
    - Nuclear, Biological or Chemical incidents (refer to the appendices for detailed plans)

### B. Planning Assumptions

1. The Fire Department plans and trains regularly for a myriad of emergencies including fires, emergency medical and other incidents. Training is locally, state and/or federally mandated.

2. The Fire Department will play a major role in the mitigation of a large-scale emergency. Thus, a citywide disaster will severely challenge the operations and resources of the Fire Department.

3. The Fire Department maintains current disaster readiness plans for both intradepartmental operations and interdepartmental disaster response.

4. The Fire Department is nationally recognized for its fire, EMS, and special operations response capability.

## III. CONCEPT OF OPERATIONS

### A. Organization

1. The Fire Department plays a vital role in City government and will be one of the most active departments during a area-wide disaster. As a Department Head, the Fire Chief reports directly to the Mayor. Assistant Chiefs report to the Fire Chief and assume various responsibilities.

2. During a disaster, the Assistant Chief of Operations will have a major role in the mitigation of any significant event. Designated Fire Department members, including the Fire Chief or his designee, will respond to the EOC.

3. The Operations Division of the Fire Department will be integral in the mitigation of any significant event. The foundation of any response will be Firefighters assigned to:
    - Engines
    - Ladders
    - Medical Aid Units
    - Command Units
    - Other Specialty Units
4. In paramilitary configuration, approximately 200 Firefighters are on-duty per shift and are assigned to 33 fire stations strategically located throughout the City. There are 4 platoons. Off-duty personnel are recalled per calling plans in the event of a major emergency.

### B. General Response

1. Day-to-day function of the Operations Division of the Fire Department is defined by the mitigation of fires, medical emergencies and other requests for assistance. In the event of a disaster, The Fire Department will not only experience a dramatic increase in incidents affecting the community requiring prompt intervention, but also the severity of those events.

2. In a disaster, Fire Department personnel have been directed to monitor predetermined AM radio and TV stations for information regarding recalls. The Resource Manager has the authority to issue updates directly to the news media for dissemination if the EOC is not activated. If the Emergency Alert System has experienced a failure, Fire Department personnel are directed to assume that Level I (a significant event causing the disruption of civic and commercial activity such as an earthquake) conditions are in effect.

## C. Direction and Control

1. Direction and control are maintained through the paramilitary chain of command. Fire Department personnel in the Fire Alarm Center (FAC) have the to dispatch the necessary response type base on the incident and available resources. The Fire Department utilizes the Incident Command System to manage and mitigate incidence with the following priorities:
   - Life safety
   - Incident stabilization
   - Property conservation
   - Environmental protection

## D. Procedures

1. The Seattle Fire Department Disaster Management Plan contains the detailed procedures and operational guidelines for disasters and those rare incidents of high consequence such as earthquake, pandemic, and terrorism. Those plans are maintained in the Seattle Fire Department Orange Book and the Operating Guidelines Section 5007. The purpose of the Orange Book is to provide members with ready access to critical information in a format that is easily accessed and reviewed.

2. In order to plan, respond and mitigate the many potential emergencies, the Fire Department operates in five levels, each reflecting the severity of the incident or event.

**IMPLEMENTATION LEVELS**

**LEVEL V**

a. This is the day to day operations level where incidents can be handled with minimal resources and the number of concurrent incidents is manageable. Command and general staff positions are typically handled by the Incident Commander, written Incident Action Plans (IAPs) are not implemented, and incidents are contained within the first few hours. The Resource Management Center would typically not be activated at this level. Note that the RMC may be activated at Level V during planned events such as Seafair. Event Action Plans (EAPs) will be generated and multiple operational periods are possible.

**LEVEL IV**

a. The Fire Alarm Center shall implement this level when minor impacts to citywide coverage occur due to planned events such as New Year's Eve or Fourth of July, during two or three-alarm situations, or when multiple separate incidents deplete available resources. Multiple-alarm incidents may require activating some Command or General Staff functions, but a written IAP would not generally be required and the control phase of the incident would usually be resolved in a single operational period

b. At this level, the RMC may be activated and staffed as indicated in the RMC Activation Procedures and Orange Book, Annex A (Personnel Reporting Procedures). Dispatch Level 4 reduces Automatic Fire Alarms (AFAs) to a single unit, and Aid Units are left off certain fire responses to enhance EMS coverage.



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Limited call-back of off-duty personnel may occur in accordance with the Calling Plans.

c. Most Command and General Staff positions will be activated and mutual aid will be requested, if available. Incidents may extend into multiple operational periods requiring written IAPs. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. The City EOC may be activated. If so, it will be staffed in accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.

**LEVEL III**

a. This level is implemented when citywide coverage and response capacity is severely limited, such as during four or five-alarm fires, simultaneous multiple-alarm incidents, earthquakes, or other situations with citywide impacts, such as wind/snow storms and power outages. Most fire responses will be reduced in size and Code Yellow responses will be at the discretion of the FAC. Requests for additional alarms may provide less than normal resource levels.

**LEVEL II**

a. This level is implemented when Department resources are catastrophically diminished but the FAC is still functional, such as during an earthquake or pandemic response. Most or all responses will be single units at the discretion of the FAC. Mutual aid resources will be requested if available, up to and including State and Federal assets. In a regional situation, such as an earthquake, mutual aid resources are unlikely and Seattle Fire Department personnel and resources may be on their own for 24-72 hours.

b. Most or all Command and General Staff positions will be filled on incidents that are not citywide in nature, i.e. a plane crash into a building or multiple IED attacks, versus an earthquake or pandemic emergency. Multiple operational periods are likely with written IAPs necessary. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. It will be staffed as indicated in the RMC Activation Procedures. The City EOC will be activated and will be staffed in accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.

**LEVEL I**

a. This level is implemented when the conditions of Level II are experienced and the FAC is out-of-service due to damage or loss of communications. This will result in decentralized Battalion Dispatching with the RMC coordinating citywide priorities and coverage.

b. At Levels III, II, and I, certain response assets may be unavailable, such as battalion chiefs, medic units, and specialty units. Personnel must maintain

situational awareness and continuously reassess priorities. Highest priority should be given to immediate life-safety actions and defensive operations to contain growing incidents.

## IV. RESPONSIBILITIES

A. Overview

1. Per Seattle Municipal Ordinance, the Fire Department is established and tasked with providing fire protection within the City limits and jurisdictions of Seattle.

2. In order to provide service in an efficient and professional manner, the Fire Department is organized in a paramilitary rank structure. The general chain-of-command, in descending order, is:
   - Fire Chief
   - Assistant Chief
   - Deputy Chief
   - Battalion Chief
   - Captain
   - Lieutenant
   - Firefighter (Paramedic, Inspector, Dispatcher, Investigator)

   ***a. Company Level***

   At the company level of operation, the Company Officer (Lieutenant or Captain) will be responsible for leadership, training, discipline, maintenance and on-scene tactics during a 24-hour work shift.

   ***b. Battalion Level***

   i. At the Battalion level, the Battalion Chief will be responsible for the fire companies and fire stations under his/her command. There are an average of six fire stations and seven fire companies in each battalion command.
   ii. During a citywide disaster and/or failure of the wide area radio system Battalions have the capability of "standing alone" as their own smaller fire department. Battalion Chiefs will analyze information, triage the emergency potential, dispatch and monitor their company activity. This scenario would be implemented in the event of an earthquake where bridges and other infrastructure become unusable.
   iii. Battalion Chiefs may be tactically in charge at emergency incidents as the Incident Commander.

   ***c. Continuity of Leadership***

   Fire Department Officers may, when necessary, move into a higher position in the absence of a higher-ranking Officer.

   ***d. Fire Department Organizational Structure***

   Need an updated Org Chart – unable to insert.

   ***e. Leadership Team***

- Fire Chief
- Assistant Chiefs / Executive Director
  - Assistant Chief of Administration
  - Assistant Chief of Operations
  - Assistant Chief of Risk Management
  - Assistant Chief of Fire Prevention
  - Executive Director of Staff
- Directors
  - Finance
  - Human Resources
  - Management Information Systems

***f. Civilian Support Staff***

During a disaster, if possible, support staff will report to their normal assignment.

***g. Other Disaster Mode Duties***

- Deputy Chief of Operations
  - Responds to the RMC as Resource Manager
- Deputy Chief of Medic 1
  - Coordinates EMS issues
- Deputy Chief of Communications
  - Responds to the FAC to assist with the workload

| Position | Primary | Back-up |
|---|---|---|
| Fire Chief | EOC | EOC |
| Assistant Chief of Administration | EOC | As assigned |
| Assistant Chief of Fire Prevention | RMC | EOC |
| Assistant Chief of Operations | RMC | As assigned |
| Assistant Chief of Risk Management | EOC | As assigned |
| Executive Director of Staff | RMC | As assigned |
| Captain of FIU | RMC | As assigned |
| Deputy Chief of Operations | RMC | As assigned |
| Deputy Chief of Training | EOC | As assigned |
| Deputy Chief of Medic I | RMC | RMC |
| Captain of Disability | EOC | As assigned |
| Captain of Services | RMC | As assigned |
| Lieutenant of Services | RMC | As assigned |
| Director of MIS | RMS | As assigned |
| Human Resources Director | RMC | As assigned |
| Public Information Officer | EOC | As assigned |
| Deputy Chief of Communications | FAC | FAC |
| Finance Director | RMC | RMC |

***h. Fire Alarm Center***

i. The Fire Alarm Center (FAC) is a Secondary Public Safety Answering Point (PSAP) receiving 911 calls from Seattle Police Communications and

dispatching the appropriate Fire Department resource. It is located at 105 5 Ave S in the same building as Fire Station 10. It is situated above the City of Seattle EOC. The FAC is staffed by Firefighters/Dispatchers and is administered by the Fire Department. A Deputy Chief and Captain of Communications oversee the operation.

ii. During a significant event such as a multiple alarm fire, the workload at the FAC increases dramatically. Historically, FAC personnel function at peak capacity in the course of mitigating a citywide emergency.

iii. Hundreds of requests for assistance are received, processed and dispatched by the FAC daily. The FAC is also the focal point for all the Fire Department's communication – both emergency and non-emergency. Duties of Firefighter/Dispatchers include:
    - 911 call processing
    - Dispatching fire units
    - Monitoring fire resources in the field
    - Maintaining citywide coverage
    - Coordinating mutual aid
    - Interagency coordination such as requests for police, utilities and Red Cross

iv. During a disaster, additional personnel are notified, and off-duty FAC personnel are recalled. When staffing permits, a Firefighter/Dispatcher is assigned to assist with fire radio communications in the EOC.

v. The Computer Aided Dispatch (CAD) system is "downgraded" into disaster mode to more efficiently allocate resources as needed.

vi. Intergovernmental communications between the surrounding PSAPs now become more acute due to requests for fire resources, ambulance transport, emergency room coordination and other vital functions.

vii. If the King County 800 MHz trunked radio system is functioning properly, specific assigned radio channels for Battalion use will be in effect.

viii. In the event of a countywide radio failure, the FAC will coordinate the Battalion level communications per Level I disaster procedures.

ix. Predetermined Chief Officers will be advised of the Fire Department's status immediately following a large scale event or disaster. At this point, they will make the determination at what level at which to operate. The FAC is directed to make notification of this decision throughout the Fire Department and make necessary arrangements to implement the plan.

***i. Resource Management Center***

The Resource Management Center (RMC) will be placed in-service according to the RMC Operations Plan. The Resource Manager will oversee and direct the interaction with Incident Commanders in the field. With the assistance of the Staffing Officer, the following tasks will be considered:

- Managing callback procedures
- Site relocation
- Staffing reserve apparatus
- Movement of off-shift firefighters
- Procuring external resources
- Tracking resources



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- Coordinating with the FAC
- Coordinating with ESF-4 EOC representatives to:
  - Obtain help with warning, public information, and logistical needs that exceed department capabilities or authority.
  - Communicate department status as called for in the Direction and Control Annex to the Seattle Disaster Readiness and Response Plan, Volume II.

***j. Emergency Operations Center***

i. During an activation of the City of Seattle EOC, Fire Department Staff will respond and assume their assigned ESF-4 responsibilities as specified in the Seattle Disaster Readiness and Response Plan.
ii. If staffing permits, an on-duty Firefighter/Dispatcher will be reassigned from the FAC to the ESF-4 desk in the EOC to monitor the fire radio and facilitate communications.
iii. The Public Information Officer will have direct interaction with the media community at the EOC.
iv. Due to its close proximity to the FAC, Fire Department Chief Officers may speak directly with Firefighter/Dispatchers and Communications Division managers.
v. The Fire Department will maintain its presence, 24 hours, throughout the event until the EOC is deactivated.
vi. If the Fire Department is the lead agency, the senior member of the ESF-4 may be assigned by the EOC Director to serve as the EOC Operations Section Chief.

**Specific EOC Assignments:**

| Position | Day Shift (0530-1800 hrs) | Night Shift (1730-0600 hrs) |
|---|---|---|
| ESF-4 Leader | Assistant Chief of Risk Management | Deputy Chief of Training |
| Liaison | Emergency Preparedness Captain | In-Service Training Captain |
| Situation | Captain of Disability | In-Service Training Lieutenant |
| EMS Liaison | Lieutenant AMR Liaison | As Designated |
| Clerical | As Designated | As Designated |

- The Fire Department EOC ESF-4 Team will consist of:
  - 1=Assistant or Deputy Chief
  - 2=Captains
  - 1=Lieutenant
  - 1=Clerical Support Member

- The Fire Department is charged as the EOC Lead Agency in the event of:
  - Major Fire
  - Hazardous Materials Release
  - Air Crash
  - Flood
  - Structural Collapse
  - Earthquake

- While at the ESF-4 desk, a Fire Department representative will receive, analyze, file and update Fire Department data for the EOC Consolidated Action Plan to include:
  - *Priority*
    List the highest priority actions.
  - *Objectives*
    What the Fire Department hopes to accomplish.
  - *Implementing Steps*
    How the objectives will be met.
  - *Assigned to*
    Who is responsible for meeting the objectives.
  - *Operational Period*
    When are the objectives to be met.

- Other functions of the ESF-4 Team include:
  - Face to face interaction with other City departmental managers
  - Analyzing accurate information from the field through interfacing with the RMC and the FAC
  - Develop strategy and plans with other Department managers
  - Direct contact with the Mayor and Mayor's Staff
  - Monitoring Fire Department activity through CAD and the radio system

- The ESF-4 Team is directed to consider mutual aid from Regional, State and Federal agencies through pre-existing agreements for assistance. Among them, include:
  - Surrounding fire agencies (through the King County Fire Resources Plan)
  - Washington State Urban Search and Rescue Task Force (US&R)
  - South Puget Sound Regional Fire Defense Group
  - Washington State Fire Coordinator
  - Federal Emergency Management Agency (FEMA)

## E. Prevention and Mitigation Activities

1. Support Resources:
   - Fire Department Chaplain – The Fire Department retains Chaplains that are able to respond quickly to the scene of an emergency. Chaplains are notified when there are significant injuries to civilians or firefighters, fatalities, significant events, high stress incidents and other requests for counseling.

   - Fire Buffs – The Seattle Fire Buff Society is a support organization that responds to all significant incidents where fire or emergency medical operations are projected to be lengthy and involved. The Fire Buffs provide food and drink to all personnel and civilians at the scene. Most have full time employment outside the fire service and respond on a voluntary basis. The Buffs have two support vans with which to respond and monitor the Fire Department radio channels.

   - IDEC – The International District Emergency Center (IDEC) is a paramilitary volunteer organization based in Seattle's Chinatown-International District



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neighborhood. IDEC medics provide basic first aid and security as they patrol their neighborhood. IDEC medics have Fire Department radio capability and monitor calls. They respond on foot with Fire Department units in the District and often arrive first to triage the incident.

- Seattle/King County Chapter American Red Cross – The Red Cross responds quickly to emergency scenes with food, blankets, clothing and vouchers for shelter to assist displaced residents.

**F. Preparedness Activities**

1. The Fire Department maintains a state of readiness and pre-plans in an effort to address the many potential problems encountered during a citywide disaster.
2. The priorities of Fire Department incident operations are (in order):
   - Life safety
   - Incident stabilization
   - Property conservation
   - Environmental protection
3. Pre-planning for large-scale emergencies has been implemented at the fire company level so that each fire station will have standard procedures and clear directives both internally and externally. The foundation for the Fire Department disaster planning is the "Station Damage Control Plan".
4. Designated fire stations have been equipped as "stand along" and are logistically self-sufficient. These stations have additional emergency rations, water and equipment to last 72 hours and are strategically located throughout the City.
5. The Fire Department delivers its life and property saving services through a complex organization of personnel, apparatus and equipment. This service is available to the citizen of Seattle 24/7. Therefore, logistically speaking, preparedness is a crucial factor in the delivery of rapid and efficient intervention and good customer service.
6. Fire apparatus respond to approximately 250 responses per shift throughout the City.
7. In the event of a disaster, personnel, apparatus, stations and equipment will be surveyed for fitness and readiness to respond. Additional resources will be allocated accordingly.

**G. Response Activities**

***1. Fire Company Procedures***

- Directly following a citywide disaster, such as an earthquake, Company Officers will account for their members, assess the condition of their apparatus and station, and follow the procedures outlined in the Station Damage Control Plan. Units out-of-quarters will return. Upon completion of their assessments, they are instructed to
  - Load extra equipment, food and supplies on their apparatus
  - Notify their Battalion Headquarters of their status
  - Initiate Post Earthquake – Damage Assessment Surveys
- Surveys are conducted while driving a preplanned route through their respective districts with special emphasis on high life-hazard occupancies. During Level 2 mode results will be transmitted to the FAC along with any

requests for assistance or alarm information. At Level I communications will be directed to Battalion Headquarters.

Note: *Companies may stop to render life-saving assistance during Damage Assessment Survey. However, Fire Department personnel have been trained to exercise a considerable amount of self-discipline, as they may have to bypass fires, collapsed buildings and other on-going emergencies to accurately assess their district for the highest priority.*

- If the radio system is functioning normally, alarms will be transmitted through the FAC via the trunked radio system. In the event that the radio system is down, alarms will be transmitted through the Fire Department paging system, Battalion Headquarters via pre-determined simplex channels or, in extreme cases, through the cellular system.

2. ***Battalion Procedures***
   a. Directly after a citywide event Battalion Chiefs are directed to transmit to the FAC that they are temporarily "out-of-service" in order to conduct a "roll call" of their Battalion. They will check the status of units that are unaccounted for.
   b. In order to keep radio traffic to a minimum, intra-Battalion communications will be limited to phone-use. Pre-assigned Battalion radio channels are indicated if phones cannot be used.

3. ***Special Operations***
   a. In addition to the fundamental duties of the Fire Department, a "Special Operations" section of the Operations Division exists. Special Operations personnel and equipment would certainly play a major role in the mitigation of a large-scale event. These specially trained and strategically located units address the complexities of:
      - Hazardous Materials release
      - Marine Firefighting
      - Confined Space, High Angle and Heavy Rescues
      - Structural Collapse
      - Mass Decontamination
      - Weapons of Mass Destruction (Nuclear, Biological or Chemical)
      - Mass Casualty Response
      1. Urban Search and Rescue (US&R)

   b. The Seattle Fire Department maintains apparatus, equipment and supply depots strategically located throughout the city. Team personnel are on-duty as well as on pager.
   c. A Deputy Chief, who reports to the Assistant Chief of Operations, manages the Special Operations section

4. ***Overhead Teams***
   An Incident Management Overhead Team will be formed and utilized during any multiple alarm fire and in the event of a citywide disaster where Level 1 or 2 operations are indicated. The Team is comprised of both Administrative and Operations Chiefs. Its purpose is to support the Incident Commander in mitigating the incident or event. The



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incident scene will use the National Interagency Management System (NIIMS) for organizational purposes. Members of the Overhead Team are:

- **Incident Commander:** Responsible for incident activities including the development and implementation of strategic decisions and for approving the ordering and releasing of resources.
- **Operations Section:** Responsible for the management of all operations directly applicable to the primary mission.
- **Logistics Section:** Responsible for providing facilities, services, and materials in support of the incident.
- **Planning Section:** Responsible for the collection, evaluation, dissemination and use of information about the development of the incident, status of resources and the demobilization of the incident.
- **Finance Section:** Responsible for all financial and cost analysis aspects of the incident.
- **Command Staff:** The Fire Department Public Information Officer (PIO) and Safety Officer will report directly to the Incident Commander. If needed, the Incident Commander will appoint a Liaison Officer.
- **Command and Control Van:** The Fire Department Command and Control Van will be dispatched to any multiple alarm fire, significant event or to a strategic location during a citywide disaster. The van will be utilized primarily by the Planning Section, but is available to accommodate other sections as well.

### H. Recovery Activities

Implementation of the department's Continuity of Operations (COOP) Plan will be implemented. COOP planning is designed to develop and maintain a plan that enables the department to preserve, maintain, and/or resume its capability to function effectively in the event of the threat or occurrence of any disaster or emergency that could disrupt departmental operations and services.

## V. RESOURCE REQUIREMENTS

### A. Fire Stations

Thirty-three (33) strategically located Fire Stations house personnel and equipment. They are staffed 24-hours per day with rotating Platoons. As such, personnel must eat and sleep at the station during their shift. Stations are geographically grouped into five Battalions. Stations and station grounds are maintained by Firefighters. Major repairs to the structure, electrical or water systems are conducted by the City's Fleets and Facilities Department.

### B. Fire Apparatus

1. Engines, Ladder Trucks, Aid Cars, Battalion Chief Autos and various other pieces of apparatus including 40' tractor-trailer combinations are housed in fire stations. These

are cleaned, maintained and kept in optimal working conditions and in a continuous state of readiness. Only during breakdowns or routine maintenance are the fire apparatus repaired at the Fleets and Facilities Fire Garage.

- 33 Engine Companies, plus four Fireboats
- 11 Ladder Truck Companies
- 11 Emergency Medical Units
- Various Command, Support and Specialized Units:
  - Hose Wagon
  - Foam apparatus
  - Air Support
  - Technical Rescue
  - MCI Van
  - 4 Fireboats
  - Mobile Ventilation Unit
  - Command and Control Van
  - Salvage Units
  - HazMat Unit
  - Mobile Generator and $CO^2$ Apparatus
  - US&R Cache
  - Marine Response Van

- Reserve apparatus are housed throughout the City

2. The Fire Department operates four (4) fireboats. Two are currently deployed to operate in freshwater and two are deployed for saltwater operations. Either the *Chief Seattle* or the *Leschi* can be used for a large or multiple ship fire. Locations for the fireboats are as indicated:
   - The *Chief Seattle* (Engine 4) operates from Station 5 to Elliott Bay
   - The *Leschi* (Engine 4) operates on Elliott Bay
   - The *Fire One* (Engine 1) operates on Lake Union
   - The *Alki* (Engine 3) operates on Lake Union

## C. Equipment

1. In the course of their shift, Firefighters come in contact with literally hundreds of pieces of equipment ranging from computers to chainsaws, radios to defibrillators. All equipment must be inventoried and accounted for. As a public entity, the Fire Department recognizes that missing or broken equipment must be processed according to established policy and procedure. The majority of the repairs and replacement of equipment is conducted through the Fire Department's Commissary and Utility Shop.
2. Equipment caches are strategically placed in the event of a large-scale emergency. "Stand alone" Fire Stations have been stocked with extra equipment, supplies, food and water to assist the surrounding neighborhood.
3. Seattle Fire manages both the Pharmaceutical Cache for Public Safety Officers and the Chempak Nerve Agent Antidote Kits (N.A.A.K).

## D. Communications

1. The hub of Fire Department communications is the Fire Alarm Center where internal and external emergency and non-emergency communications are processed.



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2. The Fire Department uses a myriad of communication tools Most of the maintenance and repair is coordinated through the City's Department of Information Technology (DoIT). The major communications systems within the Fire Department are:
    - Wide Area trunked radio system four Site simulcast
    - Telephone System (hardwire and cellular)
    - Station Alerting System
    - Computer System
    - Fire Department in-house Paging System

**E. Personnel**

1. The Fire Department employs approximately 1,000 Firefighters and 50 civilian support staff.
2. There are approximately 200 Firefighters on-duty per shift.

**F. Interagency Coordination**

1. The Fire Department interfaces with the following government entities on a daily basis:
    - Seattle Police Department
    - Seattle Public Utilities
    - Puget Sound Energy (Natural Gas)
    - US Coast Guard
    - ATT Language Line
    - KC Detox Center
    - American Medical Response (AMR)
    - Other PSAPs
    - Other support:
        - Red Cross
        - IDEC
        - Fire Buffs
        - Chaplains

## VI. ADMINISTRATION

**A. Cost Accounting and Cost Recovery**

The Department finance division will track all costs and submit documentation. Reimbursement of costs will provided in coordination of declarations, EOC oversight and the City of Seattle Budget Office.

**B. Annex Maintenance –**

1. Example: This language is fine other than the "annual" training.
2. ESF Coordinators will be responsible for updating their annex on an annual basis. Coordinators will also be responsible for ensuring all Primary and Support department and agency personnel are trained on regular basis on the information contained within this annex.
3. Coordinator will submit annex updates to the Seattle Office of Emergency Management by no later than November 1st each year.
4. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners

listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.

## VII. TERMS AND DEFINITIONS

1. **EMS:** Emergency Medical Services
2. **EOC:** City of Seattle Emergency Operations Center
3. **Fire Department:** Unless otherwise stated, it is assumed to be the Seattle Fire Department.
4. **Fire Alarm Center (FAC):** A secondary Public Safety Answering Point (PSAP) where emergency 911 calls for fire or emergency medical assistance are processed and help is dispatched.
5. **Incident Commander:** The highest ranking officer at an incident that takes command, and who is responsible for the overall management and direction of the incident scene.
6. **Resource Management Center (RMC):** Department Logistical Support Center:
   - Relieve FAC of phone calls for equipment, supplies, etc
   - Provide logistical and planning support to Fire Operations
   - Linked with on-site planning and logistical Officers
   - Prioritization of resources in multi-site operations
   - Once EOC opens, the RMC will coordinate their activities
7. **Resource Manager:** A Fire Department Chief Officer that coordinates the activities of the RMC.
8. **Staff Duty Officer:** A Chief Officer who has the authority to make critical administrative decisions during non-business hours.
9. **Staffing Coordinator:** A Firefighter assigned to the Deputy Chief of Operations office who coordinates the movement of personnel and apparatus, the hiring of replacement Firefighters, recalling of off-duty personnel.

**Agency Approval:** _____ **Date Approved:** _____



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**Emergency Support Function #4**
**Appendix 1**

**FIRE SUPPRESSION**

## I. SITUATION

1. The City of Seattle encompasses approximately 84 square miles with a resident population of 586,200 citizens that increase to over 723,000 during the business day.

2. The Fire Department is tasked with the preservation of life and property in the event of fire.

3. In order to accomplish its Mission, the Fire Department has instituted 33 strategically located and equipped fire stations throughout the City.

4. During a Citywide disaster or event, the Fire Department will be tasked with the mitigation of fire and related hazards to facilitate the process of restoration of services and infrastructure.

## II. ASSUMPTIONS

1. Emergency medical incidents comprise 80% of the Fire Department's responses. Fire-related incidents comprise 20% of the Fire Department's responses.

2. As citizens call 911 for assistance, there are expectations that the Fire Department will respond in a timely manner with the appropriate equipment and staffing. Responding firefighters will address fires, emergency medical and any number of other emergencies which may, during a Citywide disaster, include:
   - Natural Gas leaks
   - Power outages
   - Building collapse with trapped victims
   - Hazardous Materials release
   - Mass Casualty incidents

3. The Fire Department is expected to respond to the needs of the public, although it is anticipated that through "triage" (a system of allocating resources by priority during an emergency), some may receive help later than anticipated.
4. The Fire Department plans to request Task Forces from outside the City per Mutual Aid Agreements in the event of a large-scale fire incident.

## III. ANTICIPATED FIRE RELATED INCIDENTS

1. Overview
   - Structural Fire
     - Commercial – Industrial
     - High-rise office

   - Residential Fire
     - Single family dwellings
     - Apartment complexes

- Institutional Fire
  - Schools
  - Hospitals
  - Health Care and group home

- Marine Fire
  - Shipboard
  - Pier or marine facility

- Hazardous Materials Release with Fire
  - Chemical
  - Flammable liquid

- Miscellaneous Fire
  - Natural Gas
  - Electrical
  - Brush
  - Transportation / Vehicle
  - Refuse (trash)

## IV. OPERATIONS AND TACTICS

1. The objective of all fire ground tactical activity is the systematic coordinated method of initial attack that will permit the safe and efficient use of personnel and equipment.
2. Regardless of the type of fire, the following priorities (in order) will be observed:

   a. ***Life Safety***
   Accomplished through:
   - Rescue
   - Fire streams in place
   - Evacuation
   - "Protect in Place" (not evacuating)

   b. ***Incident Stabilization***
   Accomplished through:
   - Fire streams in place
   - Water on the fire
   - Ventilation

   c. ***Property Conservation***
   Accomplished through:
   - Exposure protection, interior and exterior
   - Salvage
   - Overhaul

3. Those priorities will be realized through the following standardized protocols of engagement developed by the National Fire Protection Association (NFPA) and the International Fire Safety Training Association (IFSTA):



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- Rescue of victims
- Exposure protection of nearby structures
- Confinement of fire to area of origin
- Extinguishment of fire
- Overhaul of fire scene

## V. RESPONSE CONFIGURATIONS TO FIRE INCIDENTS

The Fire Department dispatches standardized fire resources with pre-configured resources sufficient for the task or incident.

| Response Type | Unit Dispatched |
|---|---|
| Single | 1 Engine or Ladder Truck |
| Reduced | 1 Engine and 1 Ladder Truck and 1 Chief |
| Full | 3, 4, or 5 Engines, 1 or 2 Ladder Trucks, 1 or 2 Chiefs, 1 Aid Car, 1 Medic Unit, Deputy Chief of Operations, Staffing Officer, Safety Chief, Air Unit |
| Special | Any additional units requested from the scene by the Incident Commander |
| 2-11 (multiple) | Additional Engines, Ladder Trucks and Chiefs |
| 3-11 (multiple) | Same |
| 4-11 (multiple) | Same |
| 5-11 (multiple) | Same |
| General | A formal recall of all off-duty Firefighters via Television and Radio |

**Emergency Support Function #4**
**Appendix 2**

**MASS CASUALTY INCIDENTS**

## I. SITUATION

1. Throughout the course of daily commerce and recreation in the City of Seattle, incidents occur requiring emergency medical attention and transport. Hundreds of times each day, citizens call 911 for assistance for a wide range of medical situations including:
   - Heart attack
   - Stroke
   - Difficulty breathing
   - Poisonings
   - Diabetic crisis
   - Emergency childbirth
   - Alcohol intoxication
   - Psychological issues
   - Overdoses

2. Additionally, citizens may experience the following trauma (non-medical) events:
   - Broken bones
   - Lacerations
   - Crushing injuries
   - Assaults and assaults with weapons
   - Industrial accidents
   - Automobile accidents

3. The Fire Department responds to all emergency medical calls for assistance within City limits. In addition and within available means as set out in established agreements, the department supports neighboring jurisdictions with medical mutual aid.

4. All Seattle Firefighters are Washington State Certified Emergency Medical Technicians and trained to intervene in these types of emergencies.

5. On occasion, there are emergency medical events that are so large in scope that the fire response is overwhelmed by the sheer number of patients and the magnitude of the event. An example of such an incident may be a Metro bus accident or train derailment. These events are termed Mass Casualty Incidents (MCI) and require a specialized response from the Fire Department.

## II. ASSUMPTIONS

1. The Fire Department regularly plans and trains for all emergency medical scenarios including Multiple Casualty Incidents.

2. In the event of a Mass Casualty Incident, the Fire Department will assume the lead role in the mitigation of the incident.

3. A successful outcome to an MCI will be the result of the coordinated activity of the Fire



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Department, Police Department, Medical Community, EMS transport community and other vital entities.

## III. DEFINTIONS

1. **Hospital Control:** Hospital Control of the MCI is the Deputy Medical Director of Medic 1 (Medic 55), or his designee at Harborview Medical Center. He determines the patient's destination to area hospitals based on the severity of injuries.

2. **Loading Manager:** Manages the loading of patients and ambulance access and egress.

3. **MCI Van:** A mobile unit with medical supplies and equipment to treat 30 or more patients.

4. **Medical Group Supervisor:** Reports to the Incident Commander and supervises the Medical group and ensures that Triage, Treatment, Transportation, Medical Staging and Morgue Team functions are performed.

5. **MSA:** Medical Services Administrator (Medic 33)

6. **MSO:** Medical Services Officer (Medic 44)

7. **Medic 55:** Medical Director

8. **START:** A system that allows for the rapid treatment of a large number of patients. Stands for Simple Triage and Rapid Treatment.

9. **Treatment area:** A designated area for the collection and treatment of patients. A colored flag will identify each area:

   - Red — Immediate assistance
   - Yellow — Serious but not life threatening
   - Green — Minor injuries
   - Black/White — Deceased

## IV. OPERATIONS

1. Activation of an MCI
   Unless an MCI has been determined to exist through 911 caller interrogation by the Firefighter/Dispatcher, the first arriving Fire Department unit may, upon a quick size-up of the scene, declare an MCI and request the appropriate response. The FAC will modify the response and send the following units:

   - Engine Companies
   - Ladder Truck Companies
   - Aid Cars
   - Medic Units
   - Battalion Chiefs
   - Deputy Chief of Operation
   - Safety Chief
   - Staffing Officer

- Medical Services Officer
- Medical Services Administrator
- Public Information Officer
- MCI Van

2. Tactical Procedures
   a. The eventual goal of every MCI is to save lives. This goal will largely depend upon the actions of the first arriving units. The key factors in a successful MCI response are organization and communication. Either may be more important than on-scene treatment. Saving lives at an MCI depends on quick stabilization and transport of patients rather than bandaging them at the scene.
   b. There are four basic tasks that must be accomplished at any MCI. The Incident Command System (ICS) is implemented to accomplish those tasks, which are:
      - Triage
      - Treatment
      - Hospital assignment
      - Transportation

   c. Regardless of whether an MCI is actually declared, whenever there are multiple patients transported from the scene, Hospital Control (Medic 55) must be notified. Hospital Control determines patient destination. Early contact with Hospital Control is a priority.

      I. <u>Fire arriving unit's procedures:</u>
         - Size-up the scene by walking around the perimeter
         - Report the size-up via radio
         - Initiate triage
         - Stabilize the scene
         - Assign arriving units to Triage and Treatment Leaders
         - Identify the Triage, Treatment and Transport areas

      II. <u>Incident Command</u>
         The responsibilities of the Incident Commander are to:
         - Develop an incident plan
         - Direct incoming units
         - Identify command post, base and staging areas
         - Identify Medical Group Supervisor
         - Establish Triage, Treatment and Transportation

      III. <u>Medical Group Supervisor</u>
         The Medical Group Supervisor ("Medical") is the Firefighter/Paramedic in charge of the first arriving Medic Unit until relieved by the MSO or the MSA. The duties will include:
         - Coordinate Triage, Treatment, Transportation, Medical Staging and Morgue Team leaders, and establish these positions if not already in place.
         - Ensure that all groups have adequate resources to perform their assigned tasks, making requests through the Incident Commander.
         - Update the Incident Commander on the number of patients and their



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disposition.
- Maintain accountability with the units assigned to the Medical Group.

IV. Triage Team Leader

The Triage Team Leader ("Triage") will be the Officer from the second BLS Unit. An MSO could be used in this position if available. Triage will report to the Medical Group Supervisor, Operations Chief or Incident Commander. Triage will coordinate the following:

- Ensure that an Engine/Ladder Truck company and/or Aid Car are assigned to accomplish Field Triage.
- Monitor patient extrication, verifying the accuracy of triage and modifying the patient's status if necessary.
- Ensure appropriate triage recording is implemented.

V. Treatment Team Leader

The Treatment Team Leader ("Treatment") will be the Driver of the first arriving Medic Unit. The Driver of the second arriving Medic Unit will report to Treatment to begin treating patients. They report to the Medical Group Supervisor, Operations Chief or Incident Commander and will coordinate:

- Request needed resources
- Designate a Loading Manager
- Contact Hospital Control with a brief report
- Coordinate patient assignments with Hospital Control
- Direct movement and transfer of patients to an ER
- Maintain records of patient assignments
- Contact Base or Staging for transport vehicles

Fire Department units, private ambulances and buses will be used for transportation. Medic Units will be held at the scene for medical treatment and supplies.

VI. Hospital Assignments

Hospital Control will use the MedCom radio to confer with the Transportation Team Leader regarding the hospital assignments of the victims.

VII. Morgue Team

- Identifies and preserves evidence at the scene
- Oversees the deceased until the arrival of the Medical Examiner and Police
- Deceased patients will be tagged, covered and not removed from the original location; the scene will be considered a "crime scene"

VIII. The Golden Hour of Trauma

A successful recovery of the sick or injured depends on rapid transport to the hospital. One hour is the standard goal for patient survival:

- 20 minutes in the field
- 20 minutes in transport
- 20 minutes in the emergency room

**Emergency Support Function #4**
**Appendix 3**

**TERRORIST ATTACK –**
**WEAPONS OF MASS DESTRUCTION**

## I. SITUATION

1. The City of Seattle is a large metropolitan area with diverse civic, commercial, residential and recreational infrastructure. It is the largest and most populous US municipality in the Pacific Northwest. As a thriving and growing international community, it serves as a main portal to Alaska, Canada and the Pacific.

2. Aircraft development, high technology, biological research and a major airport are located within Seattle and surrounding communities. It is altogether reasonable to plan and train for a terrorist incident.

3. Seattle has recently been identified as a possible target for terrorism and a Weapons of Mass Destruction event.

4. It is the mission of the Fire Department to address all emergency medical and fire related activity within the City limits and jurisdictions.

5. A Nuclear, Biological or Chemical (NBC) terrorist incident is, inherently, a Hazmat incident. However, significant differences between the two exist that will influence a civil jurisdiction's response planning, organization, training, equipment, operational procedures and coordination requirements. An NBC terrorist incident may be characterized by:
   - Designed to inflict mass casualties
   - Use of highly lethal biological or chemical agents
   - Initial ambiguity in determining what type of NBC weapon or agent is involved or, in the case of biological agents, if a terrorist incident has occurred
   - Narrow window of response time to administer life saving antidotes
   - Need for specialized NBC detection equipment
   - Need for mass decontamination

## II. ASSUMPTIONS

1. The Fire Department will respond to all requests for assistance and emergency intervention.

2. In the event of an NBC or WMD event, it is expected that the Fire Department will respond appropriately and assume the lead role in the timely mitigation of the incident and the prompt treatment of the victims.

3. The Fire Department will respond with a variety of resources – HazMat & Decon Units.

4. Should a WMD event occur, it will most likely overwhelm local public safety departments and the community health care system. At the outset, it will be necessary to mobilize and coordinate a regional, state and national response.



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5. In order to undertake such a massive interdisciplinary, inter-jurisdictional, and intergovernmental effort requires that it be:
   - Carefully planned and rehearsed ahead of time
   - Quickly recognized and approached as a terrorist event by first responders
   - Appropriately secured as a hazard area and crime scene
   - Managed appropriately to save lives, limit exposures, and protect first responders

## III. DEFINITIONS

1. **Agent:** The chemical irritant, poison or substance creating the harmful effects.

2. **Decon:** To decontaminate. A process of removing as much of the agent as possible through dilution, usually with copious amounts of water.

3. **NBC:** Nuclear, Biological, Chemical. Description of the possible types of agents used in a terrorist attack.

4. **MMST: Metropolitan Medical Strike Team:** A team of technical and professional members that will be pivotal in the mitigation of a WMD event.

5. **WMD:** Weapons of Mass Destruction. Usually NBC in origin.

## IV. NUCLEAR, BIOLOGICAL AND CHEMICAL (NBC) INCIDENTS

1. **Overview**
   An NBC incident will be an overwhelming event, challenging the resources of the City. Virtually all City agencies will be involved. Fire, Police, Health, Utilities, Educational, Communications and a host of other disciplines will be employed to address the event.

   a. **Nuclear Materials**
      i. The most likely scenario facing public safety agencies would be an accident involving the transportation of nuclear materials within their jurisdiction. For the most part, such an incident would be considered a HazMat issue and dealt with by first responders.

      ii. The problem with radiation is that it is an invisible hazard. Unless the responding public safety agency has radiological detection equipment, or the nuclear materials is clearly marked and identified, there is a strong chance that the initial identification of a radiological or nuclear hazard will go unnoticed.

      iii. Additional concerns would be the availability of protective clothing and breathing apparatus, in sufficient quantities, to protect first responders.

   b. **Biological Agents**
      i. Biological agents occur in nature as well as being manufactured. Among the Nuclear, Biological or Chemical agents, the biological agents are by far the cheapest to produce.

ii. The most practical method of initiating infection using biological agents is through the dispersal of agents as minute aerosol where finely divided particles of liquid or solid suspended in a gas are sprayed over a target. The particles are then inhaled by citizens.

iii. Early warning and rapid identification of biological agents is of primary concern.

Note: There are currently limited screening devices available for first responders for use in determining whether biological agents have been dispersed. Precautionary use of Personal Protective Equipment (PPE) is procedural.

c. **Chemical Agents**

i. Chemical agents are compounds that, through their chemical properties, produce lethal or damaging effects on humans. They are defined as any chemical substance intended for use in military operations to kill, seriously injure, or incapacitate humans due to the physiological effects.

ii. Factors affecting the duration of effectiveness of a chemical agent are type, amount, terrain and weather.

iii. Many highly technical defense systems against chemical agents have been developed to include gas masks, protective clothing, ventilation systems and chemical detectors.

iv. The most effective tool against chemical agents is early warning and rapid identification.

## 2. Operations

a. **First Responder**

i. The first responder will most likely be the closest Fire Department engine or ladder truck company.

ii. The actions of the fire resources first arriving are trained to treat a WMD – NBC event similar to a HazMat incident. In effect, the first responder is the first line of defense and responsible for critical initial actions. Accordingly, personnel have been trained in WMD – NBC and MCI recognition and victim treatment. Their tactics include:

- Establish scene control
- Reconnaissance
- Isolation of Hot, Warm and Cold zones
- Emergency decon

b. **The Emergency Medical System**

i. The EMS is a coordinated effort of multi-agency response. The following agencies comprise the EMS:

- Health Care
- Emergency Medical Services (Fire Department)
- Mental Health



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- Non-Survivor Disposition
- Seattle EOC

ii. To ensure an effective response to a WMD event, the Seattle EMS must successfully address the following areas:
- WMD training
- Antidote administration
- Safe, fast transport
- Patient tracking

c. **Equipment Cache**

i. The WMD equipment trailer is equipped with essential equipment and tools necessary for the mitigation of a WMD event:
- Decon gear
- Self-Contained Breathing Apparatus (SCBA)
- Respiration gear
- Chemical suits, level A and B, Tyvek suits
- NBC detection capability for:
  - Nerve agents
  - Blister agents
  - Biological agents
  - Radiation
  - Chemical
  - Biological
- Hand tools
- Communication systems (phones, radios)
- Shelters
- Lighting

**Emergency Support Function #4**
**Appendix 4**

**EMERGENCY MEDICAL SERVICES**

## I. SITUATION

1. The City of Seattle retains a population of 586,200 that increases to over 723,000 people during the workday. In the course of daily commerce and recreation, emergency medical incidents occur hundreds of times throughout the City.

2. Emergency Medical incidents make up 80% of all dispatches for assistance to which the Fire Department responds (20% is fire related). Examples of EMS responses include:
   - Heart attack
   - Stroke
   - Diabetic crisis
   - Emergency childbirth
   - Traffic collisions
   - Lacerations
   - Poisonings
   - Alcohol related
   - Overdoses
   - Assaults

3. Additionally, citizens may experience the following trauma events:
   - Broken bones
   - Lacerations
   - Crushing injuries
   - Assaults and assaults with weapons
   - Industrial accidents
   - Automobile accidents

4. Prompt intervention by trained professionals that includes rapid triage, stabilization, and transportation of the patient to a health care facility, are all required to ensure the best chances of recovery.

5. Due to dense traffic patterns and congestion, and the advent of centralized health care, many citizens no longer transport themselves to the emergency room. Rapid transport must now be accomplished through ambulances with emergency lights and siren capability.

6. The Seattle Fire Department is widely recognized as being one of the best Emergency Medical Service providers in the world. This distinction is due to:
   - World class Paramedic program
   - Response time of four minutes to the location
   - Seattle Firefighters are Emergency Medical Technicians (EMT)



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## II. ASSUMPTIONS

1. In addition to other emergency tasks, the Fire Department is the provider of Emergency Medical Services within the City limits and jurisdictions of Seattle. Mutual Aid agreements facilitate EMS assistance from Seattle Fire Department units to assist other municipalities. Conversely, assistance is sometimes required to come in to the City from the outside.

2. The Fire Department maintains strategically located "first responders" (fire engines, ladder trucks) and EMS apparatus for quick response. The Fire Department can respond anywhere in the City within four minutes.

3. In the event of a disaster, it is anticipated that the EMS capability of the Fire Department will be significantly challenged. Therefore, the Fire Department plans and trains for such inevitability. Training is Local, State and Federal mandated and certified.

4. Rapid response is critical to the recovery of the patient. The standard goal for transporting the patient to the hospital in cases of trauma is one hours, allowing for the best chance of survival. The "golden hour" of emergency medicine is:

   - 20 minutes — Stabilize the patient
   - 20 minutes — Transport to the hospital
   - 20 minutes — In the Emergency Room

## III. DEFINITIONS

1. **ALS:** Advanced Life Support, requiring Paramedic intervention.

2. **BLS:** Basic Life Support, requiring EMTs only.

3. **EMT:** Emergency Medical Technician

4. **First Responder:** Fire Department units designed to arrive first on the scene – usually an Engine or Ladder Truck.

5. **Layered Response:** The appropriate amount and type of assistance is dispatched. In multiple unit responses, an Engine or Ladder Truck is dispatched first in order to arrive at the location quickly. Medic Units will arrive a few minutes later.

6. **Paramedic:** Firefighters trained beyond the EMT level to perform advanced in-field treatment such as IV therapy and administer medications.

7. **Triage:** A means of prioritizing patients or calls for help based on the severity of the condition and the available units to assist.

## IV. OPERATIONS

1. Statistically the majority of the Fire Department emergency responses are medical in nature. To maintain an effective EMS program that results in lives being saved, each Seattle Firefighter is a Washington State Certified Emergency Medical Technician (EMT). Some have

chosen to become Paramedics, which requires almost two years of advanced training.

a. Each fire apparatus is equipped with aid, trauma equipment and oxygen. Three or four Firefighters can arrive at any location in Seattle within four minutes.

b. Seven (7) Medic Units (staffed with Paramedics) and 6 Aid Cars (staffed with EMTs) are strategically located throughout the City as crucial components of the layered response system.

2. 911 Calls for Assistance

a. The first step in the EMS process is the 911 calls for assistance. Such calls are fielded by the Primary PSAP at Seattle Police Communications. The call is then transferred to Fire Department Communications at the Fire Alarm Center.

b. The caller is interrogated by Firefighter/Dispatchers for the correct location and patient information. By doing so, the appropriate level of help may be dispatched. "Triaging" the call assigns the correct level of response. EMS response protocols are utilized by Firefighter/Dispatchers for uniformity. Protocols are researched and pre-approved by Physicians, Paramedics and Medical Researchers.

c. Deaf and hard of hearing callers may use the TTY-TTD capability of the Fire Alarm Center.

d. Computer Aided Dispatch (CAD) automatically sends the closest appropriate unit or units.

e. In some cases, a "layered response" is dispatched. This allows for the closest unit to be sent to the location to initiate medical assistance quickly, usually within four minutes. A rapid response is crucial to acutely sick patients, such as those experiencing difficulty in breathing or in heart attacks.

3. Types of EMS Response

There are two basic types of Emergency Medical Responses from which all others are derived:

| Aid | Medic |
|---|---|
| Basic Life Support | Advanced Life Support |
| Engine, Ladder Truck or Aid Car | Engine or Ladder Truck and Medic Unit |
| Example: Lacerations | Example: Diabetic issue |

4. First Responder Tactics
The first Fire Department units to arrive at the incident will:

a. Determine the status of the patient through assessing:
- Airway
- Breathing
- Circulation



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b. Continue the patient assessment through an exam and documenting:
   - Blood pressure
   - Heart rate
   - Respirations
   - Mental condition
   - Medical history

c. Request additional assistance and resources

d. Initial stabilization of the patient:
   - Oxygen therapy
   - Backboard – C collar
   - Defibrillator – CPR

e. Radio report to the incoming Firefighter/Paramedics

f. Assist Firefighter/Paramedics upon their arrival

g. Document on a Form 20b

h. Transport the patient:
   - BLS private ambulance
   - ALS Paramedic transport

5. Paramedic Tactics

The goal of Advanced Life Support as provided by Paramedics is to further stabilize the patient and ready them for transport to a health care facility for additional treatment. This goal is attained by the application of:

- Defibrillators
- Oxygen therapy via artificial airways
- Intravenous drug therapy
- Other advanced on-scene treatment

6. Auxiliary Considerations

a. <u>Helicopter Support</u>

Guardian One (King County Sheriff helicopter)

Airlift Northwest is available for immediate assistance to transport patients by air.

b. <u>American Medical Response</u>

AMR is locally based and provides private ambulance support to transport BLS patients.

AMR is currently under contract with the City of Seattle.

**Emergency Support Function #4**
**Appendix 5**

## MARINE FIREFIGHTING AND RESCUE

### I. SITUATION

1. The City of Seattle has an excess of 78 miles of waterfront with industrial, commercial, residential, governmental, and hazardous materials facilities.

3. Adding to these challenges is the fact that this waterfront is composed of both fresh and salt water, interconnected by a ship canal with locks.

4. These waters are populated by oil tankers, container ships, cruise ships, fishing vessels, houseboats, and over 5,000 marina slips.

5. The Fire Department responds to fires in structures adjacent to, and over, the water and vessels on the water.

6. All Seattle Firefighters have received Marine Firefighting Awareness level training.

7. The Fire department maintains Marine Firefighting Technicians (Unit 99) as well as two (2) Class A fireboats.

### II. ASSUMPTIONS

1. The Marine Firefighting Unit(s) are trained to the Technician Level in Marine Firefighting.

2. The fireboat "Chief Seattle," built in 1997, is capable of pumping 7,500 GPM and holds 800 gallons of foam concentrate.

3. The stand-by fireboat "Alki," built in 1932, is capable of pumping 16,500 GPM and holds 1,000 gallons of foam concentrate.

4. The fireboat "Leschi," built in 2006, pumps 20,000 GPM.

5. "Engine One," built in 2006, pumps 5,000 GPM.

6. The Seattle Fire Department has primary responsibility for fire suppression and rescue in the waters of the City of Seattle.

7. The tactics and strategies used to attack a fire aboard a vessel are similar to those used in attacking structural fires. However, because of the unique risks encountered aboard a vessel, there are aspects of marine firefighting that warrant special training and equipment.

8. Vessel fires can be difficult to access, ventilate, and confine. Firefighting efforts, if not correctly planned and executed, can affect vessel stability. A methodical, planned attack is essential to decreasing the risks in fighting these fires.



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## III. DEFINITIONS

*Unit 99*: Land-based Marine Response Unit (Unit 99)

## IV. OPERATIONS

1. Local response by the Fire Department

   a. Initiate scene control and establish a water supply.
   b. Provide for adequate access and egress to vessel by ladders, gangways, and cranes. Consider vertical movement off vessel and potential listing of vessel.
   c. Request and assemble adequate resources for rescue, exposure protection, fire confinement, extinguishment, and crew rotation.

2. Marine Firefighting Technician

   a. Locate the vessels fire control and general arrangement plans.
   b. Assist the Incident Commander in reading the plans and establishing fire boundaries.
   c. Assist in identifying hazards particular to the vessel.
   d. Assist in coordinating attack strategies.
   e. Provide liaison between the IC, US Coast Guard, and other agencies on-scene.

3. Dive Rescue Team

   a. Initiate scene control.
   b. Provide access to surface or submerged victims in saltwater, fresh water or ice via a number of vessels and specialized equipment.
   c. Rescue, care and transport of victims.
   d. Liaison with supporting agencies (SPD, USCG, etc).

**EMERGENCY SUPPORT FUNCTION #5**
*Emergency Management*

**PRIMARY AGENCY:**
*Seattle Office of Emergency Management*

**ESF COORDINATOR:**
*Seattle Office of Emergency Management*

**SUPPORT AGENCIES:**
*All City Departments*
*Seattle Auxiliary Communications Service*
*Amateur Radio Emergency Services Medical Services Team*
*US Environmental Protection Agency*
*Public Health - Seattle and King County*
*Washington Department of Health*
*Washington Department of Natural Resources*
*Washington Department of Ecology*
*National Weather Service Seattle*
*King County Office of Emergency Management*
*Washington State Emergency Management Division*

## I. INTRODUCTION

### A. Purpose

ESF #5 Annex outlines the responsibilities for maintaining a comprehensive Emergency Management Program which includes prevention, mitigation, preparedness, response and recovery. It focuses on the shared resources and coordination between City, County, Special Purpose Districts, State and Federal governments as well as the partnerships between private businesses and the general public.

### B. Scope

This annex applies to all departments, organizations and agencies that have a lead or support role in the Seattle's Disaster Readiness and Response plan. It discusses specific actions, approaches and objectives necessary to ensure the city is disaster ready. Supporting partners are critical to the City response and, as such, are vital to the overall success or failure of the plan.

The Seattle Office of Emergency Management (OEM) is the lead agency in coordinating the following:

- The City of Seattle's readiness to respond to and recover from any disaster at any time.
- Partnering with community members to increase self-sufficiency and improve their disaster preparedness.
- Developing, maintaining and enhancing partnerships with outside stakeholders including businesses, non-profits and faith-based organizations.
- Reducing the impact of disasters through the integration of hazard mitigation practices.



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- Post disaster recovery operations, including cost recovery when Stafford Act is triggered by the scope of the disaster.

This is achieved in part by:

- Maintaining the operational readiness of the Emergency Operations Center (EOC) facility managed by OEM.
- Maintaining comprehensive plans that are regularly updated and utilized.
- Coordinating the development of mitigation and recovery plans.
- Engaging a "whole of community" planning approach in all phases of emergency management that incorporates input from vulnerable populations including individuals with access and functional needs.
- Ensuring the City takes steps to make emergency and disaster related services, programs, activities and facilities accessible to people with access and functional needs as described in Chapter 7 of the Americans with Disability Act Toolkit.

## II. SITUATION

### A. Situation

The Office of Emergency Management is responsible for the overall coordination of services as they relate to preparing for, mitigating against, responding to and recovering from major disasters. This is achieved by:

- Improving community resiliency and understanding of the importance of personal, family, and community preparedness and encouraging individuals to take steps to mitigate the destructive and disruptive consequences of a major emergency or disaster.
- Developing partnerships with a variety of stakeholders who play a role in emergency management.
- Organizing City agencies and critical community partners into an effective team capable of responding in the aftermath of a disaster.
- Ensuring public and private sector partners are in the best position possible to recover from the damaging and disruptive effects of a major emergency or disaster.
- Initiating and advocating for recovery following a disaster.

Simply put, the Office of Emergency Management is tasked with helping individuals achieve self-sufficiency, which improves community resiliency, leading to improved outcomes in major disaster response and recovery efforts.

### B. Planning Assumptions

The Seattle Office of Emergency Management is tasked with a number of responsibilities that are aimed at:

- Reducing the harm associated with major disasters.
- Coordinating City services during EOC activations.
- Recovering quickly in the aftermath.

Even in the best possible circumstances there are several planning assumptions that must be built into the City's plans. These assumptions include:

- A major emergency or disaster could happen at any time.
- The time of year, day of the week, time of day, and weather conditions are key

variables that can have an impact on the seriousness of an incident and on the City's ability to respond.

- City staff and facilities may be impacted by the disaster and this can impede the City's ability to implement plans.
- Developing a baseline and measuring "preparedness" levels is difficult.
- In a disaster it is likely that local government response may be temporarily overwhelmed by the volume of need, and that the general public should be prepared to take care of its own basic survival needs for at least the first 5 – 7 days after an incident or event.
- Despite best efforts there will be people who will not be prepared for disasters or large scale incidents.
- Mitigation activities can be very expensive and take years to complete.
- Not all stakeholders who play a role in emergency management will participate equally due to a number of factors including budget, time, or ability.
- The ability to maintain an emergency management program is dependent on many factors, some of which are outside the control of OEM.
- A disaster would severely stress normal municipal systems, and would likely require outside assistance from the state and federal governments.
- Recovery activities are expensive and can take years to complete.
- Even in the best of circumstances some businesses and individuals will relocate following a disaster.
- The success of the City's emergency preparedness program is dependent on the support and involvement of the Mayor, City Council, City Attorney, and all City Departments.

## III. CONCEPT OF OPERATIONS IN RESPONSE

Seattle Office of Emergency Management adheres to the doctrine of tiered response, handling incidents and emergencies at the lowest (jurisdictional) level possible. The vast majority of these incidents do not require the coordination efforts of the Emergency Operating Center. On a less frequent basis, larger scale or major incidents, which include disasters, can occur. These situations have expanded requirements and challenges that can exceed the capacity of one department or the entire response capability of the City or region.

### A. Organization

During activations, the EOC uses the Incident Command System concepts of "unity of command/coordination," "modular organization," "management by objectives," manageable span of control," "common terminology," etc., and Emergency Support Functions, which aligns duties along functional lines. The OEM Director acts as the EOC Director during any activation. All section chief positions in the EOC are staffed by OEM personnel except Logistics. Figure 3, Page 73, shows the organizational structure for the EOC, which establishes six sections of responsibility:

- **Operations Section**: This includes the branches of Police, Fire, Health and Human Services, and Infrastructure. The EOC Operations Section is the lead for ensuring coordination among the branches.
- **Planning Section**: This section is staffed by OEM professional staff along with volunteers from other City departments and the community. The section's responsibilities include providing the overall situational awareness necessary to



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coordinate services and facilitate planning, and documenting the activities that are occurring.

- **Logistics Section**: This function is staffed by employees from Finance and Administration Services, Personnel, and Department of Information Technology. The section focuses on acquisition, deployment, and decommissioning of resources needed for response activities.
- **Administration Section**: This section is ordinarily staffed by OEM professional staff or volunteers. It is responsible for the security and maintenance of the emergency operations facility, and the care and safety of its tenants.
- **Joint Information Center**: This function is led by the Mayor's Office and is staffed by Public Information Officers from various departments. It is responsible for providing consistent messaging in ways that will reach the target audiences regarding the incident and the city's response.
- **Mayor's Emergency Executive Board**: This body is comprised of Mayor's senior staff and Cabinet members who collectively contribute to high-level problem resolution and policy development.

To remain ready to deal with any major incident, OEM maintains an on-call Staff Duty Officer (SDO). This professional staff person is available 24 hours a day, 7 days a week to support City departments during:

- Resource intensive emergency response.
- Incidents that seriously impact the safety and well-being of the public.
- Requests to activate the EOC.

OEM staff rotates this responsibility and are on-call for a seven day period. The SDO is the first point of contact for departments or agencies that are seeking information, needing assistance, or requesting EOC activation. Responsibilities assigned to the SDO include:

- Responding to incoming calls and inquiries from City departments, regional partners, and governmental agencies.
- Conducting weekly communication tests.
- Documenting all contacts and requests received by the SDO.
- Monitoring incidents or events that could result in EOC activation.

Additionally, each Staff Duty Officer maintains a notebook that contains, but is not limited to:

- Activation Checklist
- SDO Call Log
- Incident Checklists
- Contact Information
- Equipment Operations

## B. General Response

When activated, it is the responsibility of OEM Staff to ready the EOC. Each response is customized to meet the specific needs of the situation. OEM staff members are responsible for identifying and contacting those who need to respond. Additionally, they notify regional partners and the State Emergency Management Division, ensure staffing for support functions, and address the basic needs comforts of those working in the EOC.

## C. Direction and Control

As mentioned earlier, Seattle OEM organizes the EOC using Incident Command System (ICS) concepts and Emergency Support Function (ESF) assignments. Various City departments are assigned as lead or support agencies under each of the ESFs. The following list shows each of the ESFs, the name of the ESF, the ICS section it belongs to in the Seattle EOC, and the corresponding lead department.

| Number | ESF Name / Section | Lead Agency |
|---|---|---|
| ESF #1 | Transportation / Operations Section | Seattle Department of Transportation |
| ESF #2 | Communications / Operations Section | Department of Information Technology |
| ESF #3 | Public Works & Engineering / Operations Section | Seattle Public Utilities |
| ESF #4 | Fire Fighting / Operations Section | Seattle Fire Department |
| ESF #5 | Emergency Management / Planning Section | Seattle Office of Emergency Management |
| ESF #6 | Mass Care, Housing and Human Services / Human Services Section | Department of Human Services |
| ESF #7 | Resource Support / Logistics Section | Department of Finance and Administrative Services |
| ESF #8 | Public Health & Medical Services / Human Services Section | Public Health – Seattle and King County |
| ESF #9 | Search & Rescue / Operations Section | Seattle Fire Department |
| ESF #10 | Oil & Hazardous Materials Response / Operations Section | Seattle Fire Department |
| ESF #11 | Agriculture and Natural Resources / Not used in Seattle | |
| ESF #12 | Energy / Operations Section | Seattle City Light |
| ESF #13 | Public Safety and Security / Operations Section | Seattle Police Department |
| ESF #14 | Long Term Recovery / Logistics Section | City Budget Office and Office of Emergency Management |
| ESF #15 | External Affairs / Joint Information Center | Mayor's Office |

## D. Procedures

Seattle OEM maintains a number of documents that support the activation and ongoing communication necessary to coordinate information, resources, plans of action, and policy development across the City. The documents include:

- EOC Procedures Manual
- A variety of checklists
- SDO Procedures Manual
- WebEOC



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- Essential Elements of Information
- Seattle Disaster Response and Readiness Plan and Annexes

## IV. RESPONSIBILITIES

The Seattle Office of Emergency Management organizes their responsibilities under five areas: Mitigation, Prevention, Preparedness, Response and Recovery. Addressing the pre- and post-disaster needs and responsibilities makes overall response much more effective. Within these four areas (Prevention and Mitigation are combined), the following responsibilities are assigned:

### A. Prevention and Mitigation

- Maintain the Seattle Hazard Identification and Vulnerability Analysis (SHIVA) document and work with other agencies to mitigate the impacts of identified hazards.
- Maintain the City's All-Hazards Mitigation Plan.
- Manage the City's residential home seismic retrofit program.

### B. Preparedness

- Lead the City's Disaster Management Committee (DMC) and develop the Annual DMC Work Program for the Mayor's approval.
- Maintain the Seattle Disaster Readiness and Response Plan (SDRRP) and administer the updating and approval process.
- Maintain and coordinate the OEM Five Year Strategic Plan.
- Work with neighboring jurisdictions and the State of Washington to ensure that emergency management planning efforts are consistent, complementary, mutually supportive and compatible with one another.
- Regularly brief the Mayor, City Council and the Cabinet on the status of the City's emergency management program.
- Maintain the City's EOC facility and all equipment and operational procedures, so the EOC can be readily activated at any time.
- Discharge responsibilities assigned in the Basic Plan, ESF-5 Emergency Management Annex, and all other Support and Incident Annexes.
- Lead the City's emergency preparedness programs, such as, Seattle Neighborhoods Actively Prepare (SNAP).
- Reach out to vulnerable communities, including those with access and functional needs, to improve overall level of preparedness.
- Use Chapter 7 of the Americans with Disability Act Toolkit to review plans, services and facilities for the ability to address access and functional needs in a disaster.
- Assist communities that are establishing centralized meeting locations, also known as "Community Hubs."
- Provide annual training to EOC responders to ensure they are operationally ready to assume their roles when the EOC is activated.
- Conduct exercises and drills to test plans.
- Regularly test communications systems to ensure they are functioning.
- Coordinate city-wide compliance with National Incident Management System (NIMS) and other standards.

- Maintain the City's EOC facility and all equipment and operational procedures, so that the EOC can be readily activated at any time.
- Manage the City's emergency management organization (preparing agendas, convening meetings, hosting activities, holding drills and exercises, and developing plans and policies) including the Strategic Work Group, the Disaster Management Committee and the Mayor's Emergency Executive Board.
- Coordinate and document the City's continuity of government obligation.
- Coordinate the city-wide development, maintenance and testing of critical departments' continuity of operations plans.

### C. Response

- Activate the EOC and determine the EOC Activation Mode.
- Make notifications to all EOC responders when an activation occurs.
- Provide the primary, first and second alternate EOC Director.
- Provide the Primary, first and second alternate EOC Operations Section Chief.
- Provide staff for the EOC Warning and Communications group.
- Provide the primary, first and second alternate EOC Planning Section Chief and staff the EOC planning Section in all EOC activations.
- Coordinate all mapping during EOC activations.
- Organize and support the Mayor's Emergency Executive Board.
- Act as liaison to other emergency management agencies including county, state and federal levels during EOC Activation.
- Coordinate all after action reviews and improvement planning for city-wide events and exercises.

### D. Recovery

- Coordinate city-wide involvement in state and federal requirements for disaster reimbursement.
- Ensure that documentation is kept to support recovery of resources used throughout the activation.
- Begin planning for deactivation.
- Serve as the City's Applicant Agent in all Stafford Act public and individual assistance programs.
- Lead efforts in addressing long term recovery issues.

## V. RESOURCE REQUIREMENTS

In order to effectively respond to a major incident or disaster, there must be a location that has the capacity to house the various disciplines required to coordinate the City's response. The EOC is the location where much of that collaboration occurs or is initiated. Problems that cannot be solved in the field become the responsibility of EOC responders:

### A. Logistical Support

Seattle Office of Emergency Management maintains the City's Emergency Operations Center (EOC) at 105 5th Avenue South. The EOC is a fully functioning site that can accommodate up to 150 responders at any given time. OEM has agreements in place with the University of Washington and the Seattle Community College system for alternate locations for the City's EOC.



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### B. Communications and Data

Seattle OEM maintains the following communications systems:

- Telephones (City network, "hot and ring-down" lines, & cell phones)
- Satellite Phone
- Ring-down telephone circuits
- All City Intercom
- Pagers
- Printers
- FAX Machine
- 800 MHz Radios (KC OEM talk-groups)
- 800 MHz radio (OEM talk-group)
- Washington State EMD SATCOM Unit
- Back-up Command and Control radio
- Internet Packet Radio
- LoBand, HF VHF and UHF radios
- Electronic Data systems (servers/desktops)
- National Warning System (NAWAS) telephone
- Video Conferencing Systems
- Fixed and Heliborn Video Cameras
- Outdialer Community Notification System
- WebEOC

## VI. ADMINISTRATION

### A. Cost Accounting and Cost Recovery

Disasters are very expensive and a major responsibility of the OEM is to begin the process of tracking and recovering costs at the beginning of each activation. There is never a guarantee that the city will be reimbursed. Even when reimbursement occurs, rarely is the amount received equal to the expense incurred. and it is a long and complex process.

To position the City for the best possible outcome, whenever the EOC is activated for an incident or event that creates substantial damage or costs, and specifically one that is likely to require public and/or individual assistance available under the Stafford Act, OEM immediately:

- Establishes a system for tracking all costs.
- Emphasizes the importance of tracking costs to all city departments.
- Differentiates between the costs directly related to a disaster and those incurred under regular operating costs (i.e. police vehicle usage for evacuating individuals following a disaster and vehicle usage for responding to 911 calls outside of disaster).

Not only is this accounting necessary for reimbursement purposes, but it also provides the public with information that demonstrates the city's commitment to fiscal responsibity with public funds.

OEM maintains staffing to deal with Mitigation and Recovery issues. Because of the Federal and State regulations that must be met, this position is critical in the overall Emergency Management function.

**B. Annex Maintenance**

The previous standard of updating the SDRRP every four years has changed to updates being done on an ongoing basis. With information constantly changing, coupled with rapid innovations in technology and science, it only makes sense to favor a dynamic approach to planning.

An update to the plan can be as simple as changing the name of a department or it can be the addition of an entirely new Incident Annex that addresses a specific hazard. Because of the direct correlation to the SDRRP, maintenance of the ESF #5 Annex will be tied to its updates.

Seattle Municipal Code 10.02.050 defines how the SDRRP will be updated:
"Plans and programs for executing emergency powers including a disaster readiness and response plan shall be prepared and kept current under the direction of the Mayor who shall submit such plans and programs and proposed amendments thereto to the City Council for review and approval by resolution."

OEM maintains a schedule that describes when plans, including the SDRRP, shall be reviewed and updated. Lessons learned from exercises, special events, incidents or disasters may result in a decision to update portions of the SDRRP ahead of that schedule.

The OEM Operations and Plans Coordinator is responsible for facilitating the review, update and approval of the SDRRP, as well as maintaining documentation of any changes.

## VII. TERMS AND DEFINITIONS

**Agency Approval:** _____ **Date Approved:** _____



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**EMERGENCY SUPPORT FUNCTION #6**
*Mass Care, Housing and Human Services*

**PRIMARY DEPARTMENT:**
*Human Services Department*
*Department of Parks and Recreation*

**ESF COORDINATOR:**
*Human Services Department*

**SUPPORT DEPARTMENTS AND AGENCIES:**
*Seattle Center*
*Seattle Public Schools*
*Seattle Public Library*
*American Red Cross Serving King & Kitsap Counties*
*Department of Neighborhoods*
*Department of Executive Administration*
*Salvation Army*
*Seattle Housing Authority*
*Office of Housing*
*Public Health Seattle & King County*
*Crisis Clinic*
*United Way*
*King County Community and Human Services*
*Finance and Administrative Services*
*Seattle Police Department*
*Seattle Fire Department*
*Seattle Public Utility*
*Department of Planning and Development*

## I. INTRODUCTION

### A. Purpose

To describe the City's process for activating and providing shelter, mass care, food assistance, and human services in an emergency or disaster.

To describe the roles and responsibilities of designated City Department staff and other members of Emergency Support Function 6 – Human Services (ESF-6) support organizations, during EOC activations.

### B. Scope

This annex applies to designated City Department staff and other designated ESF-6 support organization personnel. It discusses the requirements, business approach, and objectives of Human Services programs and operations before, during, and after a major emergency or disaster.

## II. REFERENCES

a. Public Law 101-336, Americans with Disabilities Act
b. Public Law 105-19, Volunteer Protection Act of 1997
c. RCW Chapter 70.136.050, Good Samaritan Law
d. WAC Chapter 118-04, Emergency Worker Program
e. American Red Cross Disaster Services Regulations and Procedures
f. Public Law 93-288, as amended by the Stafford Act of 1988

## III. SITUATION

### A. Overview

1. People can become displaced from their homes as a result of a number of different emergency situations. When it happens to an individual or a single family there are social resources, such as the The American Red Cross Serving King & Kitsap Counties (Red Cross), Salvation Army, or other community nonprofit agencies that are able to provide temporary assistance. In situations where multiple families and/or individuals become dislocated in a single incident, such as occurs in a major apartment fire, demands can easily grow beyond the means of the Red Cross, Salvation Army, or other community agencies. When this happens, the City of Seattle's Emergency Support Function 6 – Human Services (ESF-6) is prepared to mobilize City and community assets and services to make available immediate shelter and resettlement help.

2. The ability to provide for emergency food needs can be affected by disasters of all sizes. In smaller incidents, such as single-family or multi-unit disasters (home or apartment fires, for example) the Red Cross, Salvation Army, and other social service and church organizations provide vouchers for restaurant meals, mass care meals at fixed sites, or in mobile feeding vehicles using food supplies available from existing warehouse stocks or grocery stores. Following a citywide emergency, demands for resources—both material and human—can grow beyond the capabilities of the existing system. When this occurs in the City of Seattle, ESF-6 is prepared to mobilize assets available in the City community and services to ensure that food resources are available to support mass care for the population.

3. Seattle has a comprehensive service delivery system within the public and private arenas that currently serve identified needs for people in emergency situations. Emergency Support Function 6 is prepared to expand this service delivery network to respond to an expanded need for these services in times of emergency and in the aftermath of an emergency.

### B. Assumptions

1. Planning for ESF-6 is based on a major disaster scenario in which an event occurs without warning at a time of day that may produce extensive casualties and widespread damage requiring the temporary relocation of disaster victims. Some victims will go to mass shelter, others will find shelter with friends and relatives, and many victims will remain with or near their damaged homes.



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2. The City of Seattle does not maintain mass care shelters on a day-to-day basis. Instead, the City has identified both public and private facilities that can be converted from normal use to support the range of mass care needed in an emergency or disaster.

3. Public and private volunteer organizations, and the general public will have to utilize their own resources and be self-sufficient for a minimum of three days.

4. The City will make an effort to provide equitable geographic distribution of shelter locations in the city in order to serve the broadest base of population, but will locate shelters on a case-by-case basis, balancing appropriate and available facilities with affected populations.

5. Emergency shelter services are categorized broadly in three ways:

   a. Small localized emergencies requiring the activation of a single emergency shelter, e.g., an apartment building fire.

   b. A "Tier I" response is identified when ESF-6 in the EOC is activated and damage is considered "wide-spread", involving a significant impact to residential housing throughout the City, and displacing as many as 14,000 residents. A Tier I response will primarily involve the use of city owned shelter sites.

   c. A "Tier II" response is triggered when damage is considered "wide-spread", across all 6 geographic sectors of the city requiring emergency shelter services for more than 14,000 displaced residents. A "Tier II" response will involve the use of city owned facilities and facilities owned by other public agencies and private entities; schools, churches, parks, large open areas, athletic facilities, and warehouses.

      A Tier II response is based on the following:

      - Demand for more than 14,000 shelter beds;
      - the use of both city and non-city owned properties such as schools and private entities and,
      - assumes limited to no transporting people to shelters, assumes having shelter capacity within a moderate walking distance from most housing units in the City.

6. The operational/logistical response to a "Tier II" emergency will use an approach that defines geographic areas of the City. The plan divides the City into the following geographic sectors:
   - N.W. Sector: North of the Lake Washington Ship Canal and West of Interstate 5
   - N.E. Sector: North of the Lake Washington and East of Interstate 5
   - Downtown Sector: South of Ship Canal and Lake Union to Pioneer Square and West of Interstate 5
   - Central Sector: East of I-5, from I-90 to the Ship Canal

- S.E. Sector: East of I-5 from South Roxbury Street to I-90
- S.W. Sector: West Seattle

7. Besides shelter, the basic services and commodities to be provided in a mass care facility may include food, water, clothing, provisions for hygiene, emergency medical services, counseling and communications support.

8. Pets will not be allowed in shelters due to sanitation and safety concerns. The City recognizes the comforting and therapeutic effect animals have on humans, especially during a disaster; therefore, every attempt will be made to locate pet shelters in close proximity to shelters designated to shelter people.

9. The City of Seattle has primary responsibility for procurement, protection and distribution of emergency food supplies to meet immediate and urgent needs of population groups within its jurisdiction.

10. The City of Seattle does not maintain food stocks or meals on an everyday basis for mass meals. Instead, ESF-6 has identified both public and private sources of food stuffs and other supplies that can be converted from normal use to support an ongoing mass care operation during times of emergency.

## IV. CONCEPT OF OPERATIONS

### A. Organization

Emergency Support Function 6 will be the City organization with the authority and responsibility to organize and operate public shelter, mass care, food and coordinated human services support. ESF-6 will work closely with the Red Cross, the Salvation Army and other available agencies as needed.

### B. Direction and Control

1. Mobilization: The ESF-6 coordinator will call upon the resources of the shelter coordinator and the food coordinator when the EOC is activated and it is determined that shelter, meal and human services assistance is needed. The ESF-6 coordinator maintains a list of primary and backup staff to support the shelter and meal programs. The coordinator will contact the shelter and food coordinator through their primary work phone, and through identified back up phone numbers and through the use of text messaging devices. The Red Cross, Salvation Army and other appropriate ESF-6 support organizations will also be contacted utilizing the primary phone contacts identified in the ESF-6 call out roster. The shelter and food coordinator will utilize space at the EOC as base for directing services.

   Representatives of agencies designated to support ESF-6 will be available on a 24 hour basis for the duration of the emergency response system.
2. Direction: The incident command system will be utilized with command structure flowing from the ESF-6 coordinator and through the shelter and food coordinators. Activities will be logged in through Emergency Operations Center's reporting system.



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3. Control: ESF-6 will be the control hub for provision of shelter, food, and appropriate human services support in times of a disaster response.

4. Coordination: The ESF-6 coordinator will coordinate the provision of shelter, food and appropriate human services support, including the placement, opening, and support of shelters, food and human service activities. This will be done in collaboration with the shelter coordinator and food coordinator as well as with primary support from the Red Cross, Salvation Army, and other supportive community agencies.

5. Deployment: During a major emergency when the Emergency Operations Center is activated, the Director of the Human Services Department (HSD) or their designee will report to the Emergency Operations Center to begin service as ESF-6 coordinator. The ESF-6 coordinator will assess the need for the establishment of one or more emergency shelters as well as mass meal sites.

6. Employment: Once activated the shelter and food coordinators, with general oversight from the ESF-6 coordinator, will implement appropriate shelter and food support resources.

## C. Employment of Shelter Resources

The ESF-6 Group has designated the Department of Parks and Recreation (DPR) as the lead agency to provide an emergency shelter system for the city and its residents.

The Emergency Shelter Coordinator within DPR will determine, in conjunction with the Incident Commander and the ESF-6 coordinator, which level of shelter response is required. If the event is determined to impact fewer than 14,000 people and when ESF-6 and the EOC are activated, then the ESF-6 coordinator will call on the shelter coordinator to activate a Tier I response. If the event is determined to impact greater than 14,000 people, then the ESF-6 coordinator will call on the shelter manager to activate a Tier II response. The emergency shelter coordinator will designate lead-staff to act as shelter leads for each of the 6 sectors during a Tier II deployment of shelter resources.

DPR will be responsible to name the first level of City owned shelter sites in all emergency situations. DPR is responsible to provide shelter management training to appropriate staff. The Superintendent or their designee will also maintain a listing of Tier I and Tier II emergency shelter sites, including designated sites not owned by the City. DPR will compile and maintain the Tier II list of emergency shelter sites with the assistance and agreement of facility owners and in collaboration with the Red Cross.

The response to a Tier II emergency will have a targeted focus on geographic regions or sectors of the city. The City will anticipate the potential shelter needs of residents based on known demographic factors that affect displaced people following a major event. DPR will use impact assessment plans to guide the sector response to a Tier II emergency.

The Red Cross is a resource that the City may call upon in an emergency. The City and the Red Cross will cooperate in all efforts to provide shelter for residents. ESF-6 may

order activation of Tier I or Tier II shelters, or the Red Cross may order localized shelters for smaller scale events when there is inadequate opportunity for notification by communicating directly with DPR. The activation of this shelter system may include provision of emergency shelter; food, water, clothing and Disaster Health Services and Disaster Mental Health Services to disaster victims The cooperation and coordination between the City and the Red Cross may expand to Tier I and Tier II shelter sites if conditions warrant.

The ESF-6 Group will operate according to standard Red Cross procedures guiding those mass shelters opened to receive evacuees from a disaster. These procedures include the use of Red Cross forms. At each facility, the shelter manager will keep records of shelter registration, supplies and equipment, and a log of operations and activities. The ESF-6 Coordinator or his or her designee will keep a log of shelter operation and activities at the Emergency Operations Center.

The owner of each government owned facility, in conjunction with appropriate trained staff and volunteers, will operate each Tier I and Tier II designated shelter. DPR will operate its facilities, the Seattle Center will operate its facilities, and the Seattle School District will operate its facilities. Each of these may be operated with volunteer support from the Red Cross as resources allow.

The following is a comprehensive list of City owned Tier I emergency shelter sites, by sector. The table includes Park owned Community Centers, Sand Point and the Seattle Center. DPR sites with back-up diesel-electric generation capability are noted with asterisks.

| SE Seattle | SW Seattle | Downtown | CW Seattle | CE Seattle | NW Seattle | NE Seattle |
|---|---|---|---|---|---|---|
| Jefferson Community Center | Alki Community Center | International District/Chinatown Community Center | Magnolia Community Center | Garfield Community Center ** | Ballard Community Center | Green Lake Community Center |
| Rainier Community Center | Delridge Community Center ** | Seattle Center | Queen Anne Community Center ** | Miller Community Center | Bitter Lake Community Center ** | Laurelhurst Community Center |
| Rainier Beach Community Center ** | Hiawatha Community Center | | | Montlake Community Center | Loyal Heights Community Center | Magnuson Community Center |
| Van Asselt Community Center | High Point Community Center | | | Yesler Community Center | | Meadowbrook Community Center ** |
| Amy Yee Tennis Center | South Park Community Center | | | | | Northgate Community Center |
| | Southwest Community Center | | | | | Ravenna-Eckstein Community |



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| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | Center |
| | | | | | | Sand Point |

A major priority of DPR employees will be the support and provision of shelters and, if necessary, mass outdoor congregation and shelter in parks until such time as adequate volunteer staffing may be provided by the Red Cross.

A list of available Tier II shelters has been compiled collaboratively between the City of Seattle, the Red Cross and King County. Sites on this list will be identified for activation as appropriate depending on scale of shelter need and accessibility to area residents.

DPR will be responsible for the initial assignment of staff to the shelters to be operated in its facilities. In a large-scale emergency DPR may assign employees to operate any shelter facility owned by Seattle Parks. The City Personnel Department will cooperate with DPR in assigning non-DPR City employees and resident volunteers to shelter facilities. The Red Cross will utilize and assign their own staff and volunteers to shelter and mass care sites.

The following support will be provided during the operation of shelters:

- Public Health sanitation inspections and consultations will be provided by Public Health – Seattle, King County.
- Security will be provided, as appropriate, and available by the Seattle Police Department.
- Food provided by the City, with support from the Red Cross, Salvation Army and other selected organizations.
- Counseling assistance coordinated with assistance by King County's Department of Community and Human Services, the Crisis Clinic, the Seattle-King Chapter of the Red Cross, and other select community agencies.
- The City's Finance and Administrative Services Department will assist shelter operations by supporting the procurement of emergency shelter services and materials, e.g., sanicans, portable showers, cots, blankets, etc.
- Fire safety inspections will be conducted by the Seattle Fire Department.
- Emergency Medical support will be provided as needed by the Seattle Fire Department
- Seattle Public Utilities will support access to water supplies.
- City Light will assist with electrical support.

Special shelters for the medically fragile may be opened as required. Appropriate health and medical care organizations will support operation of these shelters. Operator of shelter will register patients and caregivers and report shelter status to ESF-6 coordinator.

The Public Information Officer (as assigned by the City EOC) will coordinate public information regarding shelter availability and locations. All means of communication possible will provide warning to threatened residents to take shelter, including sirens, radio, television, print media, NOAA weather radio, door to door, public address systems and cellular telephone. Shelters and the EOC will maintain communication with each other through the ESF-6 Coordinator in the EOC.

### D. Employment of Food Resources:

In the event of a disaster, the ESF-6 Coordinator, or their designee, will appoint an Emergency Food Coordinator to manage the allocation and distribution of city, state, federal and private food resources in support of all mass care feeding operations. For further detail see *Tab B*.

1. Sustainment: The ESF-6 coordinator, in collaboration with the shelter and food coordinator will develop a schedule to staff the EOC to ensure continuity of administrative support. Service and operational schedules for established shelters, meal services and any appropriate human services support will also identify ongoing schedules and share with the ESF-6 coordinator.

2. Demobilization: The decision to demobilize services will be made in consultation with the EOC director, direct service providers including the Red Cross and the Salvation Army and with the shelter and food coordinators. Shelter and meal services will be reduced as demand recedes and appropriate placements are undertaken.

3. In a major event, the ESF-6 coordinator will be working with representatives of the Federal Emergency Management Administration (FEMA) and other appropriate community organizations to facilitate the transition of persons from immediate shelter assistance to longer term recovery support.

4. In all cases, the ESF-6 coordinator will work with community organizations to determine the most appropriate means of transitioning victims of the disaster to appropriate long term housing and related support assistance.

## V. ASSIGNMENT OF RESPONSIBILITIES

### A. During the Mitigation Phase

The ESF-6 coordinator will participate in mitigation activities as needed. ESF-6 members will cooperate with Office of Seattle Emergency Management staff to help identify populations and communities that will benefit from disaster preparedness training. These will include such organizations as homeless shelters, low income housing projects, and emergency food providers.

### B. During the Preparedness Phase

1. Human Services Department (HSD)

   Department Director or their designee will schedule and chair regular meetings of the ESF-6 group to lead development of the group's capacity to provide for shelter, mass care, food and human services in a disaster.

   In collaboration with Emergency Management, identify, train and assign personnel to staff ESF-6 in the Emergency Operations Center.



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2. Emergency Support Function 6, Human Services [ESF-6]

- ESF-6 will be the City government organization with the authority and responsibility to organize and operate public shelter, mass care, food and support services; the group will work closely with the Red Cross and other available agencies.
- The subcommittee of ESF-6 responsible for providing shelter for use in an emergency is composed of:
  Department of Parks and Recreation
  Human Services Department
  Red Cross
- ESF-6 will participate in disaster exercises by coordinating with support agencies for their participation in exercises.
- Develop formal agreements, including memorandums of understanding, and working relationships with supporting mass care agencies and organizations, as required.
- Education and outreach to linguistically, physically and economically vulnerable populations on disaster preparedness will be undertaken by ESF-6 participants. Outreach will include communication with community agencies and individuals on disaster preparedness, and to anticipate unique needs of vulnerable communities in a disaster.

3. Coordinated Assistance Network (CAN)

The ESF-6 coordinator will participate in the steering committee of the Coordinated Assistance Network (CAN), a national collaborative of the Salvation Army, the Red Cross, and United Way. The CAN collaborative will work King County wide and will also include representatives of the Crisis Clinic, Urban League of Metropolitan Seattle, King County Emergency Services and City of Seattle representatives. The CAN collaborative will seek to foster a countywide system of data support and client assistance for victims of disasters in King County. The CAN collaborative will also seek to strengthen communication and disaster response to vulnerable populations in King County, including those that are linguistically, physically and economically vulnerable.

4. Department of Parks and Recreation

DPR has the responsibility to identify shelter sites, provide food and other supplies for staff, and ensure staff training in shelter management is conducted to prepare an effective shelter program.

a. DPR will develop a community shelter database, in collaboration with the Red Cross and King County, that will include shelter locations, facility capacity, and population in the service area, suitability for special needs populations, kitchen availability, restroom accommodations, shower availability, and power generation resources.

b. DPR will maintain a communication system, using radios, text messaging, and cellular telephones so contact can be maintained between the EOC, the

Command and Control Sites, the Tier I shelters and Tier II as appropriate, and other support staff.

5. Seattle Center

The Seattle Center will maintain a disaster response plan that provides for the use of their facilities as shelters in a major emergency. Seattle Center staff will also be trained by the Red Cross to support operations of their shelters.

6. Seattle –King Chapter of the Red Cross

Provide planning and training support to help establish shelter sites. Collaborate with the City in identifying potential shelter sites.

7. Department of Neighborhoods

Department Director or designee will collaborate with Emergency Management and City Personnel staff to identify potential volunteer support for shelter, food, and related services.

## C. During the Response Phase

1. Human Services Department

When requested by the EOC Director, the Department Head or designee will report to the EOC to serve as Coordinator for the ESF-6 Group.

a. Department Head will mobilize and coordinate ESF-6 representatives in the EOC based on shelter support, mass care, food and human services that has been requested or that is indicated to exist in Seattle communities.

2. ESF-6 [Emergency Support Function 6 – Human Services]

a. During a major emergency, members of the group will report to the EOC to coordinate the needed relief efforts by providing shelter, mass care, food and related support services. For additional detail on Food Distribution see Tab B.

The ESF-6 coordinator will notify all ESF-6 supporting agencies upon activation.

ESF-6 will communicate with all mass care agencies and organizations to compile and exchange information concerning the extent of the disaster and the status of response operations and will provide this information as appropriate to the Disaster Management lead.

ESF-6 will collect, compile, and maintain all essential information, generate reports and records concerning the disaster response.

3. Department of Parks and Recreation



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a. DPR staff will coordinate with the Red Cross and other City Departments to provide a program of shelters, food and volunteer services at each facility being used as a shelter.
b. DPR will maintain the necessary logs, and records and during the response phase of the disaster.
c. Support crews will be assigned to help open and maintain shelter sites and mass care areas.

4. Seattle Center

The Seattle Center will operate shelter facilities as requested by the EOC.

5. Red Cross

The Red Cross will act in a supportive fashion to local government during a disaster and will provide a vital support resource including the coordination of volunteers. At the request of the ESF-6 Coordinator, the Red Cross may assist, as resources allow, in the management of public shelters for the displaced population and provide emergency services by organizing shelter teams and providing services necessary to support the sheltered population. The Red Cross will provide training and shelter volunteers and staff during the preparation phase and, as resources allow, accelerate training during an emergency.

The Red Cross will provide mass care for small emergencies or localized events not requiring activation of the Seattle EOC.

6. Public Information Officer

Coordinate public information concerning sheltering services warnings, advisories, and issuance if information to the media and public.

7. Emergency Operations Center

Provide information on the nature and extend of the hazard including the cause of the evacuation, location of any hazardous materials, the number of people requiring shelter, the perimeter of the evacuation areas, evacuation routes, mass transportation requirements and pick-up points, safe routes of travel for shelter staff and transport of supplies, earliest time shelter needs to be opened and estimated of how long shelter operations may be required, identification of persons with special needs for transport and care in shelter. Coordinate emergency communications and telephone services at the shelters and between the shelters and EOC, if possible. Coordinate activation of State and Federal resources for sheltering and recovering services.

8. Department of Neighborhoods

When requested by the ESF-6 Coordinator, the Director of the Department of Neighborhoods will report to the EOC to assist with the development and coordination of volunteer support.

9. Department of Executive Administration (Seattle Animal Shelter

Provide for abandoned, injured or deceased animals including pets that were left

unattended when the household is evacuated to shelters.

Set up temporary shelters to house pets and other lost or stray animals. These animals will be brought to the pet shelter where they will be issued identification, given emergency veterinary care if needed, vaccinated, cared for, fed and maintained by employees of the Department of Executive Administration's Seattle Animal Shelter and volunteers; or placed in temporary foster care at alternate sites. To the extent facility and human resources are available, pet shelters will be located in different geographical sectors of the City associated with the locations and needs of the shelters designated to house people.

The exact location of temporary pet shelters will be predicated on numerous factors, including sanitation, storage of deceased animals, care for exotic animals, and the needs and rights of citizens who require the use of service animals. The main Seattle Animal Shelter facility in the Interbay area of Seattle will serve as the central repository and service center for all sheltered animals. Additional support will be sought from volunteers and other organizations, such as the Humane Society, as determined necessary.

The Seattle Animal Shelter staff shall have the discretion to make independent decisions regarding animal care and handling for all incoming animals, including the administration of vaccinations and medications, the insertion of identification microchips, and humane euthanasia of sick, injured or dangerous animals.

10. Salvation Army

The Salvation Army will act in a supportive fashion to local government during a disaster and will provide a vital support resource including the coordination of volunteers. At the request of the ESF-6 Coordinator, the Salvation Army will assist in the management of meal provision for the displaced population and support personnel as required. The Salvation Army will also provide appropriate support services for the displaced population that are consistent with their available resources.

11. Fire Department

Organize and enforce fire prevention measures to reduce vulnerability of shelters to fire. Fire safety inspections will be conducted by the Seattle Fire Department. Coordinate the controls on suppression of fire endangering the sheltered population, coordinate emergency medical, search and rescue and decontamination, if necessary. Emergency Medical support will be provided as needed by the Seattle Fire Department

12. Other Organizations

Community based organizations, such as the Urban League of Metropolitan Seattle and other agencies, will be contacted as appropriate to act in support of community members in diverse parts of Seattle to provide both immediate emergency support and ongoing services support where their resources will reach residents who might not otherwise be assisted. Contact will be made to linguistically, physically, and economically vulnerable populations to offer emergency support.


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### D. During the Recovery Phase

1. ESF-6 Group.

   a. The ESF-6 Coordinator will direct the phasing out and the closing of emergency shelters, mass care, and food services.
   b. Reports and logs will be sent from the shelter for operational, historical and planning analysis to the Coordinator.
   c. The Coordinator will call a debriefing meeting within the month after the disaster is concluded.

2. Human Services Department

   Assist Parks and Recreation Department to phase out and return shelter facilities to normal operations.

3. Department of Parks and Recreation

   a. DPR will coordinate the phasing out and return to normal operations of shelters.
   b. DPR shelter staff will coordinate with the Red Cross and other agencies to package unused supplies and equipment so they can be returned to the proper authority.
   c. Lead staff, usually the Community Center coordinator, will provide a detailed written report and back-up data, logs and accounting invoices to the Superintendent with a week of shelter phase out.
   d. The facility will be thoroughly cleaned and repairs made if necessary, before the return to normal operation. The Building Services and Custodial Services will assist with the cleaning and repairs process.
   e. Shelter staff will attend a debriefing meeting to record and suggest improvements to the service provision of shelter during an emergency.
   f. The Seattle Center will phase out any facilities used as a shelter and provide a report to the ESF-6 Coordinator.
   g. The Red Cross and Salvation Army will phase out involvement in shelter, mass care, food and volunteer services and participate in debriefing meeting.
   h. All Other Participating Department and Outside Agencies will phase out their relief actions and provide a report to the ESF-6 Coordinator.

## VI. LOGISTICS

### A. Resources

The ESF-6 Coordinator, in collaboration with the Office of Emergency Management will maintain a roster of contacts to appropriate City and community organizations who are responsible for disaster response. This roster will be updated regularly to ensure appropriate communications in time of a disaster.

### B. Communications

Communication between the ESF-6 coordinator and participating organizations will be consistent and document through activity reports.

### C. Damage Assessment

Damage assessment is not a primary function of ESF-6. Steps will be taken to provide opportunities for community nonprofit organizations to be trained in assessment tools to provide a basic assessment of a facility's capacity to operate and serve the public.

### D. Reconstituting Damaged Capabilities and Resources

ESF-6 will work with Finance and Administrative Services in their lead as ESF -7 to identify resource needs to replace services and support for shelter and meal providers.

### E. Supplementing Depleted Capabilities and Resources

ESF-6 will work with Finance and Administrative Services in their lead as ESF-7 to identify resource needs, such as food supplies, to ensure ongoing provision of services and support for shelter and meal providers.

### F. Supporting other ESFs, and Other Jurisdictions

ESF-6 works collaboratively with representatives of the Public Health – Seattle, King County, King County's Department of Community and Human Services and the County Emergency Management Department to ensure continuity of support and resources to assist victims of a disaster.

### G. Integrating Outside Assistance

ESF-6 services are integrally tied to partnerships with community nonprofit organizations. The Red Cross and the Salvation Army are primary partners in service. The Crisis Clinic plays an integral tool to help identify available services to community members in need as well as is a resource to local governments to provide the broader community information on the status of an emergency. A wide range of community shelter, food and service organizations provide critical housing, food and social service support. The CAN collaborative is formalizing some of these connections.

### H. Mutual Aid and Inter-local Agreements

ESF-6 participates as part of the City of Seattle's formal agreements with other local entities in mutual aid support.

## VII. ADMINISTRATION

### A. Cost Accounting and Cost Recovery



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ESF-6 participants will work with appropriate financial support staff to maintain records of costs incurred in responding to a disaster. ESF-6 will work with ESF-14 to maintain appropriate records and provide information as requested. Staff will also seek appropriate guidance on FEMA reimbursement procedures to help ensure wherever possible appropriate recovery of resources.

### B. Annex Maintenance

The ESF-6 Group will review annually the standard operating procedures (SOP) for carrying out the objectives in this annex to ensure it reflects significant changes that have occurred during the prior year, including staffing, organizational alignments and assignments, facility utilization, equipment, material and stock inventories, disposition of critical assets, mutual aid and inter-local agreements, legal requirements, policies and procedures, introduction of survivability enhancements, upgrades in systems and additions or deletions to agency missions. The ESF-6 Group will also update procedures whenever necessary to ensure consistency and compatibility with the Seattle Disaster Readiness and Response Plan.

## VIII. INDEX OF APPENDICES

Appendix 1, Shelter and Mass Care

Appendix 2, Food

# APPENDIX 1 - SHELTER AND MASS CARE

## I. PURPOSE

To describe the City's process for activating and operating a local shelter and mass care capability in an emergency or disaster.

## II. SITUATION AND ASSUMPTIONS

### A. Situation

People can become displaced from their homes as a result of a number of different emergency situations. When it happens to an individual or a single family there are social resources, such as the Red Cross and the Salvation Army, that are able to provide temporary assistance. In situations where multiple families and/or individuals become dislocated in a single incident, such as occurs in a major apartment fire, demands can easily grow beyond the means of the Red Cross, the Salvation Army, or other community organizations to handle alone. When this happens, the City of Seattle's Emergency Support Function 6 – Human Services is prepared to mobilize City assets and services to make available immediate shelter and resettlement help. This system will support the general public and populations particularly vulnerable to disaster, including those who are physically, linguistically or financially vulnerable.

An examination of past disasters shows that people who have alternatives do not normally go to shelters. Knowing that such behavior can be expected, part of the approach of the City's disaster response is to develop a capacity in the city's neighborhoods to offer displaced families or individuals the option of staying with neighbors or neighborhood institutions.

As neighborhood involvement matures, the ability of neighborhoods to take care of a share of their own residents for at least the first 72 hours after a disaster will moderate the immediate demands on the City to provide shelter. The 72-hour time frame is based on an assumption derived from other disasters and emergencies where depending on the severity of the incident, normal commercial activities begin to occur again after 72 hours.

### B. Assumptions

The City of Seattle does not maintain mass care shelters on a day-to-day basis. Instead, the City has identified both public and private facilities that can be converted from normal use to support the range of mass care needed in an emergency or disaster.

The City will make an effort to provide equitable geographic distribution of shelter locations in the city in order to serve the broadest base of population, but will locate shelters on a case-by-case basis, balancing appropriate and available facilities with affected populations.

Emergency shelter services are categorized broadly in three ways:



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1. Small localized emergencies requiring the activation of a single emergency shelter, e.g., an apartment building fire.

2. A "Tier I" response is identified when ESF-6 and the EOC is activated and damage is considered "wide-spread", involving a significant impact to residential housing throughout the City, and displacing as many as 14,000 residents. A Tier I response will primarily involve the use of city owned shelter sites.

3. A "Tier II" response is triggered when damage is considered "wide-spread", across all 6 geographic sectors of the city requiring emergency shelter services for more than 14,000 displaced residents. A "Tier II" response will involve the use of city owned facilities and facilities owned by other public agencies and private entities; schools, churches, parks, large open areas, athletic facilities, and warehouses.

   A Tier II response is based on the following:

   - Demand for more than 14,000 shelter beds
   - The use of both city and non-city owned properties such as schools and private entities
   - Assumes limited to no transporting people to shelters, assumes having shelter capacity within a moderate walking distance from most housing units in the City

   The operational/logistical response to a "Tier II" emergency will be aided using an approach that defines geographic areas of the City. The plan divides the City into the following geographic sectors:

   - N.W. Sector: North of the Lake Washington Ship Canal and West of Interstate 5
   - N.E. Sector: North of the Lake Washington and East of Interstate 5
   - Downtown Sector: South Lake Union to Pioneer Square to Interstate 5
   - Central Sector: East of I-5, from I-90 to the Ship Canal
   - S.E. Sector: East of I-5 from South Roxbury Street to I-90
   - S.W. Sector: West Seattle

   Besides shelter, the basic services and commodities to be provided in mass care facility may include food, water, clothing, provisions for hygiene, emergency medical services, counseling and communications.

   Pets will not be allowed in shelters due to sanitation and safety concerns. Pet shelters in close proximity to shelters designated to house people if possible.

## III. CONCEPT OF OPERATIONS

### A. General

The provision of shelter and food to a displaced population are closely tied together both practically and administratively. Therefore, the food Tab B are related in concept and assigned roles.

During a major emergency when the Emergency Operations Center (EOC) is activated (as described in the City Basic Plan), the Director of the Department of Human Services (HSD), or their designee, this Annex is the provision of emergency shelter, under the City's legal mandate to provide for the general peace, safety and general welfare of citizens. ESF-6 has designated the Department of Parks and Recreation (DPR) as the lead agency to provide an emergency shelter system for the city and its citizens.

When ESF-6 and the EOC are activated and a shelter response is required the Superintendent of DPR or their designee will take the lead role in naming a first level (Tier I) of City owned shelter sites which are located in geographically different areas, providing shelter management training to appropriate staff. The Superintendent or their designee will also maintain a listing of second level (Tier II) emergency shelters, such as private entities, schools, faith organizations, athletic facilities and warehouses. DPR will collaborate with the Red Cross and King County to compile and maintain the Tier II list with the assistance and agreement of facility owners.

The City, through ESF-6 and DPR, is responsible for activating and operating and maintaining City shelters.

The Red Cross is a resource that the City may call upon in an emergency. The City and the Red Cross will cooperate in all efforts to provide shelter for citizens. The activation of a shelter system may include provision of emergency shelter; food, water, clothing and Disaster Health Service and Disaster Mental Health Service to disaster victims.

The Red Cross in conjunction and coordination may activate and utilize other shelter besides those owned or designated by the City. In non-EOC emergencies as described in the City Basic Plan, generally of a less severe or less widespread emergency, the Red Cross and the City may coordinate on a case by case basis the provision of shelter to displaced citizens.

ESF-6 will operate according to standard Red Cross procedures those mass shelters opened to receive evacuees from a disaster. These procedures include the use of Red Cross forms. At each facility, the shelter manager will keep records of shelter registration, supplies and equipment, and a log of operations and activities. The Director of HSD or their designee will keep a log of shelter operation and activities at the Emergency Operations Center.
The owner of each facility will operate each Tier I and Tier II designated shelter. DPR will operate its facilities, the Seattle Center will operate its facilities and the Seattle School District will operate its facilities. The Red Cross or other nonprofit organizations may operate additional shelters as required and will support the City owned sites with volunteers.

A major priority of DPR employees will be the support and provision of shelters and, if necessary, mass outdoor congregation and shelter in parks.

DPR will be responsible for the initial assignment of staff to the shelters to be operated in its facilities. In a large-scale emergency DPR may assign employees to operate any shelter facility. The City Personnel Department will cooperate with DPR in assigning



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non-DPR City employees and citizen volunteers to shelter facilities. The Red Cross will utilize and assign their own staff and volunteers to shelter and mass care sites.

The following support will be provided during the operation of shelters:

Public Health sanitation inspections and consultations will be provided by Public Health – Seattle, King County.
Security will be provided, as appropriate and available, by the Seattle Police Department.
Food provided by the City, with support from the Red Cross, Salvation Army and other selected organizations.
Counseling assistance coordinated with assistance by King County's Department of Community and Human Services, the Crisis Clinic, the Seattle-King Chapter of the Red Cross, and other select community agencies.

Special shelters for the medically fragile may be opened as required. Planning will be undertaken to identify appropriate health and medical care organizations to support operation of these shelters. Once opened, operator of shelters will register patients and caregivers and report shelter status to ESF-6 coordinator.

The Public Information Officer (as assigned by the City EOC) will coordinate public information regarding shelter availability and locations. All means of communication possible will provide warning to threatened residents to take shelter, including sirens, radio, television, print media, NOAA weather radio, door to door, public address systems, text messaging, and cellular telephone. Shelters and the EOC will maintain communication with each other.

## B. Deployment and Employment

In recognition that the care of people displaced in an emergency requires the integration and coordination of all facets of providing shelter, mass care, food and emergency services, the Director of HSD will manage the City's response in providing these services.

The HSD Director's authority to coordinate services providing care to citizens in emergency situations remains valid, whether or not the EOC is activated (see City Basic Plan). In situations not involving the EOC, affected agencies will create agreements on a case by case basis. For example, in the event of a smaller scale emergency such as an apartment building fire, the HSD Director may coordinate emergency shelter with the DPR and the provision of food and care with the Red Cross. Other organizations may be called upon to provide transportation and other services in their area of expertise.

In the event the EOC is activated, the HSD Director will coordinate the provision of services through the ESF-6 group. The DPR Superintendent or their designee will direct and coordinate provision of shelter.

The Emergency Shelter Coordinator within DPR will determine, in conjunction with the Incident Commander and the ESF-6 coordinator, which level of shelter response is required. If the event is determined to impact fewer than 14,000 people and when ESF-6 and the EOC are activated, then the ESF-6 coordinator will call on the shelter coordinator to activate a Tier I response. If the event is determined to impact greater than 14,000

people, then the ESF-6 coordinator will call on the shelter manager to activate a Tier II response. The emergency shelter coordinator will designate lead-staff to act as shelter leads for each of the 6 sectors during a Tier II deployment of shelter resources.

DPR will be responsible to name the first level of City owned shelter sites in all emergency situations. DPR is responsible to provide shelter management training to appropriate staff. The Superintendent or their designee will also maintain a listing of Tier I and Tier II emergency shelter sites, including designated sites not owned by the City. DPR will compile and maintain the Tier II list of emergency shelter sites with the assistance and agreement of facility owners and in collaboration with the Red Cross.

The response to a Tier II emergency will have a targeted focus on geographic regions or sectors of the city. The City will anticipate the potential shelter needs of residents based on known demographic factors that affect displaced people following a major event. DPR will use impact assessment plans to guide the sector response to a Tier II emergency.

The Red Cross is a resource that the City may call upon in an emergency. The City and the Red Cross will cooperate in all efforts to provide shelter for residents. ESF-6 may order activation of Tier I or Tier II shelters, or the Red Cross may order localized shelters when there is inadequate opportunity for notification by communicating directly with DPR. The activation of this shelter system may include provision of emergency shelter; food, water, clothing and Disaster Health Services and Disaster Mental Health Services to disaster victims. The cooperation and coordination between the City and the Red Cross may expand to Tier I and Tier II shelter sites if conditions warrant.

The ESF-6 Group will operate according to standard American Red Cross procedures guiding those mass shelters opened to receive evacuees from a disaster. These procedures include the use of American Red Cross forms. At each facility, the shelter manager will keep records of shelter registration, supplies and equipment, and a log of operations and activities. The ESF-6 Coordinator or his or her designee will keep a log of shelter operation and activities at the Emergency Operations Center.

The owner of each government owned facility, in conjunction with appropriate trained staff and volunteers, will operate each Tier I and Tier II designated shelter. DPR will operate its facilities, the Seattle Center will operate its facilities, and the Seattle School District will operate its facilities. Each of these will be operated with volunteer support from the Red Cross.

The following is a comprehensive list of City owned Tier I emergency shelter sites, by sector. The table includes Park owned Community Centers, Sand Point and the Seattle Center. DPR sites with back-up diesel-electric generation capability are noted with asterisks.

| SE Seattle | SW Seattle | Downtown | CW Seattle | CE Seattle | NW Seattle | NE Seattle |
|---|---|---|---|---|---|---|
| Jefferson Community Center | Alki Community Center | International District/Chinatown Community Center | Magnolia Community Center | Garfield Community Center ** | Ballard Community Center | Green Lake Community Center |



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| | | | | | | |
|---|---|---|---|---|---|---|
| Rainier Community Center | Delridge Community Center ** | Seattle Center | Queen Anne Community Center ** | Miller Community Center | Bitter Lake Community Center ** | Laurelhurst Community Center |
| Rainier Beach Community Center ** | Hiawatha Community Center | | | Montlake Community Center | Loyal Heights Community Center | Magnuson Community Center |
| Van Asselt Community Center | High Point Community Center | | | Yesler Community Center | | Meadowbrook Community Center ** |
| Amy Yee Tennis Center | South Park Community Center | | | | | Northgate Community Center |
| | Southwest Community Center | | | | | Ravenna-Eckstein Community Center |
| | | | | | | Sand Point |

A major priority of DPR employees will be the support and provision of shelters and, if necessary, mass outdoor congregation and shelter in parks until such time as adequate volunteer staffing may be provided by the Red Cross.

A list of available Tier II shelters has been compiled collaboratively between the City of Seattle, the Red Cross and King County. Sites on this list will be identified for activation as appropriate depending on scale of shelter need and accessibility to area residents.

DPR will be responsible for the initial assignment of staff to the shelters to be operated in its facilities. In a large-scale emergency DPR may assign employees to operate any shelter facility owned by Seattle Parks. The City Personnel Department (refer to ESF-7) will cooperate with DPR in assigning non-DPR City employees and resident volunteers to shelter facilities. The Red Cross will utilize and assign their own staff and volunteers to shelter and mass care sites.
The following support will be provided during the operation of shelters:

- Public Health sanitation inspections and consultations will be provided by Public Health – Seattle, King County.
- Security will be provided, as appropriate and available, by the Seattle Police Department.
- Food provided by the City, with support from the Red Cross, Salvation Army and other selected organizations.
- Counseling assistance coordinated with assistance by King County's Department of Community and Human Services, the Crisis Clinic, the Red Cross, and other select community agencies.
- The City's, Finance and Administrative Services Department will support shelter operations by supporting the procurement of emergency shelter services and materials, e.g., sanicans, portable showers, cots, blankets, etc.
- Fire safety inspections will be conducted by the Seattle Fire Department.

- Emergency Medical support will be provided as needed by the Seattle Fire Department
- Seattle Public Utilities will support access to water supplies.
- City Light will assist with electrical support.

Special shelters for the medically fragile may be opened as required. Appropriate health and medical care organizations will support operation of these shelters. Operator of shelter will register patients and caregivers and report shelter status to ESF-6 coordinator.

The Public Information Officer (as assigned by the City EOC) will coordinate public information regarding shelter availability and locations. All means of communication possible will provide warning to threatened residents to take shelter, including sirens, radio, television, print media, NOAA weather radio, door to door, public address systems and cellular telephone. Shelters and the EOC will maintain communication with each other through the ESF-6 Coordinator in the EOC.

### C. Continuity of Government

For information about the roles and responsibilities of City Departments please see the City Basic Plan.

Any employee relieving the DPR Superintendent will have the authority to act in their behalf in coordinating shelter needs. Shift changes and transfer of authority will occur as circumstances allow at the EOC, depending on the availability of trained relief staff.

## IV. ASSIGNMENT OF RESPONSIBILITIES

### A. Assignment of Responsibilities During the Preparedness Phase of Emergency Management

1. Human Services Department (HSD)

   Department head or their designee will schedule and chair regular meetings of ESF-6 to lead development of the group's capacity to provide for shelter, mass care, food and support services in an emergency or disaster.

2. Emergency Support Function 6 (ESF-6)

   ESF-6 will be the City government organization with the authority and responsibility to organize and operate public shelter, mass care, food and volunteer services; the group will work closely with the Red Cross, the Salvation Army, and other available agencies. The subcommittee of ESF-6 responsible for providing shelter for use in an emergency includes:

   Department of Parks and Recreation
   Human Services Department
   Red Cross



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3. Department of Parks and Recreation

   DPR has the responsibility to identify shelter sites, provide food and other supplies for staff, and ensure staff training in shelter management is conducted to prepare an effective shelter program.

   DPR will develop a community shelter database that will include shelter locations facility capacity, and population in the service area, suitability for special needs populations, kitchen availability, restroom accommodations, shower availability, and power generation resources.

   DPR will maintain a communication system, using radios and cellular telephones and text messaging so contact can be maintained between the EOC, the Command and Control Sites, the Tier I and Tier II Community Center shelters, and other support staff.

4. Seattle Center

   The Seattle Center will implement a disaster response plan that provides for the use of their facilities as shelters in a major emergency.

5. Red Cross

   Provide planning and training support to help establish shelter sites.

**B. Assignment of Responsibilities during the Response Phase of Emergency Management**

1. Human Services Department

   When requested by the EOC Director, Department Head or their designee will report to the EOC to serve as Coordinator for ESF-6. Department Head will mobilize and coordinate Human Services Functional Group representatives in the EOC based on shelter support, mass care, food and support services that has been requested or that is indicated to exist in Seattle communities.

2. Emergency Support Function 6

   During a major emergency, members of the group will report to the EOC to coordinate the needed relief efforts by providing shelter, mass care, food, and support services.

3. Department of Parks and Recreation

   DPR staff will coordinate with the Red Cross and other City Departments to provide a program of shelters, food and volunteer services at each facility being used as a shelter.

DPR will maintain the necessary logs, and records and during the response phase of the disaster.

Support crews will be assigned to help open and maintain shelter sites and mass care areas.

4. Seattle Center

The Seattle Center will operate shelter facilities as requested by the EOC.

5. Red Cross

The Red Cross will act in a supportive fashion to local government during a disaster. At the request of the ESF-6 Coordinator, the Red Cross may assist, as resources allow, in the management of public shelters for the displaced population and provide emergency services by organizing shelter teams and providing services necessary to support the sheltered population. The Red Cross will provide training and shelter volunteers and staff during the preparation phase and, as resources allow, accelerate training during an emergency.

6. Public Information Officer

Coordinate public information concerning sheltering services warnings, advisories, and issuance if information to the media and public.

7. Emergency Operations Center

Provide information on the nature and extend of the hazard including the cause of the evacuation, location of any hazardous materials, the number of people requiring shelter, the perimeter of the evacuation areas, evacuation routes, mass transportation requirements and pick-up points, safe routes of travel for shelter staff and transport of supplies, earliest time shelter needs to be opened and estimated of how long shelter operations may be required, identification of persons with special needs for transport and care in shelter. Coordinate emergency communications and telephone services at the shelters and between the shelters and EOC, if possible.

8. Finance and Administrative Services

Coordinate emergency communications and telephone service at the shelters and between shelters and the EOC. Provide computer resources to record and maintain shelter data, including registration information. Develop a crisis shelter stocking plan to include procurement of food, water, sanitation supplies, radiological instruments and other necessary supplies, arrange for resupply of shelter and logistical support. Plan and assist in the efficient return of shelter facilities in best possible condition.



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9. Department of Planning and Development

   Coordinate with Engineering and the EOC Logistics Team, assess damage of potential shelters to ensure habitability, and if necessary and possible, coordinate emergency repairs.

10. Public Health – Seattle, King County

    Provide emergency environmental and public health services at the shelters. Establish emergency environmental controls at shelter facilities to include sanitation, waste disposal, lighting, noise ventilation, and water quality. Designate facilities and provide personnel for a temporary morgue if necessary.

11. Mental Health, Chemical Abuse and Dependency Services Division of King County's Department of Community and Human Services

    Assist in the coordination and provision of psychological support for the population housed in shelter facilities.

12. Seattle Transportation Department (ESF-1) and Seattle Public Utilities (ESF-3)

    Manage the disposal of solid waste from congregate care facilities. Provide for the maintenance, repair and construction of roads and facilities required in support of shelter operations. Assist in making emergency repairs at shelters, as appropriate. Coordinate with Police in crowd control operations (signs, barricades). Conduct crisis marking of unmarked facilities including sign preparation.

13. King County Adult Corrections

    Provide for the emergency shelter of adult persons institutionalized in jail and provide support services required for emergency jail operations.

14. Fire Department

    Organize and enforce fire prevention measures to reduce vulnerability of shelters to fire. Fire safety inspections will be conducted by the Seattle Fire Department. Coordinate the controls on suppression of fire endangering the sheltered population, coordinate emergency medical, search and rescue and decontamination, if necessary. Emergency Medical support will be provided as needed by the Seattle Fire Department

15. Police Department

    Establish security, maintain law and order, prevent crimes at public congregate care facilities, and provide crowd and traffic control at the shelters, in accordance with priorities established by SPD.

16. Seattle School District

    Responsible for sheltering school children until other arrangements can be made for their transportation home or to other shelters. Manage school district property used as mass shelters for the general population.

17. Department of Executive Administration

    Through its Seattle Animal Shelter, provide for abandoned, injured or deceased animals including pets that were left unattended when the household is evacuated to shelters.

    Set up temporary shelters to house pets and other lost or stray animals. These animals will be brought to the pet shelter where they will be issued identification, given emergency veterinary care if needed, vaccinated, cared for, fed and maintained by employees of the Department of Executive Administration's Seattle Animal Shelter and volunteers; or placed in temporary foster care at alternate sites. The pet shelters will be located in close proximity to the shelters designated to house people.

18. Seattle Public Libraries

    Provide mobile services and librarian assistance to shelter residents to maintain access to recreational reading and learning opportunities while people are in shelter.

## C. Assignment of Responsibilities during the Recovery Phase of Emergency Management

1. Emergency Support Function 6

    - The Chair of ESF-6 will direct the phasing out and the closing of emergency shelters, mass care, food and volunteer services.
    - Reports and logs will be sent from the shelter for operational, historical and planning analysis to the Chair.
    - The Chair will call debriefing a meeting within the month after the disaster is concluded.

2. Human Services Department

    Assist Parks and Recreation Department to phase out and return shelter facilities to normal operations.

3. Department of Parks and Recreation

    - DPR will coordinate the phasing out and return to normal operations of shelters.
    - DPR shelter staff will coordinate with the Red Cross and other agencies to package unused supplies and equipment so they can be returned to the proper authority.



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- Lead staff, usually the Community Center coordinator, will provide a detailed written report and back-up data, logs and accounting invoices to the Superintendent with a week of shelter phase out.
- The facility will be thoroughly cleaned and repairs made if necessary, before the return to normal operation. The Building Services and Custodial Services will assist with the cleaning and repairs process.
- Shelter staff will attend a debriefing meeting to record and suggest improvements to the service provision of shelter during an emergency.

4. Seattle Center

   The Seattle Center will phase out any facilities used as a shelter and provide a report to the Director of Human and Health Services.

5. Red Cross

   The Red Cross will phase out involvement in shelter, mass care, food and volunteer services and participate in debriefing meeting.

6. All Other Participating Department and Outside Agencies

   Will phase out their relief actions and provide a report to the Human Services Director on their activities during the Response Phase.

## Appendix 2 - FOOD

### I. PURPOSE

To describe the City's process for the management and distribution of food stocks in an emergency or disaster and to provide for the dissemination of emergency information relating to the protection and control of food resources affected by disaster.

### II. SITUATION AND ASSUMPTIONS

It is the policy of the City of Seattle to educate citizens, businesses and City staff regarding their responsibility to provide for their own food, water, and medication for a minimum of 72 hours following a disaster. They must also care for their pets.

#### A. Situation

The ability to provide for emergency food needs can be affected by disasters of all sizes. In smaller incidents, such as single-family or multi-unit disasters (home or apartment fires, for example) the Red Cross, Salvation Army, and other social service and church organizations provide vouchers for restaurant meals, mass care meals at fixed sites, or in mobile feeding vehicles using food supplies available from existing warehouse stocks or grocery stores.

Following a citywide emergency, demands for resources—both material and human—can grow beyond the capabilities of the existing system. When this occurs in the City of Seattle, the Emergency Support Function 6 (ESF-6) is prepared to mobilize assets available in the City and community to ensure that food resources are available to support mass care for the population.

Following a large disaster resources will be limited and will take time to mobilize. Furthermore, an examination of past disasters demonstrates a consistent pattern that people who have alternatives do not normally go to shelters. Most families would prefer to stay at or near their own home, a tent in the playfield across the street is preferable to a cot in the gymnasium a mile away. With these factors in mind, Seattle Emergency Management is working to develop capacity in the City's neighborhoods to offer displaced families the option of being supported within their neighborhood. As the neighborhood trainings expand, the ability of neighborhoods to take care of a share of their own residents for at least the first 72 hours after a disaster will moderate the immediate demands on the City to provide food and water.

#### B. Assumptions

1. The City of Seattle has primary responsibility for procurement, protection and distribution of emergency food supplies to meet immediate and urgent needs of population groups within its jurisdiction.

2. The City of Seattle does not maintain food stocks or feedings on an everyday basis for mass feeding. Instead, the City's ESF-6 has pre-identified both public and private



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sources of food stuffs and other supplies that can be converted from normal use to support an ongoing mass care operation during times of emergency.

3. The ESF-6 food procurement and distribution network will be pre-planned and supervised by the Emergency Food Coordinator or his/her designee, as appointed by the ESF-6 Coordinator.

4. A support center for the food network will be staffed by volunteers as designated by the representatives of the ESF-6 (the Red Cross, Salvation Army, City departments) or volunteers.

5. ESF-6 will utilize available resources to distribute mass care meals using mobile feeding at the disaster scene and at fixed sites such as shelters, hospitals, community and neighborhood centers where people are likely to congregate.

6. The selection of which facilities to use in an emergency or disaster will be determined at the time of the incident, based upon identified needs, and in cooperation and coordination with the provisions of the Shelter Annex.

7. The City will attempt to prepare and distribute two or three meals per day to displaced persons in shelters.

8. Since a vast majority of the population will prefer to remain at or near their homes, their ability to meet their own needs will vary greatly. Minimal needs will be access to one meal (preferably hot) per day and access to fresh drinking water within walking distance. In the event grocery stores are unable to return to operating conditions within 72 hours, affected communities may need access to water and food and commodities, which they will prepare themselves.

## III. CONCEPT OF OPERATIONS

ESF-6 will provide the organization necessary to support the City's mass care operation, and will maintain coordination with other City departments, the Red Cross, Salvation Army, other voluntary agencies and private businesses. The coordination role will include the provision of Mass Care Shelter, Feeding, Individual Assistance, and Volunteer Service.

### A. General

1. In the event of a disaster, the ESF-6 Coordinator, or their designee, will appoint an Emergency Food Coordinator to manage the allocation and distribution of city, state and community food stocks in support of all mass care feeding operations.

2. The Emergency Food Coordinator will provide the organization necessary to support both fixed and mobile feeding operations, and will maintain coordination with other City departments and voluntary or private organizations that may have responsibility to support ongoing operations.

3. In the event, a larger scale disaster or emergency occurs and the City's EOC becomes operational, the designated Emergency Food Coordinator will report to and reside at the EOC to provide for the provision of food as described in this Annex.

4. The Red Cross, Salvation Army, other volunteer assistance organizations and private organizations may be called upon by ESF-6 to provide food services to the affected population and emergency workers. At the onset of the disaster, activation of emergency feeding operations may be initiated at the request of the ESF-6 Coordinator, or by an individual voluntary organization in keeping with their agency's charters. Upon activation of the EOC, all coordination of ongoing feeding operations shall be done through ESF-6.

5. The provision of both emergency food and shelters will be done in a "cluster" concept as much as practical, in order to reduce demand on resources. As an example, a feeding program would be established at a DPR shelter site in conjunction with the use of Seattle School District kitchen, if applicable. Because of the many variables involved the determination of which facilities to use will need to be made upon an assessment of the emergency or disaster, and the identified needs at that time.

6. It is expected that the Emergency Food Coordinator designee will call on all members of ESF-6 and its community partners to staff and coordinate the distribution of food to citizens.

7. All resources will be employed in an attempt to provide mobile feeding to include meals at the scene of the disaster, providing refreshment services at hospitals and other sites where citizens and emergency workers congregate, and delivering food to persons in isolated areas.

8. When feasible, arrangements will be made with fast food outlets or restaurants, to prepare meals until the established mass care system is in place, at which time central kitchens will be used to produce meals or fixed and mobile feeding sites. Once the shelters are operational, the primary distribution of food and water will be handled through the emergency mass care system.

9. Management and procurement of food supplies will be coordinated with the Logistics Functional Group at the EOC.

10. The EOC, in coordination with ESF-6 will coordinate State and Federal food assistance on a long-term, as-needed basis.

11. Public information regarding the distribution of food and water will be coordinated through the Public Information Office (PIO) at the EOC. The Health Functional Group will be called on to assist the PIO in preparing and issuing information regarding the safe storage and consumption of food and water after a disaster.

12. The Executive Services Department, at the direction of the Police Department, will provide funding for and reimbursement of emergency expenditures



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### B. Direction and Control

Direction and control of ESF-6 is provided by the ESF-6 Coordinator or their designee at the City EOC. Allocation and distribution of food assistance shall be managed by the designated Emergency Food Coordinator.

### C. Continuity of Government

1. When the EOC is activated, the Emergency Food Coordinator, under ESF-6 will be responsible for providing food service coordination.

2. Staff relieving the Emergency Food Coordinator at the EOC will have the authority to act in his/her behalf in coordinating mass feeding needs. Shift changes and transfer of authority at the EOC will be subject to the availability of trained relief staff.

## IV. ASSIGNMENT OF RESPONSIBILITIES

The purpose of assignment of responsibility is to provide continuity through the preparedness, response, and recovery phases of a disaster.

### A. Assignment of Responsibility During the Preparedness Phase

1. Emergency Operations Center (EOC)

   Provide administrative direction and support for Emergency Support Function 6. The ESF-6 Coordinator or their designee will be located at the EOC.

2. Emergency Support Function 6 (ESF-6)

   a. Identify both City and privately-owned facilities within its jurisdiction that could serve as central kitchens for mass meal preparation.

   b. In cooperation with the Logistics Group, identify sources of bulk food supplies that would be available following an emergency to support a mass feeding operations.

   c. Work in cooperation with the Red Cross, the Salvation Army, and other voluntary organizations to identify feeding resources and capabilities within these agencies.

   d. Meet regularly to review continued viability of response plan.

3. Human Services Department

   a. Designated representatives from the Department shall participate as active members of ESF-6 by assisting in the development of feeding capabilities.

   b. Ascertain and document all resources available through the various food banks within the City.

c. Ascertain and document available private food sources throughout the city including warehouses, distribution centers, and major box stores.

4. Parks and Recreation Department

a. Designated representatives shall participate as active members of ESF-6 by assisting in the development of the group's mass feeding capabilities.

b. Identify and develop mass care facilities; clearly identifying those facilities with food storage and/or preparation capabilities. Identify food resources facilities within the Parks and Recreation Department.

c. Purchase and store limited supply of emergency food and other essentials for the Tier I Community Centers (Annex H) and the three (3) Command and Control Centers (Annex H) to support City staff for the first 72 hours following a major emergency.

5. Department of Neighborhoods

Familiarize staff and appropriate volunteers with responsibilities during an emergency and/or a disaster and arrange training in emergency food distribution.

6. Department of Executive Administration

a. In conjunction with the ESF-6 Coordinator will identify resources and formalize procurement procedures for food supplies identified by ESF-6.

b. Support ESF-6 by establishing contracts with vendors, facilities, and transportation services.

c. Identify accounting resources that may be used during the recovery phase of a disaster for meeting the emergency expenditures of the City.

7. Seattle Center

a. Designated representatives will participate as active members of ESF-6 by assisting in the development of the group's mass feeding capabilities.
b. Identify food resources, storage, and preparation facilities within the Seattle Center.

c. Identify and train Seattle Center personnel or volunteers who may be made available to assist with food preparation and/or distribution during an emergency.

8. Department of Planning and Development

a. Identify and train those individuals to coordinate with Engineering and the Logistics Functional Team to assess damage and determine safety of facilities



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designated as mass care kitchens.

9. Other City Departments

   a. Identify vehicles and personnel that could be made available during an emergency feeding operation to support meal provision directed by ESF-6.

   b. Identify resources for funding the City's emergency response as provided in Annex W.

10. Seattle School District

   a. Participate as an active member of ESF-6 by assisting in the development of the group's feeding capabilities.

   b. Identify food resources, storage, and preparation facilities within the School District that may be utilized during an emergency.

   c. Identify School District personnel who may be made available to assist with food preparation and/or distribution during mass care feeding operation.

   d. Develop a notification procedure for off-duty personnel to be activated for emergencies that occur when school is not in session.

11. Red Cross

   a. Participate as active members of ESF-6 in the development plans for food and water requirements, procurement, preparation and distribution.

   b. Provide Mass Care training for City of Seattle staff designated to support emergency feeding operations

   c. May provide support to Fixed and Mobile feeding operations.

12. Salvation Army, other Volunteer Agencies

   Participate as active members of ESF-6 in the development of food procurement and transportation resources.

**B. Assignment of Responsibilities During the Response Phase**

1. Emergency Operations Center

   Provide information on the nature of the hazard, extent of the damage, location of hazardous materials, numbers of people requiring mass care sheltering and feeding, road closures, transportation of supplies, location and size of special needs populations.

2. Emergency Support Function 6 (ESF-6)

a. The ESF-6 Coordinator or his/her designee will manage and coordinate all mass care efforts in cooperation with other representatives of the ESF-6.

b. The ESF-6 Coordinator or his/her designee will coordinate with the Logistics Functional Group for the procurement and distribution of bulk food supplies.

c. Ensure that accurate records are kept in regard to meal preparation and distribution.

3. ESF-6 Coordinator

a. The ESF-6 Coordinator or his/her designee will mobilize and coordinate needed ESF-6 representation to the EOC. The Emergency Food Coordinator function will be activated, as indicated by emergency need.

b. The ESF-6 Coordinator or their designee will mobilize and coordinate needed ESF-6 representation to the EOC. The Emergency Food Coordinator function will be activated, as indicated by emergency need.

c. The Emergency Food Coordinator will take the lead role in coordinating all aspects of the mass feeding operation,

including:

1) Coordinating resources with other functional groups, departments and agencies
2) Arranging for the procurement of food supplies through the Logistics Functional Group
3) Identifying needs and prioritized requests for fixed and mobile feeding, including supporting all Parks Department and the Red Cross shelter sites.

4. Parks and Recreation Department

a. As needed, DPR facilities will be made available not only as shelter sites, but for meal preparation and feeding locations.

b. Provide personnel to assist in preparation and/or distribution of meals, as part of DPR's mass care sheltering responsibilities (Annex H) and in coordination with other members of the ESF-6.

c. Work in cooperation with the ESF-6 Coordinator and/or the Emergency Food Coordinator, the Red Cross, the Salvation Army, and other mass care feeding organizations to ensure distribution of mass care meals in the Parks Department-run shelter facilities.

5. Department of Neighborhoods



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The Coordinators of Neighborhood Services Centers will help coordinate, in cooperation with the ESF-6 Coordinator and/or the Emergency Food Coordinator, the distribution of food to citizens in an emergency or disaster.

6. Finance and Administrative Services Department

   a. Coordinate with the Logistics and ESF-6 to provide transportation services to support a mass feeding operation.

   b. Support ESF-6 by contacting contracted vendors, facilities, and transportation services and activating contracts.

   c. Provide computer resources to record and maintain mass care feeding data.

   d. As instructed by the City Council or Mayor, obtain funding for emergency expenditures provided in Annex W.

   e. Assist in the collection of mass care feeding data and costs.

7. Seattle Center

   Provide staff and kitchen facilities, as requested by the ESF-6.

8. Department of Planning and Development

   Coordinate with Engineering and the Logistics Functional Team to assess damage and determine safety of facilities designated as mass care kitchens.

9. Seattle Public Utilities (SPU)

   SPU will assist in provision of water supplies to designated areas.

10. Seattle Police Department

    Will provide security escorts for food and water supply distribution, if needed.

11. Other City Departments

    Provide vehicles and personnel as requested by ESF-6 or the Logistics Functional Team to assist in the distribution of material during the emergency feeding operation to support the ESF-6.

12. Seattle School District

    a. Provide personnel as appropriate to assist in preparation and/or distribution of meals, as part of DPR's mass care sheltering responsibilities and in coordination with other members of the ESF-6.

b. Request assistance from the Logistics Functional Team for the transporting and distribution of foodstuff or prepared meals.

13. Red Cross

a. Work in cooperation with local government and the ESF-6 to provide mass care meals at fixed and mobile sites.

b. Provide operational training in Shelter Operations and Mass Care for City personnel and volunteers, as resources allow.

14. Salvation Army, other Volunteer Agencies

Response as requested with volunteers to assist in the preparation and distribution of mass care meals at fixed and mobile sites.

15. Public Health Seattle-King County

Provide personnel to ensure that all health aspects of storing and distributing food and water resources are complied with.

### C. Assignment of Responsibility During Recovery Phase

1. Emergency Operations Center (EOC)

The EOC will notify the ESF-6 Coordinator as to the date and time when mass care facilities will be phased out of operations.

2. Human Services Functional Group

a. In cooperation with the EOC Logistics Branch, identify the resources that can be returned to original sources for use in future emergencies.

b. The ESF-6 Coordinator or his/her designee will schedule a Functional Critique with the group within one month after the response phase of a disaster.

3. ESF-6 Coordinator

a. The ESF-6 Coordinator or his/her designee will direct the phasing out and closing of emergency feeding program.

b. The ESF-6 Coordinator or his/her designee will compile and analyze all statistical and operational data pertaining to mass feeding. An operational analysis will be completed and recommendations made to the Human Services Functional Group.

## V. ADMINISTRATION AND LOGISTICS

Standard Operation Procedures (SOPs) will be used to carry out the processes outlined in this Annex and updated as often as warranted.



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## A. General

This Annex will be periodically activated to be sure it reflects the current status of food stocks and facilities available to the City of Seattle in the event of a major disaster. Activation will include review of the following:

1. Changes in staff assigned to specific response and recovery tasks, organizational alignments and assignments;

2. Condition and availability of facilities, inventory and condition of food stuff being held for emergency response;

3. Status of agreements with non-City agencies, viability of contracts for materials in the event of an emergency; and

4. Status of agreements with non-City agencies, viability of contracts for materials in the event of an emergency; and

5. Continued commitment to the plan.

**EMERGENCY SUPPORT FUNCTION #7**
*Resource Support*

**PRIMARY DEPARTMENT:**
*Finance and Administrative Services*

**ESF COORDINATOR:**
*Finance and Administrative Services*

**SUPPORT DEPARTMENTS AND AGENCIES:**
*Personnel Department*
*Department of Information Technology*
*King County Department of Transportation*
*Seattle School District*
*Seattle Community Colleges*
*University of Washington*
*Washington State Ferries*
*Port of Seattle Authority*
*Burlington Northern Santa Fe Railroad*

## I. INTRODUCTION

### A. Purpose

The ESF 7 Resource Support Annex, in accordance with the Seattle Disaster Readiness and Response Plan, has been developed to coordinate resources available for disaster-related response and recovery operations for Seattle Emergency Operation Center Logistics Section. This Annex identifies and describes the management structure, processes and protocols in requesting, identifying, acquiring, mobilizing, deploying, tracking and demobilizing resources required to support Emergency Operation Center (EOC) level disaster management.

The ESF 7 Annex outlines the framework to coordinate resource requests among departments and within the City of Seattle Emergency Operations Center or to prioritize resource allocation and deployment when a resource is in scarce supply.

Pre-planning and interdepartmental coordination are essential for efficient and effective response to a disaster or emergency allowing for quicker recovery to normal operations.

The resource management and logistics functions are necessary to ensure that:

- A complete picture of available resources is known to decision-makers.
- All available resources are used appropriately and arrive where and when they are most needed.
- Additional resources can be secured for responders as their own resources are expended or damaged.
- Critical resource needs of the public are met despite disruption of commerce and infrastructure.
- Accountability is maintained for the jurisdiction's use of resources.



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### B. Scope

The ESF7 Annex outlines the logistical capabilities and procedures for coordinating and overseeing the application of tools, processes and systems in order to implement timely and appropriate management of resources during an incident. Managing and coordinating resource support functions are highly situational, dynamic and require the Seattle EOC Logistics section to be flexible and adaptable.

The following resource management and logistics objectives will be addressed in this annex:

- Establishing resource management procedures for identifying, locating, acquiring, storing, distributing, tracking resources and demobilizing ;
- Activating these procedures prior to and during an incident;
- Coordinating and tracking of method of delivery of resources;
- Distributing resources prior to and during an incident;
- Deactivating, recalling and accounting for resources during and after incidents; and
- Providing appropriate documentation for cost recovery.

The Annex emphasizes the use of the resource management and logistics functions contained with the Incident Command System (ICS), which is part of the National Incident Management System. Effective logistics management makes certain that all functions are executed in a unified manner in order to reduce costs, ensure appropriate support actions and improve distribution efficiency.

## II. SITUATION

### A. Situation

1. Hazards: A local emergency can heavily impact the City's existing resources, especially to those resources pertaining to immediate response and recovery efforts. City departments possess varying capabilities to sustain emergency operations during response and recovery phases. Although initial responders may possess varying abilities to sustain themselves, an incident of complexity and/or long duration such as an earthquake, severe weather or terrorist incident, will severely impact even the best prepared.

2. Resources: City of Seattle currently manages its resources utilizing either manual inventory system or resource management databases. Planning requirements for managing resources are located within City Departments' Standard Operating Procedures (SOPS).

3. The City of Seattle has the following resources at its disposal:
    - City Personnel are available for reassignment including skilled labor and subject matter experts,
    - Professional Response Teams meeting NIMS resource typing standards,
    - High-Tech Communication Equipment,
    - Vehicles for passengers, cargo, and debris removal (e.g., dump trucks and garbage trucks),

- Heavy equipment for public works application (e.g., front-end loaders, cranes) and material handling (e.g., forklifts),
- Pumps, generators (both stationary and portable) and useful materials and tools as fuel, sand and sandbags, plastic sheeting, shovels, picks, chainsaws,
- Mass care supplies such as medicine and first aid supplies, portable water, bedding, sanitation and lighting.

4. Mutual Aid Assistance Arrangements: When the incident extends beyond the capabilities for local control and is expected to go into multiple operational periods (Type 2 and Type 1 incident), mutual aid assistance can be obtained from the Washington State Intrastate Mutual Aid Compact (WSIMA), Emergency Management Assistance Compact (EMAC –State to State) or Pacific Northwest Emergency Management Compact (PNEMA – WA, OR, ID, AK, BC and Yukon). When the EOC is activated, all mutual aid render under State of Washington, will be coordinated through the EOC or the designated Department Operation Center

5. Purchase of Goods and Basic Services: City Department Heads have certain authority under **SMC 10.02.070 and** SMC 20.60.114, established by City ordinance or delegated by the Director of Executive Administration, to waive formal competitive processes to obtain goods and services required for emergency response and recovery.

## B. Planning Assumptions

1. Information: Ability to obtain situational awareness about the incident will be crucial to the planning capability of the logistics section to acquire goods and services in a timely manner. Regional coordination and communication will be required to identify assets with the Region that would be available to assist in the response. Yet, normal forms of communications may be severely interrupted during the early phases of an emergency.

2. Initial Sustainability:
   - City departments must be prepared to sustain themselves during the first 12 hours of an emergency. If necessary, this will include feeding, sheltering and housing staff that are needed to respond to the emergency.
   - Households and business affected by the emergency are recommended to sustain themselves for extended period. Ongoing public information campaign will provide emergency preparedness to this population.
   - The Region's utilities (water supply, electric grid, natural gas supply, waste water and telecommunications systems) could be significantly disrupted for weeks.

3. Resource Management: The city's decentralized resource management structure in an emergency or disaster will be impacted, and resources will need to be coordinated centrally and prioritized. Prioritization of resources can become inefficient if situational awareness is not continually provided by the responding departments to the EOC.

4. Evacuee Support: large numbers of individuals may need to be evacuated from impacted areas. These types of events may include: Hazardous material release, flooding, fire or volcanic eruption.



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5. Employee Reassignment: The ability to manage the logistics of an emergency will depend upon the availability of a large pool of City employees.

6. Donations: Following an emergency, it is expected that donations will be provided by the public at large. Plan and procedures are required to accept and manage donated cash and goods.

7. Availability of Volunteers: Offers of help to provided services and assistance will be received by the public at large. Plans and procedures are required to accept and manage volunteers.

8. Access to Local Mutual Aid: In small scale events mutual aid will cover resources shortfall that may impact the city departments. This plan assumes some parties to agreements will themselves be affected and unable to provide resources. Various kings and types of resources will be requested through Intrastate Mutual Aid Agreement, Interstate Mutual Aid (EMAC) and from the federal government.

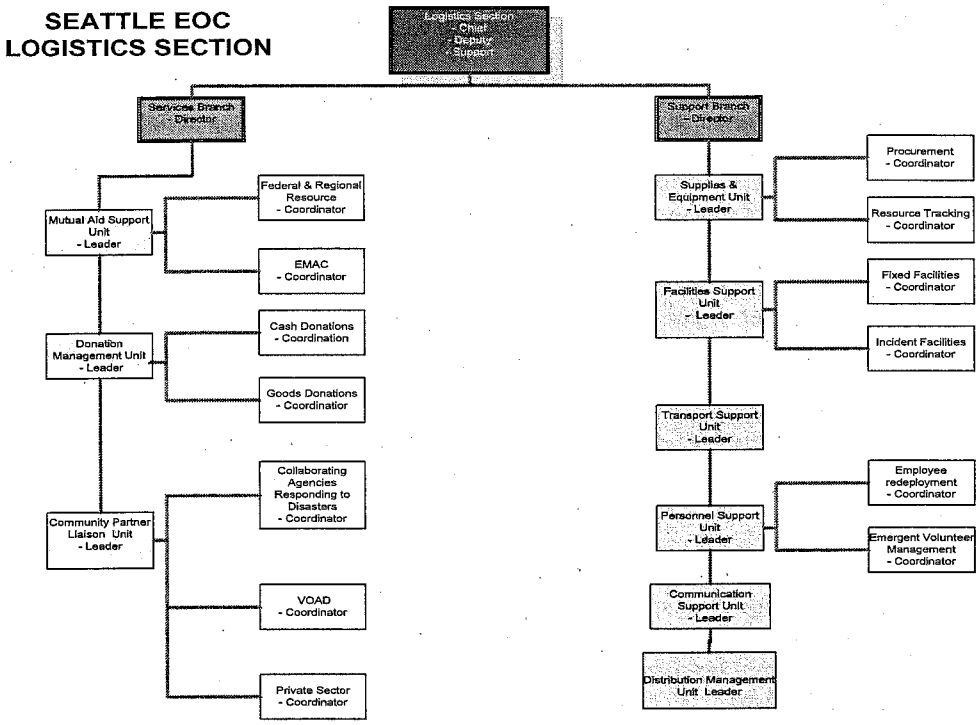
9. Availability of aid from a State or Federal Government: Pressure to supply unmet needs of city departments may be reduced through assistance in order for the city to focus limited resources on continuity of government. A disaster of national significance may require aid from other cities, Counties, State and Federal Resources. State owned resource may become exhausted quickly in after a catastrophic event, resulting in competing priorities for resources. Federal resources may take three to five days to arrive.

10. Transportation: The transportation infrastructure to coordinate the movement of people and goods may be severely interrupted or sustain long term damage. Transportation requirements will exceed the capability of local and state governments. Damage to transportation infrastructure will limit access to the disaster area and hinder logistics support efforts. The movement of resources will create congestion in the regional and national transportation network. Also unescorted delivery of goods and services in the disaster area may be vulnerable to larceny or looting.

11. Commercial Sector: Logistics centers, staging areas and points of distribution will be activated when local commercial sector is not capable of providing essential resources following an incident. The number and location of these type of sites will depend on the size and severity of the impact to the disaster area. Planning prior to a disaster can include establishing site requirements, pre-identifying sites, and as needed site agreements.

## III. CONCEPT OF OPERATIONS

### A. Organization




Following the NIMS Incident Command Structure the Seattle EOC Logistics Section comprise of the Services and Support Branches. Branch units are organized based on the overall mission the EOC supports and therefore diverge from the field logistics structure. The Logistics Section structure is scalable, with its branches and units being activated as needed by the Logistics Section Chief.

## B. Logistics Section

1. Logistics Section Chief: Provides overall direction for ensuring the City responders have access to additional equipment, supplies, facilities and personnel required responding effectively. Interacts and coordinates with the all Command and General Staff on long range plans and to identify potential or future requirements. Reviews proposed tactics for next operational period to determine additional resources needed to support proposed Consolidated Action Plan (CAP). Activates the Resource Management System and procedures and ensure all sections are aware of the resource management objectives for the operational period.

2. Logistics Section Deputy Chief: Coordinates with Logistics Section Chief to establish priorities and assigns tasks to units within Logistics Section. Prepares the Logistics Section portion of CAP. Tracks and maintains awareness of incident expansion/contraction due to changes in conditions or meeting of operational objectives.

3. Logistics Section Support: Provide technical and administrative support to efficiently manage the Logistic Section Resource Support Unit operations. Maintains the Activity logs on WEBEOC.



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Reviews all resource requests, and follows up with requesting section for clarification or additional information.

a. Needs Analyst – Monitors resource demands from Operations Section branches, maintains list of all staging area resources. Tabulates needs assessment and specific requests. Provides regular reports to Logistics Section Chief or designee on status of requests.
b. Needs Liaison – Receives specific requests, eliciting essential information from requesting group. Works with City departments to identifying existing inventory shortfalls that cannot be replenished internally or transfer from another department. May be a subject matter expert.
c. Legal advisor – Advises Logistics Section Chief on contracts and questions of administrative law.
d. Financial advisor – Advises on the financial aspects of meeting resource requests, including budget and facilitate the availability of funding.

## C. Service Branch

1. Services Branch Director: Oversees the coordination of requests that have the magnitude requiring special planning and management. Reports to Deputy Logistics Chief on service branch activities, advises on current capabilities and limitations, and resolves service branch issues. Prepares service elements of the logistics section portion of the CAP. Organizes and prepares assignments to Service Branch Units. Ensures all documentation is complete and submitted at the end of each operational period.

2. Mutual Aid Unit Leader: Responsible for coordinating all aspects of materials, equipment and personnel, including arranging for sharing of resources among regional partners. Coordinates with other section branches to identify resource shortfalls, and ensures the resource request and procurement process is followed. Ensures the request for federal assets and assistances are properly managed, and materials/equipment received are properly tracked and accounted for.

3. Federal & Regional Resource Coordinator: Coordinates the request process goods and services obtained regionally through the King County or Federal Resources requested through Washington State. Tracks costs, liability and cost documentation.

4. EMAC Personnel Coordinator: Coordinates the request process for unique human resources and expertise through the EMAC by member States. Tracks costs, liability and cost documentation. Arranges with Facilities Support Unit accommodations and meals for personnel coming under EMAC.

5. Donation Management Unit Leader: Coordinate with EOC command and other EOC Sections to determine potential donation requirements. Evaluate need for warehousing and distribution and coordinates with the facility support unit to establish a donation management center. Evaluate need for additional personnel and coordinate with Personnel Support Unit. Responsible for working with the transport support unit to coordinate transportation of donated materials to point of distribution.
   - Cash Donation Coordinator – Oversees the coordination and distribution of monetary transaction by donors to appropriate receiver.
   - Goods Donation Coordinator – Oversees the coordination, warehousing and

distribution of goods provided by donors.

6. Community Program Unit Leader: Oversees the coordination of all the logistical issues in regards to external organizations efforts to establish a base of operations in the City limits in order to provide support during a disaster.
    - Collaborating Agencies Responding to Disasters Coordinator (CARD): Coordinates and addresses issues with CARD logistics teams to assist in establishing a base of operations.
    - Voluntary Organizations Active Disasters Coordinator (VOAD): Coordinates and addresses issues with VOAD logistics teams to assist in establishing a base of operations. Works in conjunction with Personnel support unit to identify areas of support.
    - Private Sector Coordinator: Coordinates with the private entity logistics teams to assist in establishing a base of operations, which provide support during a disaster.

## D. Support Branch

1. Support Branch Director: Oversees the coordination of requests that supporting Operations. Reports to Deputy Logistics Chief of support branch activities, advises on current capabilities and limitations, and resolves support branch issues. Prepares support elements of the logistics section portion of the CAP. Organizes and prepares assignments to Support Branch Units. Ensures all documentation is complete and submitted at the end of each operational period.

2. Supplies and Equipment Unit Leader: Coordinates the resource requests of services, equipment and supplies procured through vendors. Identify potential vendors or other sources for required supplies through existing County, State and Federal contracts. Works with other units within Logistics to coordinate the distribution of procured resources.
    - Procurement Coordinator: Procures services, equipment and supplies following City Emergency Purchasing Rules. Tracks assign requests with vendors and maintain request status on WebEOC.

3. Facilities Support Unit Leader: Coordinates the use of City facilities to support response and recovery operations. Acquires additional temporary buildings or space to support response and recover operations. This includes, locating, leasing, and arranging utilities, providing space planning and moving support and ensuring that appropriate risk management procedures are followed.
    - a. Fixed Facilities Coordinator: Develops plan and coordinates the relocation of City services to temporary facilities. Identifies and acquires additional temporary facilities required to support the special services (Donation management Center, Emergency Volunteer Coordination Center, and Disaster Recovery Centers).
    - Incident Facilities Coordinator: Identifies and acquires incident facilities for personnel, equipment, supplies and vehicles. Determines with Operations Section the potential staging requirements and prepares the necessary plans to establish staging areas, base camp, helipads and other incident facilities as



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needed.

4. Transport Support Unit Leader: Ensure the responding departments and agencies have access to the vehicles, fuel, repair services and other support required to respond effectively. Creates resource status for all City owned vehicles, including current locations, assigned use and items on loan to other jurisdictions. Ensure that vehicle related risk management procedures are followed.
   - Transportation Coordinator: Acquires additional vehicles, fuel, repair services and other support requirements for response and recovery operations.
   - Movement Coordinator: Coordinates the movement of Federal and State resources with the King County Regional Emergency Coordination Center (KC RECC) and the WA State EOC during to the City's staging areas and points of distribution sites. Coordinates with ESF 1 - Transportation (SDOT) and ESF 13 – Public Safety and Security (SPD) on obtaining situational awareness of the transportation network and the availability transportation of modes (air, rail, waterway and trucking) to support response and recovery operations. Assigns transportation resources and tracks delivery of the requested resources to point of use.
   - Fuel Delivery Coordinator: Ensures the coordination of fuel delivery from vendor to Fueling stations. Maintains log of supply levels and coordinates fueling requests.

5. Personnel Support Unit Leader: Ensure the responding department and agencies have access to additional staff or teams to support the response efforts. Ensure that worker compensation and disaster worker procedures are followed.
   - Employee Redeployment Coordinator: Coordinates the redeployment of city employees to critical areas during response and recovery phases of a disaster.
   - Emergent Volunteer Management Coordinator: Coordinates the setting up and staffing of Volunteer Coordination center. Manages volunteer requests and assignments to working closely with ESF 6 – Human Services and Mass Care.

6. Communication Support Unit Leader: Coordinates communications support requirements for temporary facilities, and staging areas including voice and data support. Determines external sources of communication resources as needed for response and recovery operations.

7. Distribution Management Unit Leader: Activates resource distribution plan. Manages the storage and distribution of response and recovery resources from receiving and distribution centers (i.e., warehousing, staging areas, etc.) to delivery to point of use (i.e, Community Points of Distribution, Emergency Shelters, Alternate Care Facilities, etc.). Coordinates regionally with KC RECC and the WA State EOC on the delivery of resources to support response and recovery operations. Adjusts distribution system to accommodate changing requirements, priorities and circumstances.

## IV. GENERAL RESPONSE

### A. Logistics Section

1. The EOC Logistics Section will be the mechanism through which resource support is coordinated citywide. Actions undertaken by EOC Logistics Section will be coordinated

with city departments, other local jurisdictions and agencies and the KC RECC and WA State EOC.

2. Resource Management Priorities
   - Life Safety will take precedence in allocation of resources. Specific priorities will be set by the Logistics Section Chief in consultation with the Emergency Management Director, or a designated official in the EOC.

3. Initial Sustainability: Each department will sustain its operation for 12 hours unless conditions of incident determine otherwise.

4. Supplier of last resort: EOC Logistics Section will be supplier of last resort for those resources that can longer be obtained through regular contracts or agreement, therefore necessitating a centralized coordination designated to the Logistics Section.

5. Acquisition of State and Federal Resources: All requests for State and Federal resources must be made to the Seattle EOC. To successfully track and account for the resources it is incumbent on Seattle EOC coordinate with King County Regional Emergency Coordination Center (KC RECC).

## V. DIRECTION AND CONTROL

### A. Resource management and logistic support organization levels include:

1. City of Seattle Emergency Operations Center (EOC): The Logistics Section will operate in the City EOC at 105 5th Ave S. (corner of Washington St.) Seattle, WA 98104. The primary EOC logistics function will be to facilitate and coordinate interdepartmental and inter-agency resource requests. This will include:
   - Management of citywide resources spanning across departments, and
   - Coordinate resource allocation and tracking requested through the EOC.

2. Department Operation Centers (DOC): All departments participating in response, in addition to being represented in the City EOC, may activate a DOC to facilitate the coordination of department response and continuity operations. Intra-department management and coordination of resources are the responsibility of the involved department. They should utilize appropriate internal resources and available mutual aid resources and private sector/contractors before making a request for assistance to the Seattle EOC. DOCs may allocate available resources in tactical situation in coordination with field logistics section. Resource needs and shortfalls that go above and beyond the capability of the department should request resources through the EOC.

3. Incident Command Posts under Unified or Area Command (ICP): The Incident Commander will establish a Logistics Section to coordinate unmet needs in the field. The size of the incident, complexity of support needs and the incident length will determine the need for coordination at a higher level. Field Logistics will acquire resources with the assistance of the dispatch centers or department operating centers. Where resource needs and shortfalls are encountered at the field level EOC Logs can provide support. In this situation resource requests will come from the dispatch or operating center to EOC.



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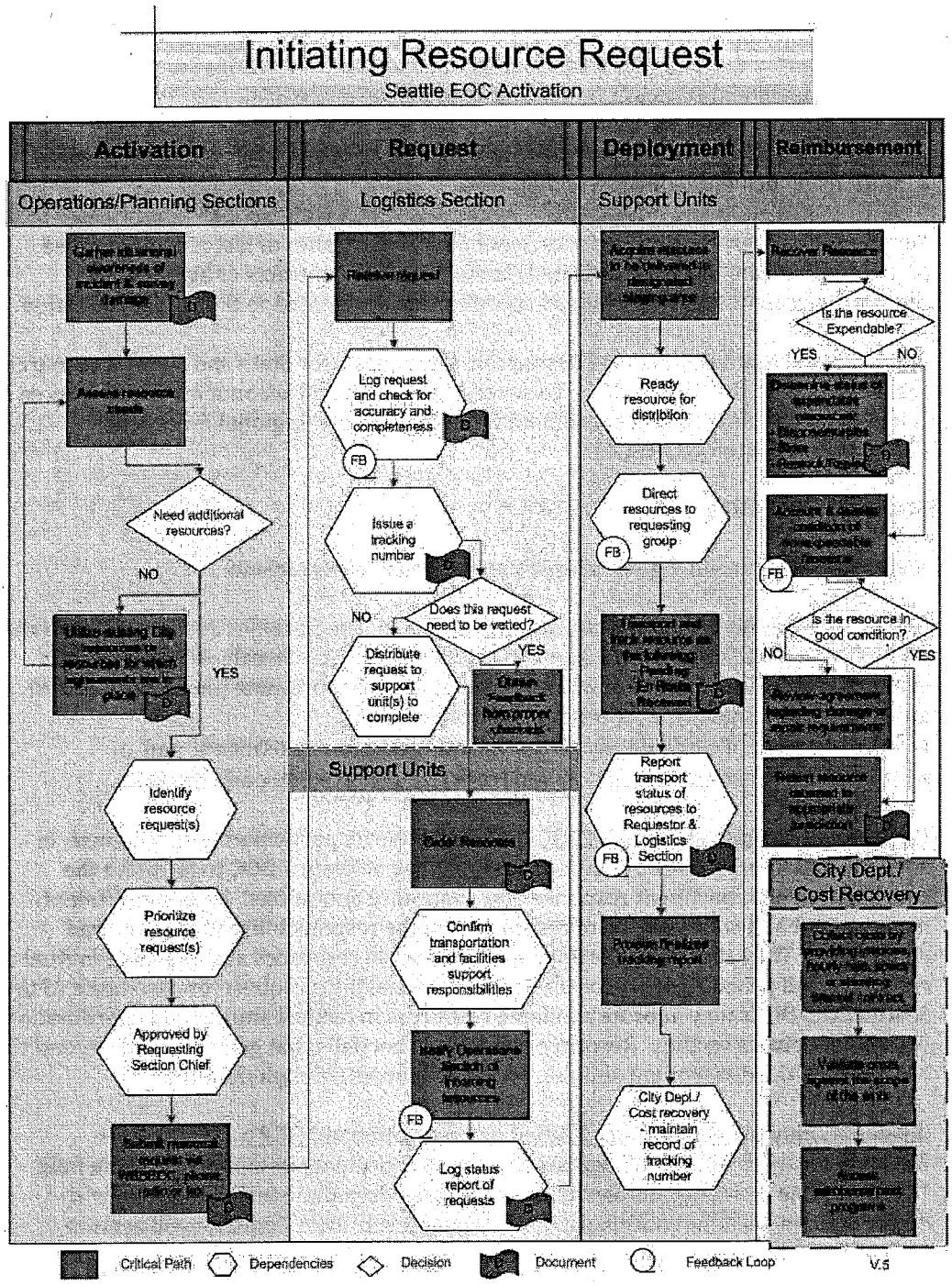
## VI. PROCEDURES




VII.

## VII. SEQUENCE OF ACTIVITIES

### A. Notification and Mobilization

1. ESF 7 EOC responders will be notified via phone or email that the EOC has been activated and requesting ESF 7 representation.
2. ESF 7 EOC responders designated as the "primary" will call in availability to Logistics Section Chief, or report directly to EOC in a major earthquake or terrorist attack. If the "primary" is not available or unable to respond then the designated alternates starting with "Alternate 1" will respond to the EOC to fill shift. An ESF 7 EOC responder call out list will be maintained on a quarterly basis.
3. If requested, EOC responder will report to the Seattle EOC or as instructed bringing the following items:
4. City of Employee Identification
5. Blackberry w/Nextel push-to-talk capability (if assigned) with charger.
6. 72 hour Personal GoKit, water and snacks for 8-12 hours shift.
7. Upon arrival in EOC follow posted check in procedures
8. Report to the Logistics Section, obtain briefing and receive assignment from Logistics Section Chief
9. Log on to WEBEOC (virtual EOC communication tool), read current Consolidated Action Plan for the current operational period, and Situation Reports.

### B. Logistics Section Activation and Deployment

1. The Logistics Section Chief will establish the Logistics Section using EOC Activation Modes (see Figure 2) to determine need for standing up the Support and Services Branches.

**Figure 2 – Seattle EOC Activation Modes**

| EOC Activation Modes | Logistics Section Present |
|---|---|
| ICS Type 5 or 4 Incident – Increase Readiness mode where there is a period of warning or localized incident impacting specific department operations | No – City Department resource management function able to handle logistical activities intradepartmental. Designated ESF 7 Representative monitors the situation as incident emerges and prepares for expanding the logistics section branches for activation. |
| ICS Type 3 Incident – Major Incident Mode is used when an incident or event has the potential for, or causes, major impacts that are expected to be relatively short duration and can be managed using City resources. | Partial - Logistics Section Chief or designee monitors the situation as incident emerges and prepares for expanding the Logistics Section branches as needed. FAS will staff Logistics Section, and a City Procurement Officer will be on standby. |
| ICS Type 2 Incident – Disaster Activation Mode assumes an incident or event has the potential for, or causes, significant and extensive impacts. | Yes – Logistics Section is fully activated. City resources and capabilities may not be sufficient to meet all the challenges. Mutual aid, State and Federal assistance could be required. Support and/or Services Branches will be staffed based on the need of the incident. |
| ICS Type 1 Incident – Catastrophic | Yes – EOC Logistics Section is fully activated |



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| | |
|---|---|
| Activation Mode is characterized by widespread impacts to City and/or region. Response and recovery operations would be extensive and long term assistance and support from all levels of government required. | and multiple shifts required. Resource needs and shortfalls will be significant, require extensive coordination with KC RECC and WA State EOC. |

2. Throughout an incident, the Logistics Section will coordinate resource deployment to support field responders and restoration of critical infrastructure, and address general public's needs. Resources will be acquired from public and private sector sources and mobilized in a manner that recognized the criticality of certain missions.
    a. If determined, Logistics Section Chief assigns Deputy Logistics Section & Logistics Section Support. The logistics section support can include need analyst, need liaison, financial advisor and legal advisor.
    b. If needed, activate the Support Branch to manage Operation Section resource requests.
    c. If needed, activate the Services Branch to oversee the coordination of requests that have the magnitude requiring special planning and management.
    d. Obtain resource status of personnel, facilities, equipment and supplies from Operation Section Branch Directors.
    e. Coordinate resource needs and requests with Operations Section Chief and Planning Section Chief.

## C. Determining Needs

The need for additional resources may be identified at any level of the incident Command System and will filter up the chain of command, from the Incident Command Posts (ICPs) to the Department Operations Centers (DOCs).

Figure 3 - Determine Need
1. What is the situation?
2. What are the current and/or anticipated impacts to department operations?
3. What is the department doing about it?
4. What are your unmet needs and the urgency of those needs?
5. Are you mobilizing beyond current on-duty personnel? If yes, specify.
6. Are you able to maintain normal service delivery? If not, what has changed?

1. The Department Operating Centers via Operation and Planning Sections gather situational awareness of incident and survey for damages.
2. Resource needs and shortfalls are assessed at the department level. The DOCs will determine whether resources are available within their respective department or obtainable through existing agreements. Anticipating needs may be based on preliminary damage assessment and past experiences. See Figure 3.
3. A resource need is first identified by personnel in the field and is communicated to their respective DOC. If they do not have a DOC, or if not yet activated, the resource request must first be approved by their respective department head (or authorized representative), prioritized (if necessary) and then sent directly to their representative in place at the EOC.
4. Each department will designate a representative to prepare resource requests on behave of the department to the EOC. Only Department Operation Centers or dispatches are authorized to communicate with and make resource requests to the appropriate branch unit leader in the Operations Section or directly to Logistics Section.

**D. Prioritization of Requested Resources**

1. The Operations Section or Planning Section will apprise the Logistic Section of priorities set by the Incident Commander or a designated representative.
2. To ensure resources are acquired in the most efficient manner possible and allocated in support of pre-established response and recovery priorities. The EOC/DOCs will prioritize resources requests based on the following response and recovery criteria:
   a. Health and life safety
   b. Restoration of critical infrastructure
   c. Protection of public property and environment
   d. Initiation of long-term recovery and continuity of government.
3. The assignment of a priority to a request in support of a resource need is a function of threat and the timeframe of need (i.e., 1 = Highest Priority). All participating departments can use the following priorities assessment when determining resources to request from Seattle EOC:

To arrive at the priority assign threat level timeframe of need value by:

| **Priority = (Threat Level x Timeframe of Need)** | |
|---|---|
| **Threat Level** | **Value assigned** |
| Severe Impact | 1 – relates to immediate life safety or life saving |
| Serious Impact | 2 – relates to life sustaining |
| Moderate Impact | 3 – relates to incident stabilization and immediate safety of property and environment |
| Low Impact | 4 – relates to protecting property and environment |

| **Timeframe of Need** | **Value Assigned** |
|---|---|
| Urgent: 0-4 hours | 1 - Must have to respond to an incident |
| Immediate: 4-12 hours | 2 – Must have to operate in an incident |
| Necessary: 24 to 48 hours | 3 – Forecast need or shortfall and must have to respond to an incident |
| Desirable: 72 hours + | 4 – Can be delayed; forecast need or shortfall |

**E. Resource Management**

1. All resource requests from City Departments to Seattle EOC are sourced through the EOC Logistics Section. EOC Logistics works with Operations and Planning Sections to identify critical resource needs and shortfalls. EOC Logistics Section will match resource needs to available or unassigned City Resources.
2. Where shortfalls exist, EOC Logistics Section will work with other jurisdictions to acquire additional support by:
   a. Verifying to ensure the request is still a need by contacting the original requestor to confirm details
   b. Attempting to find a source within the City by querying Departments, contracts or public or private sector partners.
   c. If unable to source locally, escalate the resource request up to KC RECC by phone, email, radio, FAX or by inputting request into the KC RECC information



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technology site. KC RECC will query other jurisdictions, contracts, agreements or escalate the request up to the State. It will be important to obtain County tracking number.

3. Requests for State or Federal Resources must be sent to KC RECC.
4. To the extent practicable, and all City internal, contracted and mutual aid resources have been exhausted or determined not to meet City Operational requirements, EOC Logistics Section may initiate the Procedures for Commandeering of Private Equipment, Supplies, Facilities and Services and Impressment of Citizens for public use.

**F. Transportation Management and Movement Control**

1. During response and recovery operations, various types and quantities of resources must be moved. EOC Logistics Section will activate the Transportation Management and Movement Control Plan. Other actions will include:
   a. Obtaining situational awareness/visibility from SDOT and SPD into status of infrastructure and routes for moving resources.
   b. Determining transportation modes, routes and resources for moving requested resources from receiving and distribution facilities to point of use.
   c. Coordinating with KC RECC and WA State EOC to manage movement control and move freight across jurisdictional lines.
   d. Determining security requirements with SPD for escorts and follow WA State Department of Transportation's (WSDOT) Commercial Vehicle Pass (CVP) credentialing protocol across jurisdictional lines.
2. All transportation assets used to move resources will be tracked by EOC Logistics Section and ensure repair services, fueling and other support requirements are in place.
3. All City fuel supply will be monitored by EOC Logistics Section for shortfalls or to meet additional needs. Routine status updates will be provided to Planning to be included in the CAP for next operational period.

**G. Distribution Management**

1. EOC Logistics Section will activate the Resource Distribution Plan, and will coordinate with Operations and Planning to determine the level of logistics support.
   a. Distribution Management Unit will activate, operate and deactivate receiving and distribution sites as required. Sites and routes should be coordinated with Transport Support Unit. Other actions will include:
2. Assigning roles and responsibilities to manage receiving and distribution sites.
3. Acquiring and/or procuring resources such as material handling equipment, supplies, food and billeting to support site operations.
   a. Requests should be logged and distributed to the appropriate support unit through either the support or services branch directors for obtaining and committing resources. The branch directors should obtain support unit summary reports on a routine basis about the needs and the status of the requests.
   b. The other support units track feedback from vendor or agency, receiving and distribution site and point of use as to the request's status, and log update into WEBEOC or on a status board. As the support units communicate with sites the following site metrics should be reported during operations:
      i. Burn rates to anticipate future requirements
      ii. Flow of resources at each site
      iii. All operating costs
      iv. Personnel and equipment needed to operate site

c. EOC Logistics Section will execute demobilization plan of logistics sites and activate protocols to release assets and personnel and return unused expendable commodities to point of origin or surplus.

**H. Procurement and Contracting**

1. Emergency
   a. During City emergencies, City departments may waive competitive bid requirements and purchase goods and services directly as needed to address the emergency situation, regardless of price. In making purchases, City Departments must follow emergency procedures established by Director of Finance and Administrative Services, as well as all City ordinances and state statutes governing emergency purchasing.
   b. City Departments may prepare resource request to EOC Logistics Section for direct assistance in fulfilling an operational need or mission.
   c. Seattle EOC with the City Budget Office should establish a project number to record and account for all invoices payments and costs.
   d. To procure resources, EOC Logistics Section may charge a City blanket contract, issue a direct voucher if less than $7,000, or use a City Credit Card if appropriate. Purchases above $10,000 must be reported, as required by SMC.
   e. EOC Logistics Section can utilize several preventative contracts in place designed for disaster response. There are also a number of routine contract and cooperative contracts (i.e., GSA) available with major national suppliers that would have large capacity and out-of-region resources.

**I. Enacting Mutual Aid**

1. A number of City departments have entered into agreement with partner jurisdictions in preparation for emergencies or disasters that require a response in excess of local capability.
2. EOC Logistics Section may enter into verbal agreements with partnering jurisdictions during an emergency to dispatch resources on a case by case basis upon a request notification from one entity to another. However, a formal written agreement must be prepared after the incident that can include:
   a. Memorandum of Understanding (MOU): MOU is a written agreement between jurisdictions or agencies outlining the terms under which each party agrees to assist each of the parties upon request for resources. An agreement is considered an MOU when the efforts of one or more of the parties involved are not contingent on the efforts of one or more of the other parties involved to accomplish the purpose of the agreements. The parties involved are working cooperatively or in parallel to accomplish the purpose of the agreement.
   b. Memorandum of Agreement (MOA): A written agreement between jurisdictions or agencies outlining the term under which the parties agree to assist each other upon request for resources. An agreement is considered an MOA when the efforts of one or more of the parties involved is dependent on the efforts of one or more of the other parties involved to accomplish the purpose of the agreement.
   c. EOC Logistics Section may initiate through KC RECC a number of Mutual Aid Agreement (MAA). MAA are written mechanism for parties involved to request emergency assistance for specific resources during a disaster. One benefit of MAAs is that costs associated with mutual aid agreements can be reimbursed by FEMA, through the Robert T. Stafford Disaster and Relief Act, if certain conditions and



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criteria are met. Examples of MAAs that the City falls under is WA State Intrastate Mutual Aid Agreement and the Emergency Management Assistance Compact (State to State) and Pacific Northwest Emergency Management Arrangement (PNEMA – WA, OR, ID, AK, BC and Yukon).

**J. Demobilization and Recalling Resources**

1. EOC Logistics Section will assign personnel and coordinate plan for demobilization and recalling of resources. These actions include the following:
   a. Monitoring consumption or burn rates of expendable, and it becomes apparent that continued supply or use of resource is diminishing take steps to adjust or stop the supply, as necessary.
   b. Coordinate process to start releasing assets and ensure mutual aid resources are returned to the providing entity or reassigned to other response efforts, if deemed necessary.
   c. When appropriate, unused expendable commodities are either returned to point of origin or surplused.
   d. Assess warehousing inventories to fill shortages.
   e. As needed, continuing sourcing and fulfilling resource and transportation requirements and resource distribution to support long-term recovery efforts

**K. Managing Personnel and Teams**

1. Emergency responders whether in field, department operating centers or EOC will experience the possibility of diminished individual performance and potential for degraded organization effectiveness caused by environmental and emotional stress. Special awareness and planning needs to be made to make certain personnel responding to an incident, especially from another jurisdiction have appropriate support.
2. Emergency Responder Rehabilitation Guidance will be activated to ensure the following:
   a. Rest (Work-to-rest ratio)
   b. Rehydration (replacing fluids)
   c. Recovery (shelter and seating)
   d. Rx (medical monitoring and treatment)
   e. Refueling (calories and electrolytes)

**L. American with Disabilities Act (ADA) Requirements**

1. Under Title II of ADA, emergency programs, services, activities and facilities must be accessible to people with disabilities and generally may not use eligibility criteria that screen out or tend to screen out people with disabilities.
2. The ADA also requires making reasonable modifications to policies, practices and procedures when necessary to avoid discrimination with people of disabilities.
3. ADA generally does not require emergency management programs to take actions that would fundamentally alter the nature of the program, service or activity or impose undue financial and administrative burdens.

**M. Maintaining Financial and Legal Accountability**

1. Financial and legal accountability should not hinder the response efforts. The City of Seattle designated financial officer should keep the Logistics Section Chief aware of their

authorized budget, accounts tracking and secure access to more funding as necessary and feasible.

2. The Legal Counsel should keep Logistics Section Chief aware of their legal obligations – and also of special powers granted by law to expedite their tasks.

**N. Authorities**

1. SMC 20.60.114, Emergency Purchases – During City emergencies that require immediate purchase of supplies, materials, or non-consultant services, the Director of Executive Administration delegates to City Departments the authority to make purchases in the open market without advertisement at the best obtainable price regardless of the amount of the expenditure. City departments shall use Blanket Contracts for this emergency procurement whenever practical. However, emergency purchases must follow emergency procedures established by the Director of Executive Administration, as well as all City ordinances and state statutes governing emergency purchasing.

**O. References**

1. Federal
   a. Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Act Law 100-707, The Robert T. Stafford Disaster Relief and
   b. Emergency Assistance Public Law 105-19, Volunteer Protection Act of 1997
   c. Public Law 105-381, Pacific Northwest Emergency Management Arrangement - Pacific Northwest emergency management arrangement between the government of the States of Alaska, the government of the State of Idaho, the government of the State of Oregon, the government of the State of Washington, the government of the State of the Providence of British Columbia, and the government of Yukon Territory comprehensive and coordinated civil emergency preparedness, response and recovery measures for natural and technological emergencies or disasters, and for declared or undeclared hostilities including enemy attack;
2. Regional and State
   a. RCW Chapter 10.93, The Washington Mutual Aid Peace Officers Powers Act
   b. Regional Disaster Plan for Public and Private Organizations in King County, WA, Emergency Support Function 7 Resource Management Annex
   c. RCW Chapter 38.54, Fire Mobilization
   d. WAC Chapter 118-04, Emergency Worker Program - clearly delineate the responsibilities of authorized officials and emergency workers before, during, and after emergencies, disasters, and other specific missions.
3. City
   a. SMC 10.02.040, Use of services and equipment of municipalities and citizens – When the Mayor proclamation of civil emergency and the Governor proclaims a state of emergency, the Mayor may commandeer services and equipment from citizens as the Mayor considers necessary.
   b. SMC 10.02.030.A, Authority of Mayor to enter into contracts and incur obligations – Upon proclamation by the Mayor of a civil emergency, the Mayor may, if time is vital to saving lives and reducing property damage or hardship, order City Departments to dispense with normal purchasing practices that unduly postpone the receipt of required equipment, supplies, or services (except those mandated as constitutional requirements).



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c. **SMC 10.02.070, Emergency purchases of supplies -** Upon proclamation of a civil emergency by the Mayor, emergency purchases of supplies, materials and equipment are authorized in accordance procedure outlined in the SMC.

## VIII. RESPONSIBILITIES

### A. Prevention and Mitigation Activities

1. Coordination with partner government agencies and further private sector integration for effective collaborative response. During emergencies the City of Seattle relies on both public & private partner agencies to assist in response. These agencies offer resources, facilities and subject matter experts to the region. It is essential for ESF 7 Resource Support to maintain these relationships by establishing a point of contact to be updated quarterly, organize an annual partner agency meeting, and set up Memorandums of Understanding as needed.

2. Increase knowledge in cross-sector emergency transportation management system to inform on re-routing of shipments of essential supplies and publicly accessible distribution locations.

3. Participate in regional emergency fuel storage and distribution system to assure adequate fuel is available to first responders, hospitals, power and communication maintenance and delivery vehicles and equipment.

4. Develop regional information management system clearing house to provide situational awareness of available response and recovery resources and capabilities that could be readily available after a disaster.

### B. Preparedness Activities

1. Resource Management
   a. Participate in local and regional coordination bodies to prepare for catastrophic logistics response. Meet with partner agencies to develop mutual aid agreements.
   b. Document the City's resource request process and share it with supporting agencies.
   c. Establish a process for demobilization.
   d. Establish a resource management system to capture information on response and recovery capabilities, including equipment, vehicles, facilities, personnel, vendors, etc.
   e. Establish a cadre of trained personnel to support logistics operations at the emergency operations center.
   f. Establish a protocol for partnering with Non Governmental Agencies and volunteer organizations to assist in distribution of disaster supplies and manage spontaneous volunteers and donations.
   g. Obtain funding to support plans.
   h. Work with City Departments and partner agencies to determine resource shortfalls and identify requirements.
   i. Establish Responder Rehabilitation protocols to ensure personnel responding to disaster are provided appropriate rest and recovery.

2. Movement Control
   a. Evaluate transportation modes (i.e. air, rail, waterway, and trucking) and potential impacts on supply chain.
   b. Identify and develop local Memoranda of Understanding (MOUs) between jurisdictions and partner agencies.

3. Distribution Management
   a. Pre-identify and assess fixed and incident facilities that are needed to support response plans including Logistics Centers, Staging Area, Base Camps, Community Points of Distribution, Volunteer and Donation Management Centers, Disaster Recovery Centers, etc.
   b. Conduct site assessments of possible field locations (e.g. Logistics support areas and points of distribution).
   c. Identify possible long-term storage locations for stockpiles (i.e. warehousing).
   d. Document the procedures for activation, operation and deactivation of logistics support areas, points of distribution and warehouses.

**C. Response Activities**

1. Resource Management
   a. Identify critical resource needs and shortfalls.
   b. Activate a mechanism to effectively manage resources.
   c. Seek resources from other jurisdictions when shortfalls cannot be met internally.
   d. Receive and validate requests with visibility into the supply chain.
   e. Activate Logistics support organizations and points of distribution (e.g. Logistics Centers) to manage resource acquisition and delivery.
   f. Coordinate with volunteer organizations to manage the influx of spontaneous volunteers and donations.
   g. Deploy a team of trained personnel to support logistics operations at the EOC.
   h. Coordinate and track delivery of resources through resource management system or paper-based methods.
   i. Coordinate demobilization.

2. Movement Control
   a. Activate a resource transportation plan.
   b. Evaluate tactical transportation options based on situational awareness (e.g. damage to roadways, overpasses and bridges).
   c. Coordinate with all levels of government to move freight across jurisdictional lines.
   d. Determine security requirements for escorts.
   e. Coordinate credentialing protocols across jurisdictions.

3. Distribution Management
   a. Activate a resource distribution plan.
   b. Provide the necessary support to activate, operate and deactivate logistics sites as required.
   c. Communicate and report out on site metrics during operation.
   d. Execute demobilization.



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**D. Recovery Activities**

1. Resource Management
   a. Continue sourcing and fulfilling resource requests in support of long-term recovery efforts.
   b. Coordinate a process for returning non-consumable resources (e.g. equipment and vehicles).
   c. Implement Responder Rehabilitation protocols to ensure personnel responding to disaster are provided appropriate rest and recovery.
2. Transportation Management and Movement Control
   a. Continue sourcing and fulfilling transportation requests in support of long-term recovery efforts.
   b. Monitor repairs, refueling and return of equipment and vehicles to appropriate entity.
3. Distribution Management
   a. Continue resource distribution in support of long-term recovery efforts.
   b. Integrate long term recovery distribution with Private Sector partners.

## IX. RESOURCE REQUIREMENTS

**A. Personnel**

1. The EOC Logistics Section provides the City access to trained cross-functional City staff consisting of logisticians, human resource managers, procurement and contracting officers, fleet managers, facility and space planners.
2. EOC Responders comprised primarily of personnel from FAS, DOIT and Personnel are prepared to support EOC during a catastrophic incident. Specifically, these individuals are trained in Incident Command System (ICS) and EOC operations.
3. Logistics Team members operate within the National Incident Management System (NIMS) framework and support logistics operations for any requesting City departments.

**B. Private Sector**

Without effective private sector integration, operational response capabilities with the City will be marginalized. Effective pre-incident integration helps expedite a collaborative response.

**C. Management Tools**

1. Resource Management System
   a. Catastrophic incidents result in an overwhelming volume of resource requests, complicating the efforts of emergency managers to respond to requests and get the right items to the right place at the right time.
   b. The RMS allows for seamless transmission and tracking of resources requested by City Departments. The System identifies common data points that describe crucial data categories, identifies options for City Departments without databases, provides database management guidelines, and recommends a method to capture data in a common electronic format.

2. Aid matrix
   a. This information management system supports facilitate effective organization and distribution of donated goods and services.
   b. WA State is participating in the National Donation Management Network Program, with FEMA, powered by Aidmatrix.

3. Pre-Scripted Mission Requests
   Pre-scripted mission requests identify resources and capabilities that City departments, through various Emergency Support Functions (ESFs), are commonly called upon to provide during incident response and recovery operations (e.g., Emergency Shelter Support).

4. Field Movement Visibility
   The use of mobile technologies to support movement control and distribution management will be necessary. Field movement visibility creates a flexible, modern and adaptable logistics management system capable of providing system-wide visibility for real-time control of vehicles, equipment, personnel and supplies. These technologies include access to portable devices (e.g. bar code guns, GPS transponders, portable printers, etc.), options for data connectivity and satellite.

**D. Logistics Support Facilities**

1. Logistics Centers: A Logistics Center (LC) expands the logistics function of the EOC and supports operations by serving as an entity that can manage a large volume of resource requests. An effective LC can conduct all critical tasks associated with the resource management and movement control strategies.

2. Local Staging Areas: Local Staging Areas (LSAs) are receiving and distribution centers for unassigned resources such as commodities, equipment and vehicles that have been forward positioned in or near an impacted area. LSAs support the distribution of life sustaining commodities and the deployment of emergency response resources.

3. Community Points of Distribution: The Commodity Point of Distribution (C-POD) is a location where life-sustaining commodities are distributed to members of the public. The C-POD supports the distribution of food, water and other critical supplies (such as ice and baby formula) to the public. C-POD provides the City the ability to control, monitor and report the distribution of life-sustaining commodities.

## X. ADMINISTRATION

**A. Cost Accounting and Cost Recovery**

1. Finance and Administrative Services and supporting agencies for ESF 7 will track all costs based on City's finance and accounting and Seattle EOC guidance. After emergency, all purchases above $10,000 must be reported, as required by SMC. The City will establish a project number to record and account for all invoice payments and costs.
2. Reimbursement of costs if not guaranteed, and if provided, will likely not cover all costs incurred. Post Disaster cost recovery policies, strategies and priority setting will be set by City Budget Office. City Treasury determines appropriate emergency financial instruments including:
   - Budgetary and Reserve Funds (e.g., Emergency funds and department specific



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reserve funds)
- Contingent Credit (e.g., Credit Cards and cash balance debt)
- Ex Post financing (e.g. Access debt reserve; authorization by City Council of 5-vote to issue debt)
- Or default to Insurance coverage managed by Risk Management

**B. Annex Maintenance**

1. Emergency Management Coordinator
   To ensure ongoing training of City ESF 7 representatives on resource support, Finance and Administrative Services assigns an Emergency Management Coordinator to provide oversight of the ESF 7 functions. These functions include monitoring and updating the ESF 7 Annex as necessary, coordinating with city and regional partners, and organizing regular training and exercises for of ESF 7 representatives.

2. Training and Exercises Overview
   a. Seminars/Training: Mandatory training for ESF 7 representatives regarding EOC operations, and resource support roles and responsibilities, and procedures: twice a year, including one unannounced call-out and activation of the EOC. NIMS training and hands-on training is important to reinforce written instructions and to better familiarize ESF 7 representatives with EOC surroundings, equipment and procedures.
   b. Drills and Exercises: ESF 7 will design with the support of Office of Emergency Management and execute at least one exercise per year to evaluate the ESF 7 Annex. This may be either a stand-alone logistics exercise or a component of another EOC exercise. It is also strongly recommended that ESF 7 members participate in external agency exercises as a player, observer or controller.
   c. Equipment Testing: Twice a year testing of equipment, including computers, display screens, phones, faxes, copy machine, push-to-talk radios, automated outdialer system in conjunction with trainings.

3. Evaluation and Corrective Actions
   a. Hot wash: Immediately following an exercise or incident, the ESF 7 Emergency Management Coordinator in conjunction with ESF 7 representatives will meet to discuss the logistics operations successes and areas of improvement. The information gathered at this meeting will assist in preparing both the After Action Report and Corrective Action Plan.
   b. After Action Reports: Following an exercise or incident, the ESF 7 Emergency Management Coordinator in conjunction with Office of Emergency Management will generate an After Action Report (AAR). The AAR will provide a summary of the situation, actions taken, lessons learned and the corrective actions.
   c. Corrective Action Plan: A plan will be coordinated by the ESF 7 Emergency Management Coordinator in conjunction with ESF 7 representatives and approved by supervisors to implement improvements in planning and operations of the Logistics Section. This plan will be the mechanism for improving future logistics operations through the correction of critical issues identified during actual operations, or through training exercise. Parts of the Corrective Action Plan will be incorporated into ESF 7 Annex as well as enhancement goals for the following year.
   d. Strategic Plan: Annually the ESF 7 representatives will establish enhancement goals for the coming year, and individual departments will be assign responsibility for

completing the action items under those goals. The strategic plan components will include: Planning and Development, Corrective actions/Process Improvements, Training and Exercises, Outreach activities.

4. Annex and Associated Appendices Update
   a. The maintenance and update of the ESF 7 Resource Support Annex and associated appendices is the co responsibility of Finance and Administrative Services Department, Personnel Department and Department of Information Technology with support from the Office of Emergency Management.
   b. This annex will be reviewed annually.
   c. Revisions maybe added when necessary, especially if corrective actions need to be met.
   d. The annex will be updated and promulgated following the scheduled update of the Seattle Disaster Readiness and Response Plan.

## XI. TERMS AND DEFINITIONS

**Agency Approval: _____ Date Approved: _____**



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**EMERGENCY SUPPORT FUNCTION #8**
*Public Health and Medical Assistance*

**PRIMARY DEPARTMENT**
*Public Health Seattle and King County*

**ESF COORDINATOR**
*Public Health Seattle and King County*

**SUPPORT DEPARTMENT AND AGENCIES**
*Airlift NW*
*Amateur Radio Medical Services Team*
*American Red Cross, Seattle Chapter*
*Federal Partners*
*Inter-Governmental Organizations*
*King County Department of Natural Resources and Parks*
*King County Department of Transportation, Metro Transit Division*
*King County Fire Chief's Association*
*King County Office of Emergency Management/ Regional Communications Emergency Coordination Center*
*King County Sheriff's Office*
*Local Emergency Management*
*Local Law Enforcement Agencies*
*Mortuary Service Providers*
*National Disaster Medical System*
*Non-Governmental Organizations*
*Seattle Parks and Recreation Department*
*Seattle Finance and Administrative Services Department*
*Seattle Human Services Department*
*Washington State Department of Health*
*Washington Poison Center*
*Washington State Hospital Association*

## I. PURPOSE

The purpose of Emergency Support Function 8 – Health, Medical and Mortuary Services (ESF 8) is to provide for the direction, coordination and mobilization of health and medical resources, information and personnel during emergencies and disasters.

## II. SCOPE

This plan is an attachment to the King County, Washington, Comprehensive Emergency Management Plan. It is also an attachment to the Seattle Disaster Readiness and Response Plan. The health, medical and mortuary services of ESF 8 include public health, inpatient services, medical surge (alternate care facilities, medical needs shelters, volunteer management systems), outpatient services, home health services, community mental health services, mortuary services and emergency medical services within King County, Washington. This plan adopts an all hazards approach to coordinating disaster mitigation, preparedness, response and recovery for public health, medical providers and support service organizations in King County. Activities within the scope of ESF 8 include:

- Organizing, mobilizing, coordinating, and directing health, medical and mortuary services and medical surge capacity plans during disasters
- Supporting the delivery of mass care to trauma victims consistent with the Central Region EMS and Trauma Council Plan
- Coordinating medical and environmental surveillance and monitoring activities
- Coordinating the surveillance for and treatment of diseases
- Implementing measures to prevent the spread of disease or environmental contamination
- Coordinating the recovery of fatalities, conducting forensic investigations, and determining the cause and manner of death
- Establishing and maintaining effective and reliable means of communication with health services agencies, healthcare providers, support agencies, community based organizations, the general public, and the media
- Establishing partnerships and coordinating response to ensure that all aspects of the response service the entire community, with special considerations for vulnerable populations.
- Coordinating and supporting crisis intervention and mental health services during and following emergencies and disasters
- Coordinating the health and medical system's transition from normal operations to surge operations and back
- Coordinating the distribution of health information during a disaster

Public Health – Seattle & King County (Public Health) will activate this and additional emergency response plans and protocols when an emergency or disaster occurs or is imminent requiring a coordinated, regional response of health and medical agencies.

## III. SITUATION

1. Demographic Information

King County Washington is the 14th most populous county in the US, with 1.93 million people[1]. King County represents 28.6% of Washington State's population, and as the largest population center in the State poses many opportunities and challenges.

The County includes Seattle, 38 other incorporated cities, and 19 school districts. It is home to the most diverse zip code[2] and the most diverse school district in the nation.[3] Immigrants and refugees from all over the world, including Asia, the Horn of Africa, Central America and the former Soviet Union, reside in King County. 2010 Census data show more than 1 in 3 residents is a person of color, increasing to almost half among children. The county, especially the southern suburbs, includes several cities and school districts in which racial minorities are now the majority population. One out of every five residents (over 420,000 adults and children) now lives below 200% of the federal poverty level. Twenty-three percent of residents speak a language other than English, and 19% are foreign-born.

2. Health Inequities

[1] 2010 Census data
[2] AOL News. America's Most Diverse ZIP Code Shows the Way. http://www.aolnews.com/2010/03/25/opinion-americas-most-diverse-zip-code-shows-the-way/
[3] Remade in America. Diversity in the Classroom. *The New York Times.* http://projects.nytimes.com/immigration/enrollment



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Over the last two decades, three dramatic demographic changes have taken place in our county, particularly in suburban cities. Because those areas of our county lack adequate systems, policies, and supports to meet challenges, King County has experienced an increase in health inequities that ranks it among the worst of the 15 most populous metropolitan counties in the US.

One out of every five residents, over 420,000 adults and children, now live below 200% of the federal poverty level. There is a relationship between income and insurance, with those with lower income being less likely to have health insurance. In King County, this translates to 12.7% of the population, or 244,000 people, without insurance[4].

Additionally, more people in poverty reside in the suburbs than in the urban core[5]. The changes contribute to the high and rising prevalence of chronic disease and risk factors in the suburban cities of northern and southern King County. Those suffering from chronic disease are more vulnerable before, during and after a public health emergency.

While accounting for population's suffering from health inequities, Health and Medical response operations must be prepared to address the needs of vulnerable populations such as children (requiring pediatric care), medically dependent/medically compromised, physically or developmentally disabled, immigrants, chemical and alcohol dependent, homeless and those who need palliative care and behavioral health services.

3. Limited English Proficient Populations
Twenty-three percent of residents speak a language other than English, and 19% are foreign-born.[6] Using multiple data sources, Public Health has prepared the below language tiers to reflect the language needs of Limited-English Proficient populations.

*Primary languages*
Primary languages are languages other than English spoken by the largest number of King County residents, based upon data from the 2006 American Community Survey, US Census Bureau, King County WIC interpretation requests (2005, 2007), and Public Health Clinic visits (2006-2007).

Tier 1 includes the top six languages spoken in King County. These languages appeared at the highest frequency in available data and were selected by meeting one of the following criteria: a) between five and 315 interpretation requests per day from WIC or Public Health clinics, or b) more than 15,000 people in King County speaking that language speak English "less than very well." Availability of clear, consistent data allows these languages to be ranked.

1. Spanish (Latin American)
2. Vietnamese
3. Russian
4. Somali[7]

[4] http://www.insurance.wa.gov/legislative/reports/2011-uninsured-report.pdf
[5] See Public Health poverty data at http://www.kingcounty.gov/healthservices/health/data/chi2009/SocialPoverty.aspx for more details
[6] All demographic information pulled from 2010 Census data unless otherwise specified.

5. Chinese (Traditional)[8]
6. Ukrainian

Tier 2 includes six languages that are of moderate frequency and were selected by meeting one of the following criteria: a) between one and four interpretation requests per day, or b) more than 8,000 people in King County speaking that language speak English "less than very well." Tier 2 languages are Amharic, Punjabi, Arabic, Korean, Khmer, Tagalog.

Tier 3 languages are of low frequency were selected by meeting one of the following criteria: a) between eight and twenty interpretation requests per month, or b) more than 5,000 people in King County speaking that language speak English "less than very well." Tier 3 languages are Oromo, French (West Africa), Bosnian, Tigrigna, Portuguese (Brazil), Laotian, Farsi, Hmong.

[7] When creating materials for the Somali speaking community, oral communication or the use of pictorial messaging is preferred to strictly written communication.
[8] The predominant spoken languages in King County are Cantonese and Mandarin but the predominant written language is Chinese – Traditional.



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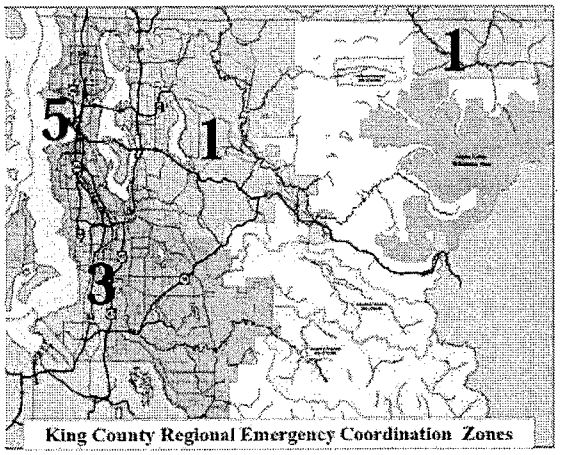
4. Emergency Management Zones
   Preparedness activities in King County are organized into three emergency coordination zones, each having a lead agency for cross- functional coordination. Zone 1 encompasses the Eastside and includes the lead agency of Bellevue Emergency Management. Zone 3 encompasses the southern section of King County (south of Interstate 90) and includes the lead agency of Kent Emergency Management. Zone 5 consists of the City of Seattle, for which Seattle Emergency Management is the lead agency. Preparedness activities specific to ESF 8 incorporate the emergency management zone concept to ensure consistency with response partners.

**Figure 1: King County Regional Emergency Coordination Zones**




5. Hazard and Vulnerability Analysis
   Public Health's Hazard Identification and Vulnerability Analysis (last updated in 2011) identifies the following hazards as posing the greatest risks to the region's health in terms of frequency and impact:
   - Severe weather (windstorm, snow/ice, excessive heat)
   - Flooding
   - Transportation incidents
   - Power outages
   - Earthquakes
   - Water shortages
   - Active shooter incidents
   - Fires
   - Disease outbreaks
   - Terrorism

   Each type of disaster has potential health impacts, including illness; injury; death; psychological trauma; exposure to environmental hazards; disruption of the region's healthcare system; and others. Within the context of all-hazards planning, Public Health – Seattle & King County places special attention on preparing for those events that pose the greatest risk.

## IV. PLANNING ASSUMPTIONS

In addition to the scope and severity of the event and the state of regional capabilities, the following factors could affect the ability of ESF 8 agencies to respond:

1. The Local Health Officer (LHO) may implement such measures as necessary to protect the public's health as authorized by state law.
2. ESF 8 agencies will commit resources and expertise as needed to address health and medical consequences of emergencies and disasters.
3. Public demand for health information and health and medical services will increase during disasters.

4. Public health emergencies may necessitate mass dispensation of medications or vaccinations to the public.
5. Public health emergencies may require implementation of public health measures to contain and control communicable diseases or spread of environmental hazards.
6. Infrastructure impacts such as damage to bridges or road closures may limit the ability to transport staff, patients, and supplies through the region.
7. Essential goods and services, such as food, water, and medical supplies may be in short supply or unavailable.
8. The availability of emergency response resources and personnel could be limited in a regional disaster.
9. The ability to mobilize and operate temporary facilities such as medication centers, alternate care facilities, and temporary morgues, will depend upon the ability to mobilize and transport staff and supplies from regional caches, private medical suppliers, registered volunteer rosters and other sources and may take up to 72 hours.
10. Healthcare organizations will have plans in place to manage critical functions for a minimum of 96hrs.
11. Public health emergencies may also impact neighboring counties and health departments thereby limiting the availability of mutual aid.
12. A medical disaster may require the triage and treatment of large numbers of individuals (surge) which will have a direct impact on healthcare facilities
13. Routine emergency medical services may not be accessible through 911 dispatch centers.
14. Preparedness, response, and recovery efforts must incorporate and address the unique needs and circumstances of vulnerable populations that are economically disadvantaged, homeless, have limited language proficiency, have disabilities (physical, mental, sensory, or cognitive limitations), have special medical needs, experience cultural or geographic isolation, or are vulnerable due to age, as well as those of incarcerated persons. Therefore, specific measures will be taken to ensure that these populations will have accessibility to information and health services.
15. The capability of local jurisdictions to coordinate local response activities and fulfill non-medical resource requests from ESF 8 agencies varies.

## V. CONCEPT OF OPERATIONS

1. Overview

While emergencies and disasters may vary in size and significance, the population density, multi-jurisdictional environment, and concentration of critical infrastructure in King County can magnify their impacts. An effective decision making and resource management structure, along with coordination among health and medical service providers and supporting agencies is critical to successfully addressing the consequences of emergencies and disasters

The Public Health Duty Officer is the central point of notification for events requiring response by ESF 8 agencies. Public Health, hospitals, EMS and the King County Medical Examiner's Office have the capability to respond to an emergency 24 hours a day, 7 days a week.

As needed, Public Health will conduct a situation assessment, initiate surveillance and monitoring activities, and notify appropriate ESF 8 Primary and Support agencies. When the King County RCECC, Seattle EOC, or other EOCs are activated, Public Health will coordinate staffing of these facilities with appropriate ESF 8 representatives.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Incident response will be guided by the ESF 8 Basic Plan and annexes such as the Emergency Communication Plan, Medical Countermeasure Distribution Plan, Region 6 Healthcare Emergency Response Plan, All-Hazards Mass Fatality Plan and others, as well as the response plans of supporting agencies, which are all consistent with the National Response Framework. Refer to the *List of Supporting Annexes and Documents* at the end of this plan for a full list of ESF 8 plans and annexes.

ESF 8 response partners King County will follow the NIMS in its entirety using the Incident Command System (ICS) principles as mandated in RCW 38.52.070, and will strive to incorporate the National Incident Management System (NIMS) into all plans, protocols, and training.

Public Health will activate Incident Command and Area Command, as appropriate, to establish overall health and medical response and recovery objectives, coordinate incident information with ESF 8 agencies, and manage the acquisition and use of medical resources. Most regional hazards include health consequences which would trigger an ESF 8 response. Any incident managed under Health and Medical Area Command (HMAC) – the ESF 8 regional response structure – will likely require coordination of emergency response efforts across jurisdictions and agencies. Therefore, a decision to activate HMAC will also serve as a decision to activate the ESF 8 plan.

HMAC) will serve as the healthcare system's clearinghouse for information and medical resources during emergencies and disasters. HMAC will establish a standardized communication and coordination mechanism for information sharing and prioritizing/management of medical resources and response activities.

HMAC will prioritize and manage medical resources in support of the regional health and medical response. If resource needs cannot be met locally or through local mutual aid, HMAC will transmit a request for assistance through the King County RCECC to the State EOC. The State may access state agency resources, interstate mutual aid, private industry resources, or turn to federal agencies to accomplish the mission.

Public Health will activate the health and medical Joint Information System (JIS) as needed to coordinate the content and timing for release of accurate and consistent health and medical information to the public, media, and community response partners. The JIS will connect public information officers in Public Health with counterparts in ESF 8 primary and support agencies, local EOCs and the Washington Department of Health.

ESF 8 agencies will collaborate with local, state, tribal, and federal governmental agencies, as well as local community based organizations to assure an effective and efficient response. Public/private partnerships will be leveraged to improve situational awareness, increase availability of resources, and speed recovery efforts. ESF 8 agencies will support recovery activities aimed at restoring health and medical services to pre-event status. Public Health will coordinate with emergency management and response agencies in providing assistance to community recovery efforts.

2. Organization
Public Health – Seattle & King County, under the legal authority of the Local Health Officer, will establish and lead an appropriate incident command structure for the healthcare system

response during emergencies and disasters. The specific command structure established for a given incident may vary depending on the type of incident, threat and risk posed, jurisdictions involved, suspected criminal activity, and legal responsibilities and authorities of participating agencies.

A. Single Command
A Single Command will be used to establish ICS and conduct the initial situation assessment. The situation assessment will determine whether a Single Command led by an ESF 8 agency Incident Commander can meet the direction and control requirements of an incident. The response needs of these incidents can be met primarily by the resources of individual ESF 8 agencies.

Representatives from Public Health may assume the role of Incident Commander for health or medical incidents under specific circumstances:

- Legal authorities identify the local health department as the lead agency for the response
- Specific health consequences require the leadership and expertise of Public Health in the command function
- Public Health is the only responding agency to the incident

An example of an incident warranting Single Command incident response would be response to a food borne illness outbreak at a known location.

B. Unified Command
Public Health, EMS and healthcare agencies may be identified as participants within a unified command and Joint Information Center during multi-agency incidents, and will identify and train staff to serve as needed. Unified Health and Medical Area Command will be responsible for establishing a common set of objectives and strategies in a single Incident Action Plan.

An example of an incident requiring the establishment of Unified Command is an incident scene involving potential contamination with a biological agent with Public Health as the lead health agency, the FBI and local law enforcement leading the criminal investigation, and local fire agencies directing the hazardous materials response. Other agencies with responsibilities or jurisdiction may become part of Unified Health and Medical Area Command as needed.

C. Area Command
The size, complexity and geographic dispersion of emergencies and disasters may require the establishment of Health and Medical Area Command to direct and manage the healthcare system response. Area Command is established when multiple incident or response sites, each being managed by an ICS organization, require central coordination and direction. This management tool is activated to coordinate emergency response efforts among multiple agencies vying for the same resources. When activated, this organizational structure will be led by the ESF 8 Area Commander, who reports to the Local Health Officer. The Area Commander establishes direction (objectives) for the ESF 8 response, supervises section chiefs and command staff, and ensures continuity with the Local Health Officer.



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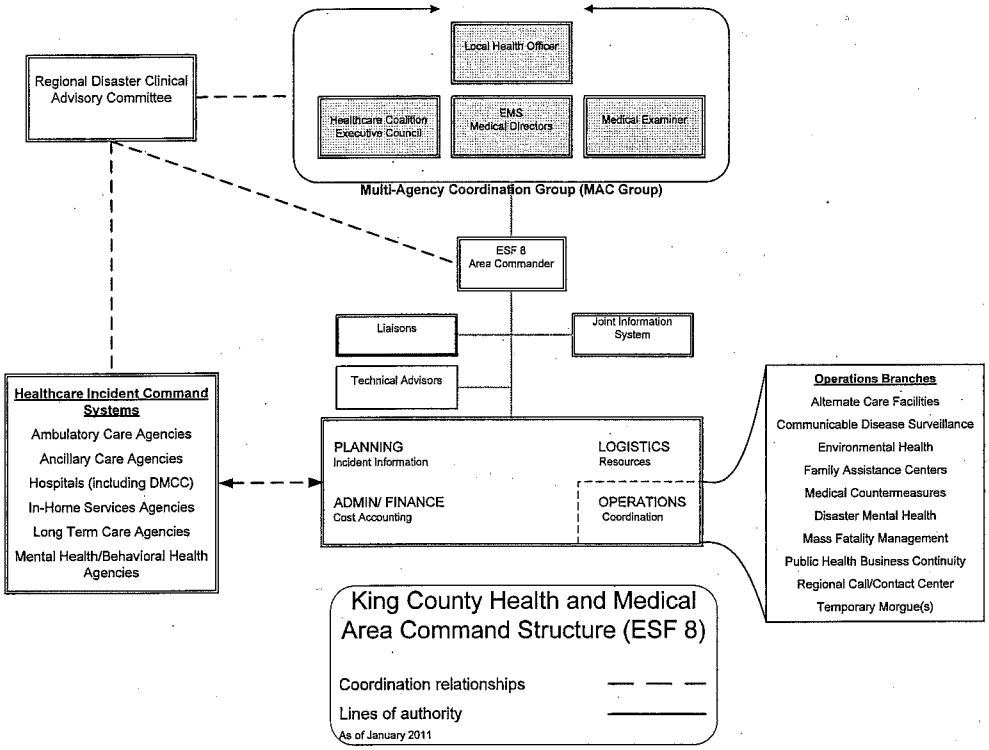
**Figure 2: King County Health and Medical Area Command Structure**




HMAC serves as a single coordination point to set overall strategy and priorities for the healthcare system response, allocate critical resources, ensure that response activities are properly managed, objectives are met, and policy decisions are implemented. Based on the hazards, vulnerability and complexity that may affect the continuity and response of healthcare operations in King County, Health and Medical Area Command is the incident management structure that will most often be utilized to manage ESF 8 activities during emergencies and disasters.

An example of an incident that might result in the establishment of an Area Command is the need to distribute medications across multiple jurisdictions over a short time period in response to a widespread disease outbreak.

HMAC is responsible for:

- Establishing health and medical incident related objectives and priorities
- Collecting and reporting the situational status for all healthcare organizations
- Establishing and maintaining the WATrac information management system
- Deploying ESF 8 Liaisons to field command locations, local EOCs and other operational settings for enhanced coordination
- Providing resource management support including personnel, equipment, medical supplies and pharmaceuticals for healthcare organizations
- Connecting healthcare facilities with their local EOCs for non-medical resource support

- Facilitating access to non-medical resources and services by ESF 8 agencies when local EOCs will/cannot respond
- Collaborating with local EOCs to provide logistical support for medical needs shelters, alternate care facilities, medication centers, mortuary operations, family assistance centers, and other field response locations
- Implementing local medication distribution strategies directed by the Local Health Officer
- Coordinating with the Puget Sound Blood Center to support the blood distribution system
- Coordinating with Northwest Kidney Center and other dialysis providers to support the availability of dialysis services during disasters
- Coordinating with the Disaster Medical Control Center (DMCC) to provide assistance on bed availability and patient tracking, as needed
- Overseeing regional healthcare surge capacity measures associated with added capacity or mobilization of volunteer personnel
- Managing the health and medical Joint Information System to ensure consistent, accurate health messaging across King County
- Activating and facilitating discussions among members of the ESF 8 Multi-Agency Coordinating Group
- Track costs associated with managing Area Command functions and regional medical surge activities

D. Multi-Agency Coordination Group (MAC Group)
A Multi-Agency Coordination Group (MAC) may be activated in conjunction with a unified or area command structure to establish overall direction and priorities for the health, medical and mortuary response across King County. When activated, the MAC Group will include the following participants:

- Local Health Officer as the authorized decision maker
- Healthcare Coalition Executive Council
- Emergency Medical System Medical Directors for King County and Seattle
- Medical Examiner

The role of the MAC Group is to provide structure and direction for inter-organizational decision making during emergencies. Specifically, MAC Group members will advise the Local Health Officer on policy level decisions that may be needed regarding:

- Medical resource availability and the need to request state or federal assistance
- Prioritization of medical resources when rationing may be needed
- Timing and scope of healthcare system surge capacity that may require activation
- Determine the extent and timing of changes to medical system practices (i.e. standards of care)
- Extent and timing of changes to medical system practices (i.e. standards of care) to maintain optimal care under the circumstances of a disaster
- Coordinate with and brief elected officials and healthcare partners as needed regarding health and medical impacts, status of the response and decisions made by the MAC



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E. Disaster Clinical Advisory Committee
In anticipation of or during a health and medical emergency, the Multi-Agency Coordinating (MAC) Group and Health and Medical Area Commander will assess the need to activate the Disaster Clinical Advisory Committee (DCAC) depending on the scenario. If activated, the DCAC will be asked to support the following missions.

- Provide input to the MAC Group on the following issues:
  - Critical resource thresholds and the need for proactive measures to sustain healthcare system functionality, including activation of regional surge capacity strategies
  - Recommendations and/or guidance for resource acquisition (e.g. Strategic National Stockpile, commercial purchase), allocation and utilization.
  - Recommendations on the need to implement crisis standards of care based on current and anticipated circumstances
  - Activation of a regional triage team as needed to assist healthcare facilities with implementation of triage protocols
  - Development, modification, or application of regional clinical protocols and triage algorithms.

- Provide input to Health and Medical Area Command on the following:
  - Support situational awareness through critical evaluation of information provided by Health and Medical Area Command
  - Recommendations and guidance to healthcare facilities on implementation of contingency standards of care strategies
  - Interpretation of federal and state guidance for use by healthcare organizations located in King County
  - Develop resource conservation strategies on the use and management of scarce medical resources by healthcare facilities

If local EOCs or the King County RCECC have competing non-medical requests, or need assistance prioritizing non-medical resource assistance for healthcare organization, the Health and Medical Area Command, working under the authority of the Local Health Officer, will assist with those resource prioritization decisions.

Healthcare organization will utilize WATrac to assist with the coordination of resources, beds, and communication during an emergency event if web service is available. WATrac is the incident management software system for the region which supports regional inventory tracking, including pharmaceuticals and equipment; coordinating communication through the Command Center chat rooms, sending regional alerts; and tracking bed availability throughout the region and the State.

F. Other Incident Command Roles for ESF8 Agencies
Public Health will assign appropriate staff to ESF 8 functions in the Seattle Emergency Operations Center (EOC) and the King County Regional Communication and Emergency Coordination Center (RCECC) and other emergency operations centers as needed. ESF 8 agencies may also be requested to serve as liaisons to an Incident Commander (usually a Fire Department or Law Enforcement agency) at a site-specific incident command post during incidents that include health and medical consequences.

Incident Command may be established at an EOC or incident site and Public Health, Hospital and EMS agencies may serve as the lead for the health and medical response within the Operations Section, or may staff various positions within the Planning Section.

An example may be a health and medical response to an incident at a port facility where the local fire department has established Incident Command and Public Health and EMS may serve as Operations Section participants.

3. Pre-hospital care
   The King County Fire Chiefs' Association will coordinate private and public EMS basic and advanced life support response during emergencies and disasters. The ESF 4 Fire Coordinator within the Emergency Services Branch at the King County ECC will coordinate county-wide EMS resource mobilization.

4. Mental Health
   The King County Department of Community and Human Services will coordinate the response to community mental health needs during emergencies and disasters according to the King County Mental Health Response Plan. The American Red Cross and other disaster assistance agencies will provide additional resources needed to address community mental health needs.

5. Fatality Management
   Investigation into the cause and manner of death resulting from an emergency or disaster is the domain of the King County Medical Examiner (KCMEO). The KCMEO, within Public Health, has jurisdiction over all human remains resulting from the emergency or disaster and the responsibility of communicating information about the deceased to family members. KCMEO will supervise the recovery, identification and final disposition of all fatalities.

   Death certificates for all emergency or disaster related deaths in King County will be managed and issued by the Vital Statistics Office in Public Health.

   Warehouses or airport hangars may be used as temporary morgues as needed by the KCMEO. Staffing and supply of a temporary morgue will depend upon the ability to mobilize and transport staff and supplies from the KCMEO, registered volunteer rosters and/or other public or private equipment suppliers, and may take up to 72 hours.

6. Disaster Medical Control Center (DMCC)
   Harborview Medical Center (HMC) will function as the Disaster Medical Control Center (DMCC) for King County. In this capacity, HMC directs the distribution of EMS patients to appropriate hospitals in King County in an emergency or disaster. HMC will also maintain voice and data communications with regional hospitals. Overlake Hospital Medical Center is the designated back up DMCC facility.

7. Communications
   A. Public Information Contact Centers
      During a disaster some ESF 8 agencies such as healthcare organizations will manage internal call center operations. In addition, during a public health crisis the Public Information Contact Center (PICC) will be activated by HMAC to provide non-



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diagnostic/non-medical information, instruction and resource referrals in an effort to help alleviate calls to ESF 8 response partners throughout King County.

Health and Medical Area Command will activate the PICC during emergencies or disasters that result in an increase in the need for public information or virtual medical triage information.

The severity and nature of the public health crisis will determine the functions and hours of operations of the PICC.

The PICC will provide up-to-date non-medical information: where to go for care, facts on the health emergency, facts on the medication/vaccination being administered, symptoms (if the emergency is a disease), preventive steps to take, and referrals to other key community and information sources.

If conditions warrants, the PICC will provide medical triage provided by nurses or in coordination with external agency nurse lines. It may also serve as the central point through which initial missing persons reports and welfare queries are managed after a mass fatality incident.

In addition to King County resources, Public Health will work with specific external agencies to provide support to the PICC on a case by case basis. When Public Health lines are busy or closed for the night or weekend calls may be forwarded automatically to surge support Operators

B. ESF 8 Joint Information System
In the event of a health event, ESF 8 partners should anticipate high demand for information from the media. Accurate, clear and coordinated risk communication messaging to the public will help preserve human life and health.

Public Health will be the primary expert source of public information regarding health, medical, mortuary and environmental health response to emergencies and disasters in King County.

Public Health will play a central role in communicating to the local population about the risks associated with the emergency in a credible, simple and ongoing manner as well as provide instruction as to what actions the public can take to protect and aid themselves and others.

The Health and Medical Area Command will lead an ESF 8 Joint Information System to ensure consistent messaging between Public Health and ESF 8 partners during a health event.

Public Health will also work with Joint Information Center(s) in the Seattle EOC and King County RCECC and with appropriate response partners to coordinate all releases of health information to the public.

Public Health maintains multiple strategies for public messaging, including an extensive media list (over 100 local press outlets), a large network of community and ethnic media contacts, the Community Communication Network, social media, and texting platforms.

C. Tactical Communications
Communication systems must provide redundancy to support operations during an event. On a daily basis, ESF 8 partners use a variety of communications systems, as outlined in the chart below. Given the diversity and daily missions of these partners, the degree of availability of alternate communications technologies varies. The Health and Medical Area Command Procedures Manual and specific partner plans provide more detail of communication technologies, redundancies, procedures, and contact information.

8. Vulnerable and At Risk Populations
Some members of our community including seniors, children, disabled, homeless, non-English speakers, low-income or otherwise in need of ongoing support, will be more vulnerable during and after a disaster. Health and Medical Area Command will work collaboratively with partners to:
   - Monitor disproportionate impacts to vulnerable populations
   - Develop strategies and operations that ensure equal access to care
   - Mitigate barriers that may be preventing access to care
   - Address communication and medical, mental health and other healthcare needs of these most vulnerable residents
   - Use ethnic and community media and coordinate with community-based organizations to communicate and gain situational awareness about health impacts
   - Develop and distribute language and graphic translations of health messaging

Access to response services at Public Health facilities is not dependent on documentation status.

HMAC will coordinate, and when feasible co-locate with ESF 6 human services and mass care agencies to jointly address impacts suffered by disaster victims that encompass health and human services issues.

9. Procedures
   - Protocols for activating and managing HMAC are maintained in the Health and Medical Area Command Procedures Manual
   - Procedures for sustaining Public Health and Medical Examiner's Office operations during emergencies are maintained in the Public Health Business Continuity Plan, and division business continuity plans
   - Procedures for emergency medical services are identified in:
     - Internal procedures for each city and fire district
     - King County Multiple Casualty Incident Plan
   - Procedures for other ESF 8 organizations' emergency operations are outlined in individual agency disaster plans and regional plans
   - Procedures for activating Mutual Aid Agreements and other Memoranda of Understanding are embedded in the individual agreements

10. The Emergency Preparedness Cycle



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Public Health – Seattle & King County coordinates and supports prevention, preparedness, response, recovery, and mitigation activities among health, medical, and mortuary service stakeholders within the authorities and resource limitations of ESF 8 agencies.

Public Health, as the lead agency for the region's health, medical, and mortuary response, engages in distinct activities at each phase of the emergency preparedness cycle in order to prevent, minimize the impacts of, or promote rapid recovery from disasters or emergencies.

A. Prevention
Pre-incident coordination and planning activities conducted by Public Health in the Prevention Phase include developing operational and tactical plans, training and exercising, and conducting vulnerability assessments. This phase also includes ongoing health protection activities such as vaccinations, provider education, and food and water safety assurance.

B. Preparedness and Mitigation
Public Health activities in the Preparedness and Mitigation phase attempt to prevent hazards from developing into disasters, or to reduce the effects of disasters when they occur. Activities include communicable disease surveillance, investigation, and community containment; environmental health protective actions such as vector control, environmental sampling, and food product embargoes; and development of medical stockpiles.

C. Response
Public Health activities in the response phases are event specific, aligned with the responsibilities outlined in this plan.

D. Recovery
The recovery phase of an event begins with the planning process at individual ESF 8 partner organizations. ESF 8 organizations will incorporate and plan for the following key components of their recovery:
- Make necessary adjustments to resume normal operations
- Complete necessary facility decontamination
- Re-stock essential equipment and supplies
- Ensure operability of Information Technology systems
- Conduct follow up communications and debriefings
- Schedule and conduct follow up and monitoring of staff exposure
- Complete cost analysis and file for reimbursement
- Address psychological aftermath of the event by promoting psychological recovery and resilience in their workforce

Health, medical, and mortuary services will be restored during the recovery period as soon as practical and within the limitations and capabilities allowed of affected agencies following the emergency.

**Organizational Roles**

1. Lead: Public Health Seattle & King County

2. Primary Agencies

- Ambulatory Care Providers
- Disaster Medical Control Center
- Home Health and Home Care Providers
- Hospitals
- King County Department of Community and Human Services
- King County Healthcare Coalition Executive Council
- Long Term Care Providers
- Mental Health and Substance Abuse Providers
- Northwest Kidney Center and Other Dialysis Providers
- Pharmacies and Dispensing Partners
- Puget Sound Blood Center
- Palliative Care and Hospice Providers
- Public and private Emergency Medical Services providers
- Tribal Nations

3. Support Agencies
   - Airlift NW
   - Amateur Radio Medical Services Team
   - American Red Cross, Seattle Chapter
   - Federal Partners
   - Inter-Governmental Organizations
   - King County Department of Natural Resources and Parks
   - King County Department of Transportation, Metro Transit Division
   - King County Fire Chief's Association
   - King County Office of Emergency Management/ Regional Communications Emergency Coordination Center
   - King County Sheriff's Office
   - Local Emergency Management
   - Local Law Enforcement Agencies
   - Mortuary Service Providers
   - National Disaster Medical System
   - Non-Governmental Organizations
   - Seattle Parks and Recreation Department
   - Seattle Finance and Administrative Services Department
   - Seattle Human Services Department
   - Washington State Department of Health
   - Washington Poison Center
   - Washington State Hospital Association

**Responsibilities**

1. Lead Agency: Public Health Seattle & King County (Public Health)
   - Provide leadership and direction in responding to health and medical emergencies across King County consistent with the authority of the Local Health Officer
   - Activate HMAC Center, Joint Information System and the MAC Group as appropriate.
   - Staff jurisdictional EOCs as needed and establish and maintain ongoing communication with response partners



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- Maintain 24 / 7 Duty Officer program and serve as the primary point of notification for health and medical emergencies in King County
- Conduct county-wide surveillance to track the spread of disease and its impact on the community
- Provide trainings for HMAC staff and responders on their role and topics such as ICS, HMAC operations, WATrac, and ESF 8 plan and functional annexes

A. Public Health - Health and Medical Area Command
   - Assess the health and medical impacts and potential consequences posed by a emergencies and disasters and determine appropriate courses of action.
   - Direct and manage medical surge capabilities including medical needs shelters, alternate care facilities, medication centers and temporary morgues.
   - Manage and direct the mobilization of medical volunteers through the Health and Medical Volunteer Management System, including Public Health/Medical Reserve Corps.
   - Support the healthcare system's planning and response efforts for medical surge capacity including mass casualty and mass fatality incidents
   - Support ESF 8 agencies with implementing altered standards of medical care, as directed by the Local Health Officer
   - Oversee a family assistance center to provide a private, safe and secure place for survivors of disaster victims to gather, to facilitate necessary communication with the KCMEO, and to facilitate the coordination of psycho-social support services
   - Coordinate and manage incident information and medical resources for healthcare agencies across King County
   - Direct and manage regional isolation, quarantine, and other control measures necessary in response to disease outbreaks.
   - Direct and manage mass vaccination and antibiotic dispensing operations.
   - Coordinate requests for medical resources with private vendors, the King County RCECC and the State EOC, as needed
   - Support the King County Department of Community and Human Services and the American Red Cross in meeting demands for regional mental health services.

B. Public Health– Environmental Health
   - Assist in surveillance for animal viruses through liaison with the State Departments of Agriculture and Fish & Wildlife
   - Coordinate assessment and response to disaster consequences affecting food safety, water quality, and sanitation
   - Collaborate with community response agencies in identifying environmental impact, remediation, and recovery activities
   - Coordinate the response of regional veterinarian services and animal care groups, in partnership with King County Animal Care and Control, as appropriate
   - Direct response activities to vector-borne public health emergencies
   - Support mass care sheltering plans throughout the county in coordination with the American Red Cross and ESF 6 Mass Care agencies by environmental health assessments at shelter
   - Coordinate and provide environmental health services including inspections and technical guidance for water and food contamination, vector control, temporary

shelters, emergency housing, Temporary Debris Staging and Reduction Sites (TDSRS), and disposal of disaster related solid waste
- Work with the PHSKC PIO to develop and disseminate risk communications messages to the public concerning zoonotic disease transmission, food safety, waste disposal, and other environmental health issues

C. Public Health–Communicable Disease Epidemiology and Immunizations
- Provide epidemiological surveillance, case investigation, and follow-up to control infectious disease, including acts of bioterrorism and outbreaks of food borne illness.
- Establish surveillance systems to monitor health and medical conditions in the community, conduct field investigations, provide health, medical and environmental consultation, and develop appropriate prevention strategies.
- Provide medical advice and treatment protocols regarding communicable diseases and other biological hazards to EMS, hospitals, and healthcare providers
- Coordinate and provide laboratory services for identification of biological samples.
- Coordinate and provide emergency health services including communicable disease control and immunizations
- Make decisions regarding the need for individual and group isolation and quarantine

D. Public Health–Emergency Medical Services (King County Medic 1)
- Operate Advanced Life Support capabilities through Zone 3 (South King County)
- Coordinate regional mental health support for first responders.

E. King County Medical Examiner's Office
- Through the Public Health Office of Vital Statistics, coordinate with local funeral directors and KCMEO regarding the filing of death certificates and issuing of cremation / burial transit permits for fatalities.
- Through KCMEO, track incident related deaths resulting from emergencies and disasters.
- Manage disaster related human remains through the KCMEO by:
  - Documenting the context and coordinating the recovery of human remains
  - Coordinating and positively confirming the identity of all disaster related decedents
  - Determining and certifying the cause(s) and manner of disaster related deaths
  - Collaborating with other investigating agencies in the determination, collection and preservation of all medico-legal evidence, and the release of evidence to appropriate law enforcement authorities
  - Recovering and documenting all personal property associated with the human remains
  - Serving as the lead agency for the notification of the Next of Kin regarding the death, for all decedents
  - Supporting a family assistance center to provide a private, safe and secure place for survivors of disaster victims to gather, and to facilitate necessary communication and the coordination of psycho-social support services



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- Coordinating the disposition of fatalities including interim storage of all human remains resulting from a disaster and release of personal property to identified legal Next of Kin
- Maintaining the official log of reported and confirmed deaths resulting from an emergency incident
- Serving as the lead agency for the release of all information regarding deaths resulting from emergencies or disasters

F. ESF8 Joint Information System
- Ensure consistent, accurate health messaging across King County
- Direct the development and dissemination of health messages to the public, media, response partners, and community based organizations
- Engage the Public Information Officers (PIOs) of ESF 8 partners including healthcare organizations and local jurisdictions
- Utilize WATrac to exchange information and coordinate message development
- Inform elected officials and tribal leaders of policy decisions made by the MAC and response actions taken by the HMAC during disasters with public health consequences
- Activate the Public Health Information Contact Center as needed, and facilitate the activation of the Regional Call Center Coordination Plan as directed by the MAC Group
- Activate the Community Communications Network during emergencies to provide public health and related information to community based organizations (CBO) and healthcare providers serving vulnerable populations and to receive incident information from CBOs

2. Primary Agencies

A. All ESF8 Primary Organizations
- Activate organizational emergency response plans to manage emergency events
- Cooperate with Public Health in monitoring, surveillance and reporting activities
- Advise HMAC on policy issues that may arise during emergencies and disasters
- Document facility capacity, pharmaceutical and medical resource updates, and overall situational assessment in WATrac
- Coordinate with HMAC to request medical resources, conduct impact assessments, and distribute medical resources
- Activate and support regional medical evacuation and surge plans as appropriate.
- Collaborate with Public Health Public Information Officer through the JIS on developing and releasing health information to the public
- Coordinate directly with local EOCs for non-medical equipment, supply or service needs
- Training staff to organizational preparedness and response priorities. Participate in regional exercises testing plans and skill levels while interfacing with response partners throughout the region

B. Ambulatory Care Providers
- Maximize outpatient appointment availability as needed

- Report reportable conditions to Public Health – Seattle & King County, Communicable Disease Epidemiology and Immunization Program
- Assure that healthcare professionals receive relevant communications from Area Command in a timely and efficient manner

C. Disaster Medical Control Center (DMCC)
- Maintain voice and data communications with regional hospitals.
- Coordinate patient distribution in the event of a mass casualty event, or event that will overwhelm the hospital system
- Update Hospital Capacity information within WATrac during emergencies
- Direct EMS transport of patients from the field to hospitals in a mass casualty incident
- Notify Public Health Duty Officer of emergencies impacting the hospital and healthcare system and identify:
  - Nature of the emergency or problem
  - Projected number of patients, if known
  - Hospital status or needs
- Activate the "All Call Alert" via 800MHz radio and WATrac Alert and notify hospitals when a mass casualty incident or other system wide emergency has occurred
- Coordinate facility evacuation plans and protocols with all hospitals in King County and EMS agencies
- Through HMAC, request activation of the National Disaster Medical System to evacuate patients out of King County, as needed
- Coordinate with HMAC and all hospitals in King County to identify medical equipment and supply needs
- Serve as primary point of contact for information management directly to and among emergency departments in the region

D. Home Health and Home Care Providers
- Notify HMAC of emergencies impacting continuity of Home Health and Home Care services in King County
- Provide ESF8 Area Command with a list of critical patients without access to care
- Cooperate with and support other home health and home care providers as needed

E. Hospitals
- Implement response measures, including surge capacity strategies, consistent with those outlined in the King County Healthcare System Emergency Response plan, as capacity and resources allow
- Develop all-hazards hospital emergency plans which include procedures for facility evacuation
- Follow communications protocols outlined in the Central Region Trauma Council Communications Plan, and the Regional Healthcare Emergency Response Plan
- Maintain communications with DMCC and provide information upon request.
- Collaborate with HMAC and DMCC to assure the effective use of available hospital bed capacity
- Report reportable conditions to Public Health – Seattle & King County, Communicable Disease Epidemiology and Immunization Program



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- Assure that healthcare professionals receive relevant communications from Area Command in a timely and efficient manner

F. King County Department of Community and Health Services and Other Mental Health and Substance Abuse Providers
- Coordinate with Public Health, Seattle Human Services Department, and mass care agencies across King County to address the human services and behavioral health needs of disaster victims
- Coordinate the delivery of community behavioral health services and crisis response consistent with the King County Mental Health Division Disaster Response Plan.
- Provide involuntary detention services for persons who suffer from reactions to the disaster, as staffing allows
- Coordinate with the King County Chapter of American Red Cross regarding the provision of disaster behavioral health services
- Support contracting agencies that provide behavioral health, substance abuse and inpatient psychiatric services to maximize continuity of care
- Collaborate with Public Health and ESF 8 JIS for consistent messaging to behavioral health providers and the public
- Coordinate with licensed opioid substitution providers to create and support regional continuity of care plans

G. King County Healthcare Coalition Executive Council
The Executive Council provides community leadership and strategic direction for the King County Healthcare Coalition, a network of healthcare providers focused on emergency preparedness. The Council includes representation from various sectors across the healthcare industry. During emergencies the Executive Council:

- Represents the Healthcare Coalition in the ESF 8 MAC Group
- Advises the Local Health Officer, in coordination with other MAC Group participants, on emergency health policy matters
- Identifies and addresses issues to improve the ability of healthcare organizations to respond to the emergency

H. Long-Term Care Providers (Nursing Homes, Boarding Homes, Adult Family Homes)
- Notify HMAC of emergencies impacting long term care communities.
- Develop facility emergency plans, to include facility evacuation as a component
- Cooperate with and support other long-term care organizations as needed.

I. Northwest Kidney Center and Other Dialysis Providers
- Provide HMAC with a list of critical patients without access to care
- Cooperate with and support other dialysis providers as needed

J. Palliative Care and Hospice Providers
- Coordinate with clients to provide disaster kits for end of life care during an emergency, should a provider not be able to make a site visit
- Provide HMAC with a list of critical patients without access to care
- Cooperate with and support other Palliative Care and Hospice providers as needed.

K. Pharmacies and Dispensing Partners
- Activate dispensing plans as necessary when notified by PHSKC
- Assure that healthcare professionals receive relevant communications from Area Command in a timely and efficient manner
- Coordinate the release of public information and messaging with the Public Health Communications team

L. Public & Private Emergency Medical Service (EMS) Providers
- The King County Fire Chiefs will coordinate private and public EMS basic and advanced life support response during emergencies and disasters.
- The ESF 4 Fire Coordinator within the Emergency Services Branch at the King County ECC will coordinate county-wide EMS resource mobilization.
- Provide initial patient assessment, treatment triage and transport of ill or injured patients to hospitals or points of care.
- Utilize the King County Multiple Casualty Incident Plan to prioritize treatment and transport of patients from multiple casualty incidents. DMCC will identify the designated trauma center hospital or other hospital able to receive injured patients.
- Support hospitals as needed in planning for and responding to evacuations of hospital facilities.
- Coordinate with HMAC and the appropriate local EOC for the evacuation of non-hospital facilities.
- Coordinate mental health support to emergency medical service providers.
- Report fatalities to the King County Medical Examiner before moving or transporting fatalities from an incident site in accordance with RCW 68.050

M. Puget Sound Blood Center
- Coordinate with HMAC regarding blood needs for hospitals.
- Provide for the pickup, return and delivery of blood to/from the requesting agency.
- Manage blood donations from the public.
- Assist local healthcare facilities with decisions about blood allocation and with planning transfusion support.
- Assure adequate blood supply to meet demand and coordinate with other blood centers and national agencies for acquisition of additional resources, as needed.

N. Tribal Nations
King County has two Tribal Nations, the Muckleshoot and the Snoqualmie. Coordination with the tribes regarding health and medical response is managed by PHSKC through the Health and Medical Area Command. There are 4 ambulatory care facilities serving the tribal nations throughout King County. Tribal clinics coordinate with Health and Medical Area Command for resource needs consistent with other Ambulatory Care. Healthcare organizations may also coordinate directly with the Tribal Nations in their geographic service area.

3. Support Agencies

A. Airlift Northwest
- Provide rapid emergency and inter-hospital air transport service to ill or injured patients in King County in coordination with DMCC



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B. Amateur Radio Medical Services Team
- Provide radio assistance to hospitals as requested
- Support DMCC at the Medical Services Station

C. American Red Cross
- Provide non-medical logistical support, as feasible, to field operations including medical needs shelters, alternate care facilities, isolation and quarantine operations and medication centers
- Assist in disseminating health information released by the HMAC
- Provide emergency first aid and Disaster Health Services, as availability, training, and skills allow according to Red Cross Health Services protocols
- In coordination with King County Department of Community and Human Services, provide Disaster Mental Health Services to the community

D. Federal Partners
There are many federal agencies based within the King County area, including the headquarters of federal Region X offices (e.g. Health and Human Services, the Food and Drug Administration and the Federal Emergency Management Agency), the Federal Bureau of Investigations, and the U.S. Coast Guard. Local coordination with federal entities in support of the health and medical response will be managed by Public Health and HMAC.

Health and Medical Area Command may make requests, through Local Offices of Emergency Management and through them the State Emergency Management Division for additional Federal resources to support local ESF-8 operations. These resources may include the Disaster Mortuary Operations Response Team (DMORT) and a Disaster Medical Assistance Team (DMAT).

E. Inter-governmental Agencies
King County is comprised of 39 cities, 140+ special purpose districts and numerous other regional entities. These agencies provide a range of municipal and regional services including roads, transportation services, power, utilities, fire and rescue services. During a disaster these entities support disaster response through the provision of their normal service and management of impacts that may disrupt their service delivery. Coordination with these agencies is managed on behalf of King County hospitals by the Health and Medical Area Command and through the local EOCs.

F. King County Department of Natural Resources and Parks
- Make parks facilities and equipment not otherwise occupied as shelters available for use as temporary treatment facilities for injured patients or medical needs shelters, as requested by HMAC.

G. King County Department of Transportation, Metro Transit Division
- In support of hospital facility evacuations, provide vehicles to transport ambulatory patients between hospitals, as needed.
- Provide transportation for medical personnel, supplies and equipment to locations as needed.

- Coordinate with Public Health to support evacuation of medically fragile residents
- Provide public transportation between response service locations, such as shelters, alternate care facilities, medication centers, and family assistance centers

H. King County Fire Chiefs Association
- The King County Fire Chiefs will coordinate private and public EMS basic and advanced life support response during emergencies and disasters.
- The Fire Zone Coordinator at the King County RCECC will coordinate county-wide EMS resource mobilization.

I. King County Office of Emergency Management/ Regional Communications Emergency Coordination Center
- Activate the ECC, as needed, to coordinate the activities of county government agencies in support of Public Health
- Process resource requests from HMAC according to standard resource request procedures
- Serve as the regional coordination center to enhance information flow to city EOCs
- Coordinate security for dispensing operations if needed through the Sheriff's office
- Ensure sites are accessible to use for HMAC field operations
- Determine secure routes for transportation of SNS and other assets and communicate information to Public Health

J. King County Sheriff's Office and Local Law Enforcement
- Provide security for health and medical field operations.
- Establish a traffic control plan at the site of health and medical field operations *(responsibility of local law enforcement).*
- Participate with Public Health in the development of a regional law enforcement team to assist the delivery and enforcement of isolation and quarantine orders.
- Coordinate with the KCMEO regarding incident site preservation, crime scene investigation, and removal and identification of human remains.

K. Local Emergency Management
- Coordinate fulfillment of non-medical resource requests from ESF 8 partners, as outlined within individual city and King County Comprehensive Emergency Management Plans
- Coordinate security for ESF 8 field operations through local law enforcement agencies
- Coordinate services to vulnerable and at-risk populations with HMAC
- Support the ESF 8 Joint Information System mobilized in response to the incident

L. Mortuary Service Providers
- Manage final disposition of human remains per normal operations
- Contact the KCMEO directly or via the FAC to schedule a time to collect the remains of disaster victims
- Work with KCMEO and the family to determine how the remains of disaster victims identified as the response/recovery progresses will be handled



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M. National Disaster Medical System
- Deploy assets to augment medical response capability in King County consistent with direction from HHS
- Mobilize a system to evacuate King County patients to neighboring states, provide definitive medical care, and repatriate back to region

N. Non-Governmental Organizations
- Coordinate with Health and Medical Area Command to share information and provide services or resources as needed to assist the health and medical response, consistent with regional response plans such as the Regional Disaster Plan and Regional Sheltering Annex

O. Seattle Parks and Recreation Department
- Make parks facilities and equipment not otherwise occupied as shelters available for use as temporary treatment facilities for injured patients or medical needs shelters, as requested by HMAC

P. Seattle Finance and Administrative Services Department
- Provide non-medical logistical support to health and medical field operations within the City of Seattle

Q. Seattle Human Services Department
- Coordinate, and when feasible co-locate, with HMAC to jointly address impacts suffered by disaster victims that encompass health and human services issues

R. Washington State Department of Health (DOH)
- Represent ESF 8 at the Washington State EOC
- Interface with Federal and State partners including Washington Military Department, Emergency Management Division, other health jurisdictions in Washington State, EPA, and Centers for Disease Control to support the local response
- Support local communicable disease response by processing samples through the Washington State Public Health Lab
- Provide state assistance, when available, and request federal assistance to support the local health and medical response
- Support public messaging
- Coordinate statewide surveillance activities
- Receive antiviral medicines and other medical supplies from the Strategic National Stockpile (SNS) and immediately deploy these supplies to local health departments based on population

S. Washington State Hospital Association
- Represent Region 6 hospitals at the Washington State EOC ESF 8 desk.

T. Washington State Poison Center
- Provide 24 hour telephone information to healthcare providers and the public with information regarding chemicals, "poisons", and suspected poisonings

- Provide on-line poison information and first aid intervention to non-English speakers in 140 languages utilizing Language Line Services
- Provide information regarding environmental and toxicological concerns to ESF 8 response agencies

## VI. ADMINSTRATION FINANCE AND LOGISTICS

1. Mutual Aid Agreements
   A substantial number of mutual aid agreements and memoranda of understanding support implementation of this plan. A full list of ESF 8 MAAs / MOUs can be found in the ESF 8 Mutual Aid Development Plan.

2. Resources
   Medical resources will be managed through HMAC utilizing the WATrac information management system.

   Specific procedures for activation, utilization and coordination of medical resources and medical logistical support are included in the HMAC / Multi-Agency Coordinating Group Standard Operating Procedure.

   Local emergency management will support the non-medical resource needs of ESF 8 response agencies. Procedures for logistical support are outlined in each city's and King County's Comprehensive Emergency Management Plans.

   Non-medical resource needs of ESF 8 response partners will be managed through local EOCs. Local emergency management agency's coordinate fulfillment of non-medical resource as outlined by each city's and King County's Comprehensive Emergency Management Plans.

### Training & Exercises

Public Health – Seattle & King County and the Healthcare Coalition will coordinate and manage health and medical training and exercise opportunities for public health and healthcare providers throughout the region. Training and exercises relevant to each healthcare discipline will be pursued and offered at a regional level to facilitate networking and continuity. Training and exercise will support personnel who have response roles to ensure they are comfortable in performing their role in an emergency. Testing and validating equipment through training and exercises are important to ensure readiness.

Preparedness training and exercises need to be consistent with federal, state and local funding and grant requirements, including NIMS and HSEEP requirements. After-action reports and improvement plans from real-world events and functional exercises provide a basis for training and exercise topics and curricula.

1. Training goal: Achieve consistent, relevant training throughout the region in a multidisciplinary environment to provide staff with the skills needed for response to all emergencies.



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2. Exercise Goal: Evaluate the effectiveness of training and planning through a series of exercises incorporating multiple response partners, and designed to determine future planning and training priorities and identify gaps in response.

3. Agency responsibilities: Each healthcare agency in Region 6 is responsible for training their staff to organizational priorities. Each agency will participate in regional exercises testing their plans and skill levels while interfacing with response partners throughout the region.

**Plan Development and Maintenance**

A number of changes have been made to the ESF 8 plan since its inception based on additional research, evolution of capabilities, real-world experience, and post-incident analysis. In July 2008, Public Health – Seattle & King County's Preparedness Section formed a work group to review and revise the ESF 8 plan. Major revisions include incorporating a regional approach to managing the health, medical and mortuary response, updating and reorganizing information to reflect the principles of area command, acknowledging the newly acquired information management system WaTrac, and other changes. ESF 8 Version 11 is the result of that review and revision. Minor changes have been made to the plan since that time based on evolution of capabilities, and lessons learned during exercises and real events, leading up to the current plan version of 11.4.

This ESF 8 document will be reviewed and updated by the lead and primary agencies at least every three years and as needed following emergency responses and exercises. The review process will be:

- Public Health – Seattle & King County will initiate review and draft changes
- The plan will be provided to partner organizations for review and input.
- Following review by response partners necessary modifications will be made and a copy will be provided to Public Health Staff, Seattle Office of Emergency Management, and King County Office of Emergency Management (and others as requested).
- ESF 8 organizations are expected to share the updated plan internally with leadership and appropriate staff.
- The Local Health Officer will be briefed when updates to this plan are completed.
- The plan will be submitted to DOH annually.

The document is housed in electronic format on the Public Health Preparedness Section's shared drive, as well as with the King County Office of Emergency Management. Hard copies are kept in the Public Health Section Manager's office, and at the King County RCECC. Each Duty Officer and Health and Medical Liaison also receives a copy of the ESF 8 Plan.

**References**

- King County, Washington, Comprehensive Emergency Management Plan, December 2008
- King County Multiple Casualty Incident Response Plan
- Central Region EMS and Trauma Council Communication Plan
- ARES/Medical Services Team Plan
- Regional Disaster Plan
- Public Health Hazard Inventory and Vulnerability Analysis (HIVA), 2011

**Authorities**

- 42 USC 264 Public Health and Welfare
- RCW 18.39 Funeral Directors, Embalmers, Establishments
- RCW 18.71 Physician's Trained Mobile Intensive Care Paramedic

- RCW 18.73 Emergency Medical Technicians, Transport vehicles
- RCW 36.39 Assistance and Relief
- RCW 43.20 State Board of Health
- RCW 68.50 Human Remains
- RCW 68.52 Public Cemeteries and Morgues
- RCW 70.02 Medical Records
- RCW 70.05 Local Health Departments, Boards, Officers
- RCW 70.58 Vital Statistics
- RCW 70.168 State-wide Trauma Care System
- WAC 246-100 Communicable Diseases
- WAC 246-500 Handling of Human Remains
- WAC 308-48 Funeral Directors and Embalmers
- King County Code 1.28
- King County Code 2.26
- King County Code 12.52
- Seattle Municipal Code 10.02
- Seattle Municipal Code 10.26
- Seattle Municipal Code 12a.26

**List of Supporting Annexes and Procedural Documents**

1. Annexes
   - Alternate Care Facilities Plan
   - Biowatch Response Plan
   - Emergency Communications Plan Public Health – Seattle & King County Business Continuity Plan
   - Emergency Medical Services Infectious Disease Response Plan
   - Isolation and Quarantine Response Plan
   - King County Healthcare System Emergency Response Plan
   - Long Term Care Mutual Aid Plan for Evacuation and Resources / Assets
   - Mass Fatality Management Plan
   - Medical Countermeasures Plan
   - Pandemic Influenza Response Plan
   - PHSKC Environmental Health Division Emergency Response Plan
   - Public Health – Seattle & King County Bioterrorism Surveillance and Epidemiology Response Plan
   - Region 6 Disaster Behavioral Health Plan
   - Regional Medical Evacuation and Patient Tracking Plan
   - Seattle / King County Multiple Casualty Incident Plan
   - USPS Biohazard Detection System Activation Procedure
   - Volunteer Management Center Operations Manual
   - West Nile Virus Response Plan
   - Victim Assistance and Family Information Plan

2. Procedural Documents
   - Duty Office Protocols
   - Health and Medical Area Command Procedures Manual
   - Mutual Aid Development Plan



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**Target Capabilities**
This plan supports the following target capabilities:

Department of Homeland Security Core Capabilities 2011
- Operational Coordination
- HHS National Health Security Strategy NHSS 2009
- On-site Incident Management
- Centers for Disease Control Public Health Emergency Preparedness Standards
- Emergency Operations Coordination

**EMERGENCY SUPPORT FUNCTION #9**
*Search and Rescue*

**PRIMARY DEPARTMENT:**
*Seattle Fire Department*

**ESF COORDINATOR:**
*Seattle Fire Department*

**SUPPORT DEPARTMENTS AND AGENCIES:**
*Seattle Police Department*
*Seattle-King County Public Health Department*
*Seattle Public Utilities*
*King County Office of Emergency Management*
*Pierce County Department of Emergency Management*
*Washington State Emergency Management Division*
*Federal Emergency Management Agency*

## I. INTRODUCTION

### A. Purpose

Emergency Support Function #9 (ESF #9) describes the policies and procedures administered by the Seattle Fire Department during disasters. It also defines the roles and responsibilities of the Seattle Fire Department Management Team during an EOC activation.

### B. Scope

This annex applies to Fire Department personnel, uniformed and non-uniformed, on and off duty. The focus is on the policies and procedures, resources, and objectives to address issues before, during and after major citywide emergencies or disasters.

## II. SITUATION

### A. Situation

1. Throughout the normal course of daily commerce and recreation in the City of Seattle, incidents occur where citizens are trapped, buried, stranded or otherwise unable to extricate themselves. These events are usually caused by a trauma event requiring the intervention of technically trained professionals. Examples of these types of technical rescues are:
    - Construction site cave-in events
    - Window washer trapped multiple stories above the ground
    - Catastrophic building collapse
    - Transportation/vehicle collision with trapped patients
    - Falls over steep cliffs

2. A Fire Department Technical Rescue Team will be dispatched to these high-risk incidents in order to apply special knowledge, skills and equipment to safely resolve unique and complex rescue situations.



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### B. Planning Assumptions

1. The Fire Department plans and trains regularly for these types of rescues. Most of the training is locally, state and/or federally mandates.

2. In addition to the specialty teams, all firefighters are trained at a level to begin the initial phases of the rescue.

3. The Fire Department will be the lead in the mitigation of large-scale emergencies to include the rescue of trapped people.

## III. CONCEPT OF OPERATIONS

### A. Organization

1. The Fire Department plays a vital role in City government and will be one of the most active entities during a wide area disaster. As a Department Head, the Fire Chief reports directly to the Mayor. Similarly, Assistant Chiefs report to the Fire Chief and assume various responsibilities.

2. During a disaster, the Assistant Chief of Operations will have a major role in the mitigation of any significant event. Designated Fire Department members, including the Fire Chief or his designee, will respond to the EOC.

3. The Operations Division of the Fire Department will be integral in the mitigation of any significant event. The foundation of any response will be Firefighters assigned to:
   - Engines
   - Ladders
   - Medical Aid Units
   - Command Units
   - Other Specialty Units

4. In paramilitary configuration, approximately 200 Firefighters are on-duty per shift and are assigned to 33 fire stations strategically located throughout the City. There are 4 platoons. Off-duty personnel are recalled per calling plans in the event of a major emergency.

### B. General Response

Types of Rescue Responses:

| Unit 78 | Unit 85 | Unit 87 | Unit 88 | Unit 89 | Unit 99 |
|---|---|---|---|---|---|
| Decontamination | Water | Heavy | High Angle | Confined Space | Marine |
| Example: Workers exposed to hazardous materials | Example: Overturned boat. Victims in the water. | Example: Forklift overturns. Worker pinned. | Example: Window washer unable to get down. | Example: Construction worker falls down narrow shaft. | Example: Ship taking on water. |

1. Local Response

   a. Engines and ladder trucks arriving first at the location will perform a size up, triage the incident and initiate appropriate incident stabilization and life safety actions.
   b. Victims will be triaged into two categories:
      - Viable patients – ones who have a chance of survival
      - Body recovery – ones who have already expired
   c. Priority and speed of rescue is determined by the levels of acceptable risk taken from the "risk/benefit analysis" conducted by the on-scene Incident Command and/or Safety Officer.
   d. Additional units will be dispatched with the Technical Rescue Team to provide support at the scene, to include:
      - Engines
      - Ladder Trucks
      - Fireboats
      - Aid Cars
      - Medic Units
      - Battalion Chiefs
      - Deputy Chief of Operations
      - Staffing Officer
      - Air Unit
      - Public Information Officer
      - (Fire Buffs)

2. Tactical Procedures

   The first responding units and/or the Technical Rescue Team will:
   - Identify the hazards
   - Size-up – Incident Command System (ICS) tasks
   - Conduct a resource assessment
   - Isolate the hazards
   - Evacuate non-involved patients
   - Conduct a risk/benefit analysis
   - Perform "lockout / tagout" (preventing the accidental powering up of involved machinery or equipment)

3. Regional Response – Urban Search and Rescue (US&R) Team

   a. The US&R Team is composed of firefighters, paramedics, physicians and other support staff from around the Seattle and Puget Sound region.

   b. Numerous trained US&R Task Forces are available for service throughout the United States under the control and direction of the Federal Emergency Management Agency (FEMA).

   c. The Washington State US&R Task Force may be called out first for any catastrophic event in the City of Seattle or neighboring region. They have the ability to mobilize quickly for local response.



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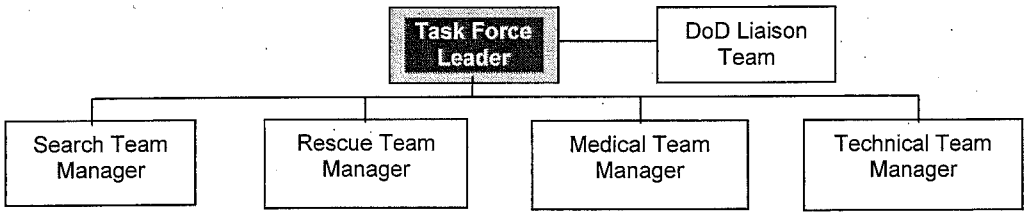
d. At the request of the Incident Commander, the City of Seattle EOC is authorized to contact the Washington State Emergency Management Division to request the local US&R Team.

**US&R Basic Organizational Chart**




4. Operations / Tactics

**Phase One:** Assessment of the collapse. The area is scanned for possible victims (surface and/or buried). Evaluate the structure's stability. Shut off utilities.

**Phase Two:** Removal of all surface victims. Rescuers must be cautious as not to become victims themselves. Watch for secondary collapse.

**Phase Three:** Voids and accessible spaces searched and explored for viable victims. Only specially trained canines and trained personnel should be employed in this process.

**Phase Four:** Selected debris removal, using special tools and techniques, may be necessary after locating a victim. Gather information on the location from other possible victims.

**Phase Five:** General debris removal is conducted after all known victims have been removed.

5. Rescue Site Set-up

When establishing the perimeter of the operational work area, the needs of the following support activities will be provided and properly identified:

- Operations Post
- Medical Treatment Area
- Personnel Staging Area
- Rescue Equipment Staging Area
- Cribbing/Shoring Working Area
- Access/Entry Routes
- Decontamination Corridor(s)

6. Search Tactical Operations

The US&R Team will employ the following strategy and tactics in an effort to rescue trapped victims:

- Physical void search (visual and vocal)
- Audible call out / knocking method
- Use of fiber optics
- Use of infrared and thermal imaging
- Use of electronic listening devices
- Use of search canines (dogs)

**C. Direction and Control**

Direction and control are maintained through the paramilitary chain of command. The FAC has the authority to dispatch the necessary response type base on the incident and available resources. The Fire Department utilizes the Incident Command System to manage and mitigate incidence with the following priorities:

1. Life safety
2. Incident stabilization
3. Property conservation
4. Environmental protection

**D. Procedures**

1. The Seattle Fire Department Disaster Management Plan contains the detailed procedures and operational guidelines for disasters and those rare incidents of high consequence such as earthquake, pandemic, and terrorism. Those plans are maintained in the Seattle Fire Department Orange Book and the Operating Guidelines Section 5007. The purpose of the Orange Book is to provide members with ready access to critical information in a format that is easily accessed and reviewed.

2. In order to plan, respond and mitigate the many potential emergencies, the Fire Department operates in five levels, each reflecting the severity of the incident or event.

**IMPLEMENTATION LEVELS**

**LEVEL V**

This is the day to day operations level where incidents can be handled with minimal resources and the number of concurrent incidents is manageable. Command and general staff positions are typically handled by the Incident Commander, written Incident Action Plans (IAPs) are not implemented, and incidents are contained within the first few hours. The Resource Management Center would typically not be activated at this level. Note that the RMC may be activated at Level V during planned events such as Seafair. Event Action Plans (EAPs) will be generated and multiple operational periods are possible.

**LEVEL IV**

The Fire Alarm Center shall implement this level when minor impacts to citywide coverage occur due to planned events such as New Year's Eve or Fourth of July, during two or three-alarm situations, or when multiple separate incidents deplete available resources. Multiple-alarm incidents may require activating some Command or General



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Staff functions, but a written IAP would not generally be required and the control phase of the incident would usually be resolved in a single operational period

At this level, the RMC may be activated and staffed as indicated in the RMC Activation Procedures and Orange Book, Annex A (Personnel Reporting Procedures). Dispatch Level 4 reduces Automatic Fire Alarms (AFAs) to a single unit, and Aid Units are left off certain fire responses to enhance EMS coverage. Limited call-back of off-duty personnel may occur in accordance with the Calling Plans.

Most Command and General Staff positions will be activated and mutual aid will be requested, if available. Incidents may extend into multiple operational periods requiring written IAPs. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. The City EOC may be activated. If so, it will be staffed in accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.

**LEVEL III**

This level is implemented when citywide coverage and response capacity is severely limited, such as during four or five-alarm fires, simultaneous multiple-alarm incidents, earthquakes, or other situations with citywide impacts, such as wind/snow storms and power outages. Most fire responses will be reduced in size and Code Yellow responses will be at the discretion of the FAC. Requests for additional alarms may provide less than normal resource levels.

**LEVEL II**

This level is implemented when Department resources are catastrophically diminished but the FAC is still functional, such as during an earthquake or pandemic response. Most or all responses will be single units at the discretion of the FAC. Mutual aid resources will be requested if available, up to and including State and Federal assets. In a regional situation, such as an earthquake, mutual aid resources are unlikely and Seattle Fire Department personnel and resources may be on their own for 24-72 hours.

Most or all Command and General Staff positions will be filled on incidents that are not citywide in nature, i.e. a plane crash into a building or multiple IED attacks, versus an earthquake or pandemic emergency. Multiple operational periods are likely with written IAPs necessary. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. It will be staffed as indicated in the RMC Activation Procedures. The City EOC will be activated and will be staffed in accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.

**LEVEL I**

This level is implemented when the conditions of Level II are experienced and the FAC is out-of-service due to damage or loss of communications. This will result in decentralized Battalion Dispatching with the RMC coordinating citywide priorities and coverage.

At Levels III, II, and I, certain response assets may be unavailable, such as battalion chiefs, medic units, and specialty units. Personnel must maintain situational awareness

and continuously reassess priorities. Highest priority should be given to immediate life-safety actions and defensive operations to contain growing incidents.

## IV. RESPONSIBILITIES

### A. Fire Mission

Per Seattle Municipal Ordinance, the Fire Department is established and tasked with providing fire protection within the City limits and jurisdictions of Seattle.

1. In order to provide service in an efficient and professional manner, the Fire Department is organized in a paramilitary rank structure. The general chain-of-command, in descending order, is:
    - Fire Chief
    - Assistant Chief
    - Deputy Chief
    - Battalion Chief
    - Captain
    - Lieutenant
    - Firefighter (Paramedic, Inspector, Dispatcher, Investigator)

*a.* ***Company Level***

At the company level of operation, the Company Officer (Lieutenant or Captain) will be responsible for leadership, training, discipline, maintenance and on-scene tactics during a 24-hour work shift.

*b.* ***Battalion Level***

i. At the Battalion level, the Battalion Chief will be responsible for the fire companies and fire stations under his/her command. There are an average of six fire stations and seven fire companies in each battalion command.

ii. During a citywide disaster and/or failure of the wide area radio system Battalions have the capability of "standing alone" as their own smaller fire department. Battalion Chiefs will analyze information, triage the emergency potential, dispatch and monitor their company activity. This scenario would be implemented in the event of an earthquake where bridges and other infrastructure become unusable.

iii. Battalion Chiefs may be tactically in charge at emergency incidents as the Incident Commander.

*c.* ***Continuity of Leadership***

Fire Department Officers may, when necessary, move into a higher position in the absence of a higher-ranking Officer.

*d.* ***Fire Department Organizational Structure***

*e.* ***Leadership Team***

- Fire Chief



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- Assistant Chiefs / Executive Director
  - Assistant Chief of Administration
  - Assistant Chief of Operations
  - Assistant Chief of Risk Management
  - Assistant Chief of Fire Prevention
  - Executive Director of Staff

- Directors
  - Finance
  - Human Resources
  - Management Information Systems

*f.* ***Civilian Support Staff***

During a disaster, if possible, support staff will report to their normal assignment.

*g.* ***Other Disaster Mode Duties***

- Deputy Chief of Operations
  - Responds to the RMC as Resource Manager

- Deputy Chief of Medic 1
  - Coordinates EMS issues

- Deputy Chief of Communications
  - Responds to the FAC to assist with the workload

| Position | Primary | Back-up |
|---|---|---|
| Fire Chief | EOC | EOC |
| Assistant Chief of Administration | EOC | As assigned |
| Assistant Chief of Fire Prevention | RMC | EOC |
| Assistant Chief of Operations | RMC | As assigned |
| Assistant Chief of Risk Management | EOC | As assigned |
| Executive Director of Staff | RMC | As assigned |
| Captain of FIU | RMC | As assigned |
| Deputy Chief of Operations | RMC | As assigned |
| Deputy Chief of Training | EOC | As assigned |
| Deputy Chief of Medic I | RMC | RMC |
| Captain of Disability | EOC | As assigned |
| Captain of Services | RMC | As assigned |
| Lieutenant of Services | RMC | As assigned |
| Director of MIS | RMS | As assigned |
| Human Resources Director | RMC | As assigned |
| Public Information Officer | EOC | As assigned |
| Deputy Chief of Communications | FAC | FAC |
| Finance Director | RMC | RMC |

### h. *Fire Alarm Center*

i. The Fire Alarm Center (FAC) is a Secondary Public Safety Answering Point (PSAP) receiving 911 calls from Seattle Police Communications and dispatching the appropriate Fire Department resource. It is located at 105 5 Ave S in the same building as Fire Station 10. It is situated above the City of Seattle EOC. The FAC is staffed by Firefighters/Dispatchers and is administered by the Fire Department. A Deputy Chief and Captain of Communications oversee the operation.

ii. During a significant event such as a multiple alarm fire, the workload at the FAC increases dramatically. Historically, FAC personnel function at peak capacity in the course of mitigating a citywide emergency.

iii. Hundreds of requests for assistance are received, processed and dispatched by the FAC daily. The FAC is also the focal point for all the Fire Department's communication – both emergency and non-emergency. Duties of Firefighter/Dispatchers include:
- 911 call processing
- Dispatching fire units
- Monitoring fire resources in the field
- Maintaining citywide coverage
- Coordinating mutual aid
- Interagency coordination such as requests for police, utilities and Red Cross

iv. During a disaster, additional personnel are notified, and off-duty FAC personnel are recalled. When staffing permits, a Firefighter/Dispatcher is assigned to assist with fire radio communications in the EOC.

v. The Computer Aided Dispatch (CAD) system is "downgraded" into disaster mode to more efficiently allocate resources as needed.

vi. Intergovernmental communications between the surrounding PSAPs now become more acute due to requests for fire resources, ambulance transport, emergency room coordination and other vital functions.

vii. If the King County 800 MHz trunked radio system is functioning properly, specific assigned radio channels for Battalion use will be in effect.

viii. In the event of a countywide radio failure, the FAC will coordinate the Battalion level communications per Level I disaster procedures.

ix. Predetermined Chief Officers will be advised of the Fire Department's status immediately following a large scale event or disaster. At this point, they will make the determination at what level at which to operate. The FAC is directed to make notification of this decision throughout the Fire Department and make necessary arrangements to implement the plan.



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### *i. Resource Management Center*

The Resource Management Center (RMC) will be placed in-service according to the RMC Operations Plan. The Resource Manager will oversee and direct the interaction with Incident Commanders in the field. With the assistance of the Staffing Officer, the following tasks will be considered:

- Managing callback procedures
- Site relocation
- Staffing reserve apparatus
- Movement of off-shift firefighters
- Procuring external resources
- Tracking resources
- Coordinating with the FAC
- Coordinating with ESF-4 EOC representatives to:
  - Obtain help with warning, public information, and logistical needs that exceed department capabilities or authority.
  - Communicate department status as called for in the Direction and Control Annex to the Seattle Disaster Readiness and Response Plan, Volume II.

### *j. Emergency Operations Center*

i. During an activation of the City of Seattle EOC, Fire Department Staff will respond and assume their assigned ESF-4 responsibilities as specified in Volume I of the Seattle Disaster Readiness and Response Plan.

ii. If staffing permits, an on-duty Firefighter/Dispatcher will be reassigned from the FAC to the ESF-4 desk in the EOC to monitor the fire radio and facilitate communications.

iii. The Public Information Officer will have direct interaction with the media community at the EOC.

iv. Due to its close proximity to the FAC, Fire Department Chief Officers may speak directly with Firefighter/Dispatchers and Communications Division managers.

v. The Fire Department will maintain its presence, 24 hours, throughout the event until the EOC is deactivated.

vi. If the Fire Department is the lead agency, the senior member of the ESF-4 may be assigned by the EOC Director to serve as the EOC Operations Section Chief.

Specific EOC Assignments:

| Position | Day Shift (0530-1800 hrs) | Night Shift (1730-0600 hrs) |
|---|---|---|
| ESF-4 Leader | Assistant Chief of Risk Management | Deputy Chief of Training |

| | | |
|---|---|---|
| Liaison | Emergency Preparedness Captain | In-Service Training Captain |
| Situation | Captain of Disability | In-Service Training Lieutenant |
| EMS Liaison | Lieutenant AMR Liaison | As Designated |
| Clerical | As Designated | As Designated |

1. The Fire Department EOC ESF-4 Team will consist of:
   - 1 = Assistant or Deputy Chief
   - 2= Captains
   - 1= Lieutenant
   - 1= Clerical Support Member

2. The Fire Department is charged as the EOC Lead Agency in the event of:
   - Major Fire
   - Hazardous Materials Release
   - Air Crash
   - Flood
   - Structural Collapse
   - Earthquake

3. While at the ESF-4 desk, a Fire Department representative will receive, analyze, file and update Fire Department data for the Consolidated EOC Action Plan to include:
   - *Priority*
     List the highest priority actions.
   - *Objectives*
     What the Fire Department hopes to accomplish.
   - *Implementing Steps*
     How the objectives will be met.
   - *Assigned to*
     Who is responsible for meeting the objectives.
   - *Operational Period*
     When are the objectives to be met.

4. Other functions of the ESF-4 Team include:
   - Face to face interaction with other City departmental managers
   - Analyzing accurate information from the field through interfacing with the RMC and the FAC
   - Develop strategy and plans with other Department managers
   - Direct contact with the Mayor and Mayor's Staff
   - Monitoring Fire Department activity through CAD and the radio system

5. The ESF-4 Team is directed to consider mutual aid from Regional, State and Federal agencies through pre-existing agreements for assistance. Among them, include:
   - Surrounding fire agencies (through the King County Fire Resources Plan)
   - Washington State Urban Search and Rescue Task Force (US&R)



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- South Puget Sound Regional Fire Defense Group
- Washington State Fire Coordinator
- Federal Emergency Management Agency (FEMA)

- **Prevention and Mitigation Activities**

  *N/A*

- **Preparedness Activities**
  1. The Fire Department maintains a state of readiness and pre-plans in an effort to address the many potential problems encountered during a citywide disaster.

  2. The priorities of Fire Department incident operations are (in order):
     - Life safety
     - Incident stabilization
     - Property conservation
     - Environmental protection

  3. Pre-planning for large-scale emergencies has been implemented at the fire company level so that each fire station will have standard procedures and clear directives both internally and externally. The foundation for the Fire Department disaster planning is the "Station Damage Control Plan".

  4. Designated fire stations have been equipped as "stand along" and are logistically self-sufficient. These stations have additional emergency rations, water and equipment to last 72 hours and are strategically located throughout the City.

  5. The Fire Department delivers its life and property saving services through a complex organization of personnel, apparatus and equipment. This service is available to the citizen of Seattle 24/7. Therefore, logistically speaking, preparedness is a crucial factor in the delivery of rapid and efficient intervention and good customer service.

  6. Fire apparatus respond to approximately 250 responses per shift throughout the City.

  7. In the event of a disaster, personnel, apparatus, stations and equipment will be surveyed for fitness and readiness to respond. Additional resources will be allocated accordingly.

- **Response Activities**

  *See General Response*

- **Recovery Activities**
  Implementation of the department's Continuity of Operations (COOP) Plan will be implemented. COOP planning is designed to develop and maintain a plan that enables

the department to preserve, maintain, and/or resume its capability to function effectively in the event of the threat or occurrence of any disaster or emergency that could disrupt departmental operations and services.

## V. RESOURCE REQUIREMENTS

1. The Seattle Fire Department maintains a US&R cache of equipment and supplies in tractor/trailers at Seattle Fire Stations.

2. Among the myriad of search and rescue tools, the US&R Team will train and maintain:
   - Shelters
   - Communications equipment
   - Respirators and SCBA
   - Emergency Medical Supplies
   - Shoring and cribbing materials
   - Heavy Rescue tools
   - Food and water for 72 hours for 62 members
   - Breathing and breaking tools

## VI. ADMINISTRATION

### A. Cost Accounting and Cost Recovery

The Department finance division will track all costs and submit documentation. Reimbursement of costs will provide in coordination of declarations, EOC oversight and the City of Seattle Budget Office.

### B. Annex Maintenance

1. This language is fine other than the "annual" training.
2. ESF Coordinators will be responsible for updating their annex on an annual basis. Coordinators will also be responsible for ensuring all Primary and Support department and agency personnel are trained on a regular basis on the information contained within this annex.
3. Coordinator will submit annex updates to the Seattle Office of Emergency Management by no later than November 1st each year.
4. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.

## VII. TERMS AND DEFINITIONS

1. *Confined Space*: Space large enough for a body to work with limited entry and egress. Not designed for continuous habitation.

2. *High (Low) Angle*: Using rope and other associated rescue devices in above and below grade situations.



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3. *Structural Collapse*: Structures whose ability to remain self-supporting have been compromised.

4. *Technical Rescue Teams*:

| | |
|---|---|
| Unit 78 | Mass Decontamination Team |
| Unit 85 | Dive/Water Rescue Team |
| Unit 87 | Heavy Rescue Team |
| Unit 88 | High Angle Rescue Team |
| Unit 89 | Confined Space Rescue Team |
| Unit 99 | Marine Response Team |

5. *Transport Vehicle/Machinery Rescue*: Transportation equipment, vehicles, industrial machinery and other mechanical devices in which stabilization, disengagement and extrication may require special tools and techniques.

6. *Trench Rescue*: Narrow excavation below the surface of the earth where the depth is greater than the width at the bottom.

7. *Water Rescue*: Locating and removing persons from moving or standing bodies of water (to include ice, salt and fresh) both surface and subsurface.

**Agency Approval:** _____ **Date Approved:** _____

**EMERGENCY SUPPORT FUNCTION #10**
*Oil and Hazardous Materials*

**PRIMARY DEPARTMENT:**
*Seattle Fire Department*

**ESF COORDINATOR:**
*Seattle Fire Department*

**SUPPORT DEPARTMENTS AND AGENCIES:**
*Seattle Police Department*
*Seattle-King County Public Health Department*
*Seattle Public Utilities*
*King County Office of Emergency Management*
*Pierce County Department of Emergency Management*
*Washington State Emergency Management Division*
*Washington State Patrol*
*Federal Emergency Management Agency*
*US Coast Guard*

## I. INTRODUCTION

### A. Purpose

Emergency Support Function #10 (ESF #10) describes the policies and procedures administered by the Seattle Fire Department during disasters. It also defines the roles and responsibilities of the Seattle Fire Department Management Team during an EOC activation.

### B. Scope

This annex applies to Fire Department personnel, uniformed and non-uniformed, on and off duty. The focus is on the policies and procedures, resources, and objectives to address issues before, during and after major citywide emergencies or disasters.

## II. SITUATION

### A. Situation

1. The City of Seattle encompasses an array of structures and occupancies engineered to serve the transportation, occupational, recreational, and residential needs of a daytime population of over 723,000.

2. Among the daily activities in the City's business and industrial community, it is recognized that various amounts of hazardous materials (HazMat) are used in a myriad of processes. In addition to the normal and regulated amounts used and stored, larger bulk quantities are transported in and through the City over the highways and major arterials, the railroad system, in pipelines, and on ships through Elliott Bay and the Port of Seattle. Examples of Hazardous Materials incidents may include:

    - Transportation incidents
    - Clandestine drug labs
    - Fixed site incidents

- Spill or release
- Multiple incapacitated patients
- Visible environmental

3. Despite modern life safety and fire protection systems federal, state and municipal laws governing the use, transportation and storage of hazardous materials, the possibility exists that natural, mechanical or human caused disasters could result in releases, spills, fires and other catastrophic events. These events would require immediate and effective response of fire protection, emergency medical and hazardous materials services provided by the Fire Department.

4. The City of Seattle has been designated an Emergency Planning District by the State Emergency Response Commission (SERC) as prescribed in WAC Section 118-40-150. As such, and consistent with WAC Section 118-40-170, the Seattle Fire Department is primarily responsible for administering and supporting the requirements of the City's Local Emergency Planning Committee (LEPC), to include maintenance of the City's Hazardous Material Emergency Response Plan as set forth in WAC Section 118-40-180.

**B. Planning Assumptions**

1. The Fire Department will be responsible for the stabilization of all hazardous materials incidents that threaten public safety except those incidents that are normally resolved by the Seattle Police Department's Explosives Disposal Unit or other federal/state response groups.

2. The Fire Department maintains strategically located fire stations and equipment to address fire, medical and other emergency needs of the public. Among these resources is the Hazardous Materials Response Team, otherwise known as Unit 77. Unit 77 is comprised of firefighters specially trained in the mitigation of hazardous materials events. Unit 77 Team members are trained to a Technician Level (highest possible).

3. The Hazardous Materials Response Team (Unit 77) will respond to incidents inside the city limits in support of jurisdictions where current mutual aid agreements exist with the City of Seattle.

4. In situations of major proportions that exceed the physical limitations of the Fire Department, help from outside the City shall be provided through other fire departments by way of mutual aid agreements, the King County Fire Resource Plan, and from other state and federal agencies arranged through the City of Seattle EOC.

5. In addition, there should be radiological emergency, technical assistance and specialized resources from the State Department of Health, State Military Department, US Department of Energy, and the Federal Nuclear Regulatory Commission can be made available through the City of Seattle EOC or Emergency Management Staff Duty Officer. (A catalog of supplemental radiological assistance is maintained by the Seattle Office of Emergency Management.)

6. Despite the best efforts of the Fire Department and other outside agencies that respond to assist, a catastrophic disaster could cause delays in response by emergency personnel and equipment.

## III. CONCEPT OF OPERATIONS

### A. Organization

1. The Fire Department plays a vital role in City government and will be one of the most active entities during a wide area disaster. As a Department Head, the Fire Chief reports directly to the Mayor. Similarly, Assistant Chiefs report to the Fire Chief and assume various responsibilities.

2. During a disaster, the Assistant Chief of Operations will have a major role in the mitigation of any significant event. Designated Fire Department members, including the Fire Chief or his designee, will respond to the EOC.

3. The Operations Division of the Fire Department will be integral in the mitigation of any significant event. The foundation of any response will be Firefighters assigned to:
    - Engines
    - Ladders
    - Medical Aid Units
    - Command Units
    - Other Specialty Units

4. In paramilitary configuration, approximately 200 Firefighters are on-duty per shift and are assigned to 33 fire stations strategically located throughout the City. There are 4 platoons. Off-duty personnel are recalled per calling plans in the event of a major emergency.

### B. General Response

1. The foundation of any HazMat response is the Hazardous Materials Response Team (Unit 77). A Unit 77 response will place the following fire resources at the scene:
    - Unit 77:
        - Engine
        - Ladder Truck
        - Aid Car
        - Battalion Chief
        - HazMat Van
        - Medic Unit
    - Additional Engines
    - Additional Ladder Trucks
    - Medic Unit
    - Additional Battalion Chief
    - Deputy Chief of Operations
    - Safety Chief
    - Staffing Officer
    - Air Support Unit
    - Public Information Officer
    - (Fire Buffs)



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2. Chemical Release with Fire
   A chemical release has its own challenges. These become more complex with the addition of fire. In this situation, additional tactics will be implemented:
   - Positioning of hose streams to cool the fire
   - Confinement of the fire
   - Application of firefighting foam to extinguish

3. Patient Care
   Patient care will be conducted after emergency decontamination per EMS guidelines. If necessary, an MCI response will be requested.

4. Warning and Notification
   Public warning and official notification for all types of hazards, including a hazardous materials incident, are described in the Public Warning Support Annex of the Seattle Disaster Readiness and Response Plan, Volume II.

5. Direction and Control
   Direction and control are maintained through the paramilitary chain of command. The FAC has the authority to dispatch the necessary response type base on the incident and available resources. The Fire Department utilizes the Incident Command System to manage and mitigate incidence with the following priorities:
   1. Life safety
   2. Incident stabilization
   3. Property conservation
   4. Environmental protection

## IV. RESPONSIBILITIES

### A. Plans

1. The Seattle Fire Department Disaster Management Plan contains the detailed procedures and operational guidelines for disasters and those rare incidents of high consequence such as earthquake, pandemic, and terrorism. Those plans are maintained in the Seattle Fire Department Orange Book and the Operating Guidelines Section 5007.

2. The purpose of the Orange Book is to provide members with ready access to critical information in a format that is easily accessed and reviewed.

3. In order to plan, respond and mitigate the many potential emergencies, the Fire Department operates in five levels, each reflecting the severity of the incident or event.

**IMPLEMENTATION LEVELS**

**LEVEL V**

This is the day to day operations level where incidents can be handled with minimal resources and the number of concurrent incidents is manageable. Command and general staff positions are typically handled by the Incident Commander, written Incident Action Plans (IAPs) are not implemented, and incidents are contained within the first few hours. The Resource Management Center would typically not be activated at this level. Note that the RMC may be activated at Level V during planned events such

as Seafair. Event Action Plans (EAPs) will be generated and multiple operational periods are possible.

**LEVEL IV**

The Fire Alarm Center shall implement this level when minor impacts to citywide coverage occur due to planned events such as New Year's Eve or Fourth of July, during two or three-alarm situations, or when multiple separate incidents deplete available resources. Multiple-alarm incidents may require activating some Command or General Staff functions, but a written IAP would not generally be required and the control phase of the incident would usually be resolved in a single operational period

At this level, the RMC may be activated and staffed as indicated in the RMC Activation Procedures and Orange Book, Annex A (Personnel Reporting Procedures). Dispatch Level 4 reduces Automatic Fire Alarms (AFAs) to a single unit, and Aid Units are left off certain fire responses to enhance EMS coverage. Limited call-back of off-duty personnel may occur in accordance with the Calling Plans.

Most Command and General Staff positions will be activated and mutual aid will be requested, if available. Incidents may extend into multiple operational periods requiring written IAPs. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. The City EOC may be activated. If so, it will be staffed in accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.

**LEVEL III**

This level is implemented when citywide coverage and response capacity is severely limited, such as during four or five-alarm fires, simultaneous multiple-alarm incidents, earthquakes, or other situations with citywide impacts, such as wind/snow storms and power outages. Most fire responses will be reduced in size and Code Yellow responses will be at the discretion of the FAC. Requests for additional alarms may provide less than normal resource levels.

**LEVEL II**

This level is implemented when Department resources are catastrophically diminished but the FAC is still functional, such as during an earthquake or pandemic response. Most or all responses will be single units at the discretion of the FAC. Mutual aid resources will be requested if available, up to and including State and Federal assets. In a regional situation, such as an earthquake, mutual aid resources are unlikely and Seattle Fire Department personnel and resources may be on their own for 24-72 hours.

Most or all Command and General Staff positions will be filled on incidents that are not citywide in nature, i.e. a plane crash into a building or multiple IED attacks, versus an earthquake or pandemic emergency. Multiple operational periods are likely with written IAPs necessary. The RMC will be activated and will fill the role of Area Command for the Fire Department when needed. It will be staffed as indicated in the RMC Activation Procedures. The City EOC will be activated and will be staffed in accordance with Orange Book, Annex A (Personnel Reporting Procedures). Call-back of off-duty personnel will occur in accordance with the Calling Plans.



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**LEVEL I**

This level is implemented when the conditions of Level II are experienced and the FAC is out-of-service due to damage or loss of communications. This will result in decentralized Battalion Dispatching with the RMC coordinating citywide priorities and coverage.

At Levels III, II, and I, certain response assets may be unavailable, such as battalion chiefs, medic units, and specialty units. Personnel must maintain situational awareness and continuously reassess priorities. Highest priority should be given to immediate life-safety actions and defensive operations to contain growing incidents.

**B. Prevention and Mitigation Activities**

1. The Fire Department will be responsible for the stabilization of all hazardous materials incidents that threaten the public safety, except those incidents that are normally resolved by the Seattle Police Department's Explosives Disposal Unit or other federal/state response group.

2. The Hazardous Materials Response Team (Unit 77) will respond to incidents inside the city limits and in support of jurisdictions where current mutual aid agreements exist with the City of Seattle.

3. The Fire Department maintains strategically located fire stations and equipment to address fire, medical and other emergency needs of the public. Among these resources is the Hazardous Materials Response Team, otherwise known as Unit 77. Unit 77 is comprised of firefighters specially trained in the mitigation of hazardous materials events. Unit 77 Team members are trained to a Technician level (highest possible).

4. In situations of major proportions that exceed the physical limitations of the Fire Department, help from outside the City shall be provided through other fire departments by way of mutual aid agreements, the King County Fire Resource Plan, and from other state and federal agencies arranged through the City of Seattle EOC.

5. In addition, should there be a radiological emergency, technical assistance and specialized resources from the State Department of Health, State Military Department, US Department of Energy, and the Federal Nuclear Regulatory Commission can be made available through the Seattle EOC or Emergency Management Staff Duty Officer. (A catalog of supplemental radiological assistance is maintained by the Seattle Office of Emergency Management).

6. Despite the best efforts of the Fire Department and other outside agencies that respond to assist, a catastrophic disaster could cause delays in response by emergency personnel and equipment.

7. The Fire Department trains and plans regularly for HazMat events. Training is locally, state and federally mandated and certified.

### C. Preparedness Activities

The Fire Department trains and plans regularly for HazMat events. Training is locally, state and federally mandated and certified.

### D. Response Activities

1. The first arriving units (usually non-Unit 77 engines or ladder trucks) will:
    - Establish command and scene control
    - Identify the product spilled or released
    - Isolate the chemical and establish control zones: Hot, Warm and Cold
    - Evacuate or shelter in place potential victims
    - Rescue those unable to evacuate themselves
    - Establish emergency decontamination procedures
    - Set-up a decon corridor and flush patients with water for 15-minutes
    - Establish command through the ICS

2. Unit 77 personnel, upon their arrival, will interface with the first-in companies and:
    - Confirm the identification of the product
    - Plot the travel of the chemical plume if applicable
    - Mitigate by: Containing, Neutralizing, Diluting, Shutting off at the source
    - Facilitate clean-up
    - Release the scene

### E. Recovery Activities

The clean-up of a HazMat scene will be coordinated with the Fire Marshal and the City of Seattle EOC who may contact the:

- Washington State Department of Ecology
- Washington State Emergency Management Division
- Washington State Patrol
- US Environmental Protection Agency
- US Coast Guard
- City of Seattle Fleets and Facilities Department for city-owned property
- Private licensed contractors

## V. RESOURCE REQUIREMENTS

1. Computer Aided Management of Emergency Operations (CAMEO), a hazardous materials product identification and mitigation program is utilized by the Seattle Fire Department. The HazMat Response Van (Unit 77) is equipped with a mobile computer that runs the CAMEO program. This program was developed through the cooperation of the Seattle Fire Department and the National Oceanic and Atmospheric Administration (NOAA) and is considered to be the standard among the Fire Service.

2. Many chemicals or hazardous products produce a plume or cloud of potentially lethal gas. CAMEO is able to plot the plume based on the chemical, quantity, wind direction and speed through ALOHA (Aerial Location of Hazardous Atmospheres). Evacuation or shelter in place of the surrounding community may be accomplished with more direction and clarity of the toxic cloud travel.



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## VI. ADMINISTRATION

### A. Cost Accounting and Cost Recovery

The Department finance division will track all costs and submit documentation. Reimbursement of costs will provided in coordination of declarations, EOC oversight and the City of Seattle Budget Office.

### B. Annex Maintenance

1. ESF Coordinators will be responsible for updating their annex on an annual basis. Coordinators will also be responsible for ensuring all Primary and Support department and agency personnel are trained on a regular basis on the information contained within this annex.

2. Coordinator will submit annex updates to the Seattle Office of Emergency Management by no later than November 1st each year.

3. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.

## VII. TERMS AND DEFINITIONS

1. *HazMat*: Hazardous Materials
2. *Unit 77*: Hazardous Materials Response Team
3. *Decon Corridor*: An on-scene, temporary structure designed to provide emergency decontamination of the victims.

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**EMERGENCY SUPPORT FUNCTION #11**
*Agriculture and Natural Resources*

This ESF has limited relevance in the City. The following responsibilities that would normally be included in ESF #11 are addressed as follows:

- Conservation of open spaces, such as shorelines and riparian buffer zone and landslide prone hillsides- ESF #3 Public Works and Engineering
- Food supply – ESF #6 Mass Care Housing and Human Services
- Food safety – ESF #8 Public Health and Medical Services
- Animal and plant disease and pest control – ESF #8 Public Health and Medical Services
- Preservation of historical properties – ESF #14 Long Term Community Recovery and Mitigation

**EMERGENCY SUPPORT FUNCTION #12**
*Energy*

**PRIMARY DEPARTMENT:**
*Seattle City Light*

**ESF COORDINATOR:**
*Seattle City Light*

**SUPPORT ORGANIZATIONS:**
*Seattle Public Utilities*
*Seattle Department of Transportation*
*Seattle Department of Planning and Development*
*Seattle Parks Department*
*Seattle police Department*
*Seattle Fire Department*
*Puget Sound Energy*
*Seattle Steam*
*Northwest Pipeline Company*
*Seattle Human Service Department*

## I. INTRODUCTION

### A. Purpose

This annex describes the roles and responsibilities of Seattle City Light (SCL) during a disaster or major emergency. It further describes SCL's role and responsibilities in coordinating and communicating the efforts of the support organizations listed above.

### B. Scope

1. This document applies to all primary and support agencies. City departments and their supporting agencies respond to day-to-day emergencies and large-scale disasters affecting buildings; city parks; roads and bridges; water, storm water, and wastewater sewer systems; and natural gas, liquid fuels, electric, and steam service. City departments and partner agencies/companies give a wide perspective and provide the city's emergency responders the ability to coordinate response and recovery activity with County, State, and private responders.

2. SCL has plans in place and is the lead agency in the execution of the following services:
   - Restore power outages
   - Coordinate power restoration priorities with the Emergency Operations Center (EOC)
   - Coordinate electrical related emergency initiatives with other city departments and jurisdictions

3. SCL essential services are accomplished by maintaining these critical functions:
   - Conduct damage assessment of City's power system and service areas
   - Vegetation management along SCL's Right of Way
   - Transmission line assessment, maintenance, and repair

4. This annex applies to the departments, organizations or agencies with a lead or support role for this Emergency Support Function (ESF). It discusses the requirements, business approach, and objectives of ESF #12 Energy programs and operations before, during, and after a major emergency or disaster.

## II. SITUATION

### A. Situation

1. SCL is responsible for operating and maintaining the city's electrical infrastructure including:
   - Constructing, maintaining, and operating generation plants and electrical substations;
   - Planting and maintaining trees, vegetation, and landscaping in public rights of way;
   - Coordinating initiatives with other agencies

2. The City of Seattle Disaster Readiness and Response Plan specifies which agency shall be lead when more than one agency responds to an emergency. SCL is specified as lead agency for:
   - Power Failures
   - Breeches, breaks, or dangerous over-spilling at SCL-owned dams
   - Other energy-specific emergencies

3. In those situations where more than one agency on the scene has jurisdictional responsibility, a Unified Command will be established according to the principles of the National Incident Management System.

### B. Planning Assumptions

1. SCL will likely be an important participant in any major disaster affecting this city and will be the lead primary agency in responding to energy emergencies in the City of Seattle.

2. Accidents and natural events evolve in a generally predictable pattern whereas the effects of deliberate criminal acts are more difficult to predict and may include steps to hinder the response.

3. During a disaster or major incident, supplies and mutual assistance resources may have difficulty reaching the scene.

4. During periods of abnormal weather, or in the event of multiple unanticipated outages, there may be occasional times when generating capacity is limited or falls below customer demand.

5. There will likely be an urgent need for restoring power at critical facilities

6. While emergency responders may focus on a particular impacted area, the need remains for efficient use of the city's transportation system.



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7. There may be widespread and prolonged electrical power failure. With no or little electrical power, communications will be effected and traffic lights will not operate, causing surface gridlock. Such outages will impact other public health and safety services, including the movement of petroleum products for transportation and emergency power generation.

## III. CONCEPT OF OPERATIONS

1. When energy supplies, such as electric, natural gas, or liquid fuels, are disrupted or when there is an imminent possibility of curtailment, an appraisal of the situation is made by the primary and support agencies within this ESF. Emergency organization personnel are notified and mobilized to coordinate relief efforts, to communicate with the public and appropriate government agencies and to restore normal service once the incident is over. These actions are executed to efficiently restore energy and minimize the effects of the habitants of the City of Seattle.

2. SCL is the primary agency and therefore assumes responsibility for ESF #12 activity. Every support organization has a predetermined emergency plan to follow depending on the type of incident and the amount of damage done to their respective facilities.

3. Upon activation of the EOC, the EOC Director will determine staffing levels and will notify the ESF #12 coordinators who will respond to their predetermined locations for activation of their individual emergency plans.

### A. Organization

1. The EOC is organized using Incident Command System which emphasizes concepts such as unity of command/coordination, modular organization, management by objectives, manageable span of control, etc. Under EOC Operations are four branches; Police, Fire, Human Services, and Infrastructure.

2. The Seattle Department of Transportation normally provides leadership for the Infrastructure Branch Director position. SCL will staff the ESF #12 Energy position whenever the EOC is activated and establish contact with other energy providers.

3. ESF #12 works closely with the Washington State Department of Commerce, U.S. Department of Energy, and other organizations.

### B. General Response

1. The initial strategy for damage assessment and repair will be determined as soon as possible during the first operational period of the EOC activation. ESF #12 will closely coordinate with King County and neighboring jurisdictions.

### C. Direction and Control

1. Each ESF #12 agency is responsible for providing direction within their organization. In those situations where more than one agency on the scene has jurisdictional responsibility, a Unified Command will be established according to the principles of the National Incident Management System.

**D. Procedures**

1. Position checklists, telephone lists, and other frequently changing information are maintained by SCL and available in hard copy in the EOC and on-line in SCL's cloud service.

## IV. RESPONSIBILITES

### A. Prevention and Mitigation Activities

1. SCL, as the ESF #12 lead, will coordinate annually with ESF #12 partners to update procedures and contact lists.

2. SCL will also review respective mitigation plans and determine potential strategies for inclusion in future ESF revisions.

### B. Preparedness Activities

1. Support organizations will:
   - Prepare and update energy supply contingency plans for implementation in the event of energy shortages or emergencies.
   - Maintain alert rosters, restoration plans, and any standard operating plans necessary to implement this annex.
   - Insure all personnel that will be using WebEoc have had the proper level of training.
   - Conduct at least annually an exercise designed to validate this annex.
   - Identify, train, and assign personnel necessary to execute missions in support of this ESF.
   - Develop and maintain a complete directory of all utility services and products associated with this ESF.
   - Establish a liaison with all support activities identified in this annex.

### C. Response Activities

1. SCL, as ESF #12 lead, will:
   - Apply as necessary, local, state and federal resources in accordance with established priorities.
   - Provide emergency information, education and conservation guidance to the public in coordination with the Public Information Officer (PIO).
   - If required, assist local, state and federal agencies with obtaining fuel for transportation in support of emergency operations.
   - Coordinate with law enforcement for security and protection of supplies.

2. Support organizations will:
   - Perform a size-up at the affected areas to determine operational priorities and emergency repair procedures with field personnel. Provide a status report to the EOC.
   - Prioritize utility restoration processes.
   - Implement any mutual assistance agreements in effect, as needed.
   - Coordinate the establishment of priorities to repair damaged energy services and coordinate the provisioning of temporary, alternate, or interim sources of portable generators and other utilities.



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- Coordinate energy infrastructure situational awareness by establishing a conduit for information sharing, specifically for instances of uncontrolled release of liquid/gas fuels and instances of electric supply disruptions or downed electric conductors, through the ESF #12 liaison.

**D. Recovery Activities**

1. SCL will
   - Monitor energy organizations and the repair and restoration of utility services.
   - Maintain coordination with all supporting agencies, departments, and organizations on the operational priorities of the repair and restoration.
   - Continue to provide emergency information, education, and conservation to the public in conjunction with the PIO.

2. Support Organizations
   - Continue to conduct restoration operations until all utility services have been restored.
   - Insure all documentation has been completed.
   - Perform an After Action Review and revise existing plans or procedures.

## V. RESOURCE REQUIREMENTS

**A. Logistical Support**

1. SCL maintains service facilities at:
   - South Service Center – 3613 4th AVE S. Seattle, WA. 98134
   - North Service Center – 1300 N. 97th Seattle, WA. 98103
   - System Control Center – 614 NW 46th Seattle, WA. 98107
   - Seattle Municipal Tower – 700 5th AVE. Seattle, WA 98124

**B. Communications**

1. SCL utilizes a 450 MHz radio system for internal operations. The 450 MHz radios are monitored 24/7 through SCL dispatch operators.

2. SCL has 800 MHz radios in supervisor vehicles and a cache of hand held radios for use in the event of an emergency or disaster.

3. SCL has direct phone lines to first responder agency dispatch centers for rapid bi-lateral notification of significant events.

## VI. ADMINISTRATION

**A. Cost Accounting and Cost Recovery**

1. Departments, organizations, or agencies with a lead or support role for this ESF will track all costs based on guidance provided by their organization and the Seattle EOC. Reimbursement of costs is not guaranteed and, if provided, will likely not cover all costs incurred.

**B. Annex Maintenance –**

1. ESF Coordinators will be responsible for updating their annex on an annual basis. Coordinators will also be responsible for ensuring all Primary and Support department

and agency personnel are trained at least annually on the information contained within this annex.

2. The Coordinator will submit annex updates to the Seattle Office of Emergency Management by no later than November 1st each year.

3. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.

## VII. TERMS AND DEFINITIONS

Terms and definitions related to this ESF/Annex.

See Seattle Disaster Readiness and Response Plan Volume I. Glossary.

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**EMERGENCY SUPPORT FUNCTION #13**
*Public Safety and Security*

**ESF COORDINATOR:**
*Seattle Police Department*

**PRIMARY DEPARTMENT:**
*Seattle Police Department*

**SUPPORT ORGANIZATIONS:**
*Department of Information Technology*
*Finance and Administrative Services*
*Seattle Fire Department*
*Seattle Department of Transportation*
*Washington State County and City Law Enforcement Agencies*
*Washington State Patrol*
*Federal Bureau of Investigation Seattle Field Office*

## I. Introduction

### A. Purpose

This annex describes law enforcement roles and responsibilities during a disaster or major emergency, which include but are not limited to: Threat Mitigation, Security, Investigation, Intelligence, Logistics, Emergency Operations Center Operation, Seattle Police Operations Center (SPOC) operations, Department Operating Center (DOC) Coordination, and Information management within the Police Department and among other government agencies.

### B. Scope

1. This annex applies to all members of the Seattle Police Department, sworn and civilian.
2. It serves as department guidance for situations that require the department to become the lead agency in managing a major emergency or disaster, or when the department supports another City department in a major emergency or disaster.

### C. Mission

Prevent crime, enforce the law and support quality public safety by delivering respectful, professional, and dependable police services.

## II. References

1. City of Seattle Disaster Readiness and Response Plan, Vol. I. and II.
2. Seattle Terrorism Annex
3. Seattle Police Department Manual
4. Seattle Police Department Training Manual
5. Seattle Police Department Emergency Operations Manual
6. Seattle Municipal Code
7. Revised Code of Washington Title 9A
8. National Response Plan

## II. DEFINITIONS

*Seattle Police Operations Center (SPOC)*: Department Operating Center used in disasters, unusual occurrences and special events to coordinate planning, strategy and resources. The SPOC communicates directly with the City EOC, and other City DOCs.

*Duty Commander:* The Duty Commander is the senior law enforcement commander on duty during nights and weekends.

## III. SITUATION

### A. Overview

1. The Seattle Police Department is the primary law enforcement agency in the City, providing services on a 24/7 basis. The 2000 Census lists the population of Seattle at 563,374. During the day commuters increase the population to one million. In addition, the City hosts approximately 7 million tourists each year.

2. The Department responded to over 800,000 calls for service in 2010. These calls were for a wide variety of services ranging from in-progress emergencies, criminal investigations, and marine life safety response to searching for lost children.

3. The City of Seattle Disaster Readiness and Response Plan specifies which agency shall be lead when more than one agency responds to an emergency. In those emergencies where criminal acts are the cause the police department shall be the lead agency.

4. In those situations where more than one agency on the scene has jurisdictional responsibility, a Unified Command will be established.

### B. Assumptions

1. The Seattle Police Department will play a major role in any response to large-scale event, incident or disaster.

2. Calls for service may overwhelm the City's primary Public Safety Answering Point (PSAP) radio communication may be limited due to increase radio use.

3. Accidents and natural events evolve in a generally predictable pattern, whereas the effects of deliberate criminal acts, including terrorist acts are more difficult to predict and may include steps to hinder the response.

4. Due to an already overwhelmed road network, during a disaster or major incident, rapid access will be severely limited, supplies and mutual aid may have difficulty reaching the scene and patients and evacuees may have difficulty moving to hospitals or shelters.

## IV. Operations

### A. Organization

1. The Seattle Police Department is organized to effectively respond to emergencies each day. Unformed patrol officers are assigned to precincts which are organized into five geographic areas throughout the City, called precincts. In addition, a Harbor Patrol provides continuous emergency and routine marine patrol on the waterways throughout and surrounding the City.

2. The Police Chief reports directly to the Mayor. Deputy Chiefs, Assistant Chiefs, Captains, Directors, Lieutenants, Sergeants and Officers constitute the rank structure of the department.

3. Command rank officers are assigned each day to specific emergency positions to represent the department and provide immediate command response.

4. Critical to the organization are the civilian employees who fill the remainder of the emergency organizational structure, they are highlighted within the unit or section plan

**B. Normal Operations**

1. Response Priorities
    a. Life Safety
    b. Incident Stabilization
    c. Property Conservation
    d. Environmental Protection

2. Patrol
    a. Uniformed patrol staffing is deployed over three, nine-hour shifts. Staffing is reduced during the start of First Watch and increases throughout the day.
    b. Patrol officers are generally deployed in one-officer units. These units are organized into Squads and the Squads into Watches. Each Squad is commanded by a Sergeant and each Watch by a Lieutenant.(Unit, Squad, Watch, Precinct)
    c. Although each Precinct generally is responsible for calls for service in its response area during emergencies, a patrol Strike Team can be rapidly assembled.

3. Investigations
    a. Investigative units are generally at work during normal business hours. During emergencies, and following pre-established protocols, investigative resources can respond to the field using on-call personnel.

4. Specialty Units

    a. Special Weapons and Tactics (SWAT): The SWAT team provides coverage during days, nights and weekends. The team provides tactical support to patrol, responds to barricade/hostage incidents, deploys in support of crowd control situations, high risk emphasis & arrests and provides security for dignitaries. The SWAT team is Personal Protective Equipment (PPE) Level B capable.

    b. Arson Bomb Squad (ABS): The ABS is responsible for the response and investigation of arson and bomb incidents. The squad can deploy to simultaneous bomb incidents. The ABS is PPE Level A capable.

c. CBRNE Support Squad (CSS): The CSS is responsible for the operation of the SPD Communications Vehicle, which, as a regional resource, is capable of enhanced communications at the scene using satellite, mobile gateway, and microwave technologies. It also is capable of providing and monitoring remote radiation and chemical sensors, and transmitting live video transmission from the scene. In addition the CSS maintains the Mobile Unified Command Vehicle, and maintains the PPE Cache for the police department and the Seattle/King County Public Health Department. The CSS is PPE Level B capable.

d. Crime Scene Investigation Squad (CSI): CSI supports criminal investigation by providing evidence collection and documentation. CSI typically is assigned under the Investigation Team at the scene. CSI personnel are PPE Level B capable.

e. Intelligence Operation Center (IOC): The IOC is responsible for the collection, analysis and dissemination of intelligence related to an incident and serves as the point of contact with other intelligence agencies outside of the City. The IOC is activated as needed to support the response to an incident, disaster or special event. When activated, all City Departments are expected to send intelligence information to the IOC.

f. Harbor Patrol: The Harbor Patrol Unit provides law enforcement, rescue, recovery and firefighting services in the waters in around the City. Harbor Patrol personnel are qualified in dive rescue and recovery, firefighting and emergency medical care. The unit is a member of the regional law enforcement dive team and can deploy a remotely operated vehicle (ROV) to search or patrol critical infrastructure and high value locations.

g. Mounted Patrol Unit: The Mounted Patrol Unit provides horse patrol throughout the City. Mounted Patrol officers are often assigned to assist with crowd control duty.

h. Rapid Deployment Force : A team of patrol officers who have received additional training, and equipment supporting an All-Hazards Law Enforcement approach to manmade and natural disaster incidents and events.

i. Prisoner Processing Team: The Prisoner Processing Team is responsible for processing all arrests in support of an Incident Command. The team can deploy van and bus teams to pick-up and transport prisoners. A Precinct team provides for processing and transport to the jail

j. Emergency Support Function 13 Team (ESF-13): ESF-13 personnel are responsible for providing the law enforcement function at the City Emergency Operations Center (EOC) during emergency activations.

k. Seattle Police Operations Center (SPOC): The SPOC is the Operations Center for the Department. When activated the SPOC has command and control over all department resources. When activated, all law enforcement mutual aid requests are coordinated through the SPOC.



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5. Response

   a. The response to disasters, incidents, and special events will follow the National Incident Management System (NIMS) Incident Command System (ICS), and maintain the capacity to effectively receive, integrate and support supplemental and outside assistance from other jurisdictions, in addition to the state and federal governments.

   b. In addition to responding to patrol emergencies the Department also is responsible for proactive crime prevention, evaluating threats and developing a response strategy.

   c. All City originated 9-1-1 calls for service are first received through the Seattle Police Department Communications Center. Those that relate to fire, hazardous materials (HAZMAT) releases, and emergency medical calls are routed to the Fire Alarm Center (FAC), the City's secondary PSAP. Law enforcement calls are classified by priority and referred to a dispatcher who will coordinate a response by patrol officers.

   d. Each Precinct has an assigned dispatcher.

   e. The Seattle Police Department has numerous procedures that guide the response to an emergency. These include when to request supervisory personnel and when to activate specialty and investigative units.

   f. The Chief Dispatcher supervises the response activity throughout the City and is authorized to activate additional command personnel, request mutual aid, and mobilize on-duty resources and specialty units.

   g. During normal business hours the Precinct Captain or Watch Commander will be the law enforcement Incident Commander at incidents. During non-business hours the Duty Commander is responsible for commanding the police response with the support of the Watch Commander.

   h. For most SPD responses, a Single Command will be formed with Command and General Staff functions staffed to match the requirements of the incident.

   i. Whenever there are overlapping jurisdictional issues to contend with in a multi-agency incident, the senior on-scene officials from those departments or agencies that are part of the initial response will jointly decide if and when a Unified Command will be established.

   j. The SPOC may be activated as part of daily response emergencies.

## C. Disaster Response

1. Overview

   a. The Seattle Police Department has three Stages of Alert. Each Stage has detailed procedures for Department personnel to follow.

I. Stage I Alert
Normal Operations

II. Stage II Alert
In a Stage II Alert either:
- The City has received a threat that is assessed as credible or
- The Department has modified normal dispatch protocol in response to a special event or incident, heavily impacting a single precinct or involving two or more Precincts

III. Stage III Alert
In a State III Alert:
- The Mayor has declared at State of Civil Emergency or
- To meet the needs of the Department an emergency mobilization of Department personnel is needed

2. Command Assignments
   a. The Police Department maintains a roster (day and night shifts) of law enforcement command personnel for the following assignments:
      - SPOC Assistant Chief
      - ESF-13 Captain
      - EOC Director
      - DHS OPS Captain
      - Intelligence/JTTF Liaison
      - Duty Commander

3. Threats
   a. The Criminal Intelligence Section will be responsible for evaluating and notifying command personnel of any threats.

   b. The Police Department will coordinate the response to threats. The Chief of Police or the Homeland Security Bureau Assistant Chief will determine which city department(s) will be notified. Notification may be limited to protect the investigation.

   c. For significant threats the SPOC will be activated and an Incident Action Plan written.

   d. Potential strategies for addressing a threat:
      - Increasing security at likely targets;
      - Conducting an investigation;
      - Increasing intelligence collection, analysis and dissemination;
      - Staging key resources;
      - Activating command centers;
      - Redeployment of departmental resources
      - Close coordination with other response partners;
      - Dispersal of key resources;
      - Closure or limitation of access to certain critical infrastructure;



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- Provide direct communication, prevention or mitigation information or engagement with affected sites or venues
- Modification of the transportation network security measures;
- Closure of schools;
- Cancellation of public events;
- Activation of mutual aid;
- Requests for state or federal resources;
- Public information.

4. Notification of Seattle Police Department Personnel
   a. Seattle Police Department SPOC personnel are authorized to respond during disasters and large-scale incidents.
   b. Off-duty department employees are to monitor television and radio for activation instructions.
   c. If the television and radio are inoperative sworn personnel have instructions on how to report.

5. SPOC Operations
   When activated, the SPOC will:
   a. Monitor resources;
   b. Coordinate mobilization of on-duty and off-duty resources;
   c. Arrange for mutual aid;
   d. Provide command and field incident commanders with situational awareness i.e. Common Operating Picture.
   e. Provide logistical support to incident commands and patrol operations;
   f. Provide documentation for actions taken during the activation
   g. Implement deliberate plans;
   h. Organize communications;
   i. Coordinate with other department Control Centers;
   j. Provide updates to EOC via ESF-13;
   k. Arrange for protection of critical infrastructure as needed.

6. Mass Fatality Incidents
   a. No human remains, personal items or other evidence will be removed from the scene.
   b. The Medical Examiners Office will, in coordination with the Seattle Police Investigation, be responsible for processing fatalities.

7. Response
   The response to a major incident or disaster will build on the initial response listed above in normal operations, Options for response may include;.
   a. Law enforcement will secure the incident scene.
   b. Establish ingress and egress routes for responders.
   c. Operate a credentialing system.
   d. Protect critical infrastructure.
   e. Evacuate involved areas.
   f. Conduct an investigation.
   g. Provide bomb sweeps and render safe procedures.
   h. Coordinate public information.

i. Provide traffic control.
j. Provide interdication capabilities in and around the affected areas
k. Provide security "Overwatch" for first responders within and around the affected area.

## V. Logistics

### A. Logistical Support

1. The Department maintains a Quartermaster supply system based out of the Park 90/5 complex. The Quartermaster is responsible for supplying all operational activities.

2. Each Precinct has an assigned Stationmaster who coordinates all support activity at their precinct.

3. When the SPOC is activated the Quartermaster and Stationmasters report to the Logistics Section in the SPOC.

4. In support of Incident Command, mobile Logistic Support Teams provide delivery of batteries, beverages and snacks.

5. The SPOC maintains a cache of essential supplies capable of supporting two platoons in an emergency.

6. The Logistics Section regularly provides hot meals, snacks and beverages to officers deployed at emergencies and special events.

### B. Communications

1. The Police Department Communications Center is the Primary PSAP for the City.

2. The 800 MHz radio system is the primary communication system for operations. This system can be patched to other communication networks through a fixed gateway installed in the dispatch console.

   a. The Telecommunication Interoperability Communications Plan governs the patching of radio systems in King, Snohomish and Pierce Counties.

3. The Police Department Communications Vehicle has a mobile gateway to patch radio systems.

4. The Community Notification System (CNS) can be used to notify either the public or responders over telephone lines.
   a. The CNS will be deployed in late 2006.
   b. The Police Communication Center will be able to access this system for activating Police Department personnel.

5. Alternate Communications:
   a. Blackberry
   b. Pagers
   c. Text Message



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d. Cell Phones
e. Satellite Phones
f. Military Communication Systems

**C. Information Technology Support (IT)**

1. The City Department of Technology maintains the CNS and assists with Cyber threat response.

2. The Police Department Information Technology Section maintains a department wide computer network that includes desktop and portable computers.
   a. IT personnel assist the CBRNE Support Squad with the Communication Vehicle.

**EMERGENCY SUPPORT FUNCTION #14**
*Long Term Recovery*

**PRIMARY DEPARTMENT:**
*City Budget Office*

**ESF COORDINATOR:**
*City Budget Office*

**SUPPORT DEPARTMENTS AND AGENCIES:**
*Seattle Office of Emergency Management, and all City Departments.*

## I. INTRODUCTION

### A. Overview of Recovery

The focus of the Long-Term Community Recovery and Mitigation Annex is to build a framework for decision-making to manage the disaster recovery process effectively. Elements include anticipating resources needs, establishing procedures, and identifying a range of strategies and policies to guide recovery activities during the chaotic environment of disaster recovery.

The concept of recovery is often understood as the process of returning to pre-disaster or improved levels with reference to buildings and homes, life-line services and infrastructure, as well as economic and community vitality. Disaster recovery requires a broader expectation, including attention to a range of human needs and recognition of the vital role communications capability plays in the recovery process.

Recovery is a complex process, requiring a systems-approach. No problem exists in isolation; for example, housing restoration, economic rebuilding and infrastructure repair are all intrinsically interrelated. The recovery process inevitably takes much longer than anticipated, possibly years longer, costs much more than expected, and can involve more staff time. As an agency or community makes decisions to accomplish recovery activities, elected officials and department administrators experience public pressure to expedite decisions and quickly return to pre-disaster status, though that may be undesirable or impossible. Significant disasters may forever alter the community, creating a "new" normal.

This plan is designed around three recovery functional areas that encompass many of the expected problems and issues that may arise:

- **Economic Recovery** involves economic impact assessment to the City and the business community, support to small businesses from federal and other sources, and economic revitalization planning;
- **Infrastructure Recovery** includes repair and reconstruction of the physical plant – facilities, infrastructure, utilities, communications and other life-line services;
- **Human Needs Recovery** encompasses disaster-related community outreach, long-term housing, health (physical and mental), human services, assistance to non-profit agencies, and problem-solving to address unusual circumstances generated by the disaster for which no existing programs provide assistance.


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## B. Concepts & Definitions

1. **Short-term recovery** involves
   Immediate restoration of services and government functions as well as
   - Assistance to residents in resuming essential life activities.
   - Activities may include: sheltering, debris clearance, damage/impact assessment, temporary service provision, traffic control, temporary space for displaced government/business/community functions, public information, inspections and permitting for repairs, volunteer and donations management, and initiation of state/federal assistance programs. Immediate mental health, public health or other community issues may also be addressed.
   - There can be no definitive time period for short or long-term recovery as the process is dictated by the type and scope of event. Typically a moderate incident may require 6 - 12 months to bring circumstances back to normal functionality.

2. **Long-term recovery involves:**
   - Permanent repair and reconstruction of infrastructure, facilities, or property
   - Area-specific or city-wide redevelopment planning.
   - Economic and business recovery, and 4) social/community restoration.
   - Long-term recovery topics include temporary and permanent housing, transportation, economic development, historic preservation, and community revitalization.
   - Due to the nature of restorative activities involved, long term recovery often requires years. A typical timeframe would be 1 – 10 years.

3. **Mitigation**
   - Refers to a range of both structural and non-structural strategies designed to reduce exposure to disaster damage. Mitigation actions taken before disaster moderate damage, and thus reduce the recovery burden on a community. Post disaster, the recovery period often offers unique opportunities to protect against future damage and save lives by integrating mitigation, e.g. through seismic retrofits or building codes/zoning, into repair and reconstruction plans.

## C. Purpose

This Recovery Annex is designed for the following:

1. To describe a framework in which the City can facilitate disaster recovery city-wide, reduce the burden of disaster, and return to normal operations as soon as possible.

2. To describe the roles and responsibilities of the City Finance Department, Seattle Police Department's Emergency Management Division, and other supporting departments in Emergency Support Functions (ESFs) in both short and long term recovery activities.

3. To guide interactions with external partners in recovery, including other jurisdictions, county, state and federal agencies, as well as community organizations and citizens.

   It is not the intent of this document to anticipate all possible contingencies resulting from potential disasters. Rather, the purpose is to establish a flexible framework from

which, at the time of a disaster, City managers will assess recovery needs and develop a recovery strategy, based on the nature and scope of the event.

### D. Scope

This annex applies to the departments, organizations or agencies with a lead or support role for this ESF. It discusses the requirements, business approach, and objectives of Long-Term Community Recovery and Mitigation programs and operations before, during, and after a major emergency or disaster.

## II. SITUATION

### A. Emergency/Disaster Conditions and Hazards

1. Seattle faces a range of natural and human-induced hazards that can create disaster conditions. The most common recovery issues include those resulting from the primary disasters likely to occur in Seattle. According to the Seattle Hazard Identification and Vulnerability Annex (SHIVA), the highest risk hazards, considering both frequency and potential impact, the City faces are:
    - Earthquakes
    - Snow & Ice Storms
    - Windstorms

2. Each type of disaster incident has unique characteristics and commonalities that affect the recovery process. The City can anticipate typical recovery activities, but should be also be prepared to respond to a-typical events and unexpected impacts.

3. Many frequent events (winter storms, localized urban flooding, power failures, etc.) may result in interruption of utilities, communication, and traffic without affecting underlying service provision capabilities or causing extensive damage. Landslides, often a secondary hazard to winter storms, can damage buildings and infrastructure, block roads, and can create city-wide problems if there are numerous, simultaneous ground failures.

4. Earthquakes are the most destructive hazard Seattle is likely to encounter. Earthquakes can generate widespread structural and non-structural damage to buildings and infrastructure, and may result in injury and death. Extensive damage assessment is required, and even so, hidden damage may be found years later.

5. Terrorist incidents may or may not cause significant physical damage, but can result in prolonged psychological and social impacts on the individual and community levels. Civil disorder may precipitate limited damage to the built environment but require law enforcement intervention or raise political concerns that delay recovery.

### B. Planning Assumptions

1. As a result of a disaster event, there may be long-term economic, physical, and social/psychological impacts and other hardships that face the City government, individuals, businesses and non-profits;



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2. Short-term recovery begins immediately following a disaster event; long-term recovery may take several years;

3. The extent and type of recovery activities will be driven by the impacts of the disaster event. Appropriate city departments and external organizations will be involved at different times and at different levels in the recovery process;

4. Decisions impacting recovery will be made under great pressure of competing priorities, limited resources and the desire to bring the community quickly back to "normal";

5. Personnel may not return to their normal assignments for a period of weeks or months, depending on the level of effort required;

6. Extent of damage to surrounding jurisdictions may affect availability of response phase mutual aid resources. This can, in turn, delay the City's recovery operations;

7. Depending on the extent of damage to infrastructure, housing stock, and business centers, the long-term recovery phase may provide opportunities to implement economic or redevelopment strategies that enhance portions of the City;

8. The City of Seattle leads recovery activities for its jurisdiction. Support from neighboring jurisdictions and from State and Federal agencies will be requested as needed. Some city agencies with infrastructure outside the City of Seattle boundaries may be required to work with other entities to restore service and receive the full benefit of recovery funding;

9. During disasters, government facilities can be damaged or destroyed. When altering or rebuilding after a disaster, the City will consider alterations to facilities and the design and construction of new or replacement facilities which comply with all applicable federal accessibility requirements, including Title II of the Americans with Disabilities Act (ADA);

10. The State of Washington Emergency Management Division (EMD) and the Federal Emergency Management Agency (FEMA) offer grant assistance programs to help offset the burden of disaster recovery of public and private interests following appropriate disaster declaration procedures. It is recognized that the terms and funding levels may change; and,

11. The City is qualified as a state "recognized separate emergency management organization," and applies directly to State/FEMA for disaster assistance without going through King County.

12. The City will be guided by the National Disaster Recovery Framework (NDRF) in its interactions with state and federal agencies during the recovery process.

13. This ESF annex will serve as primary guidance on recovery operations until a full city-wide disaster recovery plan is developed.

## III. CONCEPT OF OPERATIONS

### A. Organization

#### 1. General

a. Recovery operations begin immediately after a disaster event, concurrent with response operations. ESF-14 will be activated to the level required by the incident. It will be expanded into the Interdepartmental Recovery Team for large incidents, as determined by the ESF lead.

b. Initial Recovery operations will be structured around National Incident Management System (NIMS) principles where possible. Although recovery differs significantly from response in many respects, the organizational structure can be adapted to serve the recovery process.

c. Recovery operations will take place within the EOC as space permits. It is assumed that as response operations scale down, recovery operations will scale up. The EOC will remain open for recovery operations as long as necessary and as agreed to by the ESF-14 lead and the EOC Director.

d. This same organization will be used to address short term recovery, and expanded to address long-term recovery and redevelopment.

#### 2. ESF-14 Organization

a. Lead: City Budget Office
   i. The City Budget Office serves as the lead agency for ESF-14. This department is central to financing repair and recovery of City of Seattle facilities and services, and is a primary link for cross-departmental decision making.

b. Support: Seattle Police Department, Emergency Management, Recovery Program staff, and all Departments listed below depending on specific needs.
   *i.* Emergency Management staffs ESF-14. Emergency Management Recovery Programs staff play the Applicant Agent role for State/FEMA recovery grant assistance, and links to professional expertise on all phases of emergency management: preparedness, response, recovery and mitigation.

   *ii.* Driven by the specific needs of the recovery process, representatives from key departments form part of the ESF-14 structure organized around three elements: Economic, Infrastructure and Human Needs. All city departments potentially play a support role. (See Assignment of Responsibilities section.)

   *iii.* *Depending on the severity of the disaster, department staff as well as external organizations may be called to serve on two main recovery teams that may be activated:*
      - Interdepartmental Recovery Team – expansion of ESF-14 core team (see below for further details)



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## III. RECOVERY ORGANIZATION

### A. Purpose

1. To facilitate short-term recovery, including prioritization and problem-solving to bring about the orderly restoration and normalization of all City sectors (public and private) that sustained serious disaster damage.

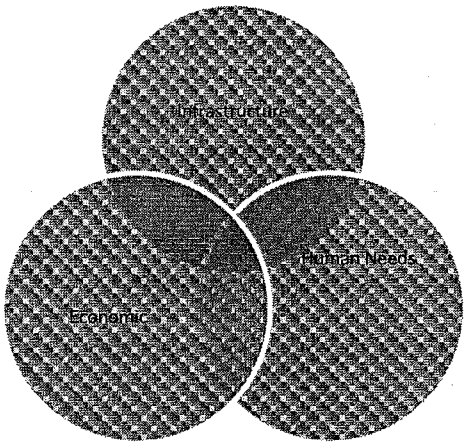
2. To facilitate long-term recovery and reconstruction, including formulating recommendations for strategic resolution of issues related to economic, infrastructure (repair, reconstruction as well as redevelopment), and human needs that emerge.

3. This is the core city-department structure that can be expanded into the Interdepartmental Recovery Team for larger and or/longer term recovery processes.

### B. Recovery Task Areas

Recovery operations will be organized into three overlapping task areas to address anticipated disaster-related issues:

- **economic**
- **Infrastructure**
- **Human needs**




1. **Economic:**
   Economic recovery and business assistance, with an emphasis on facilitating small business resumption.
   Tasks include:
   - Financial impact assessment and revenue forecasting
   - Economic impact assessment to the business community
   - Small business outreach & support
   - Federal/State public assistance, financial recovery
   - Federal/State assistance to businesses, e.g. SBA
   - Re-entry and "open for business" support

- Liaison with major industries and employers
- Economic revitalization planning
- Tourism promotion

2. **Infrastructure:**
Physical repairs and restoration to buildings, infrastructure, utilities, life-line systems and the environment.
Tasks include:
    - Damage assessment (continued from response)
    - Building inspection and permitting
    - Debris management
    - Threat abatement
    - Restoring government facility functions;
    - Utility and transportation service restoration
    - Information technology and communications restoration
    - Historic Preservation
    - Environmental impacts

3. **Human Needs**:
Addresses individual and community needs in areas including human services, housing, community recovery events, mental health, and special needs of vulnerable populations.
Tasks include:
    - Social and community impacts
    - Temporary and permanent housing assistance
    - Service to vulnerable populations
    - Assistance to Human Service providers
    - Public Health, including mental health, issues
    - Community Recovery Events
    - FEMA Individual Assistance Program

## C. Structure

1. NIMS. Recovery operations will be modeled on National Incident Management System (NIMS) principles, where possible. Although recovery differs significantly from response in many respects, the organizational structure can be adapted to serve the recovery process.

2. Following is a brief description of the responsibilities of each section of the organization when activated.

   [See ESF-14 Recovery Operations Organizational Chart at end of document]

3. **ESF-14 Recovery Lead Position** will be staffed by the current lead, or a Mayoral appointee, as determined by the Mayor. The lead serves as the strategic manager of recovery operations and reports to the Mayor. Prioritizes recovery actions and advises on policy. Policy guidance will be issued by the Mayor or a **Policy Group**, as needed, constituted of Department Directors or their designees.



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4. The **Law function** will be staffed by a City attorney who will advise on contracting, purchasing, public works, code enforcement, civil lawsuits, recovery ordinance development, etc. (See Law Dept. responsibilities section)

5. The **Public Information function** will be staffed by ESF 15, Public Information/External Affairs to manage press releases, media interactions, etc., to support all aspects of recovery (See Public Information responsibilities section.)

6. The **Intergovernmental Liaison** function will be staff by the Office of Intergovernmental Relations (OIR), to advise on: interactions with local, state and federal entities outside to complement established department contacts, e.g. Emergency Management and State/FEMA. (See OIR responsibilities section.)

**D. Recovery Operations Section:**

Manages short and long-term recovery operations to restore the City around the three major task areas:

- Economic;
- Infrastructure; and
- Human Needs

Uses integrated problem-solving to address disaster-related problems. Essentially, this section is responsible for operations that restore the jurisdiction back to normal day-to-day operations. Tasks may include:

The Recovery lead may appoint managers for these three areas at his/her discretion. Additional point-people will be added for special issues, geographic areas (e.g. heavily impacted neighborhoods) and/or as liaisons to major partner agencies and institutions.

**E. Recovery Planning Section:**

Responsible for information analysis to support recovery decision-making by Recovery Lead. Tasks may include:

- Collect, evaluate and analyze information;
- Develop impact assessments;
- Incident action planning;
- Documentation of recovery process;
- Situation and status reports;
- Assist with long-term recovery plan development; and
- After-action reports

**F. Recovery Logistics Section:**

Assists/fills needs for space, labor, equipment, supplies and services needed for recovery. Specific procurement issues include:

- Emergency contracting for government operations;
- Disaster Recovery Centers set up;

- Volunteer management coordination;
- Donations management operations;
- Utilizing mutual aid, including state-to-state Emergency Management Assistance Compact (EMAC);
- Sourcing recovery supplies and equipment; and
- Sourcing vehicles and personnel.

**G. Recovery Finance and Administration Section:**

Financial and administrative support critical to the funding of recovery operations city-wide. "Money" issues include:

- Emergency funding and budgeting
- FEMA Public Assistance Program – application and documentation
- Other state/federal grant sources, e.g. Federal Highway Administration
- Tracking on risk management & insurance settlements

**H. Core Recovery Team Membership:**

ESF 14 is led by the City Budget Office. Core membership includes:

- Seattle City Light (SCL);
- Office of Economic Development (OED);
- Office of Emergency Management Section (OEM/SPD);
- City Budget Office (CBO);
- Department of Finance and Administrative Services (FAS);
- Office of Housing (OH);
- Human Services Department (HSD);
- Department of Information Technology (DoIT);
- Office of Intergovernmental Relations (OIR);
- City Attorney's Office (LAW);
- The Seattle Public Library (SPL);
- Department of Neighborhoods (DON);
- Department of Parks and Recreation (DPR);
- Personnel Department (PER);
- Department of Planning and Development (DPD);
- Seattle Public Utilities (SPU),
- Seattle Department of Transportation (SDOT);

**I. Core ESFs include:**

ESF-15 Public Information, ESF-7 Resource Support.
Other departments to be involved depending on the situation:

- Seattle Fire Department, Seattle Police Department (besides Emergency Management) – for on-going security and public safety issues;
- Public Health -- Seattle/King County – for health issues;
- DPD Comprehensive and Neighborhood Plans Staff, Office of Sustainability and Environment – for long-term recovery and redevelopment planning.



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**J. Core External Partner Agencies** (not including county / state / federal partners) with liaison function to ESF-14, depending on issue:

- Port of Seattle;
- Seattle Public Schools (SPS) and private school organizations;
- Seattle Housing Authority (SHA) and other housing organizations;
- University of Washington (UW);
- Seattle Community Colleges;
- Public Development Authorities;
- American Red Cross;
- Salvation Army, United Way and other human service organizations;
- Non-profit organizations.

**K. Interdepartmental Recovery Team**

1. Purpose:
   Expansion of core ESF-14 structure to manage a more extensive recovery process involving more partners. Same purpose as ESF-14: to coordinate city activity on short and long-term recovery.

2. Membership:
   Chaired by ESF-14 Lead and staffed by core ESF team and additional departments as needed. If severity of event escalates, Executive Department appointee may replace ESF-14 Lead, who will then serve as staff to the appointed chairperson.

**L. Community Recovery Team**

1. Purpose:
   An advisory team coordinated by the City to harness the ideas and resources of the wider community into the recovery effort. This team provides a way to engage participation and an avenue for stakeholders to give input into the post-disaster recovery plan. Convened by ESF-14 lead or Mayor's Office.

   Topics on which the advisory group might provide input include:
   - Long-term community recovery goals & actions
   - Policy development
   - Identification of unmet and/or special needs
   - Community and private sector resources available
   - Neighborhood/district-level impacts
   - Homeowner & renter issues
   - Business issues

   The group remains viable and meets as long as the Mayor deems useful and necessary.

2. Membership:
   Chaired by ESF-14 Recovery Lead or Mayor's appointee

Suggested Community Representatives:

- Seattle City Council
- Chamber of Commerce/Business Associations
- Private sector
- Building Council/Real Estate
- Environmental Organization
- Community Disability Organization
- Community Cultural Organization
- Neighborhood or community representatives
- Neighborhood District Councils
- Urban League and/or similar community-based organization
- Community Recovery Task Force -- public/private group lead by Mayoral appointee (see below for further details)

3. **General Response**
   ESF-14 may be activated concurrent with disaster response, and may remain activated long after response operations are concluded and at a level appropriate to the event.

4. **Direction and Control**
   Recovery Operations will be managed out of the Seattle Emergency Operations Center (EOC) unless or until another facility is identified. ESF-14 may be activated by the ESF lead in the City Budget Office, the EOC Director, or as instructed by the Mayor.

5. **Procedures**
   Written procedures for several recovery-related tasks are in draft, but not included with this document.

## IV. RESPONSIBILITIES

### A. Responsibilities of City Departments

All Departments

1. Department heads will ensure department designated personnel are ready and able to assume ESF-14 responsibilities when requested by the ESF-14 Coordinator. Where possible, response and recovery phase responsibilities will be assigned to different employees in order to avoid burn-out.

2. Each department that incurs disaster damage in an event that triggers a Presidential Disaster Declaration will assign a recovery coordinator. This person(s) will serve as a departmental point person for Emergency Management/ESF-14 on state/federal disaster recovery assistance. Tasks include providing and updating damage assessment data and serving as a central source of information on all department repair projects eligible for reimbursement under the FEMA Public Assistance Program.

3. Each department will ensure employees are encouraged to develop a family preparedness plan including considerations for children, seniors, pets, school, and people with disabilities, as needed and assemble disaster supplies for home and vehicles. This will help employees feel assured that family members are taken care of,

and encourage their availability for government continuity during the response and recovery phases of emergencies.

## B. Specific Responsibilities by Department

1. City Budget Office
   - Serves as lead for ESF-14.
   - Serves as lead for decision making on financing disaster response and repair costs incurred by the City as part of their overall responsibility for developing and monitoring the budget, issuing and managing debt, establishing financial policies and plans, and implementing overall financial controls for the City.
   - Budget analysts assist departments to refine departmental post-disaster repair estimates, prioritize projects, determine funding, etc., as needed.
   - Assesses financial impact of disaster on city government, forecasts, and advises on strategic decisions related to funding and prioritization of short and long-terms recovery expenditures.
   - A City economist provides economic impact analyses of disaster events, including projected revenue losses, at request of the ESF-14 Coordinator, the City Interdepartmental Recovery Team leader, or the Mayor's Office.

2. Seattle City Light
   - Oversees restoration of electric power services and repairs to generation and distribution facilities and systems.
   - As part of ESF 3 – Public Works – assists with debris clearance
   - Activates mutual aid agreements with neighboring jurisdictions as needed.
   - Tracks service provision to special needs customers who rely on electricity for home health needs.

3. Office of Emergency Management – Police Department
   - Emergency Management staff support ESF-14 lead in City Budget Office
   - At the behest of the Mayor, an Emergency Management staff person serves as City's Applicant Agent for State/FEMA Public Assistance and Human Services Programs.
   - Coordinates with all impacted city departments to develop damage assessment information in support of Presidential Disaster Declaration, which may make the FEMA Public Assistance program available to assist City government.
   - Coordinates with the Department of Planning and Development (DPD) and other sources to develop damage assessment information in support of Presidential Disaster Declaration, which may make the FEMA Human Services program available to assist private individuals, businesses and non-profit agencies.
   - The Emergency Management Director will participate in or chair meetings or other discussions that relate to the City's recovery efforts, as necessary.

4. State/FEMA Public Assistance
   - As Applicant Agent, provides long-term management of State/FEMA Public Assistance process to recover eligible reimbursement for disaster damage.
   - Coordinates with identified recovery leads in impacted departments.
     Advises departments on cost-tracking and project management practices necessary to maximize State and FEMA reimbursement.

- Works with departments and State/FEMA to incorporate mitigation elements into disaster repairs reimbursed under FEMA Public Assistance Program.

5. State/FEMA Human Services
   - As Applicant Agent, coordinates between State/FEMA and Fleets & Facilities on set up of Disaster Recovery Centers. Disaster Recovery Centers are temporary facilities where private citizens and business owners can get information about state and federal recovery assistance available, as well as city services, as needed.
   - Works with ESF-5 Public Information to develop messaging on assistance available.
   - Works with Neighborhoods, DPD, Libraries, OED, etc., to implement distribution plan for "Getting Help After Disaster" brochure through city facilities & services.
   - Tracks and trouble-shoots on unmet needs, i.e. individuals, businesses and non-profit agencies with disaster needs not met through normal assistance programs.
   - Coordinates, as needed, with the U.S. Small Business Administration (USBA) on low interest loans available as the first form of assistance in the FEMA Human Services Program.

6. Community Recovery Forums
   - Emergency Management staff organize special public recovery events, such as Community Recovery Forums, as requested by the Emergency Management director or ESF-14 lead, with the support of other city departments. These events serve as a source of information on various topics, such as assistance available, city services, mental health, etc.

7. Department of Finance and Administrative Services (FAS)
   - In conjunction with City Applicant Agent, locates, equips and furnishes appropriate facilities to serve as Disaster Recovery Centers (DRCs) as needed following a Presidential Disaster Declaration. DRCs serve as information and application centers for state, federal and local recovery assistance available.
   - Acquire and assign temporary back-up facilities. Maintain list of potential sites for temporary and long-term alternate facilities to ensure continuity of key government functions.
   - Lead management of donated goods. Citizens who wish to donate to recovery effort will be encouraged to make cash donations to non-profit aid agencies rather than send food, clothing and household goods, unless specific needs are identified. Large scale donations of goods will be managed by local non-profit agencies in coordination with State Emergency Management (if donations management function activated).
   - Ensures availability of fuel supply for city fleet of vehicles.
   - Ensures skilled personnel, equipment, parts inventory, power to maintain emergency and response vehicles operating continuously for up to 72 hours.
   - Develop pre-scripted messages to direct donations appropriately.

8. Central Accounting
   - In coordination with City Applicant Agent for FEMA Assistance, deposits and distributes disaster recovery reimbursements from State and Federal Agencies.



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9. Contracting
   - Manages emergency contracting procedures to ensure rapid procurement of services necessary for recovery.

10. Purchasing
    - Manages emergency purchasing procedures to ensure rapid procurement of resources necessary for recovery.

11. Risk Management
    - Negotiates insurance policies to cover City facilities, contents, machinery, fine arts, etc. from disaster damage.
    - Manages insurance reimbursement process following a disaster that causes property damage.

12. Seattle Fire Department
    - During flooding and following fires, assists neighborhoods with sand bagging by providing location for distribution of sand and bags.
    - Provides input on debris management plans and procedures relative to hazardous materials.
    - Serves as lead on decontamination of hazardous materials, except biological.
    - Serves as subject matter expert on hazardous materials abatement, clean up and related recovery issues.
    - Conducts fire code inspections in concert with DPD as basis for issuing re-entry building permits.

13. Human Services Department
    - Coordinate recovery efforts with Human Services (ESF-6) Mass Care Group
    - Serves as a liaison on recovery needs for special and functional needs populations, including children, physically and disabled, non-English speakers.
    - Serves as a submit matter expert on needs of elderly.
    - Facilitates recovery of non-profit social service providers, which provide important quasi-public service in Seattle community: Assist non-profit service providers find alternate sites to continue operations (e.g. Compass Center); refer to technical assistance and recovery funding available.
    - Through Aging and Disability Services division, conducts post-disaster check-in with clients.
    - Sources foreign-language interpreters and translators and American Sign Language translators for Community Recovery events and language lines.
      - Determine viability of Crisis Clinic as central location for translation. Also Red Cross, 2-1-1, 9-1-1, speech and Deafness Center, Harborview Hospital, Non-profit Assistance Center
      - Work with Emergency Management and Public Information (ESF-5) to establish protocols and training.

14. Department of Information Technology
    - Ensures impacted city information systems are brought back into service as soon as possible following a disaster event.

- Serves as subject matter expert on damage assessment and recovery for cyber-terrorism incidents.
- Assesses increased recovery telecommunications needs, such as cell phones, pagers, radios, lap tops and hand-held wireless devices.

15. City Attorney's Office
    - Advises the City on legal issues including: enforcement of limited access to damaged buildings, civil lawsuits, takings, personal injury or property damage as related to failure of City infrastructure or property.
    - Advises Applicant Agent/Emergency Management on issues related to interpretation of state and federal policy and procedures related to FEMA Public and Individual Assistance Programs, including audits.
    - Takes part in recovery-related contracting, purchasing, public works, ordinance review and development.

16. Office of Economic Development
    - Serves as lead for assisting local business community recovery
    - Provides information for the State EMD Preliminary Damage Assessment (PDA) form related to economic activities and populations adversely affected by the loss of public facilities or damage.
    - Works with cross-departmental teams community-wide to revitalize neighborhoods and various business sectors economically post-disasters.
    - During EOC activation, distributes information about disaster assistance available to private business.
    - Serves as central point for businesses to direct questions regarding response and recovery.
    - Uses surveying means (e.g. contract with U of W or other organizations) to assess indirect economic damage and revenue loss to local business communities.
    - Collects business impact data to support request for U.S. Small Business Administration (SBA) Economic Disaster Declaration, as requested by ESF-14 or Emergency Management, particularly when event does not meet threshold for presidential disaster declaration.
    - Distributes "Getting Help After Disaster" brochure and/or other information pieces to impacted business district.
    - Liaises with neighborhood business districts, Chamber of Commerce and other business or civic organizations on business recovery issues.
    - Promotes business retention and short and long-term business recovery through new and existing grants and programs
    - Maintain a list of recovery strategies, audiences, and identify problems that impede business resumption for immediate reference during disasters.

17. Office of Housing
    - As part of Human Services (ESF-6) Mass Care Group, takes part in planning for temporary and permanent housing of displaced people.
    - Supports Economic Development in providing training & advocacy for impacted non-profit organizations and Public Development Authorities that provide quasi-governmental housing services on getting recovery assistance.


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18. Office of Intergovernmental Relations
    - Manages interactions with other state and federal entities aside from normal procedures for requesting recovery assistance.
    - Reports status and needs of City to State and Federal Congressional delegates.
    - Works with Emergency Management and ESF-14 to coordinate dignitary visits, field offers of donations and volunteers from other jurisdictions, and manage special FEMA coordination issues, such as agreement on oversight, scope, timing of FEMA staff deployment in the community, FEMA research requests, etc.
    - Coordinates with Congressional Delegation to resolve impasses between the City and FEMA or other federal funding source on recovery funding.
    - In events involving deaths, serves as link for offers of assistance, assists foreign governments determine welfare of their nationals, assists foreign governments aid survivors and families of deceased, and manages post-event dignitary visits and follow-ups.
    - Refers international offers of volunteers and donations to relevant city departments.

19. Office of the Mayor
    - Makes necessary declarations of City emergency that serve as preliminary steps to applying for Presidential Disaster Declarations.
    - Appoints head for City Interdepartmental Recovery Team and/or Community Recovery Team, as needed, depending on scale and impact of event.
    - Manages public information needs for recovery through Communications Director. (See Public Information below)
    - Serves as lead for special congressional funding requests for disaster damage to city infrastructure or private property, as needed.

20. Office of Sustainability and Environment
    - Serves on City Interdepartmental Recovery Team as requested to advise on long-term recovery and redevelopment planning relevant to the City's Environmental Action Agenda (EEA), as needed.
    - Advises on EEA action plan issues: reduce human and environmental risks and lower City operating costs through increased resource efficiency and waste reduction; protect and seek opportunities to restore ecological function through more sustainable approaches to managing the built environment, urban forest, and green spaces; and improve mobility, environmental quality, and social equity through smart transportation services and solutions.

21. Department of Neighborhoods
    - Takes part as needed in City Interdepartmental Recovery Team as a liaison with impacted neighborhoods.
    - Utilizes neighborhood service centers to assist with recovery information distribution.
    - As lead for ESF-3 Public Works Volunteer Agencies (VOLAG) Group, coordinates with Emergency Management and ESF-14 on humanitarian assistance programs available through the American Red Cross, United Way, Salvation Army, and other organizations.
    - Supports community recovery events sponsored by the City.

22. Historic Preservation Program
    - Serves as a subject matter expert on appropriate repair and reconstruction of historic objects, structures or districts, including compliance with local, State and Federal regulations.
    - Works with Historic Seattle, a private non-profit, to advocate for and advise owners of historic properties on recovery funding sources or technical assistance available, e.g. Historic Seattle Loan fund.
    - Advises ESF-14 or City Interdepartmental Recovery Team on pursuing discretionary state and federal funds for repair and restoration of historic structures or districts.
    - Promotes resolution of differences between the City's Landmark's Preservation Board and owners regarding rehabilitation or demolition of historic properties to avoid protracted disputes.
    - Assists, as needed, to promote rapid recovery in Seattle's seven identified historic districts, which serve as important business and cultural hubs: Ballard, Colombia City, Fort Lawton, Harvard-Belmont, International District, Pike Place Market and Pioneer Square.

23. Department of Parks & Recreation
    - Assists Personnel with the management of emergent volunteers in coordination with Personnel and Voluntary Agencies (VOLAGs) as needed by scale of event. Parks will work in advance with Volunteer Planning Group to identify need for volunteers and appropriate tasks emergent citizen volunteers as well as trained volunteers can perform.
    - Assists Housing develop strategies to transition individuals and families displaced by disaster from shelters to temporary housing.

24. Personnel Department
    - Lead for management of emergent volunteers.
    - Identifies major classifications of volunteers (skilled and unskilled) required for each department
    - Ensures adequate personnel guidance in place to accommodate need for essential employee designations, emergency information for employees, etc., relevant to short and long-term recovery processes.
    - Ensures essential record retrieval and safe storage of personnel documents.
    - Maintains redundant payroll system.
    - Addresses impacts of disaster on City personnel, e.g. health & safety concerns of working in a building that sustained damage, mental health issues, change in home & childcare needs.
    - Maximizes use of Employee Assistance Program (EAP) to provide assistance and referrals to employees in need.

25. Department of Planning & Development
    - Lead for post-disaster inspections and permitting.
    - Manages volunteer inspectors in coordination with King County program.
    - Coordinates with Emergency Management and ESF-14 to provide private damage assessment information, including specific locations and associated cost data collected during building evaluations. Develops, where possible, method to identify damage to city, other public and private buildings.



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- Coordinate forwarding of damage reports through ESF 3 to avoid submission of duplicate reports.
- Implements expedited permitting procedures on disaster repairs, as needed.
- Implements plan for large-scale building inspection efforts, including the use of contractors and mutual aid building inspectors from other jurisdictions.
- Procedures identified for reviewing qualifications, hiring, training and managing additional inspectors.
- Monitors "early re-entry" programs (whereby private entities conduct their emergency evaluations) to ensure compliance with safety procedures.
- Serves as information source to public on recovery activities such as building inspection, tagging, zoning and permit assistance, as well as event-specific issues (post-earthquake chimney inspection).
- Enforces policies on non-conforming structures with clear guidance on building codes.
- Posts policies on abandoned/unsafe structures. Works with SDOT regarding enforcement of threat abatement in public right of way.
- In cooperation with property owners and other city departments, expedites resolution of yellow and red tagged buildings.
- Comprehensive Planning and Neighborhood Planning staff will develop long-term recovery plans and strategies to ensure sound post-disaster redevelopment strategies dovetail with other city plans and policies.
- Will develop recovery tab containing canned media messages relative to planning and development issues.
- Will develop scenarios describing variety of challenges likely to arise for public and government agencies related to tagged buildings.

26. Seattle Police Department
    - Enforce limited and no-entry building tagging per DPD.
    - Homeland Security section serves as subject matter expert on affects of terrorist incidents.
    - Provide security for transport of strategic national stockpile (SNS) within city limits, provide external security at public health mass clinics
    - Enforce quarantine orders
    - Enforce laws regulating illegal contracting and consumer scams, particularly regarding sale of drinking water, first aid supplies, food, home repairs that may arise following disasters.
    - Anticipate increased incidence in domestic violence situations and child abuse that can occur following disasters.

27. Public Information (ESF-15)
    - Lead for public information activities in support of short and long-term community recovery.
    - Works with ESF-14 to develop staffing and funding for longer-term recovery public information function as needed, per request from ESF 5 Coordinator or Communications Director identifying need tied to specific project.
    - Works with ESF-14 to provide public information messaging related to recovery during the activation.

- Develops standard and specialized topic-specific messaging appropriate to the disaster event to include, among other topics: post-disaster building inspection & permitting, avoiding unscrupulous contractors, state/federal financial recovery assistance available to the public and applications procedures, city services available, mental & public health issues, sheltering & housing, special community recovery events planned, volunteers & donations, etc. Phone number of residents to call (Citizens' Service Bureau, ERC), missing victims/family members
- Interfaces with the media on recovery issues, as requested by the Mayor's Office.
- Coordinate with OED to disseminate information regarding recovery assistance available to business community.
- Updates city web page with recovery-related information.

28. Public Health -- Seattle-King County
    - Serves as source of expert information for all health emergencies, such as epidemics.
    - Provides status of hospital/health system/medical examiner operational capabilities
    - Serves as lead for isolation and quarantine planning.
    - Serves as subject matter experts on post-disaster physical health-related issues, including: air, water & soil quality, food safety, animal & vector control, sanitation, and immunization & testing.
    - Assists to arrange for community mental health services/contracts through County Department of Community Services and regional support network for chronically mentally ill as requested by ESF-14 Coordinator.
    - Tracks damage to medical facilities city-wide, including private, non-profit and public clinic and hospitals.
    - Coordinates with King County on FEMA reimbursement process and status.

29. The Seattle Public Library
    - Coordinates with Emergency Management to distribute "Getting Help After Disaster" brochure and other recovery-related information pieces through branch libraries.
    - Provides meeting rooms for social service meetings
    - Provides computers for community access to on-line FEMA assistance

30. Seattle Public Utilities
    - Oversees restoration of water, drainage & wastewater, and solid waste services and repairs to related facilities and systems.
    - Operates the Emergency Resource Center (ERC) in times of disaster, which serves as a secondary source of damage assessment information
    - Provides temporary water provisioning to public and community entities in accordance with the Temporary Water Provisioning Plan.
    - SPU's Community Emergency Response Team (CERT) employees assist with distribution public information flyers and other community outreach tasks, where possible.
    - Supports other departments:
    - DPD. Serve as avenue for coordination with private utilities Providing Engineering Service assistance as required.
    - Lead for City's Debris Management Plan.



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- Activates mutual aid agreements with neighboring jurisdictions as needed. (E.g. Omnibus Agreement with Washington State and Vancouver, B.C. and contractual agreement with vendors)
- Review interim flood response plan for street-specific strategies and new mitigation technologies
- Sand bagging – advise on city actions relative to donated goods and volunteer management
- Tracks service provision to special needs customers who rely on SPU services for home health needs.

31. Seattle Department of Transportation
    - Oversees restoration of transportation system and repairs to traffic signals, roads, bridges, and other roadway structures.
    - Prioritizes traffic management restoration activities and infrastructure repairs.
    - Oversees traffic management and implements evacuation management measures.
    - Implements post-earthquake bridge inspection procedures.
    - As part of ESF 3 – Public Works – assist with debris clearance, including requesting geotechnical assessments and initiating capital improvement projects.
    - Activates mutual aid agreements with neighboring jurisdictions as needed.
    - Maximizes restoration of street access to business districts within confines of public safety and system integrity.
    - Maintains Charles Street customer service center, which fields customer calls
    - Manages failure of seawalls and retaining walls
    - Advise on private responsibility for sidewalk and private alley repairs
    - Applies for and manages Federal Highways Administration (FHWA) Emergency Relief Program, which provides reimbursement for response and repair efforts on arterials roadway structures.

## C. Prevention and Mitigation Activities

Identify mitigation opportunities to reduce the burden of recovery. Coordinate recovery planning efforts with Seattle All-Hazards Mitigation Plan.

Apply for Hazard Mitigation Grant program and other sources of State/FEMA mitigation funding made available pre and post disaster.

## D. Preparedness Activities

1. Planning
   Work with members of Disaster Management Committee (DMC) and the ESF-14 support departments to maintain the Long Term Recovery and Mitigation Annex.
2. Assist to incorporate recovery elements into other ESF annexes. Highlight transition points, staffing needs, and flag areas where response decisions may have a significant impact on long-term recovery.
3. Coordinate City's recovery planning efforts with emergency management planners in neighboring jurisdictions, as well as agencies in state and federal government.
4. Review and integrate relevant lessons learned from other disaster recovery experiences into ESF-14 annex.
5. Training & Conducting Exercises

6. Identify and train city department staff for ESF-14 core team, and for possible membership on the expanded Interdepartmental Recovery Team.
7. Conduct periodic training for department project management and fiscal staff on the FEMA Public Assistance Program process in order to maximize recovery grant funding.
8. Coordinate periodic disaster recovery exercises in order to test processes in place work effectively and efficiently.

**E. Response Activities**

1. Recovery begins immediately following a disaster event. Commencement of the recovery phase is defined for individual City departments by their initiation of respective recovery-related functions.
2. The Emergency Management Recovery Programs staff immediately takes actions needed to position the City to request state and federal recovery funding.
3. Finance Section Chief: The ESF-14 lead may play the Finance Section Chief role during an Emergency Operations Center (EOC) activation, as requested by EOC Director. This function includes monitoring costs related to an event and interface with appropriate departments on issues related to accounting, procurement, contracting, cost estimating, etc.

**F. Multi-Departmental Recovery Phase**

1. The ESF-14 lead in the Finance Department, in coordination with the Emergency Management Director, makes the decision to activate this support function.
2. The ESF-14 lead makes notification to appropriate team members. Limited ESF-14 team members may be requested to report to the EOC.

**G. Scaling of Effort Based on Magnitude of Event**

1. Only those elements of the recovery structure necessary to address damage and/or injuries incurred during a specific event will be activated.
2. The nature and scope of the event will define thresholds for activation and de-activation of recovery elements.
3. The Emergency Management Recovery Programs staff exists within an operational structure that enables management of small-scale events without requiring extensive involvement of department contacts or activation of ESF-14.

**H. Close of Activation**

1. For some ESF-14 recovery functions, personnel may not return to their normal assignments for a period of weeks or months, depending on the level of effort required.
2. The Emergency Management Recovery Programs staff serves as the long-term coordination point with State/FEMA on the Public Assistance Program. This recovery grant function may last several years following a major disaster.

## V. RESOURCE REQUIREMENTS

ESF-14 activities take place in the EOC and\or available meeting space throughout the city.

## VI. ADMINISTRATION

1. Cost Accounting and Cost Recovery
   Departments, organizations or agencies with lead or support role for this ESF will track all costs based on guidance provided by their organization and the Seattle EOC.



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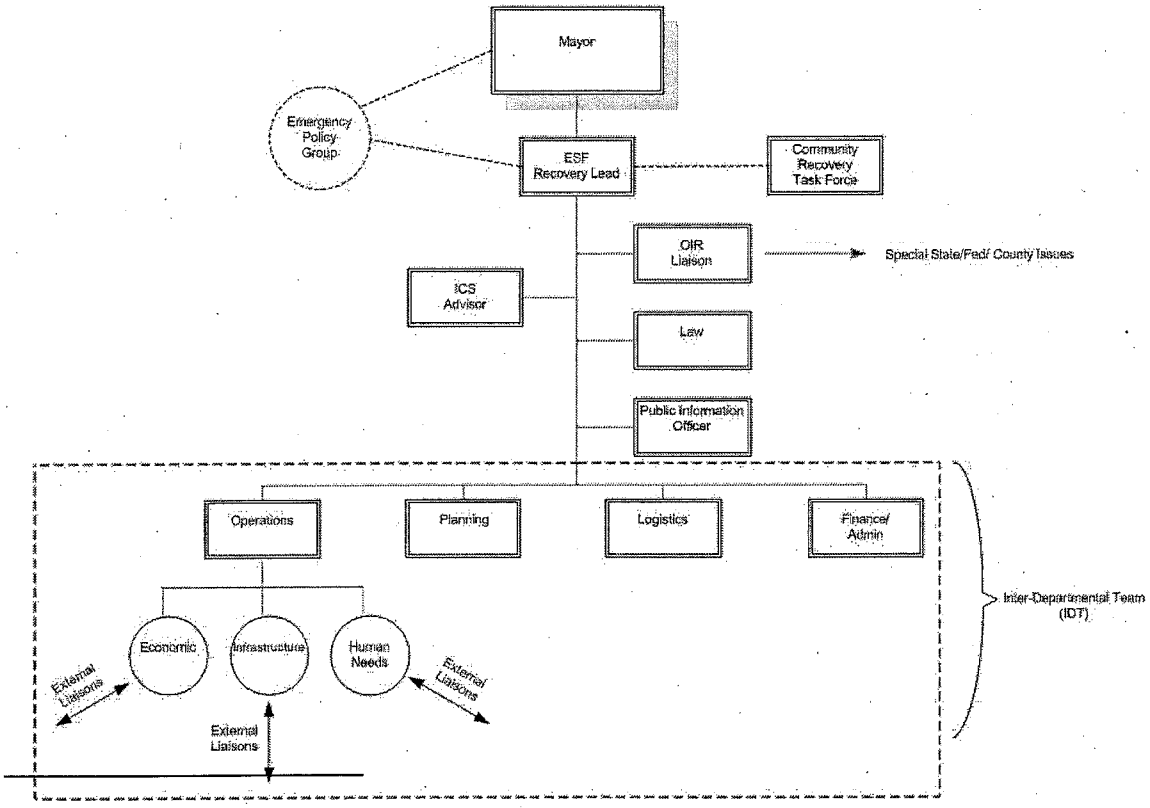
Reimbursement of costs is not guaranteed and if provided will likely not cover all costs incurred.

2. Annex Maintenance
   1. ESF Coordinators will be responsible for updating their annex on an annual basis.
   2. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.

## VII. TERMS AND DEFINITIONS

See Seattle Disaster Readiness and Response Plan Volume I. Glossary.

**ESF -14 / RECOVERY OPERATIONS ORGANIZATIONAL CHART**



**EARTHQUAKE INCIDENT ANNEX**

**PRIMARY DEPARTMENT:**
*Seattle Fire Department*
*Seattle Office of Emergency Management*

**SUPPORT DEPARTMENTS AND AGENCIES:**
*All City Departments*

## I. INTRODUCTION

### A. Purpose

1. To enable coordinated, multi-department, multi-jurisdictional response to an earthquake. It applies to all City Departments and provides information to all partners that support or depend on the City response.

### B. Scope

1. This Annex is part of the Seattle Disaster Readiness and Response Plan (SDRRP). It addresses the challenges posed by the following hazards:
   a. Earthquake and associated aftershocks, tsunami, seiche, landslides, liquefaction, subsidence
   b. The primary focus of this plan is a severe earthquake that causes large numbers of casualties, widespread damage, and catastrophic impacts
2. This plan is a guide which should be adapted as needed to meet conditions at the time of the response.

## II. POLICIES

### A. Authorities

1. See Seattle Disaster Readiness and Response Plan Volume I.

### B. Limitations

1. The City will endeavor to make every reasonable effort to respond to an earthquake and related hazards. However, City resources and systems may become overwhelmed by the magnitude of the disaster and its impacts. This planning represents guidelines and is not intended to guarantee that a perfect response to this type of disaster will be practical or possible.

## III. EARTHQUAKE HAZARDS

### A. Seattle Region

1. Possible immediate impacts
   a. Large numbers of dead, injured and missing
   b. Multiple structures collapsed or severely damaged



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c. Many people trapped in collapsed structures, including elevated structures such as roadways, requiring rescue
d. Multiple fires
e. Damage to fire detection and suppression systems
f. Damage to the waterfront area
g. Flooding of waterfront area and around lakes
h. Localized flooding from ruptured water pipes, damaged reservoirs or tanks
i. Interruption of utility services for days, or even weeks to include electrical, water, natural gas, solid waste, sewer
j. Shortage of water, food and other commodities
k. Shortage of gasoline and diesel fuel
l. Hazardous materials release
m. Overloaded telephone systems (wired and wireless)
n. Interruption of commercial television and radio service
o. Disruption of information technology services
p. Separated family members
q. Large numbers of missing persons
r. Widespread damage to roads and bridges
s. Isolated neighborhoods
t. Diminished healthcare capacity caused by damage to medical facilities and loss of medical supplies and medications
u. Reduction in emergency service capacity due to injured responders or damage to stations and equipment
v. Lost animals

2. Possible long term impacts:
   a. Businesses failing due to economic impacts
   b. Increased unemployment
   c. Elevated risk of disease
   d. Increased rates of general illness and mortality
   e. Mental health issues due to the disaster and aftermath
   f. Increased homelessness
   g. Increased traffic congestion
   h. Decreased tax revenue
   i. Decreased residential population
   j. Loss of some seaport customers to other ports
   k. Large number of structures, public and private in need of extensive repair

## IV. SITUATION AND ASSUMPTIONS

### A. Earthquake

1. A catastrophic earthquake could occur in the Seattle area without warning and at any time.

### B. Planning Assumptions

1. A detailed and credible common operating picture may not be achievable for 24 to 48 hours, or longer, after the earthquake – response operations may have to begin without a complete or detailed situation and critical needs assessment.

2. Staffing varies in many City departments depending on the time of day, should an earthquake strike at the time of lowest levels of staffing the response will be significantly impaired until off duty personnel can respond.
3. There are not enough City public safety resources to immediately address all, or even a majority, of the life safety needs expected after a severe earthquake.

4. Fires are the leading danger immediately following an earthquake due to the expected number of fires, damage to fire suppression systems, damage to water pipelines, difficulty in accessing fire incidents and limited resources.

5. The number of expected deaths will likely exceed the capacity of the Medical Examiner's Office, as well as any local mutual aid that office might call upon, which will require the mobilization of federal resources, establishment of temporary morgues, and instructions to the public on fatality management.

6. The 911 phone system, if operating, will be overloaded.

7. During the initial response, the amount of radio use by responders will likely overload the 800 MHz radio system.

8. The limited capacity in the region for charging portable radio batteries and the expected high tempo of operations will make it difficult to keep City 800 MHz portable radios charged.

9. Departments should expect to receive no logistical support from the City Emergency Operations Center for 72 hours.

10. Damage to City owned buildings may impact the ability of City employees to effectively respond.

11. Traffic congestion will be significant due to roadway damage which can impact operations such as the establishment of shelters.

12. The University of Washington, a State institution, located within the jurisdiction of the City with its own Emergency Operations Center, relies on the City to provide water, electricity, sewage, fire response and some law enforcement specialized services – careful coordination will be needed between the City and the University to ensure effective operations.

13. Helicopters may be needed to support operational and logistical needs due to extensive road and bridge damage.

14. The City does not stockpile food or water for the general public.

15. Generally, City departments either do not stockpile supplies of emergency food and water for responders or if they do, only have a limited amount.



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16. The level of personal preparedness by the public is insufficient to significantly decrease the need for public services.

17. Hospitals may not have sufficient capacity to meet the surge in patient demand.

18. Many organizations, public and private, routinely use "just in time" ordering and do not generally stockpile significant amounts of supplies; after an earthquake shortages of critical items, such as medical supplies are likely.

19. The City's information technology systems do not have an alternate site location capability for the City's data center located within Seattle Municipal Tower which will delay recovery of the computer infrastructure should the data center sustain damage during the earthquake.

20. Many City employees live outside of the City and will experience significant delays getting to/from home and work.

21. Damage to water utility infrastructure may impair firefighting.

22. Numerous initial, separate fires may combine to create extremely large fires.

23. The generally cold and wet climate and interruption of water, sewer, electrical and natural gas service may increase the number of individuals in need of immediate shelter following an earthquake.

24. Spontaneous shelters will likely be established by private entities not in coordination with government.

25. The number of individuals seeking shelter will exceed the City's emergency shelter capacity.

26. It will take several days to establish shelters.

27. There is a large population of individuals in Seattle with access and functional needs that must be addressed during disaster response and recovery.

28. Seattle has approximately 800 unreinforced masonry buildings which are at risk of significant damage or collapse during an earthquake.

29. Social media will be an important source of information for the general public, however the accuracy of social media reports may cause confusion.

30. Missing person reports could number in the hundreds to thousands.

31. The private sector will volunteer assistance to the response effort and provide contract services; which will require coordination with the public response.

32. Many individuals will volunteer to assist with the response; while this represents a potential resource it will also present significant operational and logistical challenges.

33. Donated goods, solicited and unsolicited, may present a significant challenge to manage.

34. Communications and collaboration methods which depend on the Internet or Information Technology infrastructure may be impacted and compromised by virtue of physical damage, over use and heavy traffic, and possibly malicious use by those hoping to take advantage of the disaster. They may require an extended period of time and extensive resources to return to even a minimal level of availability, function and security.

35. Neighboring jurisdictions will also be impacted, limiting the availability of mutual aid, and making it important to coordinate regional response operations through the King County Emergency Communication Center.

## V. CONCEPT OF OPERATIONS

### A. Elements of an Effective Response

1. Factors necessary for an effective response to a major earthquake:
   a. City employees who know their role during a disaster and have been provided training and are personally prepared
   b. A large percentage of the public who are prepared to survive without outside assistance for a minimum of three days and possibly several weeks
   c. A unified response, at all levels government
   d. Responders who are prepared to act without delay
   e. Timely, accurate and comprehensive public information to assist the public in meeting their own needs
   f. Redundant systems and procedures in place to ensure continuity of command, control, coordination and communications

### B. Earthquake Response Goals

1. Saving and protecting the greatest number of people at risk
2. Provide for the safety of responders and other City employees
3. Saving and protecting as much critical infrastructure as possible
4. Saving and protecting as many residential, business and industrial properties as possible
5. Stop the spread of environmental damage
6. Minimizing human hardship and economic disruption

### C. City Response Priorities

1. Life Safety
2. Incident Stabilization
3. Property Conservation
4. Environmental Protection



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**D. Initial City Objectives For Earthquake Response**

1. Initial City objectives provide a starting point for the response and will be modified as needed.
   a. Support a City strategy for firefighting, emergency medical service, rescue and hazardous material response
   b. Assess damage and impacts to community
   c. Provide sheltering in coordination with regional efforts
   d. Sustain public confidence and trust in response and recovery efforts
   e. Ensure life sustaining essentials are available to the public such as food, water, sanitation, medical care and fuel
   f. Sustain situational awareness for City response and recovery

**E. City Strategy**

Even in an earthquake with catastrophic impacts, the City will retain jurisdiction and authority over the response and recovery efforts. This will be accomplished by maintaining a line of succession throughout City government, clearly defining areas of operation and responsibility, establishing alternate command centers, augmenting command and general staff using Mutual Aid resources, Incident Management Teams or Emergency Management Assistance Compact teams and delegating authority where needed.

On duty personnel will be responsible for the first hours of the response. The initial common operating picture will be imperfect due to the many challenges that will follow an earthquake. It will be based primarily on windshield surveys conducted by the Police and Fire Departments and possibly some early media reports.

The initial City response to an earthquake consists of supporting and coordinating life safety efforts; controlling fires, addressing hazardous materials releases, providing emergency medical care, ensuring access to hospitals, conducting rescues and evacuations and maintaining public order. Damage to dams, water storage facilities or large pipelines may require immediate response operations to address hazards from local flooding and landslides.

Responders may have to make difficult choices regarding where to assign the limited resources available. Close coordination and unity of effort between all responders will be especially critical.

Repair of roads and bridges and water service to support life safety response operations will have priority over other repair missions.

To support the response, the first public message will be broadcast within the first hour following the earthquake. The first message will include instructions to limit travel on roadways and use of the phone system.

Concurrent with these early response operations, command centers will be activated, damage or impacts to infrastructure, facilities and systems determined, a more comprehensive common operating picture developed, City objectives and priorities established, resources obtained, an emergency proclamation issued and emergency powers implemented as needed.

Given the generally cold and wet climate and the time needed to establish shelters, efforts will be begin as soon as possible to access and assess the cache of shelter supplies, inspect for damage those buildings designated as shelter sites and begin the mobilization of shelter staff. The strategy for sheltering will be determined during the first operational period in the Emergency Operations Center.

Communication and coordination with neighboring jurisdictions and the State will be established as early as possible. The plans and logistics necessary to address the best use of private sector, State and Federal resources will be coordinated from a strategic level through the City Emergency Operations Center.
As resources arrive from outside the City, they will be integrated into response operations as directed in the City Consolidated Action Plan and, where appropriate, individual Incident Action Plans in order to ensure a coordinated and unified response. City and mutual aid responders will work within established areas of operation and under designated command organizations as defined by the City. Self deployment of resources will not be tolerated.

As immediate life safety issues are addressed and stabilized, the number of shelters established and their capacity will be increased as rapidly as available resources permit. To the degree practical, shelters will be established nearest to the community in need. Residents will be encouraged to remain in their homes if at all possible. Points of Distribution for food and water may be established for this purpose.

Fatality management and missing person investigations will be established as early as possible. An effective process for determining the status of missing persons contributes to stabilization and ultimately decreases the demand on law enforcement, medical and rescue resources. The City will advocate for a regional approach to fatality management and missing person investigations in order maximize limited resources, provide for a consistent approach and high quality of service. Public Health will lead this mission with close support from ESF-13 and ESF-15.

Planning for recovery will begin as soon as possible and in parallel to response operations.

Given the potential for the disaster to overwhelm responders, every effort should be made to enlist the support of the community, where practical and safe to do so. Some examples are; encouraging individuals to clear their streets and sidewalks of debris, marking hazards, checking on neighbors, assisting the elderly or disabled, helping to move rubble at rescue locations, providing shelter to friends who are homeless.

## F. Trigger for Response

City departments will err on the side of caution and be proactive when determining what initial actions to take following an earthquake.

1. Departments will initiate response operations when an earthquake occurs that may have caused damage or impacts to City facilities, systems or services
2. Department Emergency Support Function Representatives and Office of Emergency Management Staff Duty Officers will automatically respond to activate the Emergency Operations Center immediately following an earthquake that may have caused damage or impacts to City facilities, systems or services



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## G. Common Operating Picture

Departments will exchange information on damage and impacts to systems through the most effective communication method available at the time. Once Department Operations Centers and the Emergency Operations Center are activated, these reports will be consolidated into Snapshot and Situation Reports. The goal is to develop a Common Operating Picture that includes an understanding of the extent of damage and impacts to people, systems and services.

1. Emergency Operations Center Planning Section is responsible for gathering, analyzing and disseminating information about damage and response efforts citywide
2. Damage reporting and system assessments begin immediately after the earthquake and may take days to complete. Some cannot be done at night. Following an aftershock, some of these may have to be repeated. Building habitability must be considered in addition to structural integrity. There are several types of reports:
   a. Windshield Assessments
      A rapid survey for fires, damage and the injured along designated routes conducted by Seattle Police and Fire Department personnel immediately following the earthquake which provides an overview of damage to the City and guides the initial assignment of police and fire resources
   b. News Media
      All media report on damage and impacts soon after the earthquake strikes
   c. Building Surveys
      Performed on City owned buildings by department employees on site that provides a brief overview of damage and habitability
      - Parks Department, Seattle Center, Library, Department of Transportation, Seattle Public Utilities and Seattle City Light, Seattle Fire Department and Seattle Police Department
   d. Aerial Survey
      King County Sheriff Office Guardian One can provide a helicopter survey of the City with video downlink, other options for aerial survey include other jurisdiction helicopter, WSP fixed wing, private contractor aircraft or Unmanned Aerial Vehicles (UAV)
   e. Rapid Evaluation – Advisory (voluntary tags)
      Finance and Administrative Services personnel trained in ATC 20 post earthquake safety evaluation methodology assess the structural safety of facilities managed and operated under its jurisdiction - at the end of this evaluation an advisory tag will be posted with listed recommendations for acceptable use.
      - Compliance with these tags is voluntary.
   f. Rapid Evaluation – Placard (mandatory tags)
      Damage evaluation of City or other critical buildings, conducted by Department of Planning and Development teams trained in the ATC 20 process who post Placards describing what is considered lawful use of the building
      - Failure to comply with Placard instruction is unlawful
   g. Infrastructure Inspections
      Inspection of critical infrastructure such as roads, bridges, pipelines by specially trained individuals

- Seattle City Light, Seattle Public Utilities, Seattle Department of Transportation, Puget Sound Energy, Seattle Steam, Hospitals

h. Jurisdiction Evaluations and Inspections
Damage evaluations and inspections conducted by neighboring jurisdictions which is reported to King County Emergency Coordination Center
- Some information is exchanged between specific sectors such as between City Light and Bonneville Power Administration
- University of Washington
- Port of Seattle

i. 911
The public will report damage through the 911 system

j. Social Media Reporting
Social media sites, within minutes, begin to voluntarily collect, organize and post damage information which can include text descriptions, maps of damaged locations and photographs or video

k. Private Evaluation
Damage evaluation of private property conducted by private engineers hired by building owners.
- Similar to the Rapid Evaluations-Advisory process described above, or more comprehensive assessments to develop a plan to repair a building and to resolve restrictions listed on Placards posted by Department of Planning and Development

3. Rapid Evaluation Priorities
Evaluations will be prioritized to support City objectives as defined in the Consolidated Action Plan.
   a. Department Building Surveys inform the decision to assign priority
      - For example: a Building Survey report that a building has collapsed will cause it to be removed from the evaluation list
4. Infrastructure Inspection Priorities – In Order
   a. Emergency requests to support life safety operations
   b. Individual department strategy for restoration of critical infrastructure

## H. Response Operations

1. Dispatch Centers
   a. Immediately following the earthquake Dispatch Centers will request all units limit radio traffic to prevent system overload
   b. Calls for service will be prioritized as directed by internal department plans, procedures or as directed
2. Field Responders
   a. Field Response Units that become geographically isolated and are unable to communicate with their Dispatch Center, Department Operations Center or their chain of command shall meet at the local Fire Department Battalion Station to coordinate operations
   b. Administrative staff and other support personnel should to their regular assigned work location – not the Battalion Station
3. Fire, Rescue, Emergency Medical and Hazardous Materials



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a. Fire Alarm Center may discontinue dispatching and direct all units to account for their personnel, assess their stations for damage and drive their Life Safety Damage Assessment Routes
b. While conducting their assessment, fire department personnel may have to bypass emergencies
c. Based on the damage information obtained from the assessments, Fire Department personnel will determine the initial strategy for response
d. Deputy One is in command of Fire Department resources until relieved by the Assistant Chief of Operations
    - If communication systems are inoperable Fire Department units will coordinate at the Battalion level

4. Law Enforcement
    a. The 911 Center may discontinue dispatching and direct all units to account for their personnel, assess their precinct for damage and drive their Life Safety Damage Assessment Routes
    b. Police Department damage assessment will be provided to the Fire Department as soon as possible
    c. Using the damage assessments, and in coordination with the Fire Department and Seattle Public Utilities, Police Department personnel will determine their initial strategy for response
    d. Life Safety law enforcement calls for service have first priority followed by life safety requests for support from the Fire Department or Seattle Public Utilities
    e. If communication systems are inoperable, Police Department units will coordinate at the Precinct level
5. Public Works
    a. Upon request, Public Works departments will provide equipment and personnel to support Life Safety operations
        - This may require delaying other Public Works missions
    b. Based on their critical infrastructure damage and capability assessments, which may take several hours, Public Works departments will prioritize and assign resources to restore services and repair infrastructure
6. Medical.
    a. Disaster Medical Control Center at Harborview Medical Center determines status of hospitals in the region, how many patients they can support and, in coordination with the Fire Department, allocates patients to the appropriate facility
        - Overlake Hospital is the alternate Disaster Medical Control Center
    b. Health and Medical Area Command (HMAC) coordinates the healthcare system response operations for Region Six (King County) and supports public health, hospitals, other healthcare organizations, emergency medical services and the Medical Examiner
        - Point of contact with health departments in other counties and the State Department of Health
        - Point of contact between local emergency operations centers and the healthcare system
        - HMAC collects damage reports from hospitals and other health care providers and forwards to Seattle Emergency Operations Center
            i. Public Health Seattle King County provides the staff for the HMAC

- Establish Specialized Support Functions
  i. Alternate Care Facilities (ACF) which provide additional non-critical care medical bed space for the region
  ii. Family Assistance Centers (FAC) which, in partnership with the Police Department, leads the effort to find missing persons and is the point of contact for families to file missing person reports
  iii. Temporary morgues
- Supports hospitals, long term care facilities, and other inpatient facilities with medical evacuations as needed
- Responsible for estimating the number of fatalities and injured in coordination with the Joint Information Center

7. Sheltering

Sheltering for people, service animals and pets after any significant earthquake is a high priority. Before a shelter can be opened, the Department of Planning and Development Rapid Evaluation team must first assess the building for structural damage.

Individuals will be encouraged to stay in their homes if at all possible. The number of individuals in need of sheltering may be reduced if warming locations or Points of Distribution for essentials such as food, water and tarps are established. Individuals with functional needs may have the greatest and earliest need for sheltering. In general, pet shelters will be established close to general shelters if possible.

King County, the American Red Cross and the City will coordinate shelter operations. In addition, churches and other non-governmental organizations may also establish shelters.

a. Human Services Branch in the Emergency Operations Center is responsible for coordinating shelter operations with Parks Department having the lead role in the operation of shelters located in Parks facilities
   - For City operated shelters Parks Department will provide staff
   - An Emergency Operations Center Shelter Task Force, led by the Human Services Department, may be activated to coordinate sheltering
b. Teams responsible for moving City shelter supplies will assess the cache for damage and accessibility as soon as possible
c. Shelter activation strategy will be established during the first operational period in Emergency Operations Center planning cycle
d. There are eight Community Centers identified as Tier 1 Shelters
   - Tier 1 Shelters have emergency generators
   - Total capacity of Tier 1 Shelters is approximately 1000 individuals – this is an estimate than can be impacted by other factors such as building damage and accessibility
   - Tier 1 shelters can expand capacity by developing additional shelters in nearby school gymnasiums – this is known as a Shelter Campus
f. Examples of other potential shelter options
   - Seattle Center
   - University of Washington
   - Provided by State of Washington, FEMA or other partners



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g. Considerations when establishing a shelter
Conditions immediately following an earthquake may require opening shelters with very limited services and support.
   - Shelters should be established as close as possible to the areas in most need
   - Inspected by a Rapid Evaluation Team –Placard
   - Fire Department inspection
   - Minimal staff to operate the shelters
   - Arrangements in place to provide for water and food and disposal of solid waste
   - Heat/air conditioning, electricity, gas, water, sewage
   - Ability of Emergency Operations Center Logistics Section to sustain shelters
   - Adequate road ingress and egress routes
   - Sufficient parking for occupants, staff and supporting personnel
   - Transit service routes nearby

h. Shelter facility inventory, status, occupancy and reporting will be done using the FEMA National Shelter System.

## I. Community Response

In order to focus City response on the high priorities of fire suppression, survivor rescue, utility damage assessment and repair, etc. an effective response requires active engagement of community members seeing to each other's needs. "Hubs" have been organized in some neighborhood districts intended to be pre-designated sites where people who live close by will come together to help one another out with immediate needs. Each Hub site has radio communication with the City Emergency Operations Center provided by local amateur radio operators. This relatively new program sets the stage to organize similar sites in neighborhood districts throughout the City.

The Office of Emergency Management has trained thousands of individuals and neighborhood groups how to respond to their own needs and those of their families and neighbors through the Seattle Neighborhoods Actively Prepare (SNAP) program and other venues. A SNAP trained neighborhood is more likely to have supplies of food, water and other essentials on hand and trained and practiced controlling utilities, providing first aid, and seeing to the needs of their neighbors in an organized fashion.

The organized effort afforded by both Hub sites and SNAP neighborhoods can be helpful to the community wide response: by providing information about local conditions and needs and organizing teams to assist with response and relief operations.

Many community based organizations have developed emergency plans with the assistance of the Office of Emergency Management and Public Health – Seattle & King County and now stand a better chance of continuing to deliver high priority services.

Many people will likely spontaneously volunteer to assist in response and relief efforts. The key to effectiveness here is channeling that energy into volunteer agencies that can accommodate, train and deploy them such as the American Red Cross.

## VI. Logistics

Departments will be responsible for their own logistical support until the Emergency Operations Center Logistics Section is activated; departments will rely on a combination of stored supplies, retail and wholesale outlets, contractors, service providers, designated Staging Areas, mutual aid and emergency commandeering. After an earthquake it is expected that these sources may not be accessible, be in very short supply or not available at all. This will limit the operations that can be conducted until more resources can be acquired.

It may take up to 72 hours before the Emergency Operations Center Logistics Section can operate at maximum capacity. Even after the Logistics Section is fully operational, departments will be expected to maintain responsibility for obtaining specialized resources. The City Consolidated Action Plan will specify what resources the Logistics Section is responsible for providing. In general, the goal is to consolidate the ordering of common resources under the Emergency Operations Center Logistics Section while leaving departments responsible for ordering specialized resources.

1. Resources – Common, Specialized and Regional
   a. Common Resource Examples
      - Food
      - Water
      - Temporary Sanitation Facilities
      - Fuel
      - Responder housing
      - Sheltering supplies
      - General supplies such as gloves, hard hats, flashlight etc
   b. Specialized Resource Examples
      - Electrical substation transformers
      - Specialized rescue tools
      - Medical supplies
   c. Regional Resource Examples
      - Water Blivets
      - Radio Cache
2. Emergency Operations Center Logistics Section Staffing
   To manage the anticipated workload the Logistics Section staffing will be augmented by the following:
   a. Reassigned City employees
   b. Volunteers
   c. Mutual Aid
      - Other jurisdictions
      - EMAC Teams
      - National Guard Homeland Response Force
      - Contractors
      - Coast Guard

   d. Emergency Operations Center Branch Representatives (per 12 hour shift)
      - Law enforcement (1 officer)
      - Fire Department (1 firefighter)
      - Infrastructure (2 individuals)



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- Human Services (1 individual from Human Services and 1 individual from Public Health)

3. Ordering Common Resources
   a. Emergency Operations Center Logistics Section defines what common resources will be ordered through departments
   b. Departments in need of common resources will complete a City Resource Request in WebEOC
4. Ordering Specialized Resources
   a. Departments will obtain specialized resources using established department procedures and vendors
      - When specialized resources will require logistical support such as fuel or food, the resource order must be first approved by the Emergency Operations Center Logistics Section Deputy Section Chief
      - Branch representatives assigned to the Emergency Operations Center Logistics Section will facilitate this process where applicable
   b. When a special resource can't be obtained the department in need will complete a City Resource Order Form in WebEOC
      - Branch representative assigned to the Emergency Operations Center Logistics Section will assist with the ordering of specialized resources
5. Ordering Regional Shared Resources
   Using Federal grants, a number of resources have been purchased which are shared by all jurisdictions within the grant area. During the initial response, departments in the region will attempt to coordinate the use of these resources as fairly as possible and as conditions permit. After activation, local Emergency Operations Centers will coordinate the use of these shared resources.
6. Facilities
   a. Replacement of damaged department facilities to support Continuity of Operations
      - Departments provide a needs assessment to Finance and Administrative Services
      - Finance and Administrative Services is responsible for acquiring replacement facilities:
      - As part of Continuity of Operations planning some departments may have already designated specific facilities
   b. Identification of facilities to support a surge in operations (example: mutual aid strike teams, task forces, contracted service providers, staging areas, and command posts)
      - Emergency Operations Center Logistics Section coordinates the identification and assignment of additional facilities
      - Departments submit a City Resource Request that describes the type of facility needed, intended use of the facility, number of occupants etc
7. Staging Areas Camps and Bases
   a. Before the Emergency Operations Center Logistics Section is activated, departments establish Staging Areas, Camps and Bases as needed
   b. When the Emergency Operations Center Logistics Section is activated it will determine which of those Staging Areas, Camps and Bases it will assume responsibility for and which will be maintained by departments

c. The State of Washington has designated specific locations as State Staging Areas. Emergency Operations Center Logistics Section will be responsible for coordinating with the State on the establishment of these sites.
d. Emergency Operations Center Logistics Section is responsible for establishing, supplying and operating all Points of Distribution for food, bottled water and other commodities with the exception of those locations established for distribution of medical equipment and medications -in those cases the Emergency Operations Center Logistics Section will provide non-medical support to Medical Points of Dispensing.

8. Shelters, Warming or Cooling Center
   a. Emergency Operations Center Logistics Section is responsible for supporting all shelters (human and animal) warming or cooling centers as requested by the Human Services Branch
9. Donations.
   a. Donations will be coordinated by the Logistics Section
   b. In general, unsolicited donations will be discouraged in favor of donations of money
10. Healthcare Logistics.
    a. Hospitals and other health care providers are responsible for ordering their own medical supplies, with HMAC providing assistance as needed
    b. On behalf of the medical community, HMAC serves as the single point of ordering for County, State and Federal government resources
    c. Logistical support for mutual aid medical teams will be the responsibility of HMAC
    d. Local Emergency Operations Centers, including Seattle, are responsible for non-medical resource requests from healthcare providers
11. Communications
    The City Earthquake Communications Plan describes the various communications systems available to responders and how they will be coordinated during an earthquake. The goal is to provide redundant communication systems that ensure all departments with a critical role can effectively coordinate
    a. Requests for radio patching, 800 MHz radio reprioritizing, Cell on Wheels or Switch on Wheels or other communication resources which are limited in number or capacity will be screened by the Emergency Operations Center Operations Section Chief and the Department of Information Technology
       - The Department of Information Technology and the Emergency Operations Center Logistics Section will coordinate the ordering and support related to communication infrastructure resources
    b. Medical Communication
       - HMAC and all hospitals in Seattle have 800 MHz radios, satellite phones and amateur radio capability

## VII. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. Emergency Support Function 1 Transportation (Department of Transportation)

1. Determine if Seattle Department of Transportation resources are needed to support life safety priority operations.
2. Support clearing ingress and egress roadways to local hospitals, blood bank, other high priority healthcare locations and major incident scenes as needed.



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3. Clear ingress and egress routes to shelter locations based on a priority determined by the Emergency Operations Center Operations Chief.
4. Assess the transportation system for damage.
5. Provide Emergency Operations Center Operations Section Chief with a recommendation for repairing and restoring the transportation system.
6. Request Seattle Police Department take responsibility for closing bridges determined to be unsafe, so that inspectors may continue with their inspections of other bridges.
7. Coordinate with other transportation agencies in the region to determine status of roads and bridges outside of Seattle.
8. Use Department Mapping Systems and the City of Seattle Street Closure Tracking List Mapping System and the Master Street Closure List to document status of roads.
9. Consider forming an Emergency Bridge Repair Task Force to coordinate rapid repair efforts.

**B. Emergency Support Function 2 Communications (Department of Information Technology)**

1. Assess information technology systems for damage and determine capability to provide critical services.
2. Provide Emergency Operations Center Operations Section Chief with a recommendation for service restoration and estimate time to complete such restoration.
3. Support the Emergency Operations Center Operations Section Chief in determining the strategy for radio patching, radio reprioritization, Cell on Wheels\Switch on Wheels requests and allocation.
4. Monitor 800 MHz system use and notify Emergency Operations Center Operations Section Chief of any decrease in functionality.
5. Conduct damage inspection of 800 MHz facilities and equipment.
6. Report fuel consumption\refueling need of 800 MHz generators to Emergency Operations Center Logistics Section.
7. Coordinate transport of radio system repair parts and teams with Emergency Operations Center Logistics Section.
8. Office of Information Security to consult on the security and reliability of data being received and methods of communications and collaboration that might be taking place during and after an event.
9. Coordinate with local telecommunication providers to support emergency requests for repair or augmentation of phone or internet service to critical functions and locations such as the Emergency Operations Center, dispatch centers, other critical infrastructure or incident scenes.

**C. Emergency Support Function 3 Public Works and Engineering (Seattle Public Utilities)**

1. Determine if Seattle Public Utilities construction equipment and personnel are needed to support life safety priority operations.
2. Assess water, waste water and solid waste infrastructure for damage and determine capability to provide services.
3. Provide Emergency Operations Center Operations Section Chief with a recommendation for service restoration and estimate time to complete such restoration.
4. Advise Emergency Operations Center Operations Section Chief immediately if unable to supply water to fire department firefighting operations.

5. Prepare Blivets for immediate deployment (24 hour process).
6. With assistance from Public Health Seattle King County and Emergency Operations Center Logistics, develop plan for providing sanitation in areas without sewer service.
7. Department of Planning and Development
   a. In coordination with Emergency Operations Center Operations and Planning Sections, revise and set Rapid Evaluation Priority List.
   b. Contact Public Health Representative to determine initial survey status of following hospitals and incorporate the following locations, as needed, into updated Rapid Evaluation Priority Plan
      - Harborview
      - Swedish
      - Childrens
      - University of Washington
      - Providence
   c. Notify Emergency Operations Center Logistics Section of any mutual aid Building Inspectors already on scene.
   d. Conduct building damage assessments and brief Emergency Executive Board on potential issues surrounding red and yellow placarded buildings.
   e. Assist Joint Information Center supervisor in developing public messaging about building evaluations.
   f. Revise priority list for Rapid Evaluation of Buildings.

**D. Emergency Support Function 4, 9, 10 Firefighting, Search and Rescue, Oil and Hazardous Materials (Fire Department)**

1. Provide situation report\summary of windshield assessment to City departments and Emergency Operations Center as described in the Essential Elements of Information plan.
2. Fight fires, provide emergency medical services, rescue trapped persons and address hazardous materials incidents.
3. As needed, enlist support from other department resources to support Life Safety operations.
   a. Request Police Department Liaison Officer assist in locating missing fire units or to act as runners should communications fail
   b. Request Police Department assign officers to complete damage assessments in those areas that could not be completed by Fire Department personnel

**E. Emergency Support Function 5 Emergency Management (Seattle Office of Emergency Management)**

1. Activate Emergency Operations Center to at least Major Incident Level.
2. Develop and diseminate City Objectives, Emergency Operations Center Operational Schedule, Priority list for Rapid Evaluation, Consolidated Action Plan and Essential Elements of Information Strategy.
3. Assign Office of Emergency Management personnel to Emergency Operations Center Director, Deputy Director and all Section Chief positions.
4. Be the point of contact with County regional, State, Federal emergency management partners and designated non-governmental organizations.



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5. Coordinate the citywide response and promote unity of effort in response and recovery operations.
6. Law Department is responsible for proclamation writing, development of emergency orders and general legal advice.

**F. Emergency Support Function 6 Mass Care, Housing and Human Services (Human Services Department)**

1. Determine strategy for sheltering and feeding in coordination with Parks Department.
2. Assess human services infrastructure and need for mass care.
3. Identify vulnerable populations and any communication or support strategies needed.

**G. Emergency Support Function 7 Resource Support (Finance and Administrative Services)**

1. Single order point for County, State and Federal resources.
2. Establish policy for resource ordering –single point or department for specific resources.
3. Determine mutual aid already requested by departments.
4. Advise Emergency Operations Center Operations Section Chief immediately if City owned gas stations are inoperative or damaged.
5. Establish contact with King County Emergency Coordination Center Logistics Section.

a. Assign Liaison to King County Emergency Coordination Center Logistics to assist with processing resource orders from Seattle

6. Develop local Staging Areas, Bases, Camps and update as needed
7. Coordinate directly with Logistics counterparts at King County Emergency Coordination Center and State Emergency Management.
8. Review, update and implement feeding plan for responders.
9. Within the Logistics Section, Personnel will coordinate signing up of volunteers and reassignment of City employees.

**H. Emergency Support Function 8 Public Health and Medical Services (Public Health Seattle and King County)**

1. Assess healthcare system for damage to infrastructure and determine the ability to provide critical services.
2. Provide Emergency Operations Center Operations Section Chief with an estimate of when critical healthcare services will be restored.
3. Provide official totals or estimates of fatalities and missing persons.
4. Coordinate public messaging with the Seattle Emergency Operations Center Joint Information Center and Operations

a. Sanitation and food handling instructions to general public
b. Instructions for reporting and managing fatalities
c. Release of official totals or estimates of fatalities and missing persons
d. How to obtain medical care

5. Coordinate and provide mortuary services, including investigation of sudden, unexpected, non-natural deaths, body identification and disposition.

a. Provide guidelines to responders on the disposition of fatalities.

6. Direct and manage medical surge operations, provision of immunizations, prophylaxis and other preventative treatments.

7. With the police department, joint responsibility for investigating deaths and locating missing persons.
8. Coordinate with the Emergency Operations Center to establish transportation routes for delivery of critical healthcare supplies and services.
9. Coordinate and provide environmental public health services to include;
   a. health inspection, on a priority basis, of responder food and sanitation arrangements
   b. Inspections for Temporary Debris Staging and Reduction Sites
   c. Disposal of disaster related solid waste
   d. Assessment of the health impacts of wastewater spills and overflows
   e. Services to emergency pet shelters, including inspections, sanitation, and guidance on disposal of deceased animals
   f. Support to Seattle Public Utilities in providing emergency sanitation services to areas expected to be without potable water and\or sewer service for an extended period
10. Plan, coordinate, resource, and provide shelters for medically fragile populations when needed.
11. Coordinate movement of fragile populations from general population shelters to medical needs shelters, alternate care facilities and/or appropriate healthcare facilities.
12. Coordinate medical resource management for healthcare partners.
13. Advise Emergency Operations Center on need to provide emergency drinking water at hospitals using Blivets.
14. Contact Seattle Steam and determine ability to provide steam to area hospitals.

**I. Emergency Support Function 12 Energy (Seattle City Light)**

1. Determine if Seattle City Light construction equipment and personnel are needed to support life safety priority operations.
2. Assess Seattle City Light critical infrastructure for damage and determine ability to provide service.
3. Provide Emergency Operations Center Operations Section Chief with a recommendation for service restoration and estimate time to complete such restoration.
4. Repair and restore electrical service to City Light customers.

**J. Emergency Support Function 13 Public Safety and Security (Seattle Police Department)**

1. Provide situation report\summary of windshield assessment to City departments and Emergency Operations Center as described in the earthquake communications plan.
2. Assess Seattle Police Department facilities for damage and determine ability to provide critical law enforcement services.
3. Assign one officer to Harborview Medical Center to establish contact with Disaster Medical Control Center and to provide traffic control to support ingress\egress to the Center.
4. Assign Liaison to Deputy One until Department Operations Centers or the Emergency Operations Center activates.
   a. When requested, assign officers to locate missing fire units or to act as runners should Fire Department communications fail
5. Assign officers to close bridges deemed unsafe by Seattle Department Bridge Inspectors.



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6. With Public Health, joint responsibility for investigating deaths and locating missing persons.
   a. Staff the Missing Person function in Family Assistance Center
   b. Provide estimates of the number of missing
7. Assist Fire Department with emergency evacuations.
8. On a priority basis, and as resources permit:
   a. Maintain law enforcement service throughout the City
   b. Conduct high visibility emphasis patrols
   c. Provide security at shelters, Family Assistance Centers, Alternate Care Facilities, Temporary Morgues and other locations as needed
   d. Assist with commandeering of critical resources such as fuel
   e. Provide crowd control or ingress and egress traffic control at major incidents scenes and\or hospitals
   f. Conduct additional windshield assessments in the event of a major aftershock
      - Fire department resources may not be available to conduct a citywide survey once they are committed to response operations

**K. Emergency Support Function 14 Community Recovery (City Budget Office)**

1. Activate immediately concurrent with response to support short and long term recovery operations and planning.
2. Stand up and coordinate staffing of the Interdepartmental Recovery Team to respond to immediate and anticipated recovery needs in the areas of infrastructure/built environment, local economic impacts and human/community needs.
3. In coordination with the Mayor's Office, support stand up of a Community Recovery Team, an advisory team to harness resources from the wider community and engage stakeholders in recovery planning.
4. In coordination with the Office of Emergency Management, consolidate city damage reports for Federal Emergency Management Agency damage assessment processes required to justify request for a Presidential Disaster Declaration; coordinate with State and Federal partners on requests for disaster recovery assistance programs to offset public and private response and repair costs.
5. In coordination with the Office of Emergency Management, begin process for formal Mayoral designation of an Applicant Agent for Federal Emergency Management Agency Public Assistance.

**L. Emergency Support Function 15 External Affairs (Mayor's Office)**

1. When the Emergency Operations Center is activated, all department Public Information Officers become direct reports to the Mayor's Office through the Joint Information Center supervisor.
2. In coordination with Emergency Operations Center Operations Section, ensure public messaging related to life safety issues is initiated as soon as possible.
3. Activate City emergency web page.
4. With Emergency Operations Center Planning Section, review Snapshots and Situation Reports, Press Releases and Consolidated Action Plans for accuracy prior to publication.
5. Provide responders with a written daily summary of disaster related services, where those services can be obtained, hours of operation and contact information. Every City employee and responder is seen by the public as a source of official information about the disaster and what the City is doing about it.

6. Coordinate with Emergency Operations Center Logistics Section on public messaging related to donations.
7. Prepare for a large, national and international media presence following the disaster.Designate an alternate location for press conferences in anticipation the Media Briefing Room in the Emergency Operation Center may not have sufficient capacity and coordinate with the Emergency Operations Center Logistics Section
8. Work with the Emergency Operations Center Operations Section to integrate public messaging events into the Emergency Operations Center planning cycle.

## VIII. DIRECTION CONTROL AND COORDINATION

### A. Incident Command

Where there are multiple organizations on scene, Unified Command is preferred. To be included in Unified Command an organization should have:

1. Jurisdictional or functional responsibilities
2. Responsibility for geographic area affected by the incident or response operations
3. Responsibility for commanding, coordinating or managing a major aspect of the response
4. Have the resources available to participate in the response

Within Unified Command, the department or agency responsible for addressing the most immediate, life safety issues will most likely staff the Operations Section Chief role. The use of Branch Operations or Deputy Operations Section Chiefs should also be considered to ensure effective coordination between the various disciplines on the scene.

### B. Area Commands

Area Commands may be established to improve coordination and support to multiple incident commands.

### C. City Emergency Operations Center

Responsible for citywide strategy, support and coordination.

1. Coordinate with King County Emergency Coordination Center, State Emergency Operations Center and other jurisdictions in the region.
2. Coordinate Mutual Aid requests from departments.
3. The Emergency Operations Center Consolidated Action Plan is the citywide plan for disaster response operations.
   a. Updated each operational period
4. Incident Action Plans cover operations for individual Incident Commands or for Area Commands
5. Type I, II or III Incident Management Teams may be used to augment command and control staff as needed.
   a. All City and non-city responders will conduct operations either under the City Consolidated Action Plan, a specific Incident Action Plan or both
   b. The Emergency Operations Center will work with departments to define Areas of Operation or Responsibility
6. The Emergency Operations Center Joint Information Center will coordinate all City public information activity



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a. The Joint Information Center will participate in the Regional Joint Information System

**D. Emergency Executive Board**

The Emergency Executive Board is composed of department directors who provide policy advice to the Mayor.

a. The Emergency Executive Board will convene as needed to resolve policy issues that arise during the response.
b. Emergency Support Function Representatives in the City Emergency Operations Center are expected to identify and report policy issues that require the assistance of the Mayor and the Emergency Executive Board.
c. Representatives have been trained in how to document these issues

## IX. INFORMATION AND COMMUNICATION

**A. Reports**

The City Consolidated Action Plan and the Essential Elements of Information strategy for earthquakes define how the City Emergency Operations Center shares information. A number of methods are used:

1. Snapshot
   a. Common Operating Picture
   b. Issued every one to two hours
   c. Update on known damage and impacts to services
   d. Can be viewed using handheld devices
   e. Is sent to a wide audience of government and partners in the region
2. Situation
   a. Common Operating Picture
   b. Generally issued twice during each 12 hour operational period
   c. Comprehensive overview of the situation and response operations
   d. Is sent to wide audience of government and partners in the region
3. Press Release
   a. Issued frequently during the disaster by the Joint Information Center
   b. Individual departments may also issue press releases in coordination with the Joint Information Center

**B. Mapping**

1. Mapping in support of disaster operations will be coordinated through the Emergency Operations Center Planning Section. Requests for Emergency Operations Center maps will be directed to the Planning Section.
2. The initial Emergency Operations Center situation map post earthquake – subject to modification as conditions require:
   a. Areas, or exact location, of major fires, building collapse, major slides, urban flooding or other immediate and significant hazards
   b. Status of major bridges
   c. Status of freeway
   d. Closed or evacuated hospitals
   e. Name and location of Incident Command Posts
   f. Status of ferry terminals

3. Maps generated by other jurisdictions will be reviewed before adoption by the City
4. Maps for public information purposes must be reviewed by the Joint Information Center prior to release
5. Departments will provide a copy of any map they create to the Emergency Operations Center Planning Section
6. A shake map which describes the intensity and location of the earthquake, provided by the United States Geological Service, will be distributed as a separate map
7. Social Media maps
   a. Social Media maps will be considered UNCONFIRMED and must be verified before use
   b. Emergency Operations Center Planning Section will monitor social media maps for operational information
   c. The Joint Information Section will monitor social media maps for public information

**C. Internet**

1. WebEOC
   a. Primary tool for documenting information about the disaster
   b. Base Incident: Major Earthquake Seattle
      - This is a standing base incident available to responders before the Emergency Operations Center is activated
   c. Sub Incidents - modified as needed during the event
      Sub Incidents divide information into categories in order information easier to locate and organize
      - Area Commands or Incident Commands established
      - Damage reports
      - Shelter Operations
      - Family Assistance Center
      - Mortuary Operations
      - List of Mutual Aid responders
   d. WebEOC Significant Events:
      - Official estimate of the number of fatalities and injured
      - Estimate of disaster costs
      - Areas that have been evacuated
2. Emergency Operations Center Email.
   a. Seattle Emergency Operations Center maintains an email account for disaster response which is monitored by the Emergency Operations Center Planning Section
3. City Disaster Website
   a. The City Homepage can be rapidly switched to a disaster format by the Mayor's office
4. Seattle Department of Transportation SharePoint Street Closure Tracking list and Road Conditions map.
   a. Documents impacts to City streets
   b. Seattle Police Department can input information into the Street Closure System
5. National Shelter System.
   a. Human Services Branch, and other shelter providers in the region, use the National Shelter System database to share shelter information
6. WATrac Incident Management System.



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a. Incident management software used by HMAC members to share information which Seattle Emergency Operations Center staff can view

7. Regional SharePoint Information Sharing
   a. King County Emergency Management maintains the regional SharePoint site
   b. Available to support collaboration between departments and jurisdictions as needed

**D. Radio and Phone**

1. Radio Systems (City and Auxiliary Communication Service)
   a. A radio communications plan for an earthquake scenario has been provided to all departments
   b. Auxiliary Communications Service staffs the Emergency Operations Center communication room and monitors Ops Call channel, amateur radio, King County ECC radio and others
   c. City Hubs can communicate with the City Emergency Operations Center using amateur radios
2. Phone
   a. Government Emergency Telecommunication Service
      - When the phone system is overloaded with calls, increases the chance a caller using this service will be able to complete a phone call using a wired or cell phone
      - City responders have been provided accounts including all Emergency Operations Center Duty Officers
   b. The City phone network may be more resilient than the public network
   c. A common phone number for reaching the City Emergency Operations Center has been designated and, if needed, up to six answering stations can be established in the Emergency Operations Center to support this phone line
   d. The Auxiliary Communications Service monitors the Emergency Operations Center satellite phone

**SNOWSTORM INCIDENT ANNEX**

**PRIMARY DEPARTMENT:**
*Seattle Department of Transportation*
*Seattle Office of Emergency Management*

**SUPPORT DEPARTMENTS AND AGENCIES:**
*All City Departments*

## I. INTRODUCTION

### A. Purpose

1. To enable a coordinated multi-department and multi-jurisdictional response to a snowstorm.

### B. Scope

1. This plan is part of the Seattle Disaster Readiness and Response Plan (SDRRP) Volume II. It addresses the potential challenges posed by the following hazards:
   a. Snow
   b. Freezing Rain
   c. Sleet
   d. Ice
   e. Roadway Frost

## II. POLICIES

### A. Authorities

1. See page 8, Seattle Disaster Readiness and Response Plan Volume I.

### B. Limitations

1. The City will endeavor to make every reasonable effort to respond to a winter snowstorm. However, City resources and systems may become overwhelmed by the magnitude of the storm and its impacts. There is no guarantee implied by this Annex that a perfect response to a winter snowstorm will be practical or possible.

## III. WINTER SNOWSTORM HAZARDS

### A. Seattle Region

1. The Seattle region is subject to winter snowstorms that can cause significant and direct impacts to the transportation system, structures, water utilities and electrical utilities. Snowfall is not uncommon and can be heavy. Extended periods of below freezing temperatures are possible. High winds may also occur worsening the impacts of the snow and freezing temperatures. Some cascading impacts are:



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a. Impassible streets
b. Frost on elevated roadway structures
c. Slower emergency response
d. Electrical power outages
e. Water service interruptions due to frozen or ruptured water mains
f. Closure or limited hours of operation for schools and public events
g. Cancelation of all but essential government services
h. Limited operation of public transit impacting transit-reliant citizens and their ability to access pharmaceutical, medical and basic commerce needs
i. Loss of business revenue
j. Increased risk of hypothermia and frostbite especially involving the homeless
k. Increased need for public shelter assistance
l. Canceled or reduced medical services
m. Collapsed roofs
n. Increased injury and illness from falls, carbon monoxide poisoning, heart attacks, vehicle accidents, sledding accidents, collapsing structures, falling ice and trees

## IV. SITUATIONS AND ASSUMPTIONS

### A. Storm characteristics

1. Where snow will accumulate, when it will occur and how much will fall is difficult to predict given the local geography and weather conditions.
2. Snow and ice may not melt for several days if the temperatures remain below freezing.

### B. Planning Assumptions

1. There is not sufficient ice and snow removal capability to clear every residential streets or secondary arterials in Seattle. In a severe storm it may be difficult to keep even a limited number of primary routes passable.
2. The hilly terrain in Seattle can make driving difficult and may temporarily isolate neighborhoods.
3. The unexpected arrival of a storm during the morning or afternoon commute or during a special event can result in stranded mass transit commuters, motorists and students.
4. The uncertainty regarding a forecast may cause response agencies and the community to assume the worst when it comes to preparing for a predicted storm.
5. The longer streets remain impassible, the greater the impact to the community, especially to vulnerable populations.
6. Public transportation services are often impacted by winter snowstorms.
   a. The loss of, or reduction in, public transportation services may especially impact the elderly and disabled who depend upon taxi or bus services for transportation to medical appointments, the pharmacy and the grocery store
   b. Bus routes may be passable in one community and not in another making it difficult to maintain transit service

c. Transit agencies may have to modify their service level on short notice because of worsening road conditions which could potentially impact thousands of commuters.
d. Passengers on trains, cross country buses and private vehicles may become stranded in Seattle and request assistance with obtaining shelter and food

7. The response to a significant incident, such as a major fire, earthquake or terrorist attack, could be hindered.
8. Use of grills for heat or cooking inside a house or apartment creates a risk of death from carbon monoxide for the occupants. Deaths from carbon monoxide have occurred in previous storms.
9. Loss of electrical power could increase the need for shelters.
10. The ability of police officers, firefighters, dispatchers, medical staff, shelter staff and other essential personnel to get into work may impact critical service delivery.
11. Evacuation of a health care facility would be complicated by the weather and road conditions.
12. Businesses and residents generally do not clear the sidewalks in front of their facility or home which limits access to goods and services.
13. Traffic congestion and parked vehicles related to the snowstorm may significantly delay Seattle Department of Transportation efforts to clear snow and ice from the street or prevent crews from reaching a specific critical location in need of emergency plowing\decing.

## V. CONCEPT OF OPERATIONS

### A. Triggers for Initial Planning Activity

1. A National Weather Service forecast of snowfall and or sleet within the City.
2. Factors to consider are amount of snow predicted, the anticipated duration of the storm, time and day of week it might occur, winds and temperatures.

### B. Triggers for Activation of the Emergency Operations Center

1. The decision to activate the Emergency Operations Center for a winter snowstorm will be based on the anticipated severity of the storm, potential impacts and the ability of the City to respond to those impacts.
2. The level of activation will be tailored to meet the anticipated challenges posed by the storm. Modes of activation are:
   a. Increased Readiness
   b. Major Incident
   c. Disaster
   d. Catastrophic

### C. Weather Forecast

1. The City of Seattle relies upon the National Weather Service for winter snowstorm forecasts.



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a. Seattle Department of Transportation, Seattle Public Utilities, City Light and Seattle Office of Emergency Management and others closely monitor weather forecasts on a routine basis
b. Seattle Department of Transportation also contracts with NW-Weathernet, a private weather forecasting service

2. For winter snowstorms expected to have a significant impact to the Puget Sound region the National Weather Service hosts a webinar to review the forecast and provide an opportunity for response agencies and local jurisdictions to ask questions.
   a. The Seattle Office of Emergency Management, Seattle Department of Transportation, Seattle Public Utilities and Seattle City Light participate in the webinar
      - To prevent overload of the webinar, any City Department that wishes to participate in the webinar is welcome to do so at the City Emergency Operations Center

**D. Notification**

1. The Seattle Office of Emergency Management will notify all departments and partner organizations about the forecast and anticipated next steps.
   a. Departments are expected to notify their employees
   b. In an emergency, the Seattle Office of Emergency Management Duty Officer can send a city-all email

**E. Initial Planning**

1. If the forecast indicates minimal impacts to the City, the Director of the Seattle Office of Emergency Management will have the option to convene an initial planning meeting.
2. If the forecast indicates impacts to the City may be significant, the Director of the Seattle Office of Emergency Management will convene a winter snowstorm initial planning meeting.
   a. The meeting will be attended by, at minimum, representatives from:
      - Seattle Department of Transportation
      - Seattle Police Department
      - Seattle Fire Department
      - Public Health Seattle and King County
      - Seattle Public Utilities
      - Seattle City Light
      - Human Services Department
      - Parks Department
      - Facilities and Administrative Services
      - Seattle Joint Information Center
      - Seattle Public Schools
      - King County Metro Transit

3. The planning meeting agenda will include a review of the weather scenario, identification of potential impacts, development of City objectives, an update to the response and public information strategies, establishment of Emergency Operations Center activation status and hours of operation and identification of outstanding policy issues.

**F. Strategy**

1. The response strategy for a winter snowstorm hinges on the ability of the Seattle Department of Transportation, and other transportation agencies in the region, to keep the roadways passable. All departments should support Seattle Department of Transportation in fulfilling its mission.
2. Seattle Department of Transportation snow and ice clearing strategy.
   a. Maximize available resources to conditions using three levels of service:
      - Maintain driving conditions at service level 1, 2, or 3 on all snow routes as long as practical before transitioning to a combination of driving condition service level 1, 2 or 3 depending on emergent necessity.
      - Level 1: Bare pavement within 12 hours over all lanes on 310 miles of critical arterials as soon as there is a lull in the storm
      - Level 2: Bare pavement for one lane in each direction within 12 hours on selected major arterials and remaining King County/Metro Transit (Metro) winter snowstorm bus routes. As equipment and weather conditions permit achieve bare pavement on all lanes of Service Level 2 routes
      - Level 3: De-ice hills, curves, bridges and controlled intersections as soon as there is a significant lull in the storm
   b. Snow plows will direct snow towards the right sides of streets
   c. Apply an enhanced salt brine solution to designated routes when snow is predicted with 50 percent or greater probability
      - This can take several hours to complete; rainfall preceding a snow storm can decrease its effectiveness
   d. Once snow and ice have accumulated, move to a deicing approach using granular salt. Using abrasives like sand is important for areas where additional traction is necessary: hills, curves and stopping zones
   e. Seattle Department of Transportation will deploy pedestrian safety crews to perform deicing and snow removal on critical sidewalk landings and public stairways located in the right-of-way, as identified using criteria in the city's Pedestrian Master Plan criteria
   f. A Seattle Department of Transportation special emphasis crew will address emergent needs and problem spot locations as reported by Seattle Police Department, Seattle Fire Department, Public Health, Metro and transportation field staff



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g. Although steel plow blades are available for use on compacted snow and ice, use will be strictly managed due to safety hazard presented to operator and only implemented when life safety response warrants
h. To maintain bus service, and to avoid stranding commuters, the Seattle Department of Transportation and regional transit agencies closely coordinate to ensure roads are cleared around pre-designated high priority routes, bus stops and transit turn-around points
i. Closure of the Viaduct, West Seattle Bridge or other critical transportation routes may be done for safety reasons and to provide Seattle Department of Transportation unrestricted access to apply anti\decing solutions and to plow the roadway structure.
   - During a storm, higher priority calls for service may limit the ability of the police department to support a such closure
   - Seattle Public Utilities and Seattle City Light crews may be requested to temporarily augment the police department in closing access to a critical arterial street in an emergency
j. The Seattle Department of Transportation may close designated City streets for safety reasons
   - Seattle Department of Transportation stages street closure signs at known problem areas
   - Seattle Police officers may close streets as needed for safety reasons or operational needs
   - All streets closures must be reported promptly to the Seattle Department of Transportation for documentation on the Master Road Closure List
   - The Seattle Police Department may be requested to provide emergency escort of Seattle Department of Transportation vehicles The police department has a limited capability to provide escorts
   - The police department may decline an escort request due to safety or hazard concerns, resource availability or higher priority calls for service

3. Washington State Department of Transportation has the option to close the I-5 Express Lanes or restrict access to transit and emergency vehicles.
   a. Closure or restriction of the Express Lanes may cause substantial traffic congestion in the City
      - Washington State Department of Transportation will coordinate with the City of Seattle prior to making the decision to close or restrict access to the Express Lanes
   b. Restricting Express Lane access to transit and emergency vehicles requires close coordination between the following departments and agencies
      - Washington State Department of Transportation
      - Washington State Patrol
      - King County Metro and Sound Transit

- King County Emergency Coordination Center
- Seattle Office of Emergency Management
- Seattle Department of Transportation
- Seattle Police Department

4. King County Metro Transit and Sound Transit will modify service levels as needed and communicate that information to the Seattle Department of Transportation.
   a. Depending on current weather conditions and the inherent limitations of winter snowstorm forecasting, this decision may not be made until a few hours prior to the arrival of the storm
5. The Seattle Public Schools will determine if schools will close or be on modified hours of operation and provide that information to the Seattle Office of Emergency Management or Emergency Operations Center when activated.
   a. Depending on current weather conditions and the inherent limitations of winter snowstorm forecasting, this decision may not be made until a few hours prior to the arrival of the storm
   b. The City Emergency Operations Center, when advised of an early closure of public schools, will notify Seattle Department of Transportation
6. Joint Information Center public messaging will focus on:
   a. Safety
   b. How prevent damage to property and infrastructure
   c. How to report damage
   d. How to obtain services
   e. Status of efforts to clear the roads
   f. Broadcast public reminders to property owners regarding their obligation to remove snow and ice from sidewalks in front of their property
   g. Sufficient supplies and medicines on hand (3 Days\3 Ways message)
7. To minimize impacts to vulnerable populations and critical services during the storm, electrical, water, gas outages will be promptly reported to the City Emergency Operations Center and Public Health Seattle and King County.
   a. During a storm, even a small outage may significantly impact a health care facility and potentially cause cascading impacts

## G. Coordination

1. Mild Snow\Ice Events
   a. No Activation required or activate the City Emergency Operations Center to Increased Readiness Mode.
      - At minimum, the Seattle Office of Emergency Management Staff Duty Officer will monitor the weather and is available 24/7 to assist City Departments
      - An initial planning meeting may be held to support coordination between departments



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- Dispatchers, Duty Officers, Street Supervisors will coordinate information and operations between departments as is done routinely on a daily basis
- As needed, the Seattle Office of Emergency Management may provide weather forecasts, situation updates and coordinating information to all City departments and partner organizations

b. Mild snow and ice events may only require a limited or focused response by Seattle Department of Transportation as defined in the current Snow and Ice Plan, Appendix A, Snow and Ice Response Matrices

2. Winter Snowstorm – Activation of Seattle Emergency Operations Center.

a. The Director of the Seattle Office of Emergency Management will coordinate the decision for activation of the Emergency Operations Center

- Department Operations Centers and the City Emergency Operations Center activation levels will be tailored, as needed, based on the challenges anticipated for the winter snowstorm response

b. When the City Emergency Operations Center is activated:

- A Consolidated Action Plan will be used to coordinate operations throughout the City
- The Essential Elements of Information list will guide departments in what information to report the storm and their response operations, when those reports should be provided and how they will be shared
- WebEOC will be used for sharing information and updates with all City departments

c. The Mayor's Office is responsible for determining policy on closure, late opening or early closing of City facilities, employee leave and citywide employee messaging

## VI. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### A. All Departments

1. Initial Planning and Preparation.

a. Ready department resources for the response to the snow storm, including four wheel drive vehicles, tire chains and windshield fluid

b. Take steps to mitigate impact of the storm to service delivery, critical infrastructure and key resources

c. When requested, participate with Seattle Office of Emergency Management and other City Departments in planning the storm response

d. Notify Seattle Office of Emergency Management if Department Operations Center will be activated, when and at what level of activation and what support is needed from the EOC

e. Following guidance provided by the City EOC and in coordination with the Mayor's office, provide employees with updates on storm preparations, as needed

f. Coordinate pre-incident City public messaging as defined in initial planning meeting

2. Response (Emergency Operations Center Activated).

a. Coordinate public messaging through the Joint Information Center
b. Coordinate employee messaging, leave policy and modification of hours of department operation through the Mayor's Office
c. Coordinate policy issues through the Seattle Emergency Operations Center Director.
d. Coordinate all storm related mapping through the City Emergency Operations Center Planning Section
e. Use Web EOC to share information
f. Route requests for emergency plowing in support of critical operations to the Seattle Department of Transportation
g. Notify the City Emergency Operations Center and Seattle Department of Transportation if road conditions deteriorate and significantly hinder response operations or delivery of services
h. Notify Seattle Emergency Operations Center when Department Operations Center activates
i. Notify City Emergency Operations Center of any emergency lodging arrangements for department personnel.
j. Notify City Emergency Operations Center of any fatality or significant injury related to the storm
k. Closely monitor supply levels and usage rate of wiper blades, windshield washer fluid and tire chains and notify Emergency Operations Center Logistics Section well before critical supplies run low or are expended

**B. Emergency Support Function 1 Transportation (Department of Transportation)**

1. Initial Planning and Preparation.
   a. Provide to Seattle Office of Emergency Management an analysis, based on the weather forecast, of potential impacts to Transportation Department service delivery and impacts to public transit in Seattle and region
   b. Closely coordinate preparations with King County Metro Transit, Sound Transit and other transportation agencies in the region
      - Determine Washington State Department of Transportation strategy for Express Lane operation
   c. Provide estimate, based on forecast and available resources, of potential impacts to driving conditions and anticipated Service Level (1, 2 or 3 or other) on snow routes and update according to the Essential Elements of Information strategy
   d. Coordinate with Seattle Police Department to ensure sufficient street closure signs are available and distributed to designated locations throughout the City
   e. Notify Seattle Police Department and King County Metro Transit of anticipated need for assignment of Liaisons – update the Emergency Operations Center when liaisons are activated
   f. In coordination with City pre-incident public messaging strategy, develop and disseminate public messaging regarding transit services


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g. Determine need to assign a King County Metro Transit Liaison to the Seattle Department of Transportation Department Operations Center
h. Ensure Seattle Public Schools notifies the Emergency Operations Center of any school closures or modification to hours of operation.

2. Response (Emergency Operations Center Activated).
   a. Closely coordinate operations with King County Roads Division, Washington State Department of Transportation, other transportation agencies in the region, King County Metro Transit, Sound Transit and other transit agencies to support transit operations
   b. Notify the Seattle Emergency Operations Center of any changes in King County Metro service levels
   c. Coordinate requests to King County Metro Transit for heavy duty tow service, on an emergency and as available basis, for fire trucks
   d. Closely coordinate operations with Seattle City Light to determine priority of handling downed power lines so key transportation routes can be reopened in a timely manner
   e. Provide regular and frequent updates to the City Emergency Operations Center on road conditions, the status of storm operations and problems encountered
      - Maintain and update online mapping system
      - , Maintain and update the Master Street Closure List
   f. Ensure Seattle Public Schools notifies the Emergency Operations Center of any changes in school bus schedules, students sheltered at schools or students stranded on buses.
   g. Rapidly address requests for emergency street clearing from the Police Department, Fire Department ,Public Health Seattle and King County or others
      - Assign highest priority to, and at the expense of snow plan operations if necessary, supporting life safety requests for assistance such as mass casualty incidents, hostage situations and fires

## C. Emergency Support Function 3 Public Works and Engineering (Seattle Public Utilities)

1. Initial Planning and Preparation.
   a. Provide to Seattle Office of Emergency Management an analysis, based on the weather forecast, of potential impacts to water, waste water and solid waste service delivery
   b. In coordination with City pre-incident public messaging strategy, develop and disseminate public messaging regarding frozen or burst water pipes and solid waste pickup
2. Response (Emergency Operations Center Activated).
   a. As needed, activate Department Operations Center to coordinate internal operations and with other departments

b. Notify the City Emergency Operations Center and Public Health Seattle and King County of significant water or sewer service outage, outages known to impact a health care facility or if solid waste pick up will be delayed
c. Be prepared to provide equipment and crews to assist with snow and ice removal in support of Seattle Department of Transportation operations

**D. Emergency Support Function 4, 9, 10 Firefighting, Search and Rescue, Oil and Hazardous (Seattle Fire Department)**

1. Initial Planning and Preparation.
   a. Provide to Seattle Office of Emergency Management an analysis, based on the weather forecast, of potential impacts to Fire Department service delivery
   b. Coordinate with Public Health Seattle and King County on public messaging regarding carbon monoxide poisoning
2. Response (Emergency Operations Center Activated).
   a. As needed, activate Department Operations Center to coordinate internal operations and with other departments
   b. Immediately notify the Emergency Operations Center of developing critical incidents with a potential for cascading impacts
   c. Maintain capability to respond calls for service
      - Notify City Emergency Operations Center if trends develop which indicate emergency calls for service may be significantly delayed Contact Seattle Department of Transportation to request emergency plowing assistance
      - For fire trucks that become stuck in the snow consider requesting heavy duty tow trucks from King County Metro

**E. Emergency Support Function 5 (Emergency Management)**

1. Initial Planning and Preparation.
   a. Monitor and notify, as needed, City department and regional partners about the potential for a winter snowstorm
   b. Host the National Weather Service Webinar at the City Emergency Operations Center and notify City departments of the Webinar forecast
   c. Facilitate the City initial planning meeting
   d. In coordination with the Mayor's Office, define City public and employee messaging strategy
   e. Provide regular updates, as needed, to City departments on the storm forecast, potential impacts, storm preparation activities and anticipated response operations.
   f. Coordinate development and distribution of the City Consolidated Action Plan and Essential Elements of Information guide
   g. Configure WebEOC (Base and Sub-Incidents)
2. Response (Emergency Operations Center Activated).
   a. Assign Office of Emergency Management Duty Officers to general staff positions in the Emergency Operations Center



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b. Update Essential Elements of Information guide as needed
c. Develop and distribute Snapshot and Situation Reports
d. Monitor and provide updates on the status of rail, intercity bus service, taxi, marine and air transportation providers
e. Coordinate response mapping
f. Develop and distribute Consolidated Action Plans
g. Coordinate with King County Emergency Management
h. Coordinate public and employee messaging through the Joint Information Center
i. Coordinate Auxiliary Communication Service operations

**F. Emergency Support Function 6 Mass Care, Housing and Human Services (Seattle Human Services Department)**

1. Initial Planning and Preparation.
   a. Provide to Seattle Office of Emergency Management an analysis, based on the weather forecast, of potential impacts to vulnerable populations, human service agencies and Parks Department programs and services
   b. In coordination with City pre-incident public messaging strategy, develop and disseminate public messaging regarding warming shelters and other related topics
   c. In coordination with Parks Department develop and maintain list of locations and capacity of current and potential warming shelters
   d. With support from Finance and Administrative Services, arrange for front or four wheel drive vehicles, chains etc for outreach workers
2. Response (Emergency Operations Center Activated).
   a. Monitor human services agencies ability to deliver services
   b. Coordinate establishment of shelters as needed
   c. Monitor transportation systems that support vulnerable populations and notify City Emergency Operations Center of developing issues
   d. Be prepared to provide Parks Department equipment and crews to assist with snow and ice removal in support of Seattle Department of Transportation operations

**G. Emergency Support Function 7 Resource Support (Finance and Administrative Services)**

1. Initial Planning and Preparation.
   a. Review and update list of department vehicle coordinators and emergency purchase or rental procedures
   b. Assist departments with preparing vehicles and facilities
   c. Review and update inventory of winter snowstorm supplies such as chains, wiper blades, fluid, snow shovels, and salt
   d. Ensure emergency generators are ready
   e. Notify departments of hours of operation for vehicle maintenance shops
   f. Ensure Finance and Administrative Services supported facilities have sufficient winter storm supplies per plan

2. Response (Emergency Operations Center Activated).
   a. Closely monitor reports from departments on their use of winter snowstorm supplies windshield wipers, windshield fluid and chains, and arrange for resupply as needed
   b. Assess facilities for potential damage

**H. Emergency Support Function 8 Public Health and Medical Services (Public Health Seattle and King County)**

1. Initial Planning and Preparations.
   a. Provide to Seattle Office of Emergency Management an analysis, based on the weather forecast, of potential impacts to healthcare community
   b. In coordination with City pre-incident public messaging strategy, lead the development and dissemination of carbon monoxide warning messages
   c. Develop and distribute other relevant health alerts according to public information strategy
2. Response (Emergency Operations Center Activated).
   a. As needed, activate Health and Medical Area Command to coordinate internal operations and with other jurisdictions and departments.
   b. Monitor emergency room services, blood bank, dialysis centers and other critical healthcare services for potential disruption and notify City Emergency Operations Center
      - Rapidly evaluate impact of utility service interruptions on affected health care providers
      - Monitor Seattle City Light System Status website
   c. Immediately notify the Emergency Operations Center of developing critical incidents with a potential for cascading impacts
      - Closely monitor and report number of carbon monoxide cases
      - Notify Seattle Joint Information Center
   d. Address, and if needed, route to the City Emergency Operations Center for assistance, requests for non-medical logistical support from health care providers
   e. Coordinate messaging through the Seattle Joint Information Center with Health Department as lead for messaging related to Carbon Monoxide poisoning

**I. Emergency Support Function 12 (Seattle City Light)**

1. Initial Planning and Preparation.
   a. Provide to Seattle Office of Emergency Management an analysis, based on the weather forecast, of potential impacts to electrical service delivery
   b. In coordination with City pre-incident public messaging strategy, develop and disseminate public messaging regarding power outages
2. Response (Emergency Operations Center Activated).
   a. As needed, activate Department Operations Center to coordinate internal operations and with other departments



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b. Notify the City Emergency Operations Center and Public Health Seattle and King County of significant interruptions to electrical service delivery
c. Closely coordinate with Seattle Department of Transportation to determine priority for clearing downed power lines so key transportation routes can be reopened in a timely manner
d. Be prepared to provide equipment and crews to assist with snow and ice removal in support of Seattle Department of Transportation operations

**J. Emergency Support Function 13 (Seattle Police Department)**

1. Initial Planning and Preparation.
   a. Provide to Seattle Office of Emergency Management an analysis, based on the weather forecast, of potential impacts to Police Department service delivery
   b. Coordinate Seattle Department of Transportation Department and determine if or when a Police Department Liaison will be needed in the transportation operations center
   c. Coordinate with Department of Finance and Administrative Services regarding extended hours of operation at Charles Street and Haller Lake facilities to support emergency vehicle chain up
   d. Inventory cache of street closure signs stored at precincts and request replacements as needed from Seattle Department of Transportation
2. Response (Emergency Operations Center Activated).
   a. As needed, activate Department Operations Center to coordinate internal operations and with other departments
   b. Assign priority to requests from Seattle Department of Transportation or Metro for assistance with abandoned vehicles impacting snow and bus routes
   c. Immediately notify the Emergency Operations Center of developing critical incidents with a potential for cascading impacts
   d. Maintain capability to respond emergency calls for service
      - Notify City Emergency Operations Center if trends develop which indicate emergency calls for service may be significantly delayed Contact Seattle Department of Transportation to request assistance with vehicle access to police facilities and emergency plowing assistance
   e. Be prepared to assist if resources allow, with implementing the plan to restrict Express Lane access to emergency and transit vehicles
      - Requires assignment of officers to traffic control posts at on ramps
   f. If resources allow, and if deemed safe to do so, provide escort of Seattle Department of Transportation vehicles
   g. If resources allow assist with closure of critical transportation routes such as the Viaduct, West Seattle Bridge or others
   h. Provide regular and frequent updates to the Seattle Department of Transportation on locations of closed roads using SharePoint

i. When requested, provide report on weather, road conditions and snow depth, to the Seattle Department of Transportation and the City Emergency Operations Center via the Seattle Police Department Dispatch Center or the Operations Center.
j. When requested, assign a liaison from Traffic (or Patrol if not available) to the Seattle Department of Transportation
k. When requested, assist with locating and reporting the location of abandoned buses

## VII. ADMINSTRATION AND LOGISTICS

The Seattle Office of Emergency Management will have primary responsibility for this annex and will ensure it is reviewed on a regular basis and updates made as necessary to ensure guidance contained in this document remains current.

## VIII. REFERENCES

A. Seattle Disaster Readiness and Response Plan Volume I and II
B. Seattle Hazard Identification and Vulnerability Analysis
C. 2010-2011 Seattle Department of Transportation Snow and Ice Readiness and Response Plan
D. King County Comprehensive Emergency Management Plan
E. 2008 Winter Storm Corrective Action Plan



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**MILITARY SUPPORT ANNEX**

**COORDINATING ORGANIZATION:**
*Mayor's Office*
*Seattle Office of Emergency Management*

**COOPERATING ORGANIZATIONS:**
*All City Departments*
*Washington State Emergency Management Division*
*Washington State Military Department*

## I. INTRODUCTION

### A. Purpose

1. To describe the circumstances under which units of the Department of Defense (DOD) and the Washington National Guard (WNG) can provide Defense Support of Civil Authorities (DSCA) during disasters and catastrophes.

2. To describe the procedures the City of Seattle government must use to obtain DSCA

### B. Scope

1. This document applies to all City Departments and supporting agencies.

## II. SITUATION

### A. Situation

The City of Seattle, its citizens, are exposed to a variety of natural and human caused disasters such as severe weather, earthquakes, and acts of terrorism. The Seattle Hazard Identification and Vulnerability Analysis identifies and discusses in detail a wide range of events that could impact the citizens and governments of our region.

In some incidents, the City and neighboring jurisdictions may not have sufficient resources to support the response. The military is one of many resources the City can request assistance from.

### B. Planning Assumptions

1. Military assistance is a supplemental resource.

2. Military support like any other form of outside assistance requires the Mayor's declaration of "Civil Emergency" and an executive order.

3. When deployed to provide DSCA, military personnel work under the City's command and control structure, but always retain their unit integrity and chain of command.

4. Only under circumstances where the provisions of "Immediate Response" can be applied, or where a National Guard or Reserve unit coincidentally happens to be in a

training status, can military support be expected to be a ready source of help. In all other situations, it would probably take at least 48 hours to muster and deploy a response.

## III. CONCEPT OF OPERATIONS

### A. General Response

The Governor maintains control of the state National Guard in peacetime. He or she appoints an Adjutant General to command the state Guard, which is a combination of Army and Air Force units. In Washington, the Adjutant General (TAG) is also the head of the state Military Department.

1. After the Mayor has declared a "Civil Emergency" and based on the Mayor's request for supplemental assistance made by executive order, the Governor may, if support can best be provided through special resources possessed by the Washington National Guard, task available units and/or activate units not on duty.

2. In general, the type of support provided by the National Guard may include:
   - Weapons of Mass Destruction Civil Support Team
   - Limited mass feeding
   - Civil disturbance operations/area security patrols
   - Roadblocks/traffic control
   - Perimeter security/quarantine
   - Limited military engineering
   - Mobile/fixed communications
   - Emergency evacuation (land/air/water)
   - Delivery of supplies
   - Emergency shelter
   - Limited emergency electrical power
   - Light urban search and rescue
   - Limited emergency medical aid
   - Limited potable water
   - Aerial reconnaissance

### B. Federal Support

Despite normal placement of the Guard under the Governor, the President retains the authority to federalize guard forces in a major national crisis. Whenever this happens, units affected by the President's mobilization order are transferred from their State Area Command (STARC) to active duty commands in the Army or Air Force. Examples of such mobilizations occurred during wars fought in Korea and Viet Nam and more recently in military actions in the Persian Gulf, Afghanistan and Iraq. It can also happen in natural, technological and human-caused disasters, including episodes of serious civil unrest.

The military is capable of providing a wide range of support to local government in a disaster or catastrophe, but the use of military personnel and military assets for DSCA must



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comply with guidelines set down in DOD Directives and federal law. Within these formal parameters military assistance can be obtained:

1. For an "Immediate Response" situation. In such an event a unit commander can provide immediate assistance to local authority if:

   - There is an imminent threat to life or property, and/or human suffering is at stake, ***and***

   - An exhaustive effort by local government to seek help from public and private resources in the local area has been tried first without success, and the local military unit is the only viable source available, ***or***

   - The local military unit is the only source of help that can respond in time to support the City in countering or alleviating the danger(s) present or imminently expected, ***and***

   - The local military unit is capable of providing the type of support requested without degrading its primary national defense commitments, ***and***

   - The Mayor has declared a "Civil Emergency" and invoked his/her "emergency power" to request outside assistance, ***and***

   - The City agrees to assume costs incurred by the military unit to provide the requested support, ***and***

   - The City, through the Washington State Emergency Management Division (EMD), conveys the following details to the Commander, USARMYNORTHCOM through the Defense Coordinating Officer attached to the Federal Emergency Management Agency (FEMA) Region X Defense Coordinating Element in Bothell, WA:

     - The reason(s) and circumstances necessitating the request for "Immediate Response".
     - The name of the Commander and unit aiding the City.
     - The type(s) of asset(s) requested.
     - An affirmative acknowledgement of the City's compliance with the above process, as prescribed in DOD Directives.

     In certain circumstances where response time is critical, a unit commander can act in anticipation of official receipt of authorization from the Commander, USARMYNORTHCOM. The unit commander can also decide to forego reimbursement from the City, but the City should always be prepared to assume the costs, which in the past have been paid by the state when the above steps have been followed.

2. After emergency declarations have been made by both the Mayor and Governor, the Mayor may request assistance from the Commander of the Seattle District of the US Army Corps of Engineers (USACE) to provide flood fighting and rescue support authorized under Public Law 84-99. The Governor, based on a request from the Mayor, can also ask the USACE to provide emergency supplies of clean water when contamination of normal sources endangers public health.

3. After the Governor has proclaimed a "State of Emergency" and formally requested federal assistance, the President after declaring an "Emergency" or "Major Disaster" may – through FEMA or the through the Joint Field Office (JFO) if established and the Defense Coordinating Officer (DCO) if in-place – task the DOD to provide specific support identified in the NRP. DOD participation could be used for:

   - Disaster Medical Assistance Teams (DMATs)
   - Disaster Mortuary Teams (DMORTs)
   - Patient evacuation to National Disaster Medical System (NDMS) hospitals
   - Urban fire suppression
   - Communications equipment
   - Debris clearance
   - Structural evaluation
   - Damage Assessment
   - Stabilization or demolition of damaged structures
   - Water supply
   - Restoration of critical public facilities
   - Contracting and construction management
   - Electric generation
   - To defend against a "credible threat" of a terrorist attack, or to respond to a terrorist attack.

## C. Direction and Control

The EOC Director is responsible for coordinating all requests for military assistance.

Military units remain under control of their chain of command when deployed to assist civilian authorities. Military support is coordinated through the EOC and the incident commands that are provided such support.

EMD and/or military Liaisons may be assigned to the City EOC and/or incident commands as needed.

Once DSCA is dispatched to the City, it will be the responsibility of the requesting department to receive, direct, integrate, and sustain this capability for as long as they continue to support the City. Help in supplying the logistics for doing this will be available through the EOC, and should be directed to the EOC Logistics Section.



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### D. Procedures

A department that determines it will run out of resources before operations can be completed or has exhausted all resources will follow procedures outlined in the Logistics Section of the SDRRP to obtain outside resources.

## IV. RESPONSIBILITIES

### A. Preparedness

1. Seattle OEM is responsible for ensuring the Military Support Annex is current.

2. All departments that conduct training or develop plans with military organizations will notify the Seattle OEM of such activities before they occur to ensure City training and planning efforts are coordinated.

### B. Response and Recovery

1. The Mayor, as the City's Chief Executive, will:

   - Determine when circumstances warrant asking the state for outside assistance, which may be provided through DSCA.
   - After deciding to do so and after declaring a "Civil Emergency", sign an executive order requesting outside assistance.
   - Direct public-notice, and ensure briefings of the City Council President and Public Safety Chair occur as called for in the Direction and Control Support Annex.

2. The City Council will review and act on all proclamations and executive orders as called for in the Direction and Control Support Annex.

3. The EOC Director will:

   - Decide when it would be necessary to request a state mission number.
   - Decide when and if it would be necessary to request the state EOC to send their Emergency Management Division (EMD) and/or Military Department Liaison to the Seattle EOC.
   - Determine if, and when a recommendation will be made to the Mayor to request outside assistance.
   - As soon as the Mayor signs the executive order requesting outside assistance, direct the Plans Section Chief to transmit it to the state EOC.
   - Based on information received from the state EOC (either through Logistics Section Chief or the EMD Liaison), brief the Mayor and as necessary direct the Operations Section Chief to make sure that:
     - Word has been passed to the requesting department.
     - The EOC JIC has been notified.

- Adequate instructions have been given to the responding military commander, to at a minimum include the name of the official he or she is to report to and their cell phone number, and a map and directions to the staging area.
- Arrangements are in place to receive and care for the arriving DSCA unit(s).
- DSCA units are used for approved missions only, and that they are able to withdraw once those missions are completed.

4. The Operations Sections Chief will:

   - Ensure all Operations Section ESFs that are activated are coordinating resource requests with the EOC Logistics Section.
   - Work with the Logistics Section Chief, EMD Liaison and the Plans Section Chief to monitor critical resource requests that exceed the City's capability. As soon as it can be reasonably determined that outside assistance is the only suitable recourse, inform the EOC Director.
   - Follow the EOC Director's instructions in making certain that departments are given an early "heads up" of the arrival of DSCA, and that departments take necessary actions to effectively receive, integrate, direct, and support DSCA units.
   - Brief the department requesting the military assistance on what are the approved missions.
   - Ensure that DSCA units are able to disengage and return to their normal duty station as soon as their assigned missions are completed.

5. The Plans Section Chief will:

   - At the direction of the EOC Director, request the EMD Duty Officer to issue a state mission number for the major incident, disaster or catastrophe.
   - At the direction of the EOC Director, request the state EOC to send their EMD and or Military Department Liaisons to the Seattle EOC.
   - As necessary, make assistance available to the Law Department Representative in preparing the declaration of "Civil Emergency" and the executive order for outside assistance.
   - Work with the Operations Section Chief, EMD and state Military Liaisons, and the Logistics Section Chief in making recommendations to the EOC Director on the need to seek state assistance in obtaining critical resources.
   - At the direction of the EOC Director, oversee transmission of the City's request for outside assistance, including the Mayor's executive order and the Request for Outside Assistance form, to the state EOC.
   - Once word is received from the state EOC that DSCA resources are on the way, advise the EOC Director and the Operations Section Chief.

6. The Law Department Representative will at the direction of the EOC Director:

   - Prepare the declaration of "Civil Emergency" and executive order requesting outside assistance.



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- Be available to answer legal questions arising from or about the declaration of "Civil Emergency" or executive order.
- Be available to answer legal questions regarding the approved missions for military units and other issues related to the use of military units.
- Assist in briefing the Council President and Chair of the Public Safety Committee on the declaration of "Civil Emergency" and executive order.

7. Emergency Support Function (ESF) Coordinators for ESFs-1, 2, 3, 4, 6, 8, 9, 10, 12 and 13, under the direction of the Operations Section Chief, will:

   - Make sure DOCs are working with the EOC Logistics Section to resolve resource needs that exceed department capabilities.
   - Make sure that once a department's DOC determines that vital resource requirements cannot be met locally they communicate the shortfall to their EOC department representative.
   - As soon as a request for outside assistance is received, advise the Operations Sections Chief of the details.
   - As applicable and as soon as the Operations Section Chief advises the ESF representative that DSCA is being provided to a City department ensure:
     - The department is informed.
     - The department communicates with the military commander and provides all necessary support.
     - The department coordinates with the EOC Logistics for any support for the military unit it cannot manage on its own.
     - The department uses DSCA for approved missions only.
     - The department releases the military unit as soon as approved missions are completed.

8. EOC Logistics Section Chief will:

   - Ensure that within means available to the City, the EOC Logistics Section is providing all necessary logistical support to DOCs.
   - Ensure the request is beyond the City's means to obtain with local resources.
   - Assist City departments with any logistical requirements that may be necessary to support a military unit that is part of an authorized DSCA mission.

9. Department Operating Centers will:
   - As soon as they have exhausted or anticipate exhausting, all local resource and assistance, inform their ESF representative in the EOC of the details and urgency of any resource shortcomings.

- When advised that DSCA is being sent to support the department, notify the Incident Commander, provide detailed description of what military missions are authorized and ensure the arriving military commander is given:
  - All necessary information for safely integrating his/her unit into the department's field operations.
  - All necessary support to sustain the military unit while they are supporting the department.

- For any support requirements needed to sustain the military unit for its assigned mission that cannot be managed with means available to the department, coordinate with the EOC Logistics Section.
- Ensure the military unit is being used for its assigned mission only and is allowed to demobilize as soon as the mission is completed.

10. Commanders of local military installations will:

- As requested and feasible, provide the City of Seattle with DSCA in accordance with guidelines established in DOD Directives.
- In a Presidentially declared "Emergency" or "Major Disaster" provide "direct federal assistance" or "technical assistance" as tasked by the Defense Coordinating Officer (DCO) under the National Response Plan.
- For a "credible threat" or act of terrorism, provide "direct federal assistance" or "technical assistance" as tasked by the DCO or the FBI Joint Operations Center that may be operating from the Seattle Field Office or attached to the Joint Field Office (JFO).

11. Washington State Emergency Management Division will:

- Upon receipt of proper notification from the City, issue a state mission number to cover the City's involvement in managing a major incident, disaster or catastrophe.
- Provide 24/7 Duty Officer support to assist the City in coordinating with the USARMYNORTHCOM in an "Immediate Response" situation.
- As requested by the Seattle EOC Director and as authorized by the state EOC, send a liaison officer to the Seattle EOC.
- As provided for in the Washington State Comprehensive Emergency Management Plan, assist the City with any Mayoral request for supplemental assistance.

12. Washington State Military Department will:

- As requested and as authorized by the state EOC, send a liaison officer to the Seattle EOC.
- Provide National Guard support to the City as coordinated by the state EOC.



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### E. Liability

So long as personnel of the Washington National Guard are acting under the authority of the Governor (RCW 38.08.040) they are indemnified under the "Emergency Worker" provisions of WAC 114-04-070 and RCW 38.52.

Federal employees, including members of the Washington National Guard who may be activated for federal service by the President, are protected under Section 305 of the Stafford Act.

## V. RESOURCE REQUIREMENTS

### A. Logistical Support

- Requests for military support will be coordinated with the EOC Logistics Section to ensure adequate support is available.
- The EOC Logistics Section is responsible for providing logistical support to all approved military units that have been requested by the City.

### B. Communications and Data

- ESF-2 is responsible for coordination of City radio communications support to military units, including patching.
- ESF-2 is responsible for screening any requests for military communications support to ensure compatibility with communications systems deployed.

## VI. ADMINISTRATION

### A. Cost Accounting and Cost Recovery

Units and departments will use the National Incident Management System and Incident Command System to organize and submit cost recovery documents to City, state and federal agencies as required to recover incident response and recovery cost.

### B. Annex Maintenance

The Seattle OEM is responsible in maintaining this annex. The annex will be reviewed and updated annually as prescribed in the DRRP or when deemed necessary by either the Agency Administrator or the Seattle Office of Emergency Management.

**INTERIM PUBLIC WARNING ANNEX**

**COORDINATING ORGANIZATION:**
*Mayor's Office*
*Seattle Office of Emergency Management*

**COOPERATING ORGANIZATIONS:**
*All City Departments*
*King County Sheriff*
*Washington State Emergency Management Division*

## I. BACKGROUND

The City of Seattle's current "Public Warning Support Annex" of April 2007 is undergoing a significant revision. With evolving guidance and technologies impacting warning strategies and systems employed by local, state and federal agencies, the City recognizes the need to adopt more effective approaches for general or large population warning capabilities. As the Seattle Office of Emergency Management coordinates the process to update the existing Annex, this document will serve as an "Interim Guideline" until a more comprehensive document is adopted.

## II. SITUATION

Fire, police and utilities on a day-to-day basis respond to life safety issues. There may be life-threatening emergency situations that necessitate timely warning to the public to take necessary protective actions. Such situations may include, but are not limited to:

1. Hazardous material spills causing an impacted area to either shelter-in-place or evacuate.

2. Heavy rains have caused significant concern for urban flooding and citizens need to take immediate action.

3. An active shooter is hiding in a neighborhood and citizens/businesses/schools need to protect themselves and be vigilant.

## III. CAPABILITIES

When there is a need for public warning, several approaches and systems can be utilized depending on the size and nature of the emergency. Some incidents impact a discrete area or targeted locale (i.e., hazardous material spill impacting a four block area). Other incidents may impact the life safety of a larger populace (i.e., dam failure impacting several miles and communities downstream).

### A. Warnings for Specific Populations or Areas

For warnings that impact a very discrete and/or targeted neighborhood, Incident Commanders or designees may consider the use of the following when appropriate for the



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situation. These approaches and systems target the specific area and community needing to take immediate actions for life safety, property protect and/or stabilization.

1. Door-to-Door Notifications.
2. Portable or Vehicle Public Address System.
3. Vehicle sirens.
4. Warnings broadcasted by commercial media.
5. Other On-scene Notifications as determined by the Incident Commander.

Since any one method will not guarantee everyone that needs to be notified is reached, Incident Commanders should consider using combinations of the methods described above.

*Commanders are reminded that children, the disabled and non-English speaking members of the public may require additional efforts to ensure they receive a warning.*

## B. General Area Warnings

When "populations at large" need to be warned, these warning messages are sent through a system, that by its operational and technological structure, are heard by neighboring and likely non-impacted communities. At this time, this system in its current structure is not site selective or specific with its messaging.

### 1. Emergency Alert System (EAS)

This is a nation-wide warning and Federally-regulated system. EAS messages are broadcast over radio and TV. It enables officials to quickly send out important emergency information targeted to a specific area. EAS sends out alerts to broadcast media, cable television, satellites, pagers, Direct Broadcast Satellite, High Definition Television, and Video Dial Tone.

EAS messages can also be adapted to the needs of special populations such as the deaf and English as Second Language (ESL) requirements. Any size area can be warned, and the messages generally air over broadcast markets.

It is the responsibility of the Incident Command/requester to prepare the exact message content to be transmitted by these EAS activation points. EAS messages should not exceed two (2) minutes of audio transmission. A message form is attached to assist in drafting messages.

Authorized Activation Points for EAS:

- Primary = King County Sheriff's Communications Center (KCSO)
  Incident Commanders work through their Dispatch Centers and/or Chief Dispatchers to contact KCSO for need and message content.
  Contact # for KCSO Comm Center Supervisor is: (non-public number)

- Alternate = Washington State Emergency Operations Center
  Incident Commanders work through their Dispatch Centers and/or Chief Dispatchers to contact Washington State Emergency Management for need and message content.

  Contact # for WA State Duty Officer 24/7 is: (non-public number)

2. Weather Warnings

   When significant weather events impact Seattle Public Utilities infrastructure or customers and pose life safety concerns (i.e., dam failure caused flash flooding or landslides), the National Weather Service is the "weather warning" message originator.

   These alert messages are replayed as an EAS message. Seattle Public Utilities' plans address their protocols and procedures on weather messaging and coordination with the National Weather Service.

3. Message Elements

   No matter what the approach and system being utilized and the size and nature of the life safety emergency, all warning statements should include actionable information with the following elements:

   - The nature of the threat.
   - Geographic area impacted.
   - Anticipated impacts to the public.
   - Protective action(s).
   - Valid time (beginning and end) for the statement.
   - Point of contact for further information.

## IV. Authority

Any Incident Commander, who is dealing with an emergency incident that has immediate life-threatening conditions warranting broad public warning, has the authority to request the release of an Emergency Alert System (EAS) message and any other warning approaches needed to assist in life protection.

## V. Additional Notifications

If an emergency necessitates the use of any warning system and/or approaches addressed above, Incident Commanders or their supporting systems/departments need to notify their



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respective Public Information Officer (PIO) immediately. PIOs will be handling media calls and will be expected to provide details for people to take appropriate action.

Additionally, notification should be made to the Seattle Office of Emergency Management Staff Duty Officer – (non-public number) on-call 24/7 telephone number. The Office of Emergency Management SDO will conduct additional notifications, which includes notifying the OEM Director who also contacts the Mayor. OEM may also need to take action in activating the Emergency Operations Center (EOC) as the emergency could be impacting numerous departments, agencies and entities that require cross-disciplinary coordination and central public information.

**Document Review by:**

- Seattle Police Department, Communications Center, Director Greg Schmidt
- Seattle Fire Department, Assistant Chief Susan Rosenthal and Public Information Officer Helen Fitzpatrick
- Seattle Public Utilities, Security & Emergency Management, Ned Worcester
- King County Sheriffs Office, Communications Center, Jean Best
- WA State Emergency Management Division, Operations & Warning Center, Paul McNeil

## TAB A: EMERGENCY COMMUNICATION FOR LIMITED ENGLISH SPEAKING COMMUNITIES

**COORDINATING ORGANIZATION:**
*Mayor's Office*
*Seattle Office of Emergency Management*

**COOPERATING ORGANIZATIONS:**
*All City Departments*

## I. INTRODUCTION

### A. Purpose

1. To enable coordinated, multi-department, multi-modes of communication to Limited English Speaking Communities. It applies to all City Departments and provides information to all partners that support or depend on the City response.

### B. Scope

1. To describe how the City will interpret and translate emergency messages into the languages most frequently spoken in Seattle.

2. Define the current City capabilities to share emergency messages with Limited English Speaking Communities.

3. Establish protocols for distributing messages into Limited-English Speaking communities.

### C. Capabilities

City policy states that departments should make reasonable efforts to translate vital documents into Tier I languages and critical documents into Tier II as well.

The top seven languages spoken in Seattle (Tier I) are:

1. Spanish
2. Vietnamese
3. Cantonese
4. Mandrin
5. Somali
6. Tagalog
7. Korean

The languages spoken by at least 2000 residents (Tier II) are:

1. Cambodian
2. Amharic
3. Oromo



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4. Tigrinya
5. Laotian
6. Thai
7. Russian

## II. POLICIES

### A. Authorities

1. Seattle Disaster Readiness and Response Plan.

2. City Translation and Interpretation Policy – September 28, 2006.

### B. Limitations

The City will endeavor to make every reasonable effort to distribute emergency messages to all members of the community, including Limited-English Speaking Communities. However, City resources and systems may become overwhelmed by the magnitude of the disaster and its impacts. This planning represents guidelines and is not intended to guarantee that a perfect response to this type of disaster will be practical or possible.

This plan is a guide which should be adapted as needed to meet conditions at the time of the response.

## III. SITUATION

Many languages are spoken in the City and in the Puget Sound region. During an emergency, it is vital that emergency public messages from the City are understand by the largest number of individuals possible.

### A. Assumptions

1. Translation and interpretation of emergency messages can take a significant amount of time.

2. Translation and interpretation of documents is costly.

3. Computer systems for translation or interpretation are not sufficiently accurate to depend on during an emergency.

4. After a disaster, communication systems may be inoperable which could delay interpretation, translation and dissemination of emergency messages.

5. Translation and interpretation services may not be available after a disaster.

## IV. CONCEPT OF OPERATIONS

If the incident is city-wide in scope, the Joint Information Center will make every effort to provide emergency messages to the Tier 1 and Tier 2 language groups the City has pre-determined. If the incident affects a specific community, emergency messages will be translated to meet needs of that community.

### A. City Response Priorities

1. Life Safety.
2. Incident Stabilization.
3. Property Conservation.
4. Environmental Protection.

### B. Elements in place for communication to Limited English Speaking Communities

The Joint Information Center, once the Emergency Operations Center is activated, and messages developed, will:

- Work with the Seattle-King Public Health Duty Officer to distribute messages through the Community Communication Network (CCN).
- Ensure messages are distributed to 2-1-1, Customer Service Bureau and Neighborhoods Service Centers.
- Ensure that social media blogs receive press releases and safety messages.
- Distribute messages using Seattle Police Department (SPD) Demographic Advisory Councils (coordinated with the SPD EOC representative) and the Ethnic Media List that is available in the JIC and Mayor's Office.

## V. INFORMATION AND COMMUNICATION

### A. Press Release

1. Issued frequently during the disaster by the Joint Information Center.
2. At the request of the Ethnic Media Representatives, they will receive public messages from the City in English and will provide the interpretation and translation for their listeners.
3. When the JIC needs to translate documents they can utilize the city's Language Line comprised of city employees with language skills (coordinated with Personnel EOC representative.

## TAB B: ESSENTIAL ELEMENTS OF INFORMATION FOR SNOWSTORM OPERATIONS

### Roadway Snow and Ice Treatment (SDOT)

**Anti-icing**

- When are anti-icing operations scheduled to commence?
- What roadway structures, street segments, and targeted areas will be covered?
- When are anti-icing operations scheduled to conclude?
- How is the effectiveness of the anti-icing strategy determined?

**Overview of driving conditions**

- What are the street conditions of designated Service Level 1, 2, and 3 snow routes?
- What is the condition of hill street segments?
- What is the condition of roads not identified as Level I, II, III?

**Status of street closures in effect or anticipated**

- Are street closures being entered and updated in the SharePoint street closure list?
- What are the critical/major street closures?
- What is the surface condition and status of the Viaduct?
- What is the surface condition and status of the West Seattle Bridge?
- What treatments and/or actions are taking place on these and other elevated roadway structures?

**Resource status**

- How many plows, sanders, anti-ice vehicles are currently in operation?
- What are the anticipated operational strategies for the upcoming operational period?
- Have contractors been hired to augment SDOT resources?
- Have mutual aid plowing resources been requested?
- Has SDOT received any requests to provide mutual aid plowing?

### Transit Bus and Van Service

**Operations**

- Is Metro\Sound Transit operating their snow plows in Seattle and what areas are being targeted? **(Metro)**
- Is SDOT maintaining routes (as supported in the Plan) as requested by Metro\Sound?**(SDOT)**
- What "stage" is Metro\Sound Transit operating as identified in their plan? **(Metro)**

**Special Standby Requests**

- Are there any needs or requests for buses to serve as warming shelters? (Apartment/building fire housing # of people, etc.) **(Metro)**
- Are there any needs or requests for buses to support evacuation operations? **(Metro)**

**Emergency Requests for SDOT Assistance (Metro)**

- How many and types of requests?
- Maintain list of pending requests and type of need.
- Identify any significant delays in completing these requests.
- Were there any requests turned down because they do not meet the criteria?

**ACCESS Vans**

- Is ACCESS able to complete all service requests? **(Metro)**

- For unfulfilled requests, what is the nature of those requests, and is ACCESS continuing to attempt to solve the problem?
- Are there any unfulfilled requests for life safety services?

- Is ACCESS experiencing a surge in requests for service from new, unregistered customers and how is that surge being handled? **(Metro)**

**Light Rail and Commuter Rail (EOC Planning Section, Situation Unit)**

- Is the Link Light Rail or Sounder Commuter system experiencing any decrease in service?
- Have any modifications been made in service levels and hours?

**Railroads (EOC Planning Section, Situation Unit)**

- Are all rail systems working and freight services operational? (i.e., Amtrak, BNSF, etc.)

**Intercity Bus Service (EOC Planning Section, Situation Unit)**

- Is Greyhound operating at full service? If not, what modifications are occurring?
- Are they dealing with customer care issues and temporary bus housing?
- When will Greyhound return to normal service levels?

**Interstates**

- What is the roadway status of major State and Federal routes and highways (focus on I-5, I-405, I-90, SR-520 routes surrounding/adjacent to Lake Washington) **(EOC Planning Section, Situation Unit)**
  - Have any restrictions been put in place? (Traction tires, certain hours/avalanche control, etc.)
- Are the Express Lanes operating on schedule and/or any modifications of operation anticipated? **(SDOT)**

**County and Neighboring Jurisdictions Roadways (EOC Planning Section, Situation Unit)**

- What is the roadway status of key neighboring jurisdictional and county?

**School Systems & Student Transport**

- Has the school system completed student transport? If not, when? **(Seattle Public Schools & Private Schools)**
- Are there any students stranded at bus stops or on bus routes? **(Metro\Seattle Public Schools)**
- Is there a need for sheltering students who are stranded at bus stops or on buses? **(Metro\Seattle Public Schools)**
- Identify any of the stranded students who have special circumstances (such as medication needs or in a wheelchair). **(Metro\Seattle Public Schools)**

**Power Outages (SCL)**

- Has City Light's system experienced any power outages?
  - Identify the outage area and how many affected (residential / business).
  - Provide estimated time of restoration and if there are any complications.
- Are any outages affecting critical infrastructure or health care facilities?
  - Has Public Health been notified?



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**Water, Waste Water and Solid Waste (SPU)**

- Has SPU experienced any interruptions to services?
  - Identify the outage area and how many affected (residential / business).
  - Is SPU providing "customer care" to impacted customers?
  - Provide estimated time of restoration and if there are any complications.
- Are any outages affecting critical infrastructure or health care facilities?
  - Has Public Health been notified?
- Number of reports of private water line breaks
- How are garbage collection services impacted and what modifications in service delivery are being made?
- Are there any landslide activities occurring and what are the impacts (city property, private property, utilities, roadways, etc.)?

**Shelters (HSD)**

- Are "Severe Weather Shelters" in operation?
  - How many individuals are using the shelters?
  - What are the location and hours of operation?
  - Have any modifications been made to locations and hours?
- Are any human services providers experiencing impacts? Is any assistance needed?
- Are any other case management/sheltering concerns occurring and being coordinated? (home fires, ARC responses, etc.)

**Weather (EOC Planning Section, Situation Unit)**

- What is the current National Weather Service forecast?
- When is the next National Weather Service webinar?
- What is the Weather Net, RainWatch perspective?
- What is SDOT, SPU SCL interpretation of the forecast?
- What are local television news stations forecasting?

**Airport Operations (EOC Planning Section, Situation Unit)**

- Is Seattle-Tacoma International Airport fully operational?
  - What is the current level of air service operations?
  - What is the anticipated level of service over the next 24 hours?
- Is the airport sheltering stranded passengers?
  - How many people are "sheltering" at the airport?
  - Are other agencies providing sheltering assistance?
- Do the airlines have sufficient de-icing supplies to maintain full operations?
- Are the driving conditions and light rail service levels keeping traffic moving at the airport?
- Is King County International Airport fully operational?

## TAB C: INFORMATION SOURCES

### City of Seattle

- City Home page
  http://www.seattle.gov/

- Office of Emergency Management (OEM) and access to WebEOC
  http://www.seattle.gov/emergency/

- Seattle Department of Transportation – Travelers Information Map
  http://web5.seattle.gov/travelers/

- City Light Outage System
  http://www.seattle.gov/light/sysstat/

- Seattle Public Utilities
  http://www.seattle.gov/util/

### King County Region

- King County Metro Transit
  http://metro.kingcounty.gov/

- King County Metro Transit Alerts
  http://metro.kingcounty.gov/signup/index.html

- Regional Public Information Network
  http://www.rpin.org/rpinweb/

- Taking Winter by Storm – Education Program
  http://www.govlink.org/storm/

### Other

- National Weather Service
  http://www.wrh.noaa.gov/sew/

- Regional Public Information Network
  http://www.rpin.org/rpinweb/

- Washington State Department of Transportation
  http://www.wsdot.wa.gov/traffic/seattle/

- Rain Watch
  http://www.atmos.washington.edu/SPU/

## TAB D: SNOWSTORM INTITIAL PLANNING MEETING AGENDA

1. Introduce meeting participants
2. Opening remarks, review\modify agenda
3. Review weather forecast
   - Advise on when next webinar is scheduled
4. Identify potential impacts and Customer Care issues
   - Ability to maintain fire, police, critical healthcare services
   - Utilities
   - Human Services
5. Identify actions currently underway
   - Cold weather shelters operating or planned
   - Pretreatment of streets
   - Anticipated Metro service level during storm (if known)
6. Establish operational objectives
   - Update standing EOC objectives as needed
7. Define operational strategy
   - Road maintenance plan
   - Define EOC and DOC activation schedule
   - Establish reporting cycle
   - Review and update Essential Elements of Information
8. Determine resource needs
   - Haller Lake/Charles Street hours of operation
   - Define reporting process for expendables (wiper blades, washer fluid, salt for sidewalks etc..)
9. Establish plan to coordinate public messaging
   - See attached public messaging plan
10. Identify policy issues
11. Address procedures for reimbursement of costs

Materials and Documents Needed for Meeting
1. Computer
2. Projection Screen
3. Snow\Ice service level maps; citywide and by district
4. Copy of weather forecast
5. Notepads and pens

## TAB E. DRAFT PRIORITIZATION FOR RAPID STRUCTURAL EVALUATION

The list below provides a guide, in order of priority, for allocating the limited number of Department of Planning and Development structural evaluation teams during the initial response to the earthquake. This list will change based on actual conditions during the response.

The schedule for rapid evaluation of buildings will be finalized during the first operational period following activation of the Emergency Operations Center.

Initial damage evaluation by personnel on site will inform the prioritization schedule of building evaluation; if a building appears to be undamaged it may be moved further down the list.

1. Emergency Operations Center which includes:
    - Fire Alarm Center\Resource Management Center\Fire Station 10
2. Seattle Police Department West Precinct which includes:
    - 911 Dispatch Center\Seattle Police Operations Center
3. Harborview Medical Center Campus which includes:
    - Trauma Center\Disaster Medical Control Center\Medic One\Medical Examiner
4. City Campus (City Hall, SMT, Justice Center)
5. Health and Medical Area Command Center\Chinook Building
6. Tier I Shelter Sites including associated animal shelters (as requested and based on sheltering strategy)
7. Puget Sound Blood Center
8. Public Works Critical Facilities which includes:
    - Department Operations Centers (SCL, SDOT, SPU)
    - Charles Street
    - Haller Lake
9. Hospitals in Seattle (Based on input from hospitals)
10. Police Precincts
11. Fire Stations
12. Dialysis Centers
13. County Jail
14. Alternate Care Facility - Exhibition Hall Seattle Center (if activated)
15. Park 90\5 Police Quartermaster and Evidence Unit
16. Police Harbor Patrol Unit
17. Family Assistance Center (if activated)
18. Existing Homeless Shelters
19. Animal Shelter
20. Temporary Morgue Sites (if activated)
21. Call Centers
22. Other City or County Buildings As Directed
23. Schools



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## TAB F. PRE-INCIDENT COORDINATION OF PUBLIC INFORMATION

### PURPOSE

This communications strategy describes how public messaging coordination between departments will occur before a forecasted winter storm arrives.

*The process described in this document can be adapted for use in any forecasted incident*

### SCOPE

This plan applies to all City Public Information Officers and other related staff.

### SITUATION

Several City departments provide information to the public when a storm is forecast. To support a unified effort, a more coordinated approach to public messaging is needed for the time period between the initial storm forecast and activation of the City Emergency Operations Center.

The Seattle Disaster Readiness and Response Plan describes how public messaging will be coordinated under Emergency Support Function (ESF) 15, External Affairs.

### COORDINATION

The Mayor's Director of Communications is responsible for leading the coordination of public messaging for the City. The Director of Communications may designate a Public Information Officer from any department to supervise implementation of this plan.

The trigger to consider implementation of this plan is a National Weather Service winter storm forecast with a potential for significant impacts within the City of Seattle or Seattle City Light or Seattle Public Utility service areas.

This communications strategy will be followed until canceled by the Director of Communications or until activation of the Emergency Operations Center Joint Information Center (EOC/JIC).

The Seattle Office of Emergency Management, upon notification of the forecast, will convene an initial planning meeting. Meeting participants will include at minimum:

- Mayor's Office
- Mayor's Director of Communication
- Joint Information Center Supervisor
- Seattle Office of Emergency Management
- Seattle Department of Transportation
- Seattle Fire Department
- Public Health Seattle and King County
- Seattle Public Utilities
- Seattle City Light
- Human Services Department
- Department of Parks and Recreation
- Department of Finance and Administrative Services
- Seattle Public Schools
- King County Metro Transit

During the initial planning meeting the pre-storm public messaging coordination strategy will be updated and key messages identified. Responsibility for a specific message topic may fall to more than one department. In that instance, the lead department for that message will be designated during the planning meeting.

If the decision is made to implement this strategy, the Director of Communications will notify the Public Information Officers group.

- The Mayor's Office maintains an email group in Outlook for notifying all City Public Information Officers.

Under this plan, department Public Information Officers will:

- Notify the Director of Communication and each other about potential storm related department press conferences, photo opportunities, media interviews or conference calls\meetings with other jurisdictions in the region.
- Post on WebEOC, summaries of significant media contacts, copies of press releases issued, maps provided to the public or media and schedules for press conferences, photo opportunities or interviews.
    - Emergency Management will create a WebEOC winter storm incident for exchanging information on storm preparations which includes public messaging.
    - This WebEOC incident will be created after the conclusion of the initial planning meeting.
- In coordination with the Director of Communication, share storm related media information with neighboring jurisdictions (Regional Public Information Network is a common vehicle to achieve this).
- Monitor applicable blogs and report any significant trends to the Director of Communications and each other.
- Notify the Director of Communications and each other of possible activation of a Call Center.
- Provide recommendations to the Director of Communications on if or when to activate the City emergency website (does not require EOC activation).

Topics to address through public messaging may include:

- Warning on carbon monoxide poisoning
- Warning about downed power lines
- How to report utility service outages
- How to report water main breaks and downed power lines.
- Review of anticipated winter response operations, by department
- Request for the public to help keep street drains clear
- Request the public to shovel the sidewalks in front of their home and\or business
- Reminders to use caution with open flames such as candles
- Modifications to transit service schedules
- Provide personal preparedness information
- Hours of operations for City services
- Warming shelter locations and hours of operation
- Information about potential for landslides and actual landslides



COUNCIL CLERK

Form revised: December 6, 2011

# FISCAL NOTE FOR NON-CAPITAL PROJECTS

| Department: | Contact Person/Phone: | CBO Analyst/Phone: |
|---|---|---|
| Seattle Police Department | Barb Graff/206-684-0437 | Candice Livingston/206-733-7274 |

**Legislation Title:**
A RESOLUTION approving revisions made as of September 27, 2012 to the City of Seattle Disaster Readiness and Response Plan.

**Summary of the Legislation:**
Seattle Municipal Code (SMC) 10.02.050 requires that the City Disaster Readiness and Response Plan be kept current and that under the direction of the Mayor, proposed amendments be presented to the City Council for review and approval by Resolution.

**Background:**
As called for in Seattle Municipal Code (SMC) 10.02.060, the City Disaster Management Committee approved an update to the plan and forwarded it to the Mayor for review. The Mayor has promulgated this plan. The City Council is scheduled on November 13, 2012 to review and vote on a resolution to adopt the revised plan.

Please check one of the following:

__X_ **This legislation does not have any financial implications.**

____ **This legislation has financial implications.**

**Other Implications:**

a) **Does the legislation have indirect financial implications, or long-term implications?**
No indirect financial implications.

b) **What is the financial cost of not implementing the legislation?**
No cost associated with not implementing the legislation.

c) **Does this legislation affect any departments besides the originating department?**
The Disaster Readiness and Response Plan provides critical guidance to all departments during a disaster and promotes a more unified and coordinated effort by all involved.

d) **What are the possible alternatives to the legislation that could achieve the same or similar objectives?**
There are no alternatives to the legislation. The City is required by law to have a current disaster plan.



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e) **Is a public hearing required for this legislation?**
No, however a City Council hearing, which is open to the public, is scheduled for November 13, 2012.

f) **Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?**
No.

g) **Does this legislation affect a piece of property?**
No.

h) **Other Issues:**
None.

**List attachments to the fiscal note below:**



COUNCIL CLERK

**City of Seattle**
Office of the Mayor

October 30, 2012

Honorable Sally J. Clark
President
Seattle City Council
City Hall, 2nd Floor

Dear Council President Clark:

I am pleased to promulgate the City of Seattle Disaster Readiness and Response Plan (SDRRP). The SDRRP describes how we will respond to a disaster or major incident. This plan is required under Seattle Municipal Code 10.02.050.

This plan follows State and Federal guidelines for disaster planning. To promote greater unity of effort, the plan is also integrated with applicable local, regional and federal plans.

Adoption of this Resolution will also ensure that Seattle is eligible to receive Emergency Management Performance Grant funds which provide significant support to our City's emergency management program.

Our plan takes a Whole Community approach to planning. This means we have changed from writing plans for the community to writing plans with the community. The lessons learned from disasters that have occurred within the United State and around the world are that emergency plans must reflect the community they are intended to serve. In the spirit of Whole Community planning, with this update we give greater emphasis to incorporating the standards for emergency management found in the Americans with Disability Act Toolkit for State and Local Government.

For any plan to be viable it must be updated on a regular basis since threats, risks and response capabilities constantly change. To ensure the plan remains current and relevant, we have adopted a process for incorporating updates on a continual basis rather than waiting for annual reviews.

Thank you for your consideration of this legislation. Should you have questions, please contact Barb Graff, Director of the Seattle Office of Emergency Management at 206-684-0437.

Sincerely,

Michael McGinn
Mayor of Seattle

cc: Honorable Members of the Seattle City Council

Michael McGinn, Mayor
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