SEATTLE DISASTER READINESS AND RESPONSE PLAN

VOLUME I

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MEMORANDUM

Date: June 28, 2007

To: Mayor Greg Nickels

From: Barb Graff, OEM Director BG

Subject: Seattle Disaster Readiness and Response Plan, Volumes I & II

I am pleased to forward the Seattle Disaster Readiness and Response Plan, Volumes I and II. This new version of the Plan, which was done in close cooperation with all departments and outside support organizations, satisfies the following City objectives:

- To comply with state policy that requires local emergency management plans to be updated every four years.
- To make changes mandated by recent revisions in state and federal law, and to comply with changes mandated by the National Incident Management System.
- To reflect the many and substantial changes that have been made in City government organization, procedures and policies.

On April 26, 2007, the appointed membership of the Disaster Management Committee, as signified on the attached page, voted in favor of recommending this latest version of the Disaster Readiness and Response Plan for your consideration and promulgation.

Encl:

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We, the undersigned, declare our support for the latest 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

Doug Carey, Mayor's Office

Sean Sheehan, Law Department

Jim Dare, SDOT
ESF-1, Transportation

Bill Schrier, DoIT
ESF-2, Communications

Robin Friedman, SPU
ESF-3, Public Works and Engineering

Asst Chief John Nelsen, SFD
ESF-4, Firefighting; ESF-9, Search and Rescue; ESF-10, Oil and Hazardous Materials Response

Barb Graff, OEM Director
ESF-5, Emergency Management

Alan Painter, DHS
ESF-6, Mass Care, Housing and Human Services

David Kerrigan, Fleets and Facilities
ESF-7, Resource Support

Sandy Ciske, Public Health, Seattle/King County
ESF-8, Public Health and Medical Services

Roger Serra, SCL
ESF-12, Energy

Capt Michael Sanford, SPD
ESF-13, Public Safety and Security

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

Cornell Amaya, SPU
ESF-15, External Affairs

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Gregory J. Nickels
Mayor of Seattle

MEMORANDUM

Date: August 22, 2007

To: All City Council Members, Department and Commission Heads, and City Employees

From: Mayor Greg Nickels

Subject: Promulgation of 2007 Update - Seattle Disaster Readiness and Response Plan

---

Maintenance and development of the city's disaster readiness and response capability is one of the most important duties of the Mayor. It is a responsibility that I take very seriously. I am firmly committed to making Seattle the best prepared city in the nation, fully capable of responding to natural, technological, and human-caused disasters. My fundamental objectives are to:

- Protect citizens and city employees
- Safeguard endangered property, infrastructure, and the environment
- Restore interruptions to public services
- Lead a citywide effort to assist in the recovery of all those who have suffered serious loss or damage in the aftermath of disaster

One of my major legal responsibilities is to oversee the maintenance of a current Seattle Disaster Readiness and Response Plan. This plan, last updated in December 2002, has been revised thoroughly to address new procedures and organizational arrangements, all of which have been recommended by the City's Disaster Management Committee and are hereby endorsed as my Executive direction to city managers, employees, and the general public. The Plan contains guidance in the following areas:

- Mitigating vulnerability to known hazards
- Maintaining readiness to cope with a major emergency or disaster
- Managing interdepartmental cooperation during a major emergency or disaster
- Seeking outside assistance, when resource needs exceed local capabilities

Upon approval by City Council Resolution, the revised plan will become the responsibility of all City Department and Commission Heads. This responsibility includes active leadership and support to ensure that the plan is being faithfully implemented and complied with, both on a daily basis as well as during emergency situations. This plan will serve as the city's primary reference for preparing citizens and city government for emergencies and for managing major emergencies. Department plans will conform to this guidance.

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Diane Pilon/DP
SPD Disaster Plan RES
August 31, 2007
Version #1

RESOLUTION 31012

A RESOLUTION approving revisions made as of August 13, 2007 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 changes mandated by recent revisions in state and federal law, to comply with changes mandated by the National Incident Management System, to reflect changes that have been made in City government organization, procedures and policies and to make the Plan consistent with 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:

CITY CLERK

Diane Pilon/DP
SPD Disaster Plan RES
August 31, 2007
Version #1

Section 1. The latest version of the Seattle Disaster Readiness and Response Plan, dated August 13, 2007, as set forth and filed in Clerk File ("C.F") 308930, has been reviewed and is hereby approved.

Adopted by the City Council the 24th day of September, 2007, and signed by me in open session in authentication of its adoption this 24th day of September, 2007.

President pro tem of the City Council

THE MAYOR CONCURRING:

~~Gregory J. Nickels, Mayor~~
Nick Licata, Acting Mayor

Filed by me this 4th day of October, 2007.

City Clerk

(Seal)

Form last revised on 12/12/06

STATE OF WASHINGTON
MILITARY DEPARTMENT
EMERGENCY MANAGEMENT DIVISION
MS: TA-20 Building 20
Camp Murray, Washington 98430-5122
Phone: (253) 512-7000 • FAX: (253) 512-7200

May 9, 2008

Ms. Barb Graff
Director,
Seattle Office of Emergency Management
2320 Fourth Avenue
Seattle, WA 98121-1718

Dear Ms Graff:

Thank you for submitting the February, 2008 *City of Seattle Disaster Readiness and Response Plan* for EMD review, as required of independent emergency management organizations by RCW 38.52.070.

Our local jurisdiction plan review criteria measure a plan's consistency with the *National Response Framework* (NRF), the *National Incident Management System* (NIMS), and the *Washington State Comprehensive Emergency Management Plan* (WACEMP). Our evaluation also takes into consideration the unique needs and circumstances of your jurisdiction. Finally, the plan must meet the criteria of WAC 118-30-060 and the requirements of RCW 38.52.070. Based upon these review factors, your plan meets or exceeds the standards in every area.

To ensure that you remain eligible for the Emergency Management Performance Grant funding program, please submit your plan maintenance schedule (in accordance with WAC 118-09-030) as part of your annual EMPG application for funding. You will need to submit your updated plan to EMD for review again in four years.

I congratulate you on completing this significant endeavor. My point of contact for local jurisdiction plans review and any emergency management planning assistance you may need is Dave Hall, (253) 512-7057.

Sincerely,

James M. Mullen

James M. Mullen
Director

EXECUTIVE SUMMARY

Because of Seattle's geographical location, geology, built environment, weather, and prominence as a Pacific Rim center for manufacturing, technology, commerce, trade and tourism, it is vulnerable to numerous natural, technological and human-caused hazards. Potentially, the most catastrophic would be: earthquakes, pandemics, and terrorism. Knowing that these and other disaster exposures described in the Seattle Hazard Identification and Vulnerability Analysis persist, it is prudent for the City to take a proactive approach in normal times to constantly add to, and improve its capabilities to minimize the consequences and impacts of these threats. Likewise, the City must continually strive to maintain a well-developed and well-rehearsed integrated emergency management system (IEMS) to counter all those dangers that may present themselves.

In short, the overarching "mission" of the Seattle Disaster Readiness and Response Plan is to protect the public and to curb the primary and secondary harmful effects and impacts that occur at the onset of a crisis, or that may have a related but delayed causation. Consistent with the National Incident Management System (NIMS), this is accomplished by stabilizing and controlling all such disruptions, conserving property, and – *in the quickest manner possible* - restoring all segments and sectors of the city, including its population and government, infrastructure and public and private property assets, social structure, economy, and environment to a state of normalcy.

The main "purpose" of the plan is to articulate the city's executive strategy for how the entire community and its capabilities and resources, both public and private, will be effectively merged and applied to mitigate and prevent the occurrence of those dangers -- where possible. Correspondingly, and for those hazards that do occur, to be able to respond and recover in the most efficient, timely, and least disruptive and despoiling manner practicable.

From an operational perspective, a long-standing fundamental tenet of the plan is to leverage and build on practices, systems, and resources that are routinely used by city departments and the community-at-large, and to organize the totality of these existing capabilities into an IEMS, i.e., one that can be readily mobilized, directed and controlled, coordinated, and expanded to cope with the immediate and longer-term dangers and interruptions that can occur in a catastrophe, disaster or major incident.

The plan's management approach, which uses the nationally recognized Incident Command System, is designed to systemically link the vertical and lateral actions and interactions of first responders with their department operating centers and with the Emergency Operations Center (EOC). By doing so, it becomes easier for people to identify with, remain proficient with their respective emergency duties and roles, and most importantly to be able to transition to these roles whenever the city is confronted with a threatening situation. It also provides city employees and the community with the necessary guidance to be temporarily self-sustaining: 1) whenever conditions make it dangerous to travel, 2) whenever there are significant interruptions in normal services, and/or 3) whenever the city's public resources must be triaged (prioritized) to do the most good for those in the direst need.

To further expand the city's capacity to deal with a large and resource intensive situation, the plan enables the City to easily interface with and access mutually supporting pre-arrangements with our neighbors, the state, and the federal government. Such an eventuality can become necessary in large scale events that tax the city's inventory of capabilities and resources, either because of the event's magnitude or duration, or both.

This latest update to the Seattle Disaster Readiness and Response Plan, which occurs on a regularly scheduled 4 year cycle, contains new language and additions that make it:

- Consistent with NIMS;
- Consistent with the format of the National Response Framework;
- Current with organizational realignments that have occurred in the City, State, and Federal governments;
- Consistent with the acquisition of new resources and capabilities that have been added to the EOC and departments; thereby allowing for more effective interoperability and management of the spectrum of threats faced;
- Consistent with current public policy and law;
- Descriptive of the city's current growth, diversity and special needs populations, infrastructure, economy, and other environmental and social conditions that can affect emergency operations.

To make it user friendly, the plan is separated into 2 volumes. Volume I is a public document (that is web accessible and available in hard copy in libraries), which describes:

- The City's hazard environment,
- Legal framework for dealing with all forms of threatening conditions,
- The City's IEMS,
- The circumstances for activation of the plan, to include the scope of responsibilities that are critical in making this happen, and managing and resolving the event.

Volume II is a more discreet set of documents that includes 14 Emergency Support Function Annexes, 6 Support Annexes, and 4 Incident Annexes.

- Emergency Support Function Annexes relate to specific functional capabilities and gives prescriptive guidance for directing, controlling, coordinating, and employing them, such as:

  - ✓ ESF-1, Transportation;
  - ✓ ESF-2, Communications;
  - ✓ ESF-3, Public Works and Engineering;
  - ✓ ESF-4, Firefighting;
  - ✓ ESF-5, Emergency Management;
  - ✓ ESF-6, Mass Care, Housing and Human Services;
  - ✓ ESF-7, Resource Support;
  - ✓ ESF-8, Public Health and Medical Services;
  - ✓ ESF-9, Search and Rescue;
  - ✓ ESF-10, Oil and Hazardous Materials Response;
  - ✓ ESF-12, Energy;

- ✓ ESF-13, Public Safety and Security;
- ✓ ESF-14, Long-Term Community Recovery and Mitigation;
- ✓ ESF-15, External Affairs.

* ESF 11, Agriculture and Natural Resources, is not used because it is not applicable to an urban environment.

- Support Annexes provide guidance that affects all departments, and the management policies, procedures and applications that will be used for: Direction and Control; Military Support; Public Warning; Continuity of Government and Continuity of Operations; Training and Exercising, and Evacuation.

- Incident Annexes relate to specific types of hazard incidents and their unique characteristics, such as: Cyber Incident, Pandemic Influenza Incident, Terrorism Incident, and Earthquake Incident.

Lastly, the adoption process for the plan starts with the Disaster Management Committee which oversees and reaches consensus on all updates, after which they forward the plan to the Mayor through the Emergency Management Director. The Mayor has the authority, once he or she finds it satisfactorily meets all of the Mayor's criteria, to promulgate the plan in writing before submitting it to the City Council for their review, acceptance, and adoption by resolution. Once the City Council acts to do this, the Emergency Management Director forwards the plan to the Washington State Emergency Management Division Director to obtain verification of consistency with the Washington State Comprehensive Emergency Management Plan.

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Basic

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Mission

To provide all of Seattle's residents, 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 to known natural, technological and human-made hazards;

2. Encourage behavior among the general population that will lead to widespread preparedness in all sectors;

3. Foster cooperative planning at all levels, so there can be a uniform and rational approach for coordinating multi-agency and multi-jurisdictional actions — before, during and after any threat to the public's welfare;

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

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

Purpose

1. This document is the City's principal planning source for explaining how The City of Seattle government will engage its collective resources to administer a comprehensive emergency management program.

2. It also institutionalizes the following as shared aims:

   a. 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.

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

      (1) Seek federal mitigation or block grant opportunities,

(2) Take advantage of land use and building code authority,

(3) Build on risk management "best practices".

(4) Leverage public/private partnerships, like those piloted in the "Seattle Project Impact" program, or

(5) Evolve from public policy discussions.

c. 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.

d. 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.

This is a national standard, which is predicated on the well-documented premise — that local governments can encounter overwhelming demands in the immediate or even longer term aftermath of a disaster, especially one of catastrophic proportions.

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

f. To reconstitute, as speedily as possible, government services that may become impaired from the effects of a major emergency or disaster. Such planning will take into account the guidelines provided in the National Infrastructure Protection Plan and Federal Emergency Management Agency (FEMA) Continuity of Operations (COOP) Plan Template Instructions.

g. To offer the business community and private institutions support and aid in developing risk management and business resumption capabilities as outlined in the National Infrastructure Protection Plan, "Disaster Resistant Business Toolkit", and the 12 Step Comprehensive Business Preparedness and Planning Guide available through the Washington State Emergency Management Division website at http://emd.wa.gov/preparedness/prep_business.shtml.

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

i. 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.

Scope

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). All emergency management plans developed to comply with this requirement and all substantive updates, such as this change to the Seattle Disaster Readiness and Response Plan, shall be submitted to the Washington State Emergency Management Division (EMD) Director to secure recommendations thereon, and verification of consistency with the Washington State Comprehensive Emergency Management Plan (CEMP).

Moreover, the criteria to be applied by Washington State EMD in evaluating "comprehensive emergency operations plans" are prescribed in Section 118-30-060 of the Washington Administrative Code (WAC). Of equal help, especially in highlighting the building blocks that are the essence of a successful planning process, is the February 2007 Washington State EMD Comprehensive Emergency Management Planning Guide. The latter offers local government planners a digest for acceptable plan organization, content, development, and maintenance.

The City's enabling legislation, which can be found in Section 10.02.050 of the Seattle Municipal Code (SMC), 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." Accordingly, after promulgation by the Mayor and confirmation by the City Council, this plan becomes applicable to all City elected and appointed officials, City employees and local support organizations.

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 City government of Seattle with a standardized system for managing major emergencies and disasters. Central components of this system, at a minimum, shall include:

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

2. An outline of local responsibilities.

3. Implementation of all those standards that are part of the National Incident Management System.

Limitations

Since the City's Disaster Readiness and Response Plan represents a corporate capability that is constantly altered by changes that occur in the law, public policy, organizations, programs, systems, process, and the environment, it is impossible to promise the delivery of a perfect emergency management system. City actions may also be constrained because hazards can create effects that may impair the availability and use of City government assets, along with other essential services provided by the private sector. Despite these unavoidable limitations, the City will endeavor to make every reasonable effort within its capabilities to deal with the dangers and hardships imposed, i.e., based on the situation, the information available, and the resources at hand.

This Plan is adopted as an exercise of the police 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.

No provision of or term used in this Plan is intended to impose any duty whatsoever upon the City or any of its officers or employees, for whom the implementation or enforcement of this Plan shall be discretionary and not mandatory. Moreover, 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 it officers, 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 officers, 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.

Liability

1. The extent of liability protection afforded public officials is codified in RCW 4.24.470(1), which states: "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".

2. The following is quoted from RCW 70.136.050, Hazardous Materials Incidents: "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 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."

3. An "emergency worker" registered in any of the manners itemized 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."

4. For volunteers, the Volunteer Protection Act of 1997 (Public Law 105-19) provides that: 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."

Plan Design, Intent, and Content

The Plan is separated in two volumes. Volume I is the Basic Plan, which gives the Mayor's policies and legal procedures for emergency management across City departments and commissions, and describes the City's integrated emergency management system (IEMS).

To make it readily available to the community at large, it is posted on the City's Public Access Network (PAN) website under URL: www.seattle.gov/emergency/.

Unlike Volume I, which represents a macro and strategic look at how the City government and community will cooperatively mitigate, prevent, prepare for, respond to, and recover from the hazards identified in the Seattle Hazard Identification and Vulnerability Analysis, Volume II goes into more depth by describing the management practices, operational methodologies, and resources that departments will use to implement City policies and those responsibilities assigned in Volume I.

More specifically, Volume II contains three classes of annexes:

The first are 14 Emergency Support Function (ESF) annexes that organize and align departments functionally, such as public works and engineering, and explain how the department designated as ESF Coordinator in the Basic Plan will work collaboratively with support organizations to effectively manage and engage available local resources to resolve conditions and threats that are harmful to the safety and wellbeing of the public, to include the remediation of damage to public and private properties, infrastructure and/or the environment. An example would be the Seattle Fire Department's response to a hazardous materials release or a mass casualty incident.

The second are 6 support annexes that pertain to all city departments and give supplemental guidance on practices, systems and/or resources that may serve any type of emergency response, such as the City's standardized systems for direction and control, warning, military support, evacuation, etc.

The third are 4 incident annexes that explain how the City will deal with special types of hazard events that have the potential to spread to major areas of the City or beyond, and may be of such magnitude and severity that they could have regional or national effects and catastrophic implications, such as an earthquake, terrorist attack or pandemic.

Because some information in Volume II is of a sensitive nature that could be misused by individuals to plot and commit a criminal act, and/or thwart the City's public safety mission, damage City capabilities and infrastructure, or harm the public, it shall be handled under provisions allowed in RCW 42.17.310(1)(ww).

Substantive Plan Changes

This revision of the City's Disaster Readiness and Response Plan updates the most recent changes made in the City's organization and Charter, and additionally incorporates National Incident Management System (NIMS) standards, performance measures (metrics), and terminology adopted by the Mayor for all departments. It further completes the plan's conversion to the ESF format, so that the numbering and titles conform to those ESF annexes in the National Response Framework (NRF), the State of Washington CEMP and the King County Emergency Management Plan and the King County Regional Disaster Plan.

The lone exception is ESF-11, Agriculture and Natural Resources, which has limited relevance to a major urban center with zoning restrictions for agriculture and livestock. Rather than be unnecessarily repetitive of information that appears in other annexes, those few functional responsibilities in ESF-11 that do apply to the City have been determined by the DMC to be better managed within the scope of those ESFs indicated below:

- Conservation of open spaces, such as shorelines and riparian buffer zones, and landslide prone hillsides - ESF-3, Public Works and Engineering,
- Food supply - ESF-6, Mass Care, Housing and Human Resources,
- 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.

Annex Organization

EMERGENCY SUPPORT FUNCTION ANNEXES

EMERGENCY SUPPORT FUNCTION ANNEXES	DEPARTMENT OR OFFICE RESPONSIBLE FOR THE PRIMARY AND ALTERNATE ESF COORDINATORS
ESF-1, TRANSPORTATION	SEATTLE DEPARTMENT OF TRANSPORTATION
ESF-2, COMMUNICATIONS	DEPARTMENT OF INFORMATION TECHNOLOGY
ESF-3, PUBLIC WORKS AND ENGINEERING	SEATTLE PUBLIC UTILITIES
ESF-4, FIREFIGHTING	SEATTLE FIRE DEPARTMENT
ESF-5, EMERGENCY MANAGEMENT	SEATTLE OFFICE OF EMERGENCY MANAGEMENT
ESF-6, MASS CARE, HOUSING AND HUMAN SERVICES	DEPARTMENT OF HUMAN SERVICES
ESF-7, RESOURCE SUPPORT	FLEETS AND FACILITIES DEPARTMENT
ESF-8, PUBLIC HEALTH AND MEDICAL SERVICES	PUBLIC HEALTH – SEATTLE AND KING COUNTY
ESF-9, SEARCH AND RESCUE	SEATTLE FIRE DEPARTMENT

ESF-10, OIL AND HAZARDOUS MATERIALS RESPONSE	SEATTLE FIRE DEPARTMENT
ESF-11, AGRICULTURE AND NATURAL RESOURCES	NOT USED (REFER TO SUBSTANTIVE PLAN CHANGES, PAGE 7).
ESF-12, ENERGY	SEATTLE CITY LIGHT
ESF-13, PUBLIC SAFETY AND SECURITY	SEATTLE POLICE DEPARTMENT
ESF-14, LONG-TERM COMMUNITY RECOVERY AND MITIGATION	DEPARTMENT OF FINANCE
ESF-15, EXTERNAL AFFAIRS	MAYOR'S OFFICE

SUPPORT ANNEXES

SUPPORT ANNEXES	DEPARTMENT OR OFFICE RESPONSIBLE FOR ACTING AS THE COORDINATING ORGANIZATION
DIRECTION AND CONTROL	MAYOR'S OFFICE SEATTLE OFFICE OF EMERGENCY MANAGEMENT
MILITARY SUPPORT	MAYOR'S OFFICE SEATTLE OFFICE OF EMERGENCY MANAGEMENT
PUBLIC WARNING	MAYOR'S OFFICE SEATTLE OFFICE OF EMERGENCY MANAGEMENT DEPARTMENT OF INFORMATION TECHNOLOGY
CONTINUITY OF GOVERNMENT AND CONTINUITY OF OPERATIONS	MAYOR'S OFFICE SEATTLE OFFICE OF EMERGENCY MANAGEMENT DEPARTMENT OF INFORMATION TECHNOLOGY
TRAINING AND EXERCISING	SEATTLE OFFICE OF EMERGENCY MANAGEMENT
EVACUATION	SEATTLE POLICE DEPARTMENT

INCIDENT ANNEXES

INCIDENT ANNEXES	DEPARTMENT RESPONSIBLE FOR ACTING AS THE COORDINATING ORGANIZATION
CYBER INCIDENT	DEPARTMENT OF INFORMATION TECHNOLOGY
PANDEMIC INCIDENT	PUBLIC HEALTH – SEATTLE AND KING COUNTY
TERRORISM INCIDENT	SEATTLE POLICE DEPARTMENT
EARTHQUAKE INCIDENT	SEATTLE FIRE DEPARTMENT

Authorities and References

Applicable Federal Laws, Regulations and Executive Branch Orders

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

2. 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

3. Public Law 96-342, Improved Civil Defense 1980

4. Public Law 920, Federal Civil Defense Act of 1950, as amended

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

6. Public Law 101-336, Americans With Disabilities Act of 1990

7. Public Law 106-390, Disaster Mitigation Act of 2000

8. 5 USC, Section 552(b)(7)(E), Freedom of Information Act Disclosure Exemption

9. 49 USC, Sections 5101-5127, Hazardous Materials Transportation Act of 1994

10. 42 USC, Sections 7401-7671q, Clean Air Act of 1970, as amended in 1977 and 1990

11. 33 USC, Section 1251 et seq., Clean Water Act of 1948, as amended in 1972, 1977 and 1987

12. 42 USC, Sections 300f-300j-26, Federal Safe Drinking Water Act of 1974, as amended in 1996

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

14. Public Law 105-19, Volunteer Protection Act of 1997

15. Public Law 105-381, Pacific Northwest Emergency Management Arrangement

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

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

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

19. Homeland Security Act of 2002

20. Post-Katrina Emergency Reform Act of 2006

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

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

23. Homeland Security Presidential Directive-5, Management of Domestic Incidents

24. Homeland Security Presidential Directive-8, National Preparedness

25. Continuity of Operations Federal Preparedness Circular 65

Applicable State Laws and Regulations

1. RCW Chapter 4.24.470, Liability of Officials and Members of Governing Body of Public Agency -- Definitions
2. RCW Chapter 10.93, The Washington Mutual Aid Peace Officers Powers Act
3. RCW Chapter 38.52, Emergency Management
4. RCW Chapter 38.54, Fire Mobilization
5. RCW Chapter 42.17, Public Disclosure
6. RCW Section 43.21G.040, Governor's Energy Emergency Powers
7. RCW Chapter 70.05.070, Local Health Officer -- Powers and Duties
8. RCW Chapter 70.102, Hazardous Substance Incidents
9. RCW Chapter 70.105, Public Health and Safety
10. RCW Chapter 70.136, Hazardous Materials Incidents
11. RCW Chapter 70.136.050, Good Samaritan Law
12. RCW Chapter 80.01, Utilities and Transportation Commission
13. RCW Chapter 80.36, Telecommunications
14. RCW Chapter 80.50, Siting Energy Facilities
15. RCW Chapter 81.77, Solid Waste Collection Companies
16. WAC Chapter 118-30, Emergency Management
17. WAC Chapter 118-04, Emergency Worker Program
18. WAC Chapter 118-40, Hazardous Chemical Emergency Response Planning and Community Right-to-Know Reporting
19. WAC Chapter 246-100, Communicable and Certain other Diseases
20. WAC Chapter 246-101, Notifiable Conditions
21. WAC Chapter 246-320, Hospital Licensing Regulations
22. WAC Chapter 480-120, Telephone Companies

Applicable Municipal Laws and Executive Orders

1. The Charter of the City of Seattle
2. SMC Chapter 10.02, Civil Emergencies
3. SMC Chapter 10.06, Emergency Control of Drainage Problems, Earth

Movement, Mud Flows, Wind-storm Damage and Other Hazards

4. SMC Chapter 10.26, Quarantine Regulations
5. SMC Chapter 12A.26, Mayor's Emergency Powers
6. SMC Title 21, Utilities
7. SMC Title 22, Building and Construction Codes
8. SMC Title 23, Land Use Code
9. SMC Title 24, Zoning and Subdivisions
10. SMC Title 25, Environmental Protection and Historic Preservation
11. Executive Order 02-05, June 6, 2005

Related Plans and Documents

1. National Response Framework
2. United States Government Interagency Domestic Terrorism Concept of Operations Plan
3. National Disaster Medical System Operations Plan, Puget Sound Area
4. Washington State Comprehensive Emergency Management Plan
5. Washington State Fire Mobilization Plan
6. Emergency Management Assistance Compact (EMAC) Operations Manual
7. Washington State Department of Transportation Disaster Plan
8. Washington State Ferries Emergency Response Plan
9. Washington State and Regional Defense Airlift (SARDA) Plan
10. Northwest Area Contingency Plan
11. South Puget Sound Regional Fire Defense Plan
12. Central Puget Sound Area Emergency Alert System, Local Area Plan
13. Regional King County Disaster Plan
14. King County Fire Resource Plan
15. King County Emergency Management Plan
16. King County Hazardous Materials Protection and Radiological Defense Resource Plan
17. Port of Seattle Earthquake Response Plan
18. Seattle Metropolitan Medical Response System Plan

19. Seattle Transportation Department Snow and Ice Response Plan

20. Department of Human Services Winter Response Plan for Homeless

21. Internal emergency preparedness plans of City departments and support organizations

22. Seattle Urban Area Tactical Interoperable Communications Plan

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

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

25. Emergency Management Accreditation Standard

26. City of Seattle NIMS Implementation Plan, August 18, 2005

Governance

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. There are a total of 25 department heads and office directors that work directly for the Mayor.

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. At least every four 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:

a. Preparations for and the carrying out of executive emergency powers,

b. The delegation and sub-delegation of administrative authority by the Mayor,

c. 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,

d. 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;

e. The preparation and maintenance of Emergency Support Function disaster response and recovery plan annexes that describe how City departments will carry out emergency responsibilities.

3. Provide cooperation and coordination with the disaster response plans of other local organizations and agencies.

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

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

By appointment of the Mayor, the Chair of the DMC is the Office of Emergency Management (OEM) Director. The first alternate DMC Chair is the OEM Manager 3. Permanent members of the DMC, also by appointment of the Mayor, include the Mayor's Chief of Departmental Operations and the primary and first and second alternate Coordinators for each of the 14 Emergency Support Functions (ESFs) that are a part of the City's Emergency Operations Center (EOC). See the DMC organizational chart in Figure 2.

DMC meetings are normally held in the lower level training room of the Public Safety Building. They are scheduled several months in advance, with the expectation for a minimum of 10 meetings annually. Any changes or cancellations of scheduled meeting times and places will be communicated to all DMC members at the earliest practical time.

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 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).

The organizational chart shown in Figure 3 reflects the reporting relationships that exist in the SPD, and how in normal conditions they relate to the Mayor as the City's ultimate authority for public safety, the Chief of Police, the SPD Command Staff, and the OEM.

Inasmuch as the mission of 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 as a percentage cost allocation of individual department Revenue Funds, in addition to grants and other funds that may be acquired to enhance its mission. The OEM Director shall be responsible for developing the section's biennium budget, along with accompanying performance measures. After concurrence by the DMC, it will be presented by the Director to the SPD Command Staff, an SPD senior managerial body made up of the Police Chief and all deputy and assistant chiefs. Once agreement is reached, it shall be submitted by the Chief of Police, through the City Budget Office, to the Mayor for consideration.

Assignment of Responsibilities

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". (See Figure 4). 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 event 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, 6 Support Annexes, and 4 Incident 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(es), i.e., ESF, Support, and Incident. For content, each annex shall:

- Always answer the fundamental question: How do we 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 Basic 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 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."

Specific functional responsibilities are given later in this document under individual sections that deal with City leaders and City Departments, Offices, Commissions and Support Organizations. See pages 39-71.

Local Environment

Seattle (located at Latitude 47°-39' North and Longitude 122°-17' West) is the largest urban center and marine port in the Puget Sound Region, with an official estimated population of 586,200 as of April 1, 2007 (Source: State of Washington Office of Finance Management). Among this population base are 258,499 households. Certain areas of the City, such as Capitol Hill, are among the most densely populated in the country. During workdays the influx of commuters causes the population to

grow to over 723,000. These totals swell even higher when the 9.4 million tourists that visited Seattle/King County in 2006[1] are added. The maps in Figures 5 & 6 are useful in showing where people in the City are concentrated, and how the 84 square miles of land they occupy are zoned for use. Both of these factors are crucial to the emergency preparedness planning process, because the impacts and sometimes tragic consequences of major incidents, disaster and catastrophes are most damaging and disruptive to people. Citizens and public officials alike should always be mindful, that any such event can threaten lives, homes, livelihoods, and even the very goods and services that make normal existence possible.

Ethnicity of the local population is another key demographic factor, as emergencies create special communication needs in communities where fluency in English varies and where foreign customs are practiced. Such cultural divergencies can cause a combination of hesitancy and confusion in reacting to a danger and in clearly understanding what safety precautions to take and when and how to take them. To mitigate this risk, particularly the serious affect it can have on immigrant populations (see settlement map in Figure 7) requires the spread of community preparedness. An effort of this sort, which is centered on the Seattle Neighborhoods Actively Prepare (SNAP) and "Seattle Project Impact" programs, is a long-term work in progress that aims to bring all of the City's diverse constituencies into the fold.

While it has long been known that education is the most effective way to widely reduce public exposure to all hazards, existing community preparedness formats and materials need refinement to expand their versatility and appeal. This, however, is not something that can be done without a major investment. Consider, for example, the heterogeneous attributes that personify Seattle's multinational neighborhoods (See Figure 8, Neighborhood Districts Map). If a list were compiled, native customs and over 120 different foreign languages would be at the top. Both contain underlying sensitivities and nuances, which would have to be carefully factored into the design and delivery of multi-lingual preparedness messages. Despite the considerable work that remains, there are compelling reasons to press ahead — not the least of which are Seattle's growth and rising prominence as a Pacific Rim crossroads. The chart in Figure 9, which was assembled by the Office of Intergovernmental Relations from 2005 American Community Survey, US Census Bureau data, quantifies the City's diversity by race and ethnic identification.

Other special needs likely to arise are provisions for warning, evacuating, and providing temporary refuge and professional care for persons who have physical and mental disabilities, or who are too young or too old to care for themselves. Citywide (see map in Figure 10), the scope of this undertaking is reflected by the following numbers: Ninety-three Seattle Public School District schools with over 46,000 students in 2006; more than 300 private and parochial schools; 791 licensed day care facilities; 11 hospitals; 14 rehabilitation centers; 35 nursing homes; 5 hospice centers; 63 boarding homes (assisted living); 208 adult family homes, nearly 42,000 persons living alone who are homebound, or who have limited mobility or require life support systems; 55,000 frail and elderly; and 64,068 residents living at or below the national poverty level. Overall in King County, according to the September 2006 Washington State Office of Financial Management Population Trends Report, there are an estimated 281,947 people with various forms of disabilities.

While the City remains committed to making every reasonable effort to apply its available resources to help those in greatest need, it must be recognized that any disaster -- and certainly any catastrophic disaster -- can quickly stress those capabilities that will be immediately deployable from public safety and public works departments. Likewise, especially in a widely destructive event, it must be recognized that it may be extremely difficult for emergency units, crews, and assets

[1] Seattle Convention and Visitors Bureau

to quickly access certain locations in the City. Such an event could further disrupt commercial phone service, and thereby make it impossible for people to use 9-1-1 to communicate the need for assistance.

A major tenet of this plan is predicated on the "best practice" that any well conceived emergency management program leverages and actively engages community-wide partnerships, and does not rely totally on government. More importantly, and to gain the level of preparedness advocated by the Mayor, any contingency that hinders City departments in ways that impose uncontrollable delays in response should not, by any means, preclude people with special needs from having the necessary pre-arrangements and provisions in place to provide for their immediately safety and survivability. ***The most common strategy for doing this is through the pre-planned and ready intervention of care givers, family, neighbors, and/or friend(s), etc.***

For this very purpose, it is strongly recommended that citizens who have constraints or physical challenges seek the best possible options for their individual situations, by using the empowering materials in the following hyperlinks to achieve the capacity to cope with any hazard exposure they may have to contend with:

1. http://www.cdihp.org/;
2. http://www.cdihp.org/links.html#health_care_guides;
3. http://www.jik.com/disaster.html.

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 Colleges, which have a student enrollment of 54,000, operate 3 campuses in West Seattle, Capitol Hill, and Northgate. The total combined student population for all of these colleges approximates 100,000.

Local mass media that have the capacity to function as potential outlets of Emergency Public Information (EPI) include: Seven TV stations; two cable companies; 23 radio stations; and 38 daily, weekly, and monthly newspapers. KIRO Radio, 710 AM, is the Local Primary (LP-1) Entry Point broadcast station for the Central Puget Sound Emergency Alert System (EAS). Should KIRO experience some kind of service interruption, KPLU Radio, 88.5 FM, in Tacoma, WA, would serve as the Local Primary (LP-2) Entry Point backup station. The City's Government Access TV station (Seattle Channel), which is operated by the Department of Information Technology, is carried over Comcast (on their Channel 21) and by Wave Broadband (on their Channel 28).

Building stock and lifeline systems, in general, range in age from roughly post 1889 (when a fire destroyed much of the existing city) to the present. Over the years, and spurred in no small measure by a greater awareness of the earthquake threat in the 1990s, construction standards have steadily strengthened. The adoption of the 2003 International Building Code (IBC) is the latest update, and current standard. In addition, the curbs imposed on urban sprawl by the Growth Management Act have added to and improved the durability of current building stock, by contributing to a boom in new high-rise construction in downtown Seattle -- particularly over the past decade. While there is no denying the substantial progress made so far, to include "Project Impact's" emphasis and influence in retrofitting older buildings and homes, there are still significant pockets of approximately 850-1,000 un-reinforced masonry buildings (pre-1950), such as those in Pioneer Square; non-ductile concrete construction (pre-1970 buildings), and many older homes in neighborhoods throughout the City that have not been secured to their foundation.

The discovery of a Seattle Fault in 1991[2], and its subsequent Light Detection and Ranging (LIDAR) radar mapping in 2001 revealed the zonal boundaries and branches of this shallow fault, which was determined to extend from Bainbridge Island in a rough line parallel with the I-90 corridor to Lake Sammamish. In characterizing this fault, earth scientists found that its geologic features are very similar to those that devastated major portions of Kobe, Japan in January 1995[3]. Because this type of seismic event, along with the Subduction Zone (1,000 kilometer long convergence of the San Juan and North American crustal plates) and Whidbey Fault have the potential for producing three of the most catastrophic natural hazard events that could impact the City, there has been some recent discussion about elevating the City's earthquake profile. However, for the time being it remains in the Seismic Zone 3 category, in contrast to California which is rated Seismic Zone 5 -- the highest. Seismic Zone 3 requires "newly constructed buildings" to withstand a lateral acceleration force equal to .3g (30% of the force of gravity) and "substantially rehabilitated buildings" to mitigate structural deficiencies identified by licensed engineers.

In a Department of Planning and Development "Best Available Science Report for Geological Hazard Areas" that was made available on January 31, 2007, the following information was presented under the heading "Recent Studies of Tsunami Inundation in the Puget Sound":

> "The City of Seattle may be subject to tsunamis from the following sources: (1) shallow crustal earthquakes that rupture the submarine floor of Puget Sound, (2) shallow crustal earthquakes that rupture the floor of Lake Washington, (3) landslides within or into Puget Sound, (4) landslides within or into Lake Washington, and (5) lateral spreading due to liquefaction producing landslides into or in the Duwamish River and/or Puget Sound. At this time, no marine inundation is expected in the Seattle area from tsunamis generated from subduction zone earthquakes, because the waves that deflect around the 90-degree bend to enter central Puget Sound would be small and attenuated by the time they reached the City of Seattle."[4]

In 2003 Walsh et al. used the results of the modeling by Tivol et al. (2003) to produce the most recent tsunami inundation map of the Elliott Bay area (refer to Figure 11).

Topography in Seattle, as reflected in the map in Figure 12, ranges in elevation from sea level to approximately 530 feet above. Terrain varies sharply throughout the city, and features mostly hills that descend toward the major water bodies. The effect is that many roadways, especially in the downtown, Capitol Hill, Beacon Hill, Queen Anne, West Seattle, and Magnolia neighborhoods have steep inclines that can become hazardous and/or impassable in slippery driving conditions. This is exactly what happened over the nighttime hours of December 28th and 29th, 1996, when a heavy fall of 11 inches of snow brought emergency vehicle traffic in many parts of

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[2] Atwater and Moore in 1992 uncovered the first geologic evidence to support the finding that the Seattle Fault was active, and that around 1100 years ago it produced a magnitude 7.0 or greater quake. This earthquake also generated a tsunami in Puget Sound.

[3] Recent work by Sherrod (2005), Sherrod et al. (2001), and Nelson et al. (2003) indicate that known strands of the Seattle Fault in Bellevue and Bainbridge Island have produced surface rupture, and that some strands have been reactivated by multiple earthquake events. Ten Brink et al. (2006) concluded that the surface rupture that occurred 1100 years ago on at least two strands on the Seattle Fault resulted from a moment magnitude 7.5 earthquake.

[4] Walsh, 2007; Murty and Hebenstreit, 1989.

the City to a standstill. The inability of medic units to negotiate First Hill exemplified the severity of the problem, which was resolved by the Seattle EOC obtaining all-wheel drive "Humvee" ambulances and crews from the US Army Reserve at Ft. Lawton to help Medic One resume transport of patients to hospitals.

Geology is another important element that can complicate emergency planning as many scattered parts of the City, particularly along shorelines, have soil compositions that are susceptible to liquefaction and slides. Similarly, much of the Duwamish and Georgetown industrial areas are subject to liquefaction. The stormy winter of 1996-97 precipitated a record setting example of how pervasive and costly ground failures can be, when over 100 landslides in various parts of the City caused approximately $110,000,000.00 in damage to public and private property. Most recently, the Chanukah Eve Storm that struck the City and surrounding region on December 14, 2006 demonstrated once again the potential destructiveness of such episodes when over half the City's population lost electrical power for various periods of time; which in the most extreme cases lasted for up to eight days. While minor ground failure was also experienced with 16 landslides in different areas of the City, the major damage was caused by localized flooding affecting 300 homes citywide -- most disastrously in Madison Valley. It is estimated in the preliminary damage assessment (PDA) that this latest storm resulted in losses of $16,000,000.00. The map in Figure 13 shows the expanse of known geologic vulnerability zones throughout the City.

Incorporated Seattle includes 84 square miles that are bounded by Puget Sound on the West and Lake Washington on the East. A ship canal, connecting these major bodies of water, divides North Seattle from its center. As a gateway to the Sound, the canal uses the Hiram M. Chittenden Locks in Ballard to enable the passage of all maritime vessels and to regulate water levels in Lakes Union and Washington. In addition, the Duwamish Waterway separates West Seattle from South Seattle. In all there are 193 miles of waterfront, 53 of which are tidal.

There are 187 Seattle Department of Transportation (SDOT) maintained bridges spanning either natural or artificial barriers, 58 of which are designated vital lifeline structures. Two others, the Evergreen Point or Albert D. Rosselini (SR-520) and Lacey V. Murrow (I-90) floating bridges, are the most direct vehicular corridors linking Seattle to the neighboring eastside cities of Bellevue, Kirkland and Mercer Island. The latter structures, as well as the I-5 Lake Washington Ship Canal Bridge, are maintained by the Washington State Department of Transportation (WSDOT). By agreement, SDOT maintains the SR-99 Alaskan Way Viaduct, the SR-99 Aurora Bridge, and the West Seattle Bridge for WSDOT.

As the largest city in the region, Seattle has an elaborate intermodal transportation network that includes: two interstate highways (I-5 and I-90), 450 miles of major arterials, 8 miles of vehicle and bus tunnels, a mile long railroad tunnel, two main Burlington Northern/Santa Fe tracks that are shared with three other major railway carriers, two major inland waterways, and extensive port facilities along the Elliott Bay, Ship Canal and Lake Union waterfronts. All of these transportation links are displayed on a map in Figure 14.

Two major airports, Seattle-Tacoma (Sea-Tac) and King County International Airports, also serve the City. However, with the exception of the northern end of the King County Airport, they are situated beyond City limits. Sea-Tac, which is the major commercial and cargo facility, is operated by the Port of Seattle while King County International shares the Boeing airfield and is operated by the King County Department of Construction and Facility Management. Sea-Tac, in 2005, was the 17th busiest commercial service airport and 27th busiest air cargo airport in the US, handling a total of 29,289,026 passengers and 338,591 metric tons of cargo. On average, there are 936 takeoffs and landings a day that overfly airspace above

various parts of the City.

The Washington State Ferries came into existence with the state's buyout of Puget Sound Navigation in 1951. Today, with its current fleet of 28 boats, it is the largest ferry system in the United States. Every day the ferry system makes over 586 departures, carrying commuters and vacationers on 10 routes that serve 20 terminals in 8 counties throughout the Puget Sound and British Columbia, Canada. From its busiest facility at the downtown Colman Dock (at Piers 50-52) on Elliott Bay, the ferry system transports a daily average of 25,753 passengers on two passenger-only and two auto-passenger routes (See route map in Figure 15). By far, the highest volume route is the Seattle/Bainbridge Island run, which carried 7.26 million riders in 1999 (the latest figures available). (See the Washington State Ferries Web Site at www.wsdot.wa.gov/ferries.

A study conducted by Texas A&M University (http://mobility.tamu.edu/) and reported in the Seattle Times on November 14th, 1998, ranked Seattle in a statistical tie with California's two largest cities, Los Angeles and San Francisco, for having the most congested rush hour traffic in the country. A related article by KOMO Staff and News Services on April 3, 2001 reported the results of a study conducted under the Road Trip Information Program (www.tripnet.org) which found that between 1990 and 1998 urban travel times in Seattle, Tacoma and Spokane increased from 44.7 billion passenger miles of travel (PMT) to 56.9 billion PMT, a 27% hike. Not surprisingly, the study also found that 98.4% of all urban travel in 1998 in the state was by private vehicle. Little perceptible change was noted on May 8, 2001 when the Texas Transportation Institute announced its findings for 1999, which ranked Seattle second in the country for rush hour gridlock. Three years later in the Spring of 2002, the Puget Sound Regional Council reported the results of a survey that noted some relief on the order of a 1.7-2.7% decline in volumes across Lake Washington, across the north city limits, and between downtown and the south end. This, however, turned out to be a temporary anomaly and a byproduct of the worst economic downturn in two decades. Of more relevance to the commuter are the most recent Washington State Department of Transportation figures (released on January 26, 2007), that show rush hour driving times in the Central Puget Sound have increased from 4 to 14 minutes, based on data collected from 2004-2006.

Looking to the near future, the Regional Transit Authority (RTA) plans a ten year expansion that will introduce electric light rail that will stretch almost 16 miles from downtown Seattle to the Sea-Tac Airport. It is estimated that this system will initially carry 42,500 passengers a day and ultimately 150,000 by the time of completion in 2009. In addition the RTA plans to add more commuter trains and increase the number of regional express buses and routes. Expected too, once the design and decision process is finalized, are replacements and expansion of the elevated portion of the downtown viaduct and the SR-520 Bridge. The cumulative result, along with the passage of the Seattle Department of Transportation Levy on November 7, 2006, should induce a much needed increase in ground transport capacity, with more people traveling in more mass transit conveyances.

The importance of all of these marine, rail, air and road transportation systems is not only vital in moving emergency assets, but is also vital to the region's economic strength. To illustrate, the Seattle Customs District (SCD) valued imports and exports transiting all seaports in Puget Sound in 1997 at nearly 100 billion dollars, which represented 6-7½% of all US trade. For that same year the SCD derived calculations to show that export and import activities, tied to the "Fast Corridor" Pacific Ocean trade route, were directly responsible for the creation of 312,000 jobs nationwide and 9.2 billion dollars in wages and earnings. Much of this traffic was moved by containerized shipments, which equaled that carried on all North Atlantic routes between the US and Europe. New updated figures provided by the Seattle Office of Intergovernmental Relations reflected that in 2004 the Port handled

products valued in excess of $46 billion and contributed to 1 in 3 jobs locally.

A more recent report in 2005 by Martin Associates of Lancaster, PA credited the Port with being the leading container port in the Pacific Northwest, and the fifth largest in the United States. In a comparison with like statistics from 2004, it achieved a 17.6% increase in capacity in 2005 by handling a total of 2.088 million container TEUs (20 foot equivalent units) amounting to 20,564,860 metric tons. With respect to its financial impact on the local economy, the Port supported nearly 200,000 jobs in the Puget Sound Region in 2003 and generated more than $12 billion in business revenue and $626 million in state and local taxes. An allied stream, which was attracted through Port travel hubs, was the sum total of tourism spending in the Seattle area in 2006. Once here, these visitors pumped $4.75 billion into the economy, contributing $419 million in local tax revenues that represented an 11.4% increase over the previous year.[5]

All told, there are more than 450 acres of harbor facilities under the jurisdiction of the Port, which includes Foreign-Trade Zone #5 at Terminal 104, 20 loading docks, and 25 container cranes that off and on load virtually any type of ocean-going freight. According to the Office of Intergovernmental Relations, there are 29 regularly scheduled container steamship lines, five major ocean-going cruise ship lines that are projected to reach passenger volumes approximating 435,000 in 2007, two transcontinental railroads, and more than 100 trucking companies that use the Port. In general, services range from: berthing at Seattle as a port-of-call (there were 1,345 calls in 2005), transshipping finished and unfinished goods to market hubs throughout North America, and consigning American cargoes destined for customers the world over.

In addition, the Fisherman's Terminal along the Salmon Bay Waterway (in Interbay just West of the Ballard Bridge) serves as the homeport for the US North Pacific fishing fleet and as a growing center for other commercial workboats as well. The facility provides 2,500 feet of linear moorage and 340 slips, along with the most comprehensive support services available on the West Coast. In 1998, the Port of Seattle boosted capacity even further by completing more than 4 million dollars in facility upgrades at its nearby Maritime Industrial Center. (See the Port of Seattle Web Site at (www.portseattle.org).

A study by Seattle economist Dick Conway in 1997 on the effect of imports on Washington's economy reported that one quarter of all jobs in the state was linked to international trade. That same study also found that per capita, Washington was the most trade-dependent state in the nation. A year later, the Massachusetts Institute for Social and Economic Research ranked Washington third among all 50 states for exports, when it set an annual record of $41.7 billion in sales –- in spite of the economic downturn that was taking place in Asian markets.

Seattle's major business sectors include biotech, high tech, aerospace, film and movie production, manufacturing, environmental assistance, tourism, small business, and retail. (Source: Seattle Office of Economic Development). Among these are a number of Fortune 500 international and national companies with local corporate offices. Certain sections of the City, particularly in the Duwamish, Georgetown and Ballard Interbay vicinities, are highly industrialized. Many of these manufacturing, processing, and warehousing enterprises use and/or store chemical commodities that would be toxic if released. Records maintained by the Seattle Fire Department indicate that there are approximately 3,600 fixed facilities citywide with permits to store substantial quantities of hazardous materials.

Every day in Seattle there are literally thousands of different types of chemicals in all

[5] Seattle Convention and Visitors Bureau

classes present, with petroleum derivatives being the most common. Gasoline, the most prevalent of these products, is historically involved in most mishaps. Besides its routine transport by road and rail, it, alternately with diesel oil, is regularly pumped under the City through a 12-inch pipeline spur that is connected to the Olympic Pipe Line Company's mainline pumping station in Renton, WA. The spur, which is controlled from the company's business facility in Renton, uses a public utilities right-of-way to travel through the Rainier Valley and Beacon Hill to the I-5/Spokane St interchange, where it turns due west parallel to the West Seattle Freeway. From there it makes its way to its destination, the BP Pipelines (North America) Harbor Island Station. (See map in Figure 16). Deliveries can also be made by barge from the Ferndale Oil Refinery, north of Bellingham, WA. Since the opening of the pipeline in 1966, the Washington State Department of Ecology (DOE) has had at least 43 spill reports — totaling 821,000 gallons. Four of those spills, amounting to releases of 152,140 gallons, occurred in Seattle and the greater metropolitan area.

Additionally, the Seattle Public Utilities operate 15 water treatment facilities, 10 of which are located inside the city limits. At these sites, tanks containing anywhere from 150 pounds to 24 tons of chlorine or sodium hypo-chlorite are used to maintain regulated levels of water purity. A final product worthy of mention, especially in light of the complicating risk of responding to the confined space hazard of a ship fire, is ammonia. The latter is frequently found in refrigeration units aboard fish processing factory trawlers.

Hazardous material (HAZMAT) response in the City is managed by the Seattle Fire Department (SFD). In addition to its traditional fire suppression capabilities, which are strategically pre-positioned at 33 stations throughout the City, SFD also operates the City's Medic One System and special technical teams for fighting marine fires and making high angle, confined space and heavy rescues. Further, the department can field a Metropolitan Medical Strike Team (MMST) to augment its HAZMAT Team; either for an accidental release or the chief role it was created for, a terrorist attack with a chemical, biological or radiological dispersal device. Lastly, the SFD provides a deployable cadre of certified responders for the Puget Sound Urban Search and Rescue (US&R) Task Force. The map in Figure 17 shows SFD facilities and Battalion Districts.

One of the City government's two major utilities, Seattle City Light (SCL) owns and operates seven dams and hydroelectric generating plants in Washington State. To give some insight into the independence of SCL's total system capabilities, it owns or contracts for approximately 80% of its hydroelectric generating needs and obtains the remainder primarily through the Bonneville Power Administration (BPA). SCL is further able to exchange power with other electric purveyors on the West Coast over the regional power grid, which gives it flexibility in bypassing transmission interruptions, selling surpluses during low demand periods, and buying supplemental power to satisfy peak load cycles that can occur in winter.

Electricity from SCL's hydro plants and the regional network of 115 and 230 kV transmission lines that are owned and operated by SCL, BPA, and Puget Sound Energy is received by 14 major substations. At these substations voltage is "stepped-down" so it can be routed into a feeder backbone that services 131.31 square miles, the boundaries of which encompass a corridor between: Puget Sound on the west and Lake Washington to the east; the City of Shoreline to the north and the Cities of Renton and Burien to the south. Altogether, SCL provides electric service to 365,445 residential, commercial, industrial and government customers in Seattle proper and suburban King County.

The other major power utilities, Puget Sound Energy (PSE) and the Seattle Steam Company (SSC), own and operate extensive underground distribution systems. Four

major 10¾ to 30 inch pipelines supply natural gas for the entire city. They are operated by the Northwest Pipeline Company and are received at PSE's Northtown and Southtown Border Stations, where they enter the distribution feeders that supply the City's network of customer service lines. SSC, on the other hand, has a more limited system, which is confined to the downtown center. Despite its smaller service area, SSC from its Western Avenue Steam Plant supplies some of the City's most critical facilities, including: six major medical facilities (mostly in the First Hill District), major hotels, the King County Courthouse and Jail, the Jackson Federal Building, Seattle University and Seattle Central Community College, and the Union Bank of California Building as examples.

The second major City government utility, Seattle Public Utilities (SPU) maintains watersheds along the South Fork Tolt and Cedar Rivers (See map in Figure 18). Approximately 70% of Seattle's water comes from the Cedar and nearly all of Seattle's water comes from these two sources, which can be further supplemented in summer by the Highline Wellfield near Sea-Tac Airport. As a regional water purveyor SPU delivers more than 160 million gallons of water a day to more than 1.3 million customers, over half of whom live in Bellevue and 27 suburban cities and water districts. SPU's water infrastructure includes: 159 miles of transmission pipes; 90 miles of roads, bridges, fences and grounds; 16 reservoirs with 489 million gallon capacity; 29 supply and distribution pumping stations; 16 elevated pipes and standpipes; 1,675 miles of distribution water mains; 1,800 fire hydrants; 2,500 fire protection service lines; 4 dams and two headworks facilities.

Two Divisions in the SPU Field Operations Branch manage the City's wastewater and waste utilities. The Drainage and Wastewater Operations Division maintains the City's 1,491 miles of sanitary and combined sewer lines (74% are 8 inch pipe; the largest is 210 inches), 38 combined sewer overflow (CSO) storage systems, 450 miles of storm sewer lines (71% are between 12 and 24 inch pipe, with the largest being 180 inches), 150 miles of ditches and culverts, 45,396 catchbasins and 90,000 inlets, 72 pump stations, and 51,000 maintenance holes. The Solid Waste Operations Division operates the North Recycling and Disposal Station (R&DS) at 1350 N 34th St and the South R&DS at 8100 2nd Ave. In 2000, the most recent year cited by SPU on its City Inweb site, the two Recycling and Disposal Stations handled over 256,000 tons of garbage, 57,000 tons of yard waste, 3,300 tons of wood waste, and 24,900 tons of reclaimed recyclables. Both stations serve Seattle residents, small businesses and private companies that collect garbage and yard waste from Seattle homes and apartments. Once loads are emptied (in 2000 there were over 350,000 visits), recyclables are separated for bulk resale and non-salvageable waste materials are compacted and transferred by truck to the Union Pacific's Intermodal Facility at 402 S Dawson for shipment to landfills in Oregon. The Solid Waste Operations Division also operates two household hazardous waste facilities, the Aurora Hazardous Waste Facility at 12600 Stone Ave N and the South Household Hazardous Waste Facility at the South R&DS. A total of 55.62 tons of household hazardous waste material was diverted for reuse in 2000.

Disposal of commercial and industrial waste (e.g., asbestos, medical wastes, explosives and commercial wastes) is the responsibility of the generator. Under state law (RCW 81.77), such facilities are required to contract with a Washington Utilities and Transportation Commission (UTC) franchised hauler. Responsibility is then passed along to the hauler, who, depending on the firm's dumping arrangements, takes the collected waste streams to various landfills and hazardous waste sites, in and out of the region.

The City's sanitary and combined sewer lines feed into gravity interceptors that are operated by the King County Department of Natural Resources Wastewater Treatment Division. The King County system includes East and West networks of major laterals and pumping and regulator stations. The East network, which serves

the region east of Lake Washington and the Kent Valley, flows into the Renton Treatment Plant. The West network, which serves the area west of Lake Washington, flows into the West Point Treatment Plant near Discovery Park. (The interface of SPU and King County systems is depicted in the maps in Figures 19-21).

Qwest is the major commercial land line phone service carrier in Seattle and also provides Enhanced 911 (E911) service by contract. The backbone for the Qwest Public Switched Telephone Network (PSTN) is a series of 10 Central Offices. These offices, which serve as trunk line junctions for their exchange area (a radius of about two miles — see diagram in Figure 22), house computers (also known as switches) that route telephone calls. Each Central Office computer has a finite number of calls it can process at one time. Once overload is reached, either within or between switches, a caller gets a fast busy signal. Despite the use of airwave spectrums, the various cell phone service provider cell site networks that function as relays are similarly vulnerable to overload. Within the last couple of years, cellular technology with the use of Phase II compliant phones has achieved the capability of using E911. Many of the older analog phones are still in use but can only display the caller's cell phone number on the console screens used by the Public Safety Answering Point (PSAP) operators, not a "geo-file" address that would be available in current land line and digital cell phone E911 service.

To illustrate the practical applications of both 911 phone systems, the following examples are given: If a hard wire phone is used anywhere in the City, it is routed through the Qwest PSTN to the Seattle Police Department (SPD) Communications Division, which is the City's primary PSAP. When the operator answers, the first question will always be — "What's the nature of the emergency?" For reports that are law enforcement related, the SPD operator obtains available details. If, as was the case for 7-8% of the 871,073 incoming calls received in 2005, the report is for a fire, hazardous materials or emergency medical response, the caller is transferred to an operator at the Seattle Fire Department (SFD) Fire Alarm Center (FAC), the City's secondary PSAP. In some of these instances that require a joint SPD/SFD response, such as the Aurora Bridge mass casualty Metro bus incident on November 27, 1998, both PSAP operators may share the line. By contrast, cellular phones send their wireless (analog or digital) signals to the nearest service provider cell site, which is programmed to route a 911 call to the closest of five major PSAPs in the greater King County metropolitan area.

By far the highest level of 911 calls was received during the summer months of 2006, with 84,445 in July and 80,794 in August. Of these, the top three categories were traffic, disturbances, and suspicious circumstances, in that order. In measuring the difference from the previous year, there was an 8.1% decrease in the overall crime index. Those areas most affected by the 4,146 reported violent crimes were sections of Downtown, Pioneer Square, Georgetown, Duwamish, Capitol Hill, Central District, Rainier Valley and West Seattle. Property crimes, which totaled 39,553 in 2006, were slightly more widespread and included some suburban districts north of the Ship Canal. (The source of this information is the Seattle Police Department 2006 Annual Report). To offer some perspective on the relative safety of the City's population, the Morgan Quinto Press, a private research and publishing company, released its annual Safest and Most Dangerous Cities Report on October 30, 2006. The findings, which were predicated on FBI crime figure extracts (made public in June 2006), were derived by totaling each jurisdiction's reported incidents for six major crime types (i.e., murder, rape, robbery, assault, burglary and auto theft) over the previous year, and indexing the aggregated totals to determine an incidence rate per 100,000 population. This was done for 371 cities in 49 states (except Illinois), and the District of Columbia. Seattle's ranking was 262nd, with 1 representing the safest and 371 representing the most dangerous.

According to meteorological records kept by the National Weather Service Western

Region Climate Center at Sea-Tac, Seattle has an annual temperature variation that ranges from an average high of 59.3° to an average low of 44.2°. Average annual precipitation amounts to 38.09 inches, with the heaviest accumulations normally falling during the months of November through February. Snow, ice and hail have an average frequency of 3.9 days during the year, and are most likely to be the severest during the months of December, January and February. High winds are another phenomenon commonly experienced. These episodes usually occur during the winter months and are oftentimes associated with a major storm system. The chart in Figure 23, which replicates data produced by the Western Regional Climate Center (refer to: http://www.wrcc.dri.edu/), gives an average monthly climate summary for Sea-Tac from 1931 through 2006.

Emergency/Disaster Conditions and Hazards

Given Seattle's environment, development and geographical location it is vulnerable to numerous hazards, any one of which has the potential to disrupt the City, cause damage, and create casualties. While it is not possible to predict the next occurrence of any of these hazards, their probability to some extent can be postulated by researching and analyzing historical records. The table in Figure 24, which is taken from the Seattle Hazard Identification and Vulnerability Analysis (SHIVA), gives a risk score for each historical hazard — with earthquakes ranking the highest and tornadoes lowest. A second table from the SHIVA (see Figure 25) projects the expected and potential impacts that might occur from each of these hazards. For those that want to read the complete SHIVA document, it is available at www.cityofseattle.net/emergency/.

Terrorism, which is treated in more subjective terms in the SHIVA, is an old and global threat that has resurfaced in the past decade; especially since September 11, 2001, as a grave concern for communities throughout the United States. However, aside from a suspected white supremacist bombing of a Capitol Hill gay bar in 1993, two recently confirmed Earth Liberation Front (ELF) attacks at the University of Washington's Center for Urban Horticulture during the November 1999 World Trade Organization (WTO) Meeting involving vandalism and again on June 1, 2001 involving arson, and a deadly July 28, 2006 armed attack on the Seattle Jewish Federation by a Muslim male decrying his anger at the state of Israel, Seattle hasn't had to deal with the worst effects of a terrorist act –- thus far.

Even so, this might have dramatically changed if US Customs inspectors at Port Angeles, WA had not searched an erratic behaving Ahmed Ressam as he tried to enter the US on December 14, 1999 in a rental car with 112 pounds of bomb fuel, three types of volatile chemical explosives, and four timing devices hidden in the wheel well of the trunk. Ensuing investigation by the Federal Bureau of Investigations (FBI) and the Royal Canadian Mounted Police (RCMP) uncovered evidence to support the belief that he and an accomplice, Abdelmajid Dahoumane, were part of a larger group of Algerian nationals, who were conspiring to bomb West Coast landmarks during millennial celebrations.

At the time of Ressam's arrest, it was discovered that he planned to stay overnight at a motel a few blocks from the Seattle Center and depart Sea-Tac Airport the next day en-route to London, which gave rise to early speculation that he was acting as a courier. And, that the rest of the plot called for others to retrieve the material and build the bombs, with possible local targets being the Space Needle and/or the crowds of 100,000+ people expected to attend a gala millennium celebration at the Seattle Center.

After four weeks of trial that concluded on April 6, 2001, the jury in US District Court

in Los Angeles, CA found Ressam guilty of all 9 counts charged, including the most serious – conspiracy to commit international terrorism. Subsequently, in an effort to seek a recommendation of leniency to reduce a maximum 140 year sentence, Ressam cooperated with Justice Department prosecutors by offering testimony against a co-conspirator tried in New York City, and by confessing that his New Year's target of choice was a terminal at Los Angeles International Airport. On March 29, 2002, his sentencing was postponed for a year to allow him to testify against 3 alleged al-Qaida operatives, 2 of whom are in US custody. The third is awaiting extradition from Great Britain. Most recently on July 27, 2005 Ressam's sentence was reduced to a 22 year term.

Seattle's run of good fortune has not been shared with other localities. One only has to recall the disturbing TV images of the horrifying death and destruction caused by three hijacked airliners crashing into the twin 110 story World Trade Center (WTC) towers and the Pentagon on September 11, 2001. While this tragedy was undoubtedly the most lethal on record, it has been preceded by an increasingly brazen list of dastardly acts such as the Pan Am Flight 103, 1993 WTC and Murrah Federal Building bombings and the wanton shooting of young children at the North Valley Jewish Community Center in Granada Hills, CA. All stand out as poignant examples of a rising extremism among some fanatical and radical groups, or on occasion embittered or disturbed "lone offenders". Such menacing crimes that have resulted in mass murders are most often characterized by sinister headline grabbing strikes on symbolic targets; painted against a backdrop of twisted political or social agendas.

The majority of these crimes are evoked by intense feelings of anger and hatred or sometimes by misguided religious callings that are actively espoused and fanned by a wide array of organizations that have come to the attention of the US Department of State and the FBI. For more specific information refer to:

1. The Terrorism Research Center Web site at www.terrorism.com
2. The Southern Poverty Law Center Web site at www.splcenter.org
3. The ERRI Counter-Terrorism Archive Web site at www.emergency.com/cntrterr.htm

Behind the scenes there are rogue states and shadowy sponsors and sympathizers that offer aid and comfort to both domestic and transnational terrorists. Others that are left to their own devices resort to bank robberies, theft and fraud to support their activities. Affiliations and modus operandi aside, overall goals are much the same — to punish, coerce and embarrass government and institutions and to shock and demoralize the public.

In recognition of the seriousness of this threat and the possible use of Weapons of Mass Destruction (WMD), as evidenced in the March 1995 sarin (nerve agent) attack on the Tokyo subway system by the Aum Shinrikyo cult, Congress passed the Defense Against WMD Act of 1996. (This Act is sometimes referred to as Nunn-Lugar-Domenici II, the surnames of its three sponsors in the US Senate). Under this legislation Seattle was one of the first 27 major cities in the United States to be given federal assistance to begin development of an appropriate first-response capability. More recently and since the attack on the World Trade Center in 2001 and the release of the 911 Commission's findings, Seattle along with other urban areas throughout the US and its protectorates have been the recipients of additional grant monies that have been made available under programs, like the Urban Area Security Initiative (UASI). Such programs have been administered through the Homeland Security Department, the Department of Justice, and the Department of Health and Human Services.

See the Terrorism Incident Annex for the officially recognized definitions for a "terrorist incident" and "weapon of mass destruction".

Planning Assumptions

Fundamental Planning Assumptions:

1. A major emergency or disaster could happen at any time.
2. 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.
3. The City's five 24/7 operational departments are prepared and have ample resources or immediate access to ample resources, to adequately handle a major emergency.
4. A disaster would severely stress normal municipal systems, and would likely require outside assistance from the state and federal governments.
5. In a disaster it is likely that local government response may be delayed, and that the general public should be prepared to take care of its own basic survival needs for at least the first 72 hours after an event.

Concept of Operations

General

The primary responsibility for maintaining "the peace and order" in The City of Seattle is vested in the Mayor by The City Charter. There are 15 departments in the Executive Branch, each with a department head appointed by the Mayor. Each of these department heads is a direct report to the Mayor and serves as a member of the Mayor's Cabinet. The City Council confirms all Mayoral appointments.

The many legal roles and responsibilities of departments including the authority of department heads are prescribed in The City Charter, and in state statutes and municipal ordinances.

Emergencies, (such as response to fires, violations of the law, emergency medical calls, etc.), occur everyday and do not normally require the direct involvement of the Mayor. On a less frequent basis, operational departments are confronted with larger scale events that can occur suddenly or over variable periods of time escalate beyond the norm. These situations, which are distinguished as major incidents, disasters or catastrophes, have expanded requirements that can exceed the capacity of one department to handle alone. Knowing that this is an ever-present possibility, department supervisors must stay alert to detect the onset of troubling signs and conditions. That, however, is only the first step. They must also continually evaluate any ongoing situation to anticipate the need for additional resources, so that — when called for — actions can be set in motion to get assistance on-scene — in time to avert a more dangerous and costly response. Often this amounts to a very narrow window of opportunity. In all instances, suitable City resources should be pursued first before turning elsewhere. Outside sources may include mutual aid from neighboring jurisdictions, and assistance that may be available through inter-local

and regional agreements or pre-existing contractual arrangements with private sources of specialized equipment and services.

Anytime a response reaches the threshold of major incident (i.e., synonymous with an Incident Command System Type 3 Incident), the "lead agency" dispatch or Department Operations Center (See Figure 26) must inform the Emergency Management Staff Duty Officer (SDO). The SDO will be available to give assistance, and at a minimum will request the issuance of a mission number from the State Emergency Management Division (EMD) Duty Officer. The mission number helps secure state indemnification protections and serves as a reference for any deployment of local, state, or federal resources to assist in the mission. It is also used to code all documentation tracking the payment of any "emergency worker" compensation claims filed as a result of activities on that mission.

Should a situation be serious enough to warrant the use of any of the Mayor's "emergency powers" (See Section 10.02.020 of the SMC), the Mayor may declare a "Civil Emergency" (See Section 10.02.010 of the SMC). Both the declaration of "Civil Emergency" and all executive orders invoking an "emergency power" . . . "shall within 48 hours or as soon as practical be filed with the City Clerk for presentation to the City Council for ratification and confirmation, modification or rejection, and if rejected shall be void". The Mayor's use of police powers is a separate issue which is covered in Article V, Section 2 of the Seattle City Charter. In all cases the orders of the Mayor will not be delayed, and if there is any subsequent alteration by the City Council it shall be "prospective only".

Moreover, the City, as a state "recognized separate emergency management organization" and as a recipient of Emergency Management Performance Grant (EMPG) funding, must "inform and provide immediate situation reports and damage assessments to the state EOC" (See Washington State CEMP, Basic Plan). Based on evaluation of initial details communicated by the City, EMD will make a finding for the Governor on the need for a Governor's declaration for a "State of Emergency".

By law, the Mayor's declaration of a "Civil Emergency" is a prerequisite for asking the state for help in saving lives, preventing further damage, and/or alleviating human suffering. State assistance is supplemental, however, and can only be given after the City exhausts its capacity to fully utilize local means. Should this be the case the Mayor may issue an executive order giving his authority for making such a request, which is to be forwarded to the EMD Telecommunications and Warning Section for referral to either the state EOC Operations or Logistics Section. Internal sorting in the state EOC is determined by whether or not the resource can be provided from assets and services immediately available within the state or state government, or whether it will require coordination with another state or the federal government. In all instances the request shall identify each requested resource by type, quantity, required specifications, time needed, delivery and operational location, purpose and use, duration of need, and contain a certification that "the City has expended all reasonable attempts to locate the resource from all possible local sources".

Even with the augmentation of resources that may be available through the state, including those that could come from an interstate Emergency Management Assistance Compact (EMAC) and Pacific Northwest Emergency Management Arrangement (Public Law 105-381), the situation could be so severe that the Governor would be swayed to go to the federal government for assistance.

Before this can happen however, the City must perform and submit to EMD its "Initial Damage Assessment" that requires input from all public and private stakeholders that suffered losses, to include a detailed "Supplemental Justification" that portrays the City's viability prior to, during, and after the event. In this latter document the City must state its ability, or lack thereof, to recover without Federal assistance.

EMD, in consultation with the City and other affected jurisdictions, will quantify the extent of all reported damages, and make a determination regarding a request for Federal assistance. If there appears to be sufficient grounds for doing so EMD will ask FEMA, the US Small Business Administration (SBA), and the City to validate the previously reported damage. This process is called the "Preliminary Damage Assessment" (PDA). Since the Governor has a firm maximum of 30 days from the date of the event to ask for a "Major Disaster Declaration", the City must forward its completed PDA to EMD in time for EMD to generate and process the necessary paperwork through the Governor's Office to meet this deadline.

As soon as this documentation is compiled and ready for review, several options become possible depending on the type of aid that would be necessary. Some Federal agencies, such as the SBA, US Army Corps of Engineers (USACE), US Environmental Protection Agency (USEPA), US Coast Guard, and US Department of Agriculture (USDA), have statutory authority to make emergency programs and resources available without prior presidential approval. Should this prove to be inadequate, the Governor can ask for other specific types of aid covered in Public Laws 93-288 and 100-707 (refer to ESF-14) through the FEMA Region X Director (RD) in Bothell, WA. The RD may add his recommendations to the request and forward it to the FEMA National Headquarters in Washington, DC. From there, it is to be referred to the President who can either deny the request or decide to make an "Emergency Declaration" if limited federal involvement would suffice, or make a "Major Disaster Declaration" if more substantial federal financial, technical and/or operational support is more appropriate.

Figure 27 differentiates and combines the multiple levels of inter-connective engagement under NIMS that, when activated and established, unify localities with their regional, state and national counterparts in the above described process. As further applied in the National Response Framework (NRF), and in moving from the bottom to the top of the page, it shows how the process can progressively grow to add capability as well as more widely share the "common operating picture" of substantive developments, technical input, intelligence, policy adaptations and decisions, and support critical needs identified by local and state jurisdictions in times of disaster.

Two other scenarios are also possible. Both of these special cases, which could involve a catastrophic disaster or terrorist act, would result in the President expediting the authorization of federal aid. The diagram in Tab A of the Terrorism Incident Annex outlines the framework for how the City would organize its direction and control over local resources in a WMD incident. It further shows the interface that would occur with the FBI and FEMA to access federal assets and assistance (See Terrorism Incident Annex to NRF, US Government Interagency Domestic Terrorism Conplan).

National Incident Management System, NIMS Implementation, and Goals

Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic Incidents, called for the establishment of a single, comprehensive National Incident Management System. The NIMS is a system that improves response operations through the use of the Incident Command System (ICS) and other standard procedures and preparedness measures. It also promotes development of multi-jurisdictional, statewide and interstate regional mechanisms for coordinating incident management and obtaining assistance during large-scale or complex incidents. HSDP-5 dictated that Federal departments and agencies shall make adoption of the NIMS a requirement for the provision of Federal preparedness assistance funds. HSPD-5, as amended in May 2007, further established the Incident Management System Division (IMSD) of the National Integration Center as the lead Federal unit within FEMA to coordinate NIMS compliance. One of the primary functions of the

IMSD is to ensure NIMS remains an accurate and effective management tool through refining and adapting compliance requirements to address ongoing preparedness needs. To accomplish this, the NIC relies on input from the Federal, state, local, tribal, multi-discipline and private authorities to assure continuity and accuracy of ongoing efforts.

As recent events have illustrated, all levels of government as well as community-based organizations and the private-sector must work together to mitigate, prevent, prepare for, respond to, and recover from any emergency or disaster. NIMS compliance must be an ongoing effort as new personnel must be trained and plans must be revised to reflect lessons learned.

Tribal and local authorities have the primary responsibility in emergencies and disaster situations as the overwhelming majority of emergency incidents are handled on a daily basis by a single jurisdiction. It is critically important that all jurisdictions comply with NIMS because the challenges we face as a nation are far greater than the capabilities of any one jurisdiction. As such, NIMS compliance should be considered and undertaken as a community-wide and nationwide effort. The benefit of NIMS is most evident at the local level, when a community as a whole prepares for and provides an integrated response to an incident. Incident response organizations (to include local public health, public works, emergency management, fire, emergency medical services, law enforcement, hazardous materials, private sector entities, non-governmental organizations, medical organizations, utilities, and others) must work together to comply with NIMS components, policies, and procedures. Implementation of the NIMS in every tribal and local jurisdiction establishes a foundation upon which more advanced homeland security capabilities can be built.

GOALS: As NIMS becomes more incorporated into incident management, state, territorial, tribal and local jurisdictions will be able to:

- Ensure common and proven incident management doctrine, practices and principles are used to plan for, protect against, respond to and recover from emergency incidents and pre-planned events;

- Maintain a response operation capable of expanding to meet an escalating situation and the ability to integrate resources and equipment from intrastate and interstate mutual aid agreement, state-provided assistance and Federal government response.

Local Emergency Management Policies and Practices

While emergency operations can make heavy demands on available personnel and logistical resources and create an array of urgent needs and actions, the City's initial ability to respond to any emergency would depend almost entirely on the use of existing assets and capabilities that reside in City departments or are immediately available from other local sources. Operational departments are accustomed to dealing with a variety of recurring low-level emergencies, for which they have established and practiced organizational procedures in place to manage legally mandated first and second response missions.

The distinction between these lesser scale incidents and a major incident, disaster or catastrophe is that the latter are characterized by the necessity to mobilize and direct and control a much more substantial effort, one requiring the intensive participation of multiple agencies.

So that the City can easily transition to a more robust response and recovery capability whenever needed, this plan builds on the NIMS Incident Command System (ICS), that has been adopted by the Mayor (Refer to Executive Order: 02-05) as the

standard that shall be used by all of Seattle's operational departments to manage all incidents. Basic to all is the practice that once a department in its role as the "lead agency" recognizes (in its incident "size-up") that there are emergency needs greater than those available to the department alone, additional help will be requested as follows:

1. Depending on the specific type and mix of resource needs requested by the Incident Commander, the department's dispatch or department operations center (DOC) calls appropriate source(s) for assistance.

2. Should the requirements of the situation, which could be complicated by concurrent incidents in other parts of the City, cause the department's dispatch or DOC to become overtaxed, an immediate decision will be made to:

    a. Call the Emergency Management Staff Duty Officer to the scene if the incident is confined to a localized area and the coordination of multi-agency and/or commercial resources is manageable by one or two persons.

    b. Or, if the proportions of the incident originate at or escalate to a stage where resource and/or coordination needs are too demanding or complex for the department, and/or where wider areas are or will be exposed to a spreading danger, the department head or appropriate designee may request activation of the EOC.

Direction and Control

Field Operations. The determination of which department is responsible for assuming field command, or becoming the "lead agency" for a particular type of hazard response, is codified in most instances in municipal law. The cross-reference table in Figure 4 cites existing obligations.

If, at any time, there is disagreement or uncertainty on the part of field supervisors over which department is the responsible "lead agency", it will be resolved by immediate referral to the EOC Director. It then will be up to the EOC Director to confer with the appropriate department heads or their EOC designates, together with the Law Department EOC Representative, to arrive at a determination. This safeguard is established to ensure prudent life-safety measures by local government will neither be delayed nor jeopardized by indecision.

Some incidents may involve more than one hazard, but the one that will be considered primary, will be the hazard posing the potential for causing the most serious harm. Hence, the department responsible for the primary hazard will be the "lead agency", or in Incident Command System phraseology the department with "primary functional responsibility". As an incident evolves, however, and as the original hazard is downgraded and supplanted by a different hazard, a "lead agency" transfer from one department to another may occur. The October 4, 1993 vault fire in the Denny Regrade is an example of the Seattle Fire Department (SFD) assuming the initial role of "lead agency" while the fire was burning. But once the fire had been extinguished, and as soon as SFD units could be withdrawn, a "lead agency" transfer to Seattle City Light (SCL) took place. For the next three and a half days, SCL exercised command over interdepartmental field activities aimed at restoring power to a 35 square block area, and mitigating the human, safety and security, traffic, and business impacts on residents and property owners.

Whenever a hazard is discovered, the senior person from the department first on-scene will assume initial command of the situation. This person will immediately

establish a command post, and through his/her dispatch or DOC:

- ☐ Report an initial "size-up" (problem identification and assessment),
- ☐ Request initial notifications that need to be made (including contact with the "lead agency" if appropriate), and
- ☐ Take steps to isolate the area if called for.

As soon as first response units from the "lead agency" arrive on-scene, the most senior official from this department will accept the position of Incident Commander. It will then be up to each department to decide, if and when command will be transferred should a more senior department official come to the scene.

Should the Incident Commander determine the need for a multiple agency response, and depending on the circumstances the establishment of a unified command, this person will make the decisions on:

- ☐ What additional agencies are needed,
- ☐ The specific roles each of these agencies is to assume,
- ☐ The force levels and types of equipment each should respond with,
- ☐ The official they are to report to,
- ☐ The approach route they are to use to travel to and ingress the designated staging area(s), and
- ☐ Any other information about conditions or precautions that dispatchers should give responders a "heads-up", or forewarning of.

The Incident Commander will direct referral of the foregoing information to the department dispatch center or DOC, where it will be communicated to the dispatch center or DOC or emergency contact of the other agencies requested to respond. It is possible that multiple sites could be affected at the same time during a widespread event. Under such a circumstance, where the primary hazard could vary from incident site to incident site, there could be more than one department serving as a "lead agency". This contingency would require the intervention of the EOC to act as a Multi-Agency Coordination Center (MACC) to prevent conflicts that could interfere with the City's ability to achieve an economy of scale in the allocation of resources. In other words, the EOC would assist the "lead agencies" by acting as an overall coordinator and clearinghouse to reconcile any competition for scarce resources and/or to eliminate the potential for conflicting or duplicated efforts.

Planning continues to be underway by the City's public safety and utility and transportation departments to decentralize command and control in a damaging earthquake that isolates sections of the City and disables radio and telephone communications. Because such an event could delay the activation of the EOC, on-duty field supervisors from the five operating departments would self-initiate the forming of an Area Command. Contingent on the scale of destruction that might occur, as many as five separate Area Commands could be formed to command and control geographical areas matching each of the Seattle Police Department (SPD) Precincts. Those in charge at the Area Command Post, which could use Precinct facilities, would function autonomously until such time as it would be possible to reopen emergency routes for emergency traffic and reestablish voice contact with department dispatch centers/DOCs. (The map in Figure 28 shows the five SPD Precinct Headquarters and Precinct boundaries).

Dispatch/Department Operations Centers. All of the City's operational departments, some of its general service and recreational departments, and some outside support agencies have dispatch centers and/or DOCs. Their normal role, in most cases, is to dispatch and support field personnel and their equipment. In an emergency these centers are responsible for similar actions, which should be guided by the addition of emergency protocols calling for:

- ☐ Notification of key officials,
- ☐ The call-out of off-duty personnel and the adjustment of shift schedules to accommodate extended workforce requirements,
- ☐ Monitoring and keeping a record of field and departmental support activities and costs,
- ☐ Dispatching specialized teams or technicians that are part of an automatic response, or as specifically requested,
- ☐ Alerting other agencies of impending dangers that could affect their resources,
- ☐ Supporting all other requests made by the senior department official in the field,
- ☐ Keeping senior management officials apprised of information they have predetermined to be of essential importance,
- ☐ Calling the Emergency Management Staff Duty Officer (SDO) for assistance, and
- ☐ In an EOC activation, submitting required reports (See Direction and Control Support Annex) to their department EOC representative.

Support Centers. For emergencies involving loss of utilities, slide or roadway damage or snow and ice storms, SPU and SCL have the capacity to establish central call-intake centers. These are the Emergency Resource Center (ERC), the SPU Call Center and the SCL Trouble Center. While the ERC's purview is broader in the number of different DOCs and types of incidents it can support, all three are designed to function as intermediary communication bridges between citizens and impacted centers. Overall, the intent is to give citizens more immediate telephone access in referring reports and/or getting advice on what to do, repair status or more general information on what the City is doing. The benefits are twofold: It is more convenient and less frustrating for the citizen, and it improves the ability of the DOCs to filter calls, so they can more effectively concentrate their time and limited resources on the restoration of interrupted services and/or the remediation of unsafe conditions.

Activation of the ERC may be requested by a DOC supervisor or department head, the Mayor's Director of Communications, or by the Emergency Management Director. Both the SCL Trouble Center and SPU Call Center are established to deal with power outages and are activated by the SCL System Control Center whenever large numbers of electric customers are affected.

EOC Increased Readiness and Activations. The OEM maintains the City's EOC on a ready footing so that its status can be proactively upgraded, commensurate with the need to support emergency operations in the field. To ensure this can occur at the most opportune time, there is a constant (24/7) capacity to transition the EOC into one of four modes of emergency operations, which are primarily determined by:

- ➢ The nature, scale, and severity of the hazard threat (which may include secondary risks), to include those hazard types that can be anticipated or that

occur without warning.

- The degree and extent of support needed by departments to achieve their response and/or recovery objectives, both immediate and longer-term to sustain an acceptable level of operations.

- Those initial assessments that can be made for critical community needs.

In descending order and progressively greater severity and need, each EOC emergency operational mode is outlined as follows, and is designed to support any of the five ICS incident complexity types that can be designated by the "lead agency" Incident Commander:

1. Increased Readiness Mode (ICS Type 5 or 4 Incident) is employed to take advantage of any situation where there is a period of forewarning of an impending hazard. Given the time available, the situation will be monitored to evaluate the extent of threatening conditions -- as they emerge, grow, or dissipate. An example would be the issuance of a National Weather Service forecast for a snowstorm in the next 24 hours.

   Using all the various sources of information available (refer to Public Warning Support Annex), the Emergency Management Staff Duty Officer would take those preliminary steps, as are prudent, to initiate the notification of other OEM staff and to get the EOC ready for operational use. These efforts would also be coordinated with the OEM Director, Mayor, Chief of Police, Fire Chief, and departments and support organizations whose services and resources could make them a part of any projected emergency response. Official City notifications may be made using the most effective and accessible means available, such as the Community Notification System (CNS) (See Public Warning Support Annex).

2. Major Incident Activation Mode (ICS Type 3 Incident). A major incident, as defined in Tab A, can result in a limited activation of the EOC. The main rationale for doing this revolves around the value of forming a central venue that enables senior managers from those departments engaged in the response to gain a more complete and interdepartmental perspective of the incident, to include its collateral and larger impact on the City and its population. Given the benefit of this broader insight, they can jointly apply and share their subject matter expertise to ensure there is a unified City effort to mutually resolve the incident in the most efficient manner and at the earliest time. More specifically, from the EOC they would be able to:

   - ☐ Monitor, exchange, and coordinate information about the effects and implications of imminent and pending events on the public and their respective and combined services and assets ("size-up" summaries);

   - ☐ Jointly formulate and coordinate strategic objectives, priorities and contingency options (Consolidated EOC Action Plan);

   - ☐ Identify, and as necessary, refer policy questions and executive decisions for resolution;

   - ☐ Identify and deal with resource and assistance needs;

- ☐ Pass appropriate advice and information to the department or support organization dispatch and or DOC.

Any department head, whose department becomes directly involved in the incident, the OEM Director, the Chief of Police, or the Mayor, can initiate this mode. EOC staffing levels vary and, at any particular time, can be adjusted by the EOC Director to fit the demands of the immediate situation. In this mode, representatives in the EOC, under the lead of the EOC Director, would have the authority to coordinate the use of all locally available resources, public and private.

Advisory notification of a Major Incident Activation would include the Mayor, City Council President, the Chief of Police, Fire Chief, appropriate Emergency Support Function Coordinators, and the King County Office of Emergency Management (OEM) and Washington State EMD Duty Officers. As in the previous mode, the most expedient means of communications available would be used for this purpose.

3. Disaster Activation Mode (ICS Type 2 Incident). A disaster as defined in Tab A would result in a major activation of the EOC, and applies to those situations that have escalated in seriousness to the level where there are mass casualties and/or substantial property and/or infrastructure damage, and where the Mayor's direct participation is necessary. The trigger for determining a Disaster Activation Mode would be the requirement for a Proclamation of "Civil Emergency".

   While the Emergency Management Director and the Chief of Police can initiate a Disaster Activation, only the Mayor, or Acting Mayor, can sign a declaration. Like the previous mode, representation in the EOC would be predicated on the demands of the situation, and would be managed accordingly, i.e., as the requirements of the crisis intensified, diminished, or reverted in focus from response to recovery.

   Notification shall be made, at the earliest practical time, to the Mayor, City Council President, Chief of Police, Fire Chief, Emergency Support Function Coordinators, and the King County OEM and Washington State EMD Duty Officers. As in the two previous modes, the most expedient means of communications available would be used for this purpose.

4. Catastrophe Activation Mode (ICS Type 1 Incident). A catastrophe as defined in Tab A would result in a major activation of the EOC, and is reserved for situations that exact devastating consequences on the health and welfare of the City's population. Any such event may further and likely cause severe disruptions to the City's social and economic structure, along with catastrophic damage to property and/or infrastructure. Fortunately such situations are rarely encountered, but such an activation mode would be appropriate for a pandemic, terrorist act, or Seattle Fault Earthquake or Subduction Zone Earthquake.

   The trigger for determining a Catastrophe Activation Mode would be the requirement for a Proclamation of "Civil Emergency", together with the immediate requirement to seek massive levels of outside resources.

   While the Emergency Management Director and the Chief of Police can initiate a Catastrophe Activation, only the Mayor, or Acting Mayor, can sign a declaration. Like the previous mode, representation in the EOC

would be predicated on the demands of the situation, and would be managed accordingly, i.e., as the requirements of the crisis intensified, diminished, or reverted in focus from response to recovery. Notification shall be made, at the earliest practical time, to the Mayor, City Council President, Chief of Police, Fire Chief, Emergency Support Function Coordinators, and the King County OEM and Washington State EMD Duty Officers. As in the three previous modes, the most expedient means of communications available would be used for this purpose.

The chart in Figure 29 is a quick reference guide that shows the escalating relationship of the foregoing four modes, and how they are implemented to include the corresponding initial staffing patterns for the first operational period.

Emergency Operations Center (EOC). Whenever the EOC is activated it becomes the City's central headquarters, or MACC, for exerting civil leadership over any major incident that imperils the safety and welfare of the public. Not unlike the purpose of the Mayor's Cabinet, the EOC serves as a steering and coordinating body for the Mayor and City department heads or their senior manager delegates. Within this specially organized and equipped venue, they are provided the means to jointly focus on issues requiring cross-input and decisions by the City's senior leadership and on making certain that the most effective use of all available resources is being applied (or redirected) to the highest priorities, as they emerge.

The official EOC mission statement reads as follows: "To provide a designated command center for the City's Executive and senior departmental leadership in a major emergency or disaster, so critical issues and resource needs that exceed available department capabilities or authority can be resolved. EOC intervention assures effective use and integration of all local resources, centrally coordinates public information, and supports departments in obtaining supplemental assistance to save lives, protect people and property, stabilize immediate dangers, and limit adversity. To complete the process and at the earliest practical time, the EOC initiates and leads a corporate recovery effort that seeks to restore the environment and all sectors of the community that endured significant damage and/or loss to a pre-disaster state of normalcy."

EOC Strategic Goals and Objectives. Based on situational demands, the following strategic goals may be established in any EOC activation:

- ☐ Personal safety of emergency responders and other City employees;
- ☐ Saving and protecting the greatest number of people at risk;
- ☐ Saving and protecting as many residential, business and industrial properties as possible;
- ☐ Saving and protecting as much vital infrastructure as possible;
- ☐ Restraining the spread of environmental damage;
- ☐ Minimizing human hardship and economic interruptions.

Implementation of the City's strategic goals will take into consideration the following menu of baseline objectives, which will be addressed, amended, or added to as called for by the situation at hand:

- ☐ Determining if there is a need for exercising one or more of the Mayor's "emergency powers";

- ☐ Coordinating City-specific warning and emergency public information;
- ☐ Coordinating City damage assessment;
- ☐ Calculating emergency costs for referral by the Mayor to the City Council;
- ☐ Coordinating continuity of government and continuity of operations;
- ☐ Overseeing the effective use and allocation of available local resources;
- ☐ Determining specific requirements that are vital but beyond the City's means to acquire, and referring such needs to the state EOC for supplemental assistance;
- ☐ Orchestrating recovery, including the development of a City Disaster Recovery Plan.

At the beginning of each operational period objectives will be assigned by the EOC Director to the appropriate EOC Section Chief for implementation in the EOC Consolidated Action Plan.

EOC Organization. Mirroring the DMC, the EOC operates under the executive authority of Mayor and the operational command of the EOC Director. Using ICS as its management model, the EOC is organized into a Command Staff, a General Staff, and operational and support sections, branches, groups and units. The core of the EOC system relies on 14 functional modules called Emergency Support Functions (ESFs). Each ESF is administered by an ESF Coordinator.

Basic management practices, that are integral to the NIMS ICS and that will be adhered to in the EOC, are:

- ☐ Designated command and control facilities;
- ☐ Single command leadership structure;
- ☐ Unity of command;
- ☐ A modular organizational structure that can easily grow or shrink in size and capability to sustain established goals and objectives over the course of extended operations;
- ☐ The arrangement of ESFs into Sections for Operations, Plans, Logistics, and Finance;
- ☐ A span of control for each supervisory layer that ranges from three to seven subordinates, with five being the ideal;
- ☐ Management by objectives;
- ☐ Personnel and resource accountability;
- ☐ The use of comprehensive resource management;
- ☐ The use of common terminology across departments;
- ☐ The use of integrated communications across departments;
- ☐ Consolidated action planning;

☐ Information and intelligence management;

☐ Transfer of command.

The chart in Figure 30 depicts the entire EOC organizational structure. Only on the rarest of occasions, and only under the direst of circumstances, would it be conceivable to activate each and every element of the EOC organization at the same time. Instead, the organization is fashioned as a set of building blocks that, based on objectives established in the Consolidated EOC Action Plan, can be easily assembled (mobilized) or disassembled (demobilized) to support the workload for each operational period. Whenever EOC operations last longer than 12 hours (referred to as extended operations), there will be more than one operational period.

The chart in Figure 31 shows the primary and secondary relationships for City departments and external support organizations by annex, respectively.

For more detailed information on the command structure and operation of the EOC and its interaction with DOCs and other jurisdictions refer to the Direction and Control Support Annex.

Common Responsibilities for City Departments, Offices, and Commissions

For Mitigation:

☐ Perform periodic "hazard hunts" to identify unsafe conditions.

☐ As quickly as possible remediate safety hazards. For those that can't be cured immediately, find ways to isolate or lessen risks pending permanent resolution.

☐ Establish emergency backup locations for all critical functions, to include having necessary arrangements and procedures in place for making an orderly transition.

☐ Have emergency backup power for all critical systems. Critical electronic data and communication systems should also have uninterruptible power supplies (UPSs), surge-protection, and be connected to "clean" AC power circuits.

☐ Have critical equipment dispersed.

☐ Have remote "hot sites" for the City's Computer Center mainframe, in addition to having alternate "mirrored" server sites and redundant hardwire pathways for critical local and wide area networks.

☐ Proactively seek grant opportunities for mitigation projects and programs.

☐ Have provisions in place for safeguarding and backing up vital records, and for regularly updating duplicate copies.

☐ Ensure there are adequate warning systems and procedures in place to quickly determine threats in City facilities, and to alert occupants.

For Prevention:

☐ Ensure employees remain vigilant for suspicious activity, vehicles, packages and

people, and are prepared to report such observations to their supervisor or 9-1-1.

☐ Periodically have employees review "bomb threat" protocol.

☐ Ensure employees periodically review security mail handling procedures, particularly those persons who are likely to receive mail from external city sources.

☐ Regularly check all entry and exit doors, especially those that provide access to sensitive or secure areas, to be certain that they are:

1. working properly,
2. adequately monitored and controlled, and
3. locked to prevent unauthorized access when no one is present or after the close of business.

☐ Regularly survey work areas to determine if there has been any evidence of tampering with security equipment, lights, equipment, or other interior fixtures or appliances.

☐ Regularly verify that security cameras and monitors are working properly.

☐ Conduct random security checks around the exterior of buildings and outer boundary perimeters (such as fence-lines); note and report any suspicious circumstances to supervisor or 9-1-1 immediately.

☐ Limit access to areas that do not require public accommodation.

☐ Ensure there are adequate safeguards in place to protect employees and clients; valuable property; cash and checks; computers, PDAs, discs, thumb drives, passwords, and servers; and important and proprietary records and documents.

☐ Department heads, and office and commission directors, will assure that risk management including security and prevention is given adequate emphasis and attention and that established procedures and practices are updated whenever necessary and strictly enforced.

☐ Department heads, and office and commission directors, will encourage all of their employees to get annual flu shots and any other primary care physician prescribed vaccinations and to have their families do the same.

For Preparedness:

☐ Ensure department emergency preparedness plans are kept current. At the very least, these plans <u>must</u>:

1. Type and define the department's exposures to serious life-safety threats and major service interruptions, along with likely intra- and inter-related and cascading impacts and conditions; making sure those systemic and interagency interconnectivities are sufficiently calculated and addressed. Each of these vulnerabilities should be examined and measured in terms of scalability; predicated on severity. (The Seattle Hazard Identification and Vulnerability Analysis can be helpful in this regard.)
2. Devise strategies, priorities, and role responsibilities for sustaining and surging essential services, which may have to contend with a variety of losses

and restrictions. As much as practical, plans must primarily rely on and employ operational and resource capabilities that have been physically hardened or otherwise safeguarded for survivability, either through internal means or with the aid of established external arrangements. Examples of considerations to take into account should directly relate to the City's Critical Infrastructure Protection Program, specifically those sites that have been pre-identified and inventoried in the Department of Homeland Security's Automated Critical Asset Management System (ACAMS). More specific direction is available through the SPD Critical Infrastructure and Disaster Planning Unit.

3. Detail the range and extent of actions and measures that can be applied for mitigation, prevention, preparedness, response, and recovery.

4. Address the strategy and means for handling limitations and shortfalls, expected and unexpected.

5. Be consistent with current and applicable City personnel rules, policies and labor contracts.

6. Be vetted with all key stakeholders before adoption.

See Continuity of Government (COG) and Continuity of Operations (COOP) Support Annex for COOP guidance, to include a generic COOP plan outline and content guide.

☐ Provide department employees with Individual and Family Preparedness Training.

☐ Stock adequate emergency supplies to support employees and visitors. This may be necessary to:

1. Conduct post-earthquake preliminary inspections, evacuations, rescues, CPR and first aid, and to safeguard property.

2. Shelter in-place for a HAZMAT contingency.

3. Temporarily sustain people if it would be unsafe to travel to other locations, e.g., mid-December 1990 "Arctic Express" snow and ice storm.

4. Effect a facility "lock-down" to protect employees, visitors and property from a security threat.

5. Sustain extended emergency operations.

6. Provide lift and carrier devices for the disabled or injured.

☐ Ensure employees assigned to perform specialized functions (such as floor wardens) maintain the proficiency to do so, including necessary certifications.

☐ Periodically test building warning systems and procedures to assure they remain functional.

☐ Participate in annual fire drill, which is required for all City high-rise buildings by Article 93 of the Seattle Fire Code.

☐ Participate in the City's annual disaster exercise.

☐ Ensure essential primary and backup personnel are identified and that emergency

call-out lists and procedures are kept current.

☐ Periodically conduct drills to test employee readiness to implement department emergency preparedness plan.

☐ Support appropriate ESF Coordinator in developing and carrying out the ESF portion of the annual Consolidated DMC Work Plan.

☐ Ensure EOC assigned personnel maintain their proficiency to perform assigned EOC duties.

☐ Ensure personnel assigned to support ESF-14 (Long-Term Community Recovery and Mitigation) fulfill training requirements established by the ESF-14 Coordinator and help maintain the ESF-14 Annex.

☐ Department Head will arrange to have the DMC briefed on all emergency management initiatives that would require approval in the budget process.

☐ Ensure adequate mutual aid and inter-local agreements are in place to support emergency requirements.

☐ Ensure adequate commercial contracts are in place to support emergency requirements for goods, services and commodities.

☐ Assist the ESF-7 Coordinator with ensuring that all equipment is inventoried and typed in accordance with NIMS requirements.

☐ Department heads and office and commission directors will ensure they identify employees that require NIMS training (See Training and Exercising Support Annex), and arrange for them to be trained consistent with guidance provided by FEMA's Incident Management Systems Integration Division and the City of Seattle NIMS Implementation Plan.

For Response:

☐ Department Head will ensure EOC assigned personnel remain ready and able to self-report to the EOC for emergency duty in an earthquake or terrorist attack and in all other hazards when notified by the appropriate ESF Coordinator or by Emergency Management staff acting for the EOC Director.

☐ Department Head will ensure department Public Information Officers (PIOs) remain ready and able to report to the EOC or to designated field locations when notified by the ESF-15 (External Affairs) Coordinator.

☐ Upon activation, EOC responders will work together within the organizational structure of the EOC to perform roles called for under Concept of Operations and the Direction and Control Support Annex.

☐ Department Head will ensure department is ready to perform all legally assigned emergency duties and is able to reconstitute essential functions or facilities that sustain human losses or material damage.

☐ When and as directed by the Mayor, Department Head will oversee the implementation of heightened security measures identified in the Warning Support Annex to counter any "high" or "serious" terrorism threat affecting the City. The establishment of such measures will be reported to the EOC.

For Recovery:

☐ Department Head will ensure department designated personnel are ready and able to assume ESF-14 assigned responsibilities when requested by the ESF-14 Coordinator.

☐ Department Head will provide the Department of Executive Administration Director a summary accounting of all authenticated emergency purchase orders.

Responsibilities of the Mayor and Executive Department Officials

1. Mayor is the promulgating authority for this plan.

2. Mayor appoints the interdepartmental membership of the Disaster Management Committee (DMC), which additionally includes the Mayor's Chief of Departmental Operations and Communications Director.

3. As submitted by the DMC Chairman, the Mayor reviews recommendations for improving the readiness and response capabilities of the City, including the annual Consolidated Work Plan of the DMC. It is up to the Mayor to approve, direct modifications be made, or reject such plan.

4. Mayor 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.

5. Mayor submits accepted grant applications for improving the City's emergency management program to City Council for approval.

6. Whenever the EOC is activated, the Mayor assumes command as the City's Chief Executive and functions as noted under Concept of Operations and the Direction and Control Support Annex. As long as 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.

7. To facilitate clear and timely communications between the Mayor and City Council, the Mayor determines when it is appropriate to implement the Communications Plan for Council-Mayor Emergency Planning and Response. This protocol obliges the Mayor or those delegated by him to:

   a. Keep 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.

   b. Arrange for the Council to receive periodic briefings on the planning by any City department, or departments, to host or support a major event.

c. Primarily through the Council Relations Liaison, keep the Council President or Pro-Tem advised of the circumstances surrounding any imminent or emergent situation that would 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 declare a "Civil Emergency", issue executive orders, and when possible to terminate the "Civil Emergency".

d. Mayor submits all proclamations and related executive orders, including those for exercising "emergency powers"[6] and for ordering the use outside services, equipment, commandeered property[7], gifts, grants, and loans, and for dispensing with normal purchasing practices[8] to the City Council for review and appropriate legislation.

8. The Communications Director:

   a. Serves as the ESF-15 (Public Information) Coordinator.

   b. Oversees maintenance of the ESF-15 Annex.

   c. Works with the Joint Information Center (JIC) Group to develop and implement the ESF-15 portion of the Consolidated DMC Work Plan.

   d. Whenever necessary in an EOC activation:

      - Takes the lead in deciding how the City government will deliver Emergency Public Information.

      - Directs the mobilization of the Seattle JIC, and oversees the administration of public information roles described in the ESF-15 Annex.

9. Whenever requested by the Mayor in an EOC activation, the Deputy Mayor, Chief of Departmental Operations, Senior Policy Advisors and other Executive Department officials (such as the Directors for the Offices of Intergovernmental Relations, Economic Development, Sustainability and Environment) may assist the Mayor with:

   a. Public policy and strategy.

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[6] Refer to Chapter 12A.26 and Section 10.02.020, Seattle Municipal Code.

[7] Once the Governor has proclaimed a "State of Emergency", the Mayor may "…command the service and equipment of as many citizens as the Mayor considers necessary. Citizens so commandeered shall be entitled during the period of such service to all privileges, benefits and immunities as are provided by RCW Chapter 38.52, Section 110(2) and federal and state civil defense regulations for registered civil defense or emergency service workers." (Excerpt from Section 10.02.040B, Seattle Municipal Code)

[8] In a declared "Civil Emergency" the Mayor may, if time is vital to saving lives and reducing property damage or hardship, order departments to dispense with normal purchasing practices that unduly postpone the receipt of required equipment, supplies or services, except those that are constitutionally mandated. (Summarized from Section 10.02.030, Seattle Municipal Code)

b. Interactions with the City Council.

c. Interactions with elected officials in other jurisdictions.

10. When requested by the ESF-6 (Human Services) Coordinator in an EOC activation, a senior manager from the Office of Housing provides support to ESF-6.

11. When requested by the ESF-14 Coordinator in an EOC activation, the Director of Communications, in addition to Directors and designated senior staffers from the Offices of Policy and Management, Sustainability & Environment, Housing, Intergovernmental Relations, and Economic Development will provide support to ESF-14.

Responsibilities of the City Council

1. In the event of incapacitation or absence of the Mayor from the City, the Council President will serve as Acting Mayor. If the Council President cannot assume the role of Acting Mayor, the Council President Pro-Tem is to serve in that position.

2. Council President or Pro Tem will receive briefings arranged by the Mayor on City planning for scheduled major events and inform other Council members.

3. Whenever the City is faced with an imminent or emergent situation that would require the activation of the EOC, the Council President or Pro Tem will, after receiving a briefing from the Mayor or his designated representative, convey the details to the other members of the City Council. The Council President or Pro Tem will similarly keep 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. Council acts on all proclamations and executive orders issued by the Mayor.

5. Council reviews emergency expenditures, and makes the decision on authorization of payment.

6. Council determines the funding source for authorized emergency expenditures.

7. Council acts on all substantive revisions to the Disaster Readiness and Response Plan that are submitted for review and approval by the Mayor.

8. Council 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.

9. Council reviews all grant requests for the City's emergency management program, and makes the decision on authorizing their submission. If funds or in-kind support are subsequently awarded, the Council makes the decision on acceptance.

Responsibilities of the Municipal Court

1. As much as feasible given the conditions that exist and the sustainability of court facilities and staffing:

   a. The court will be available to release through recognizance and/or arraign offenders arrested during the emergency or disaster.

   b. The court will maintain current criminal and civil dockets.

2. Should this not be the case, the court will reconstitute and resume interrupted services as conditions and resources permit.

Responsibilities of the City Attorney

1. When requested by the EOC Director for an EOC activation, or in a self-reporting activation event, the City Attorney will -- based on the nature of the emergency or disaster -- provide civil or criminal attorneys to advise and support the Mayor and the EOC Director. Those attorneys will:

   a. Supervise the drafting of all proclamations and executive orders.

   b. Review all actions contemplated in the EOC Consolidated Action Plan, to ensure that any measures devised to remediate those hazards and threats caused by the disaster do not expose the City to litigious civil action and claims.

   c. Aid the EOC Director in briefing the Mayor on legal issues.

   d. Assist the Mayor in briefing the City Council on legal issues.

2. Will provide for a legal review of the Seattle Disaster Readiness and Response Plan whenever significant and substantive changes are proposed for adoption, and as requested by the OEM Director.

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Responsibilities for City Agencies and Support Organizations, as they relate to discreet functions assigned to ESF annexes

EMERGENCY SUPPORT FUNCTION-1, TRANSPORTATION

ORGANIZATION	FUNCTIONS
Seattle Department of Transportation (SDOT)	✓ Lead ESF, and be responsible for maintaining the ESF-1 Annex. ✓ Designate a Primary and 1st and 2nd Alternate ESF-1 Coordinator. ✓ In conjunction with ESFs-3 and 12, designate a Primary and 1st and 2nd Alternate Public Works Branch Director. ✓ As necessary and as a subcomponent of the EOC Public Works Branch, be prepared to designate a Transportation Group Supervisor and alternates. ✓ Act as "lead agency" for snow, ice and hail storms; wind storms; and volcanic eruption, and in such events provide the EOC Operations Section Chief. ✓ In accordance with the Snow and Ice Response Plan, declare a snow emergency and designate the use of emergency snow routes. ✓ 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. ✓ 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 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 for critical infrastructure and services. ✓ Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF-15 Supervisor, and the Plans 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. ✓ Ensure the Resource Support Operations 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.
Seattle Public Utilities	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Seattle Transportation Department within the following parameters: ✓ Based on needs identified by the Seattle Transportation Department as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
Seattle City Light	
Seattle Department of Planning and Development	
Seattle Parks Department	
Seattle Police Department	
Seattle Fire Department	
Washington Department of Transportation	
Washington State Patrol	
King County Department of Transportation	
King County Metro, Transit Division	
Federal Highway Administration	

EMERGENCY SUPPORT FUNCTION-2, COMMUNICATONS

ORGANIZATION	FUNCTIONS
Department of Information Technology	✓ Lead ESF, and be responsible for maintaining the ESF-2 Annex. ✓ Designate a Primary and 1st and 2nd Alternate ESF-2 Coordinator. ✓ Establish and staff the Telecommunications Unit in the Logistics Section in the EOC. Designate a Primary and 1st and 2nd Alternate Unit Leader. ✓ As necessary, perform damage assessment and trouble-shooting of City telecommunication systems and networks. ✓ Assume the role of "lead agency" for cyber terrorism, and in such events provide the EOC Operations Section Chief. ✓ As quickly as possible restore interrupted City owned or leased telecommunication systems. ✓ If necessary establish priorities for use of operable systems, e.g., 800 MHz radios. ✓ If necessary establish priorities for network restorations, e.g., critical public safety emergency systems would normally be 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 that have been identified by the Information Technology Operations Center (ITOC) and that have exceeded the Department of Information Technology's ability to acquire are referred to the Resource Support Operations Center. ✓ Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.
Seattle City Light Information Services Division	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Department of Information Technology (DoIT) within the following parameters:
Seattle Fire Department Information Technology Unit	

Seattle Police Department Information Technology Unit	✓ Based on needs identified by the DoIT as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
Seattle Public Utilities Information Technology Division	
Seattle Auxiliary Communications Service	

EMERGENCY SUPPORT FUNCTION-3, PUBLIC WORKS AND ENGINEERING

ORGANIZATION	FUNCTIONS
Seattle Public Utilities	✓ Lead ESF, and be responsible for maintaining the ESF-3 Annex. ✓ Provide the 1st Alternate Public Works Branch Director in the EOC. ✓ As necessary and as a subcomponent of the EOC Public Works Branch, be prepared to designate a Utilities and Engineering Group Supervisor and alternates. ✓ Act as the "lead agency" for slides, subsidence, water contamination, flooding, and dam breaks at Seattle Public Utilities owned dams. In such events will provide the EOC Operations Section Chief. ✓ Determine when it becomes necessary to activate the Seattle Public Utilities Response Operations Center and Support Organization DOCs. ✓ In coordination with the Mayor's Director of Communications, determine when it becomes necessary to activate the Emergency Resource Center. ✓ Together with the Seattle Parks and Recreation Department and the Department of Planning and Development, determine slide danger areas, and oversee the direction, management and cordoning off slope stabilization efforts. ✓ Conduct damage assessment of City's water (treatment plants, reservoirs, mains and feeders), sanitary sewers and storm drain systems, and solid waste facilities. ✓ Oversee with the assistance of other departments as necessary the remediation, repair and restoration of damaged systems, or the release of chlorine or sodium hypo-chlorite. ✓ As necessary, distribute or arrange for the distribution of potable water. ✓ As necessary, provide the community with sandbags. ✓ Principally through the Department of Planning and Development provide for building inspections; as necessary, post warning placards and set up barricades. With the help of the Seattle Police Department, regulate access; and with the help of Seattle City Light and Puget Sound Energy, shut off power and gas utilities. ✓ Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF-15 Supervisor, and the Plans Section Chief. ✓ 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 and Department of Planning and Development, institute emergency conservation measures of open spaces, such as shorelines and riparian buffer zones, and landslide-prone hillsides.

	✓ Support the Seattle Fire Department as necessary to maintain water pressure for firefighting. ✓ Ensure the Resource Support Operations 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.
Seattle Parks and Recreation Department	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Seattle Public Utilities Department within the following parameters: ✓ Based on needs identified by the Seattle Public Utilities Department as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
Seattle Department of Planning and Development	
US Army Corps of Engineers, Seattle District	
King County Solid Waste Department	
King County Department of Natural Resources	

EMEGENCY SUPPORT FUNCTION-4, FIREFIGHTING

ORGANIZATION	FUNCTIONS
Seattle Fire Department	✓ Lead ESF, and be responsible for maintaining the ESF-4 Annex. ✓ Provide for the leadership and 3 deep staffing of the Firefighting Branch in the EOC. ✓ Act as the "lead agency" for major fires (including structural, brush and marine fires), air crashes, mass casualty incidents and earthquakes, and in such events provide the EOC Operations Section Chief. ✓ Determine when it becomes necessary to activate the Resource Management Center. ✓ Determine when it becomes necessary to request activation of the State Fire Mobilization Plan. ✓ Oversee and gather the results of windshield damage surveys in the immediate aftermath of an earthquake or major windstorm. ✓ Support paramedic treatment and transport, and implement the Mass Casualty Plan as required. ✓ 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 Plans Section Chief. ✓ As necessary support the conduct of arson investigations. ✓ Ensure the Resource Support Operations 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.
Mutual aid Fire Departments in King County	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Seattle Fire Department within the following parameters: ✓ Based on needs identified by the Seattle Fire Department as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.

EMERGENCY SUPPORT FUNCTION-5, EMERGENCY MANAGEMENT

ORGANIZATION	FUNCTIONS
Seattle Office of Emergency Management	✓ Lead ESF, and be responsible for maintaining the ESF-5 Annex. ✓ Lead the City's Disaster Management Committee (DMC), and develop the Annual DMC Work Program for the Mayor's approval. ✓ Oversee the maintenance of the Seattle Disaster Readiness and Response Plan, and administer the updating and approval process. ✓ Maintain and coordinate the OEM 5 Year Strategic Plan. ✓ Maintain the Seattle Hazard Identification and Vulnerability Analysis document. ✓ Maintain 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. ✓ Provide the Primary and 1st Alternate EOC Directors, and as necessary the Primary and 1st Alternate Operations Section Chiefs, in an activation. ✓ Lead and staff the EOC Plans Section in all EOC activations, including the EOC Warning and Communications Center. ✓ Lead the City's emergency management programs, such as Disaster Resistant Businesses and Seattle Neighborhoods Actively Prepare programs. ✓ Discharge responsibilities assigned in the Basic Plan; ESF-5, and Support and Incident Annexes.
Seattle Public Utilities	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Seattle Office of Emergency Management within the following parameters: ✓ Based on needs identified by the Seattle Office of Emergency Management as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
Department of Information Technology	
Seattle Auxiliary Communications Service	
Amateur Radio Emergency Services Medical Services Team	
Department of Finance	
Department of Planning and Development	
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	

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EMERGENCY SUPPORT FUNCTION-6, MASS CARE, HOUSING AND HUMAN SERVICES

ORGANIZATION	FUNCTIONS
Department of Human Services	✓ Lead ESF, and be responsible for maintaining the ESF-6 Annex. ✓ Provide for the leadership and staffing of the Human Services Branch in the EOC. ✓ Determine when it becomes necessary to activate the Human Services Operations Center. ✓ As needed, activate City shelters and oversee their operation to include the provision of mass care, mass feeding, health and hygiene services, counseling and social services. Establish the capacity to accommodate special needs populations, including people who require service dogs and are not conversant in English. ✓ If sick, injured, or seriously disabled or impaired persons present themselves at shelters, arrange for their transport to appropriate medical facilities. ✓ As needed, request the EOC Logistics Section to assist with transportation and equipment needs. (Special caches are available for this purpose.) This may also include support for donations management. ✓ As needed, request the Seattle Police Department to assist with security. ✓ As needed, request the Seattle Public Utilities to assist with the delivery of potable water, sanitation, and waste removal. ✓ Determine the need to establish animal care shelters with the direct help of the Department of Executive Administration (Animal Control and local veterinarians). ✓ Be prepared to expand operations if Seattle is used as a reception and mass care center for evacuees from locations outside the City. ✓ Arrange for interpreter services as needed. ✓ Ensure the Resource Support Operations 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.
Seattle Center	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Department of Human Services within the following parameters: ✓ Based on needs identified by the Department of Human Services as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
American Red Cross	
Seattle School District	
Seattle Public Library	
Department of Neighborhoods	
Department of Executive Administration	
Salvation Army	
Seattle Housing Authority	
Office of Housing	

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Public Health – Seattle and King County	
Crisis Clinic	
United Way	
King County Community and Human Services	
Fleets and Facilities Department	
Seattle Police Department	
Seattle Public Utilities	
Department of Planning and Development	

EMERGENCY SUPPORT FUNCTION-7, RESOURCE SUPPORT

ORGANIZATION	FUNCTIONS
Fleets and Facilities Department	✓ Lead ESF, and be responsible for maintaining the ESF-7 Annex. ✓ Provide the Primary, and 1st and 2nd Alternate EOC Logistic Section Chiefs in an EOC activation. ✓ Determine when it becomes necessary to activate the Resource Support Operations Center (RSOC). ✓ Oversee the provision of logistical support, services and registered "emergency worker" volunteers to City departments whenever such needs exceed the requesting department's capacity or purview. ✓ As needed, establish, administer, and support the provisioning of "Emergency Volunteer Centers". ✓ Advise the EOC Director and Plans 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. ✓ Direct and track the arrival and reception of supplemental resources that are made available through the State EOC, federal government, or private donors. ✓ With input of other City departments and through the Department of Executive Administration, 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. ✓ 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, and helipads. ✓ Animal Control will work with local veterinarians to maintain the capacity to temporarily board and care for domestic pets. They will additionally, and within available means, provide the Seattle Fire Department with assistance in rescuing trapped pets, transporting those that may be injured to pet hospitals, and collecting and disposing of pet remains not claimed by owners. ✓ Provide consumer information to help avoid price gouging, and to advise consumers where and how to register complaints. Investigate or make referrals as necessary. ✓ Provide claims adjusters as necessary. ✓ 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.
Department of Executive Administration	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Fleets and Facilities Department within the following parameters: ✓ Based on needs identified by the Fleets and Facilities Department as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
Department of Information Technology	
Department of Personnel	
Seattle School District	
Seattle Community Colleges	
Port of Seattle	
Washington State Ferries	
Burlington Northern Railroad	
King County Department of Transportation	

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EMERGENCY SUPPORT FUNCTION-8, PUBLIC HEALTH AND MEDICAL SERVICES

ORGANIZATION	FUNCTIONS
Public Health – Seattle and King County	✓ Lead ESF, and be responsible for maintaining the ESF-8 Annex. ✓ Provide for the leadership and staffing of the Public Health and Medical Services Branch in the EOC. ✓ Determine when it becomes necessary to activate the Public Health EOC. ✓ Public Health Director will determine the need to declare a "Health Emergency", and the coordination of such with the Washington State Health Department. ✓ In all declared "Health Emergencies", oversee and give direction for the emergency utilization of hospitals, clinics, health care centers, and critical care facilities. ✓ As necessary, provide for disease prevention and control in humans in addition to animal and plant disease control, and pest control. ✓ As necessary, conduct environmental and health inspections, to include threats to the food supply or from other hazardous substances (e.g., carbon monoxide poisoning, radiation, etc.) affecting the community's health. ✓ As necessary, conduct laboratory analysis of epidemiological specimens and hazardous substances. ✓ As called for, provide for medical examiner investigations. ✓ In mass fatality incidents arrange for the set up and operation of temporary morgue facilities, to include the identification and disposition of deceased and the recording of vital statistics. ✓ As necessary, organize and arrange support from mental health professionals, pharmaceutical suppliers, Puget Sound Blood Center, and Poison Control Center. ✓ Determine the need and priorities for referring logistical requirements for local hospitals, clinics, health care centers, and critical care facilities to the EOC Logistics Section. ✓ Coordinate public health warnings and advisories with the Mayor's Director of Communications before release. Such messaging should as much as possible take a proactive approach to minimize the chances of the public taking actions that would be harmful to their wellbeing, e.g., not properly ventilating emergency generators or consuming food that has spoiled. ✓ Coordinate Public Health EOC requests for supplemental assistance with the EOC Logistics Section and Plans Section Chiefs. ✓ Coordinate Public Health EOC requests for security or logistical support with the arrival and set up of federal teams (Disaster Medical Assistant Teams and Disaster Mortuary Teams) and the distribution of pharmaceuticals.

	✓ Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.
Region 6 Hospitals – Seattle and King County	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Public Health – Seattle and King County within the following parameters: ✓ Based on needs identified by Public Health – Seattle and King County as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
Public and Private Medical Services Providers	
American Red Cross	
King County Department of Community and Human Services	
King County Department of Natural Resources and Parks	
King County Department of Transportation	
King County Fire Chiefs Association	
King County Office of Emergency Management	
King County Sheriffs Office	
King County Law Enforcement Agencies	
Puget Sound Blood Center	
Seattle Office of Emergency Management	
Seattle Human Services Department	
Washington State Hospital Association	
Washington State Poison Control Center	

EMERGENCY SUPPORT FUNCTION-9, SEARCH AND RESCUE

ORGANIZATION	FUNCTIONS
Seattle Fire Department	✓ Lead ESF, and be responsible for maintaining the ESF-9 Annex. ✓ Provide for the leadership and staffing of the Firefighting Branch in the EOC. ✓ Act as the "lead agency" for air crashes, mass casualty incidents, structural collapses and earthquakes, and in such events provide the EOC Operations Section Chief. ✓ Determine when it becomes necessary to activate the Resource Management Center. ✓ Coordinate draft warning messages with the EOC Director, Mayor's Director of Communications, ESF-15 Supervisor, and the Plans Section Chief. ✓ Determine when it becomes necessary to request activation of the State Fire Mobilization Plan; so advise the EOC Director and the Plans Section Chief. ✓ Support all technical, confined space, and high angle rescue operations, regardless of causation. ✓ Advise the EOC Director and EOC Plans Section Chief when a request needs to be made to ask for Federal assistance through the National Urban Search and Rescue Response System (NUS&RRS). ✓ Determine, and as necessary coordinate, arrangements to receive, stage, deploy, and sustain NUS&RRS teams. ✓ Provide necessary support in demobilizing and arranging for the return of NUS&RRS teams. ✓ Ensure the Resource Support Operations 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.
Seattle Police Department	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Seattle Fire Department within the following parameters: ✓ Based on needs identified by the Seattle Fire Department as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
Public Health – Seattle and King County	
Seattle Public Utilities	
King County Office of Emergency Management	
Pierce County Office of Emergency Management	
Washington State Emergency Management Division	
Federal Emergency Management Agency	

EMERGENCY SUPPORT FUNCTION-10, OIL AND HAZARDOUS MATERIALS RESPONSE

ORGANIZATION	FUNCTIONS
Seattle Fire Department	✓ Lead ESF, and be responsible for maintaining the ESF-10 Annex. ✓ Maintain the City's Local Emergency Planning Committee (LEPC) Plan, and lead the activities of the LEPC. ✓ Provide for the leadership and staffing of the Firefighting Branch in the EOC. ✓ Act as the "lead agency" for all hazardous materials releases, and in such events provide the EOC Operations Section Chief. ✓ Determine when it becomes necessary to activate the Resource Management Center (RMC). ✓ Determine when it becomes necessary to request activation of the State Fire Mobilization Plan; so advise the EOC Director and Plans Section Chief. ✓ Within the City oversee the direction, management, and support all hazardous materials (HAZMAT) response operations. ✓ Keep the EOC Operations and Plans 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 Plans Section Chief. ✓ Advise the EOC Director and EOC Plans Section Chief 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 couple of hours, seek assistance from the OEM Staff Duty Officer or 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 Resource Support Operations 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.
Seattle Police Department	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Seattle Fire Department within the following parameters:
Public Health – Seattle and King County	

Seattle Public Utilities	✓ Based on needs identified by the Seattle Fire Department as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
King County Office of Emergency Management	
Pierce County Department of Emergency Management	
Washington State Emergency Management Division	

EMERGENCY SUPPORT FUNCTION-12, ENERGY

ORGANIZATION	FUNCTIONS
Seattle City Light	✓ Lead ESF, and be responsible for maintaining the ESF-12 Annex. ✓ Provide the 2nd Alternate Public Works Branch Director in the EOC. ✓ Act as the "lead agency" for power failures and breeches, breaks, or dangerous over-spilling at Seattle City Light owned dams. Will provide the EOC Operations Section Chief in such events that directly affect the City and its residents. ✓ Conduct damage assessment of City's power system and service areas, to 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. ✓ Restore power outages, or in the interim if the outage(s) is/are going to last for extended periods, assist critical facilities and critical care centers with priority restoration, or emergency generators if they don't have one. The EOC Logistics Section is available to help acquire, and arrange for delivery and installation of generators, in addition to resupply of diesel fuel. ✓ Coordinate power restoration priorities with the EOC Director, Operations, Logistics and Plans 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 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 Resource Support Operations 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.
Seattle Steam	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Seattle City Light within the following parameters:
Seattle Police Department	
Seattle Fire Department	
Department of	

Human Services	✓ Based on needs identified by Seattle City Light as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
Public Health – Seattle and King County	
Harborview Medical Center	
Fleets and Facilities Department	
Puget Sound Energy	
Snohomish Public Utilities District	
Seattle Public Utilities	
Seattle Department of Transportation	
Bonneville Power Administration	

EMERGENCY SUPPORT FUNCTION-13, PUBLIC SAFETY AND SECURITY

ORGANIZATION	FUNCTIONS
Seattle Police Department	✓ Lead ESF, and be responsible for maintaining the ESF-13 Annex. ✓ Provide the Primary and 1st and 2nd Alternate Public Safety Branch Directors in the EOC. ✓ Act as the "lead agency" for civil disorders, bomb threats, and terrorism (see Terrorism Incident Annex); provide the EOC Operations Section Chief in such events. ✓ Act as the City lead for prevention (within the scope of the definition given on page 15), to include educating public and private sectors, aiding with security audits as resources permit, and conducting criminal intelligence and investigations to deter, preempt or interdict criminal activity, and to apprehend lawbreakers. ✓ Determine when it becomes necessary to activate the Seattle Police Operations Center. ✓ Have Precincts conduct windshield damage survey in the immediate aftermath of an earthquake. ✓ Should looting be a concern, have Precincts conduct "emphasis patrols". ✓ Assist the Seattle Department of Transportation in securing and preventing unauthorized access to damaged or impassable roadway structures. ✓ Assist the Seattle Public Utilities 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. ✓ For incidents involving a criminal act, conduct crime scene investigations. ✓ 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 Metro Transit. Depending on the location of the incident Burlington Northern and Washington State Ferries may also need to be alerted. ✓ Provide for and manage harbor patrol, water rescues, and underwater search, rescue and recovery operations. ✓ Determine warning messages that need to be communicated to the media and public, and coordinate drafts with the Mayor's Director of Communications, the EOC Director, and the EOC Plans Section Chief. ✓ Given the availability of officers, give assistance to the ESF-6 Coordinator in arranging for shelter security when required and requested.

	✓ Coordinate with the Resource Support Operations Center if active, or the EOC Logistics Section Chief if not, for requests for critical logistical support and services that are beyond the capacity or purview of the Seattle Police Department to obtain on its own. ✓ Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.
Department of Information Technology	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Seattle Police Department within the following parameters: ✓ Based on needs identified by the Seattle Police Department as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
Fleets and Facilities Department	
Seattle Fire Department	
Seattle Department of Transportation	
Mutual Aid Police Agencies	
Washington State Patrol	
FBI, Seattle Field Office	

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EMERGENCY SUPPORT FUNCTION-14, LONG-TERM COMMUNITY RECOVERY AND MITIGATION

ORGANIZATION	FUNCTIONS
Department of Finance	✓ Lead ESF, and be responsible for maintaining the ESF-14 Annex. ✓ Provide the Primary and 1st and 2nd Alternate EOC Finance Section Chiefs. ✓ Establish and maintain a trained City organization capable of mobilizing all necessary resources to conduct and compile an "Initial Damage Assessment" and "Supplemental Justification", and that can effectively interface with the state and federal government officials in completing a timely "Preliminary Damage Assessment". ✓ In each Presidentially Declared Disaster, Incident of National Significance or Emergency, develop and administer a City Recovery Plan to match the range of needs for restoring the community (and any societal disruptions), government, economy, and environment to a pre-disaster state of normalcy. Such planning, to include the resultant administration of all necessary actions and measures, will conform with polices and procedures prescribed for the Interdepartmental Recovery Team in the ESF-14 Annex. ✓ Designate the City's Applicant Agent. ✓ Use the opportunities that present themselves in the recovery phase to mitigate chronic hazards, and to seek grants for this purpose. ✓ Through an After Action Report make recommendations to the Mayor and City Council for changes in policy and/or law that would in the future better protect the City's population, government, infrastructure, economy, environment and natural resources. The intent of such changes is to either eliminate a danger from reoccurring, or to lessen the most serious effects. ✓ Comply with guidance given in this Plan's Support Annexes and perform duties as assigned in the Incident Annexes.
Seattle Office of Emergency Management	All organizations listed in the left hand column are considered Support Organizations. Each will assist the Department of Finance within the following parameters: ✓ Based on needs identified by the Department of Finance as the ESF Coordinator; ✓ Based on available capabilities at the time of the emergency or event; ✓ Based on the laws and agreements governing their support and use of assets.
Seattle City Light	
Office of Economic Development	
Department of Executive Administration	
Fleets and Facilities Department	
Office of Housing	
Department of	

Human Services	
Department of Information Technology	
Office of Intergovernmental Relations	
Office of Sustainability and Environment	
Law Department	
Seattle Public Library	
Department of Neighborhoods	
Department of Parks and Recreation	
Department of Planning and Development	
Seattle Public Utilities	
Seattle Department of Transportation	
Seattle Fire Department	
Seattle Police Department	
Office of Policy and Management	
Port of Seattle	
Seattle Public Schools	
Seattle Housing Authority	
University of Washington	
Seattle Community Colleges	
American Red Cross	
Salvation Army	
United Way	

EMERGENCY SUPPORT FUNCTION-15, EXTERNAL AFFAIRS

ORGANIZATION	FUNCTIONS
Mayor's Office	✓ Lead ESF, and be responsible for maintaining the ESF-15 Annex. ✓ Provide the Primary and 1st and 2nd Alternate Director's of Communication and ESF-15 Coordinator. ✓ 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 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, and media releases. ✓ Utilize the Citizens Service Bureau and the Emergency Resource Center, as needed, to manage the volume of telephone communications with the public. ✓ Coordinate with other jurisdiction JICs 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.
All City Public Information Officers	✓ Respond to the EOC when notified of an activation, or self-report in an earthquake or terrorist attack. ✓ Perform duties as assigned by the ESF-15 Coordinator in accordance with guidance set out in the ESF-15 Annex.

Ongoing Plan Management and Maintenance

Up to date plans are essential to the success of the City in managing any major emergency or disaster. To do this requires the ongoing attention of all City officials, to include the City's executive and senior leadership, especially as it is represented in the Disaster Management Committee (DMC). In this regard a special duty to lead applies to those DMC members designated as Emergency Support Function and Support and Incident Annex Coordinators.

Of utmost importance is the planning process itself. Every such effort allows the City's many stakeholders the opportunity to identify, examine, and jointly consider the scope and impact of recurring changes that alter and transform government, society, infrastructure, technology, and the environment. Likewise, the opportunity to study "best practices" (see the National Integration Center website) and to take a measured look at recommendations identified in city and other jurisdiction after action reports can give valuable perspective on successful practices and procedures, or conversely give insight into the background and reasons why some others failed.

The Seattle Municipal Code (SMC) in Chapter 10.02 prescribes that the City's Disaster Readiness and Response Plan "….shall be prepared and kept current under the direction of the Mayor". To comply with this requirement each Coordinator will meet regularly with their support organizations to identify any changes that need to occur in respective annex(es). If any such changes affect another annex in some manner or form, the appropriate Coordinator(s) will be advised and invited to share the proposed changes with their constituents, and to submit feedback and/or written comments or recommendations. It is further encouraged that each ESF Coordinator seeks the counsel of their assigned OEM Liaison in their review process. Moreover, and especially in keeping with the Mayor's goal of making Seattle the most prepared city in the country, any and all changes should have the intent of directly benefiting the public by improving the City's capacity to eliminate or better manage the potential disruptions, hardships, and dangers that can be imposed by the forces of nature or by a human act. Finally, at such point as collective judgments can be formed and committed to writing, those findings that have consensus shall be inserted as drafts (use the track change tool if possible) in those associated sections of the Plan that require revision(s) or addition(s).

As soon as this can be accomplished, a briefing of the changes to include the rationale that made them necessary will be scheduled as an agenda item for the full DMC. Once voted on and after receiving acceptance from a majority of DMC members present, the Coordinator will provide the DMC Chair with the appropriate number of hard copies to match the distribution list in Tab D. The OEM will be responsible for distributing the page change(s).

At least every four years (consistent with requirements established in the City's Emergency Management Performance Grant with the Washington State Emergency Management Division), the entire Disaster Readiness and Response Plan will be reviewed by the DMC and updated as necessary to comply with Section 38.52.070 of the Revised Code of Washington (RCW). This involves a 9 step process that will normally proceed in the following order:

1. ESF Coordinators will work with their ESF members, and other ESF Coordinators as appropriate, to determine if there are revisions that need to be made. The ESF will jointly agree on any and all changes and incorporate those changes in the updated ESF Annex draft.

2. Support and Incident Annex Coordinators will use the same process as described for ESF Coordinators to incorporate any and all changes in an updated Support or Incident Annex draft.

3. The OEM will revise the Basic Plan as necessary. This will be done with the advice of ESF, Support, Incident Coordinators and other City and support

organization officials. Once there is general agreement, a Basic Plan draft will be prepared.

4. Under the lead of the DMC Chair all of the plan drafts will be reviewed by the entire DMC; when all changes are finalized and accepted, shall receive a DMC recommendation to submit to the Mayor.

5. All of the DMC accepted drafts will be combined in either Volume I or II, and submitted to the Law Department for review.

6. After the Law Department concurs with the revised language of the Plan, the DMC Chair will brief the Mayor, and if requested, the Cabinet.

7. After the Mayor is satisfied that the new Plan meets all of his/her goals and objectives, he/she will sign a Promulgation Letter and present the new Plan to the City Council for adoption by Resolution. Depending on the wishes of the Council, this may call for a presentation by the DMC Chair or other members of the Mayor's Office and the Law Department.

8. The Council will review the Plan and make a decision on adoption, which will be signified by Resolution.

9. Once steps 1-8 are complete, the DMC Chair will submit the Plan to the Washington State Emergency Management Division Director for verification of consistency with the Washington State Comprehensive Emergency Management Plan.

For official purposes (Refer to SMC 10.02.050), once the Plan is approved by the Council, "….the Mayor shall be authorized to exercise in accordance with such plans and programs the powers provided therein".

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TAB A

GLOSSARY OF KEY TERMS (Excerpted from the Department of Homeland Security National Incident Management System Manual, dated March 1, 2004)

For the purposes of the NIMS, the following common terms and definitions apply:

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 Federal, 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.

Area Command (Unified Area Command): 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 emergency operations center 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.

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.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

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.

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.

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 Operations Centers (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: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: 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 Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency 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.*

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.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Federal: Of or pertaining to the Federal Government of the United States of America.

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.

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.

Incident: An occurrence or event, natural or human-caused, that 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: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

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 construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. 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. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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.

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

Initial Response: Resources initially committed to an incident.

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.

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.

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).

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.

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—Federal, 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 Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

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: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of 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: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, 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 Federal, 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: A systematic construct mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental Organization: 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.

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.

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 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 and forums that provide interagency coordination for domestic incident management activities in a non-emergency 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.

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.

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: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

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

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 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.

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.

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.)

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

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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, setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

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

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include ortho-photo 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.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

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.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

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

Unified Command: 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, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

TAB B

LIST OF ACRONYMS

ALS - Advanced Life Support
DOC - Department Operations Center
EMAC - Emergency Management Assistance Compact
EOC - Emergency Operations Center
EOP - Emergency Operations Plan
FOG - Field Operations Guide
GIS - Geographic Information System
HAZMAT - Hazardous Material
HSPD-5 - Homeland Security Presidential Directive-5
IAP - Incident Action Plan
IC - Incident Commander
ICP - Incident Command Post
ICS - Incident Command System
IC or UC - Incident Command or Unified Command
IMT - Incident Management Team
JIS - Joint Information System
JIC - Joint Information Center
LNO - Liaison Officer
NDMS - National Disaster Medical System
NGO - Nongovernmental Organization
NIMS - National Incident Management System
NRP - National Response Plan
POLREP - Pollution Report
PIO - Public Information Officer
PVO - Private Voluntary Organizations
R&D - Research and Development
RESTAT - Resources Status
ROSS - Resource Ordering and Status System
SDO - Standards Development Organizations
SITREP - Situation Report
SO - Safety Officer
SOP - Standard Operating Procedure
UC - Unified Command
US&R - Urban Search and Rescue

TAB C – Figures: Maps, Diagrams, and Charts

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City Seattle org chart

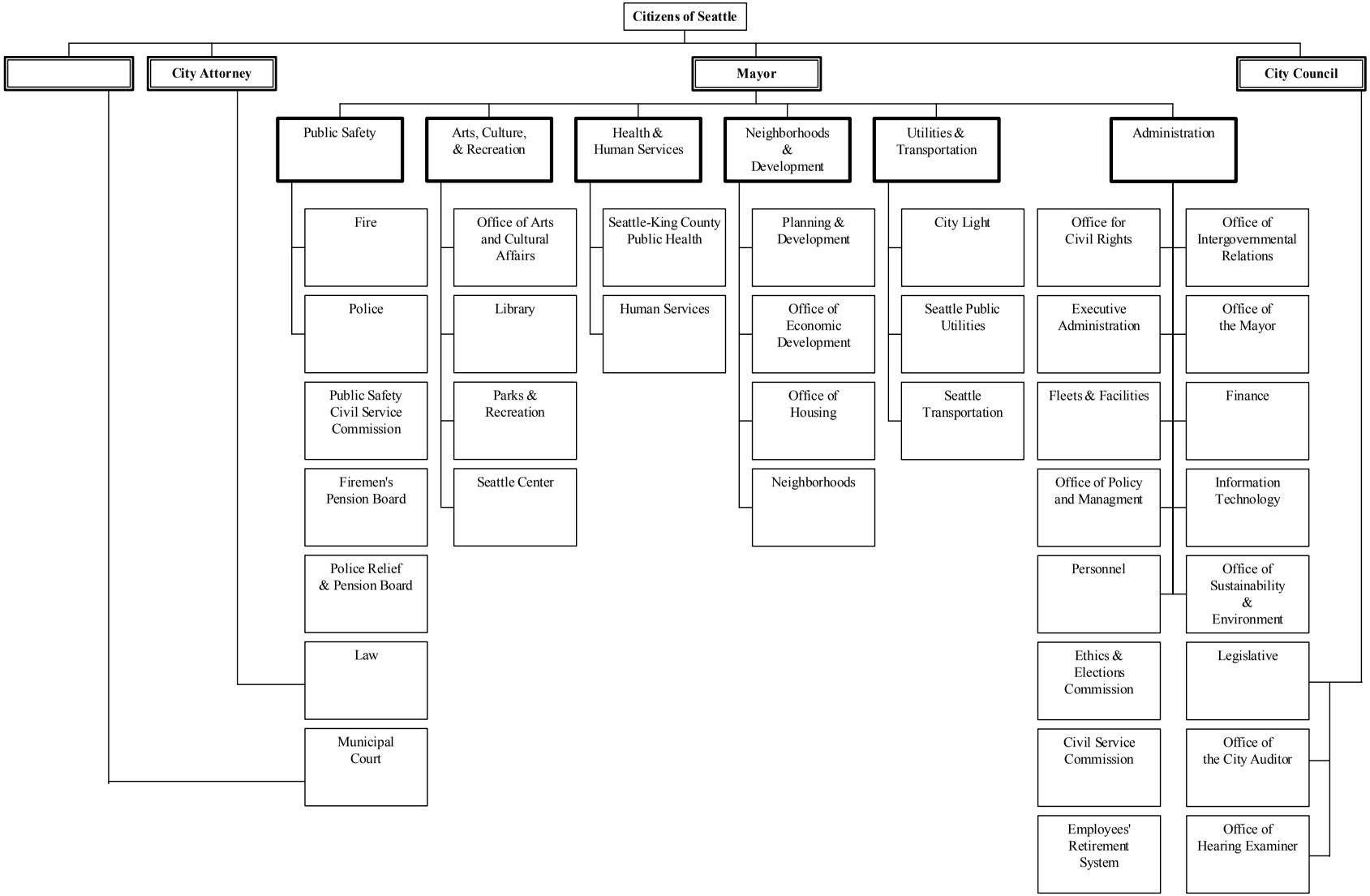

Figure 1, page 87

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New Executive Team Structure

Effective June 5, 2006

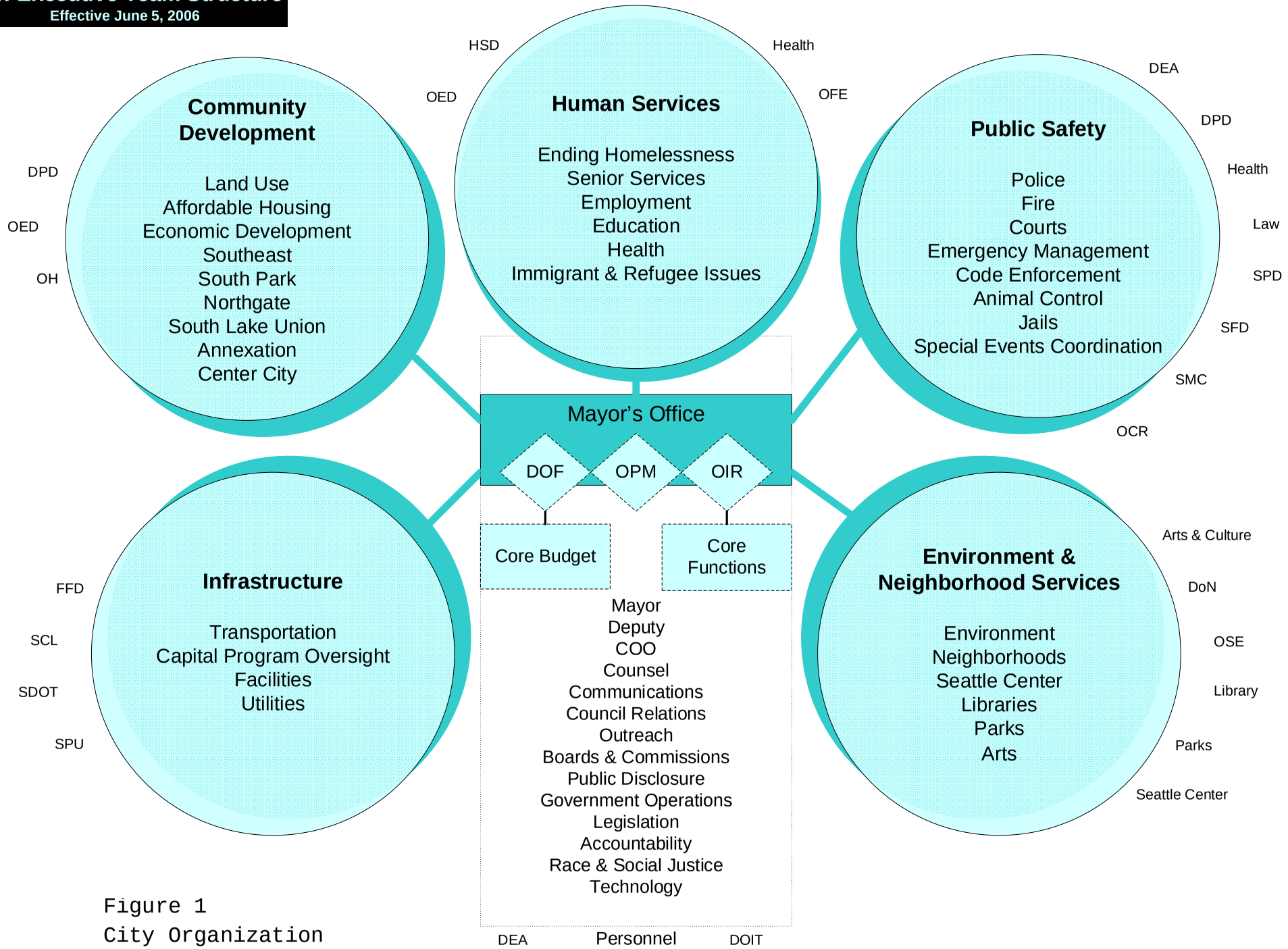

Figure 1
City Organization
Page 88

5/31/06

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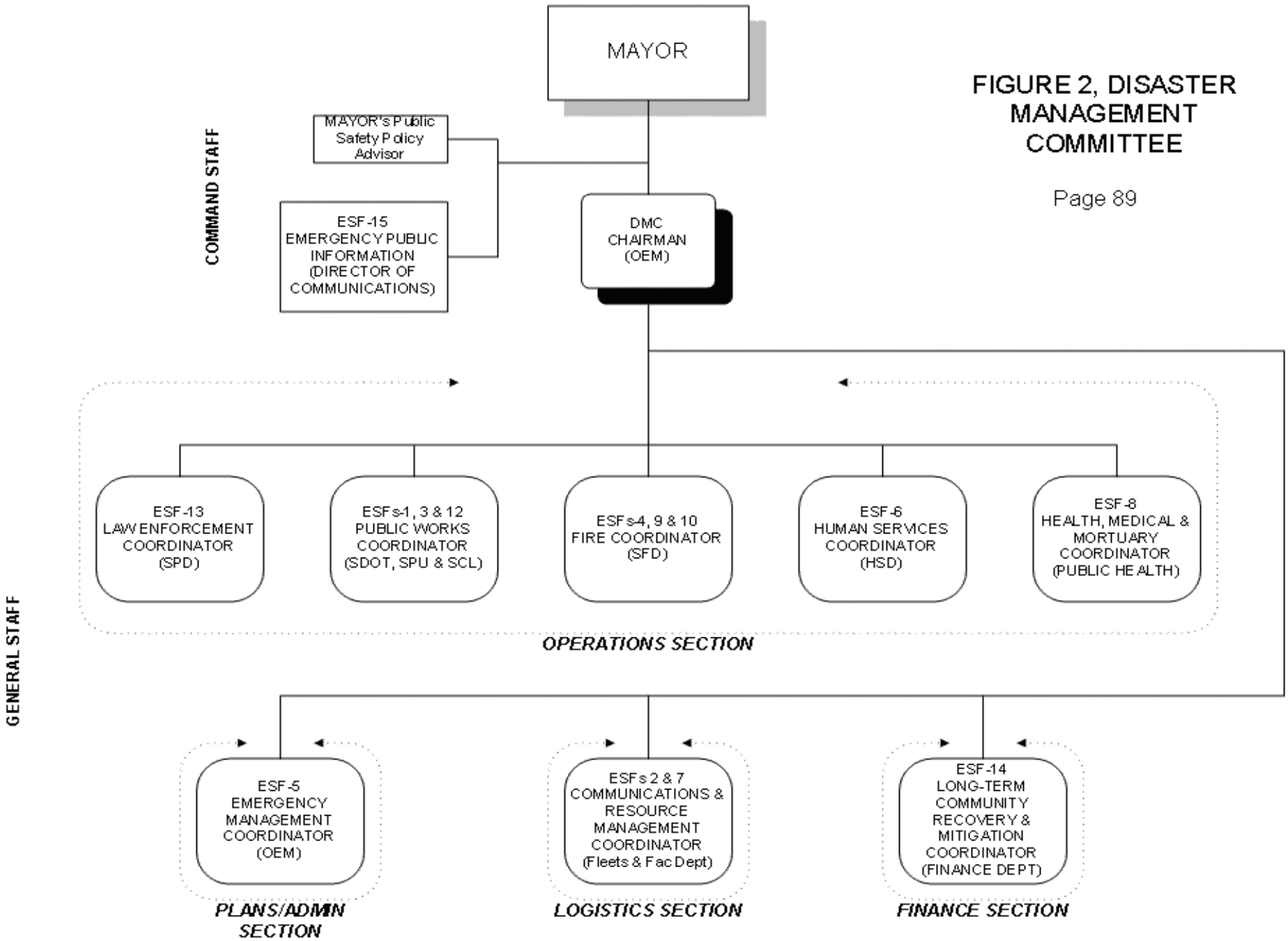
FIGURE 2, DISASTER MANAGEMENT COMMITTEE

Page 89



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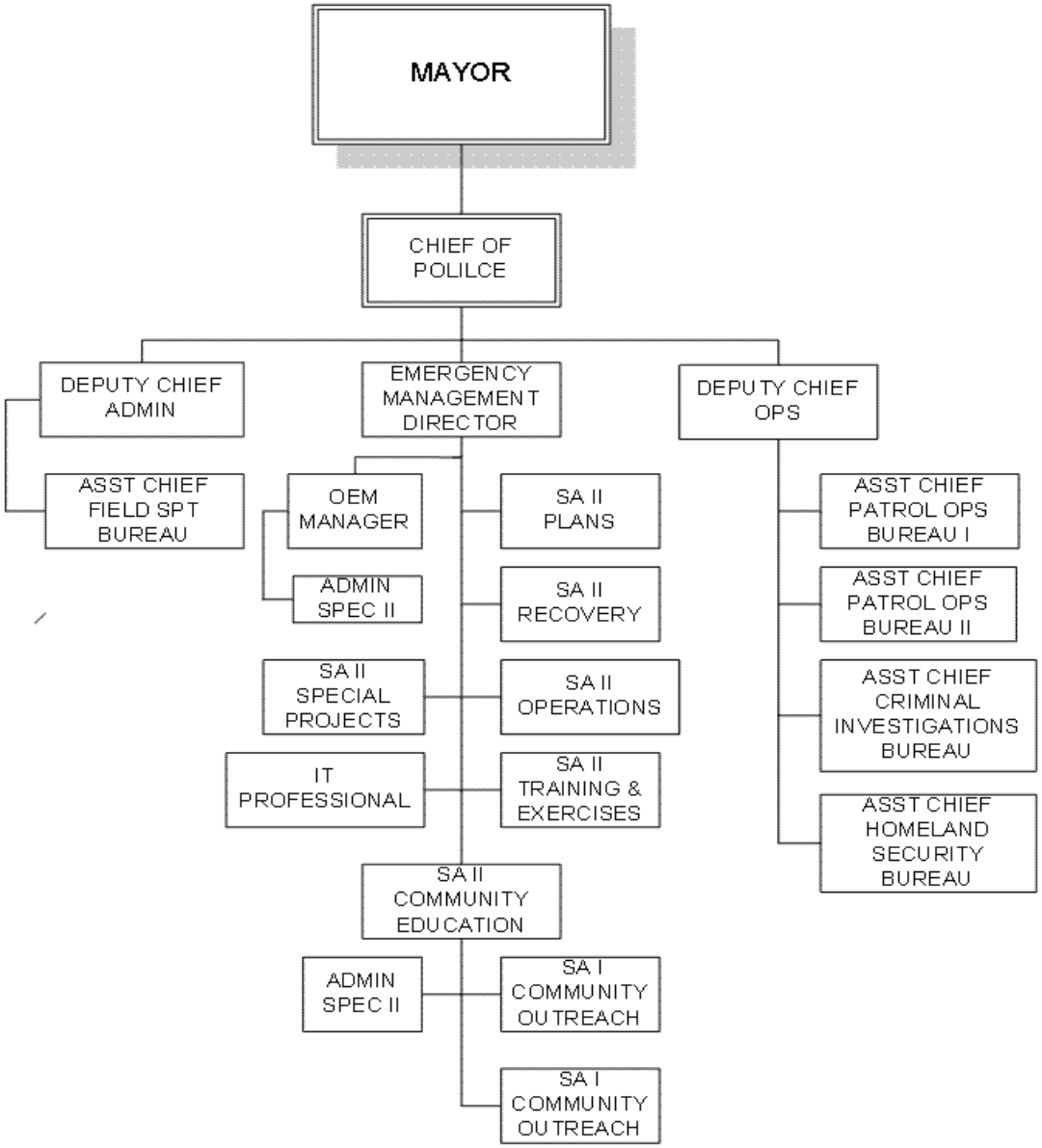

TOP-DOWN SPD/OEM REPORTING RELATIONSHIPS

FIGURE 3, page 90

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LEAD AGENCY RESPONSIBILITY

HAZARD	***DEPARTMENT WITH PRIMARY FUNCTIONAL RESPONSIBILITY***	***LEGAL AUTHORITY THAT SPECIFIES RESPONSIBILITY***
Major Fire HAZMAT Air Crash Flood Structural Collapse Earthquake	Seattle Fire Department	Seattle City Charter, Article X: Seattle Municipal Code (SMC) 3.16 SMC 3.16.200 Seattle City Charter, Article X; SMC 3.16 Section 22, Ordinance 119125
Civil Disorder Bomb Threat Terrorism	Seattle Police Department	Seattle City Charter, Article VI
Snow, Ice, Hail Storm Wind Storm Volcanic Eruption	Seattle Transportation Department	SMC 3.12.030C
Slide, Subsidence Water Contamination Dam Break Landsburg Dam Lake Youngs and South Fork Tolt Dams	Seattle Public Utilities	SMC 10.06.010 Revised Code of Washington (RCW) 43.20.050 Washington Administrative Code (WAC) 173-175-530 WAC 173-175-790
Power Failure Dam Break Skagit River, Cedar River and Boundary Dams	Seattle City Light	SMC 3.08.030A WAC 173-175-790
Epidemic	Public Health, Seattle and King County	Seattle City Charter, Article IX

Figure 5. Population Density

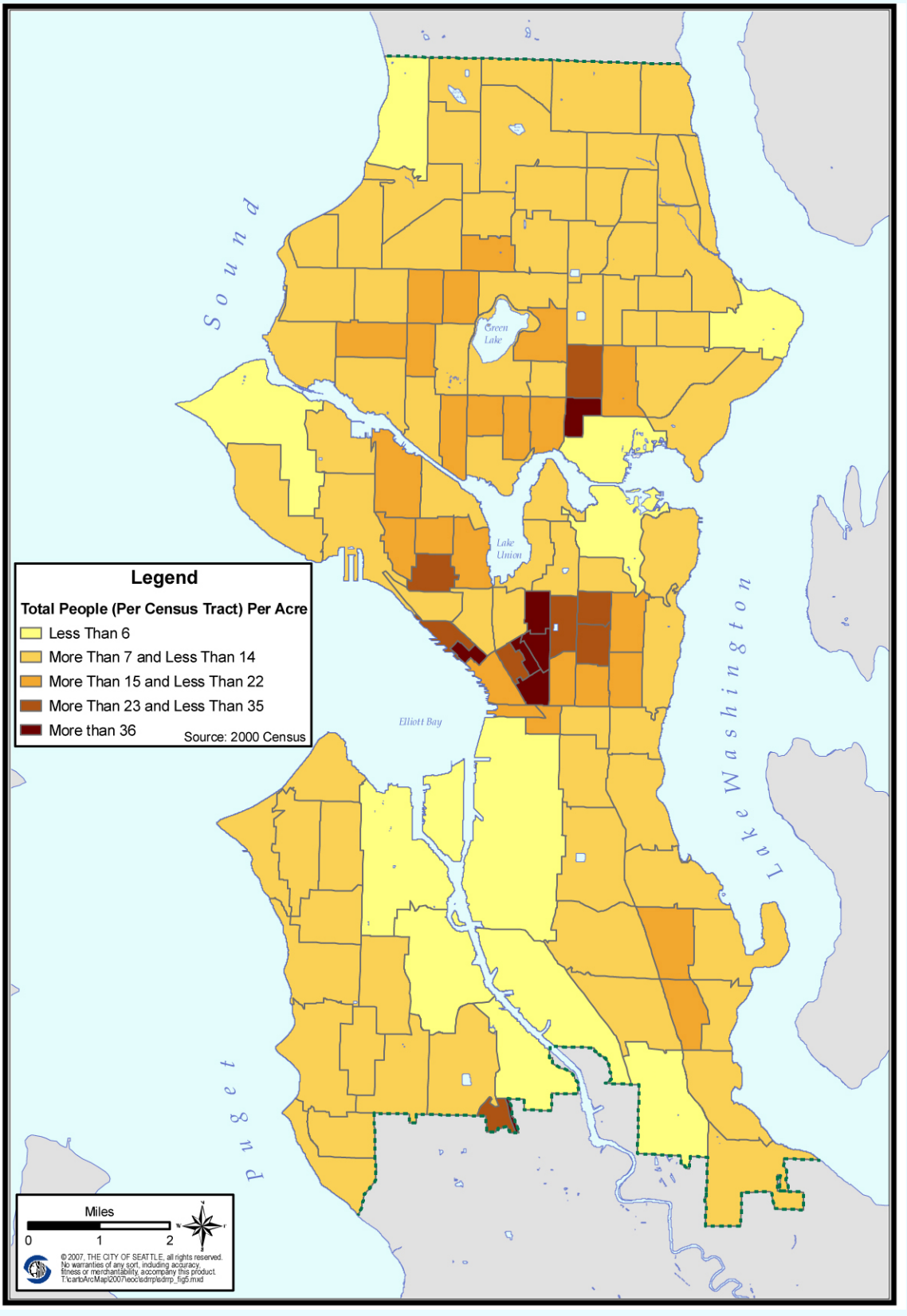

Figure 6. Generalized Land Use

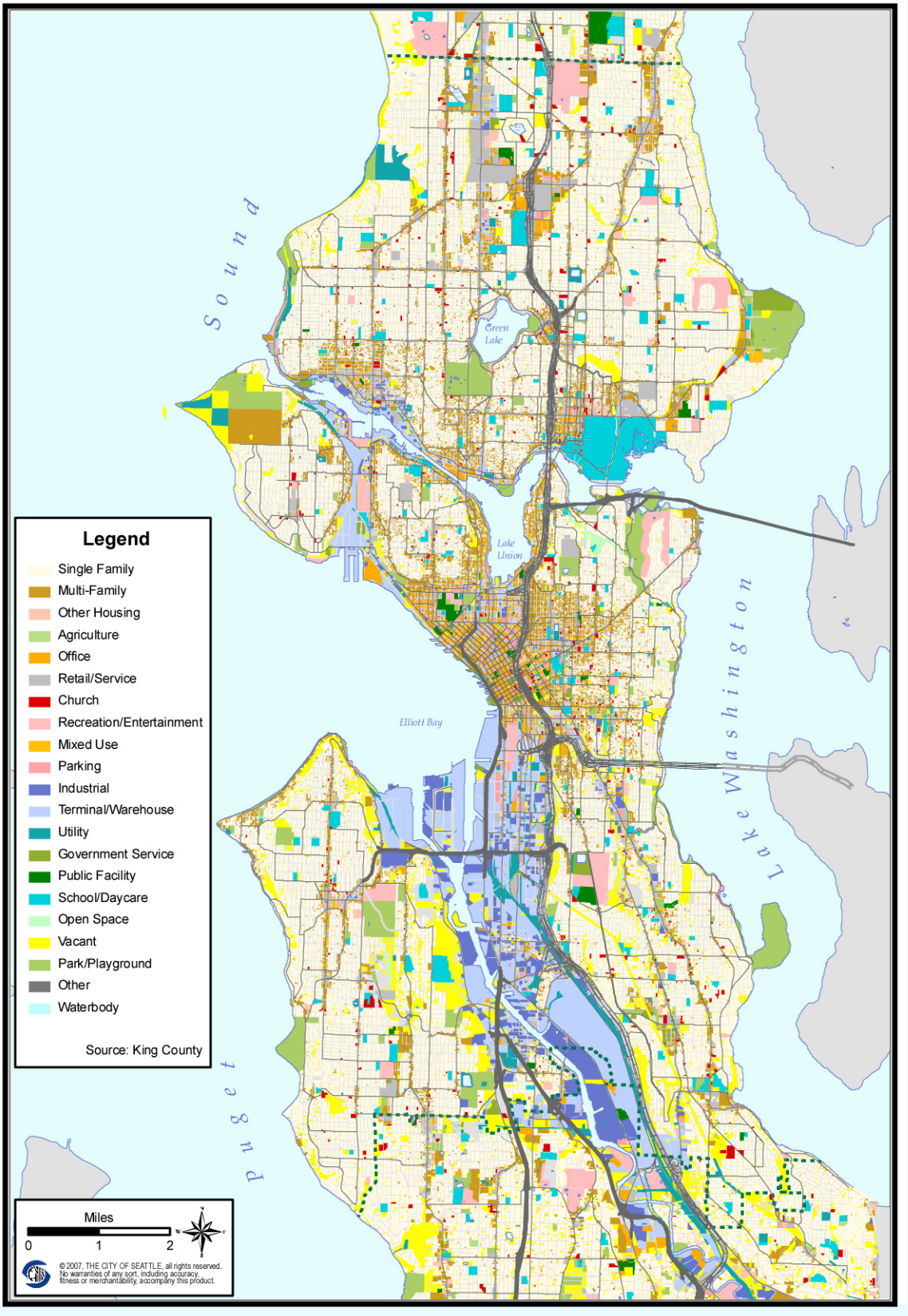

Figure 7. Recent Immigration Settlement Patterns

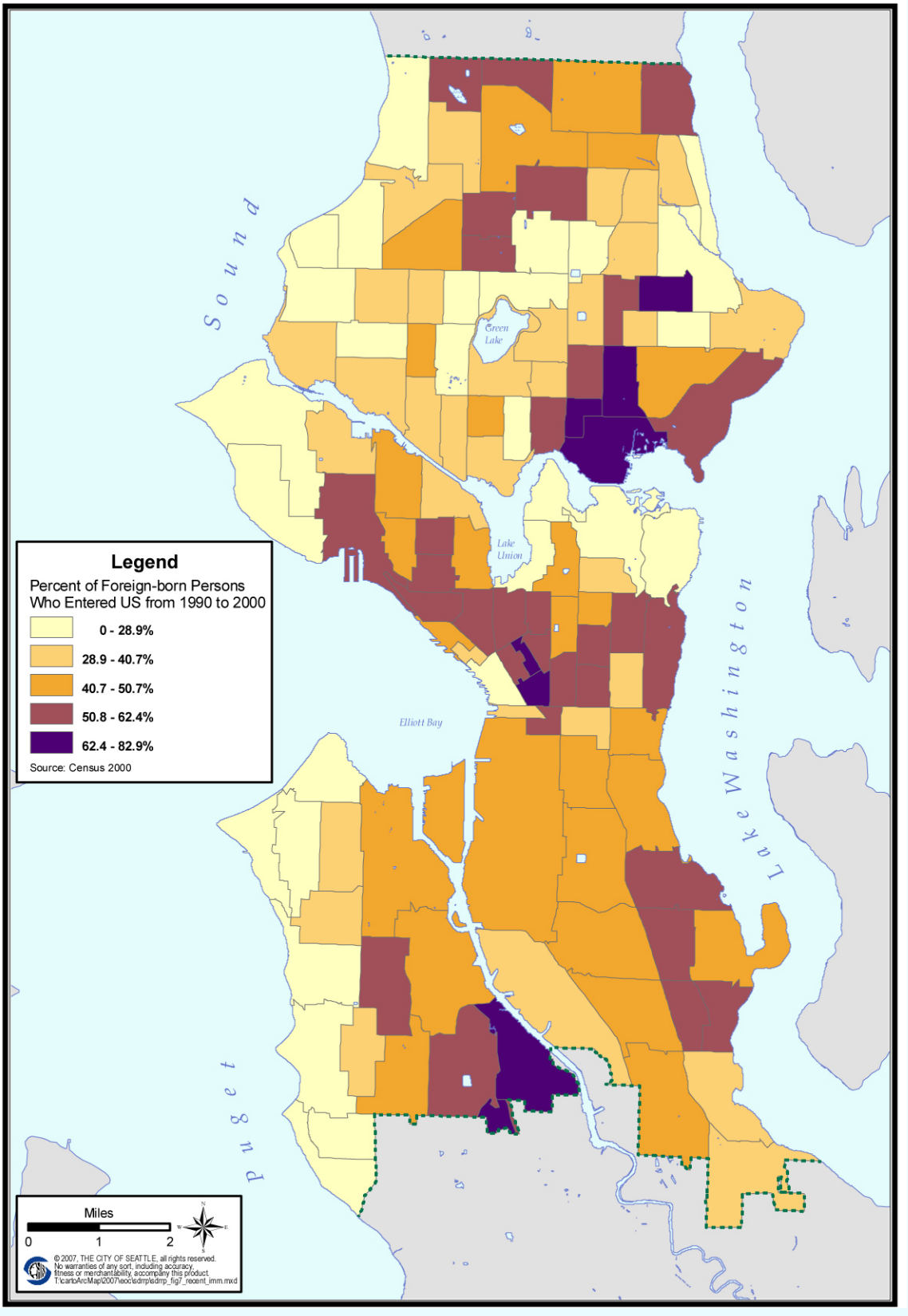

Figure 8. Neighborhood Districts

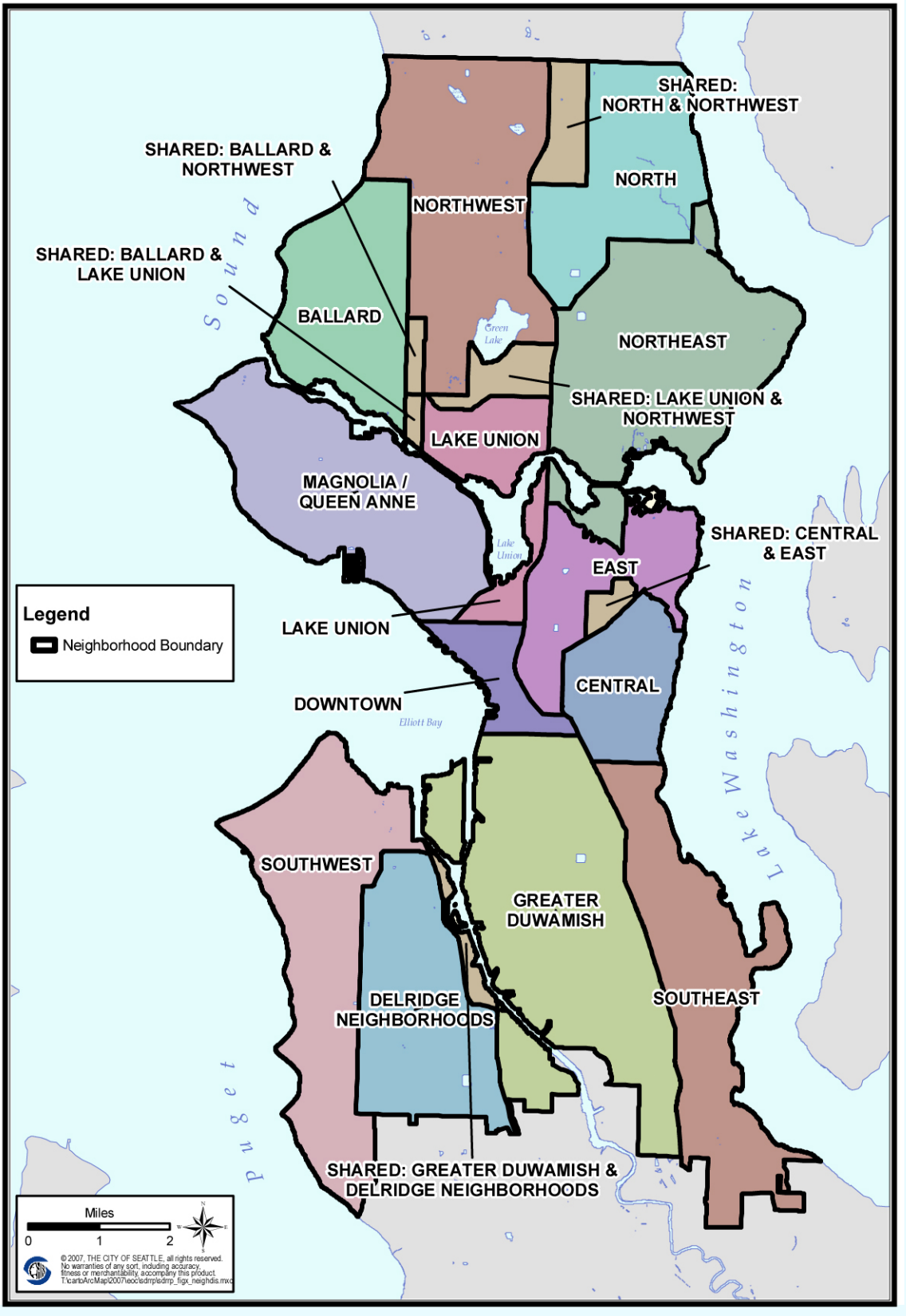

FIGURE 9, DEMOGRAPHICS

Population

	Seattle	Greater Seattle Area*	Cascadia**
1970	**530,831**	**1,939,000**	**7,738,635**
1980	**493,846**	**2,240,000**	**9,508,809**
1990	**516,259**	**2,748,867**	**11,000,384**
2000	**563,374**	**3,275,847**	**13,379,320**
2006 (Estimate)	**578,700**	**3,524,000**	**14,407,008**

***King, Snohomish, Pierce and Kitsap Counties**
****Washington, Oregon and British Columbia**

Population by Race in 2005 (Source: US Census Bureau, 2005 American Community Survey)

Race/Ethnic Group	Seattle	King County	Washington State
White	**369,689 (68.9%)**	**1,284,024 (73.1%)**	**4,988,017 (81.2%)**
Black or African American	**43,914 (8.2%)**	**99,819 (5.7%)**	**202,286 (3.3%)**
American Indian and Alaskan Native	**6,336 (1.2%)**	**14,739 (0.8%)**	**88,363 (1.4%)**
Asian	**77,363 (14.4%)**	**233,028 (13.3%)**	**405,030 (6.6%)**
Asian Indian	**3,111**	**28,350**	**41,583**
Chinese	**20,774**	**55,771**	**72,135**
Filipino	**21,950**	**44,430**	**87,871**
Japanese	**10,808**	**26,031**	**40,115**
Korean	**3,317**	**22,122**	**51,929**
Vietnamese	**10,602**	**29,952**	**60,543**
Other Asian	**6,801**	**26,372**	**50,854**
Native Hawaiian and Other Pacific Islander	**1,666 (0.3%)**	**10,208 (0.6%)**	**28,400 (0.5%)**
Hispanic/Latino (Any Race)	**33,707 (6.3%)**	**118,558 (6.8%)**	**541,722 (8.8%)**

Race/Ethnic Group	**Seattle**	**King County**	**Washington State**
Other Race	**16,940 (3.2%)**	**55,244 (3.1%)**	**229,830 (3.7%)**
TOTAL Population	**536,946**	**1,755,818**	**6,146,338**

Figure 10. Special Needs by Census Tract

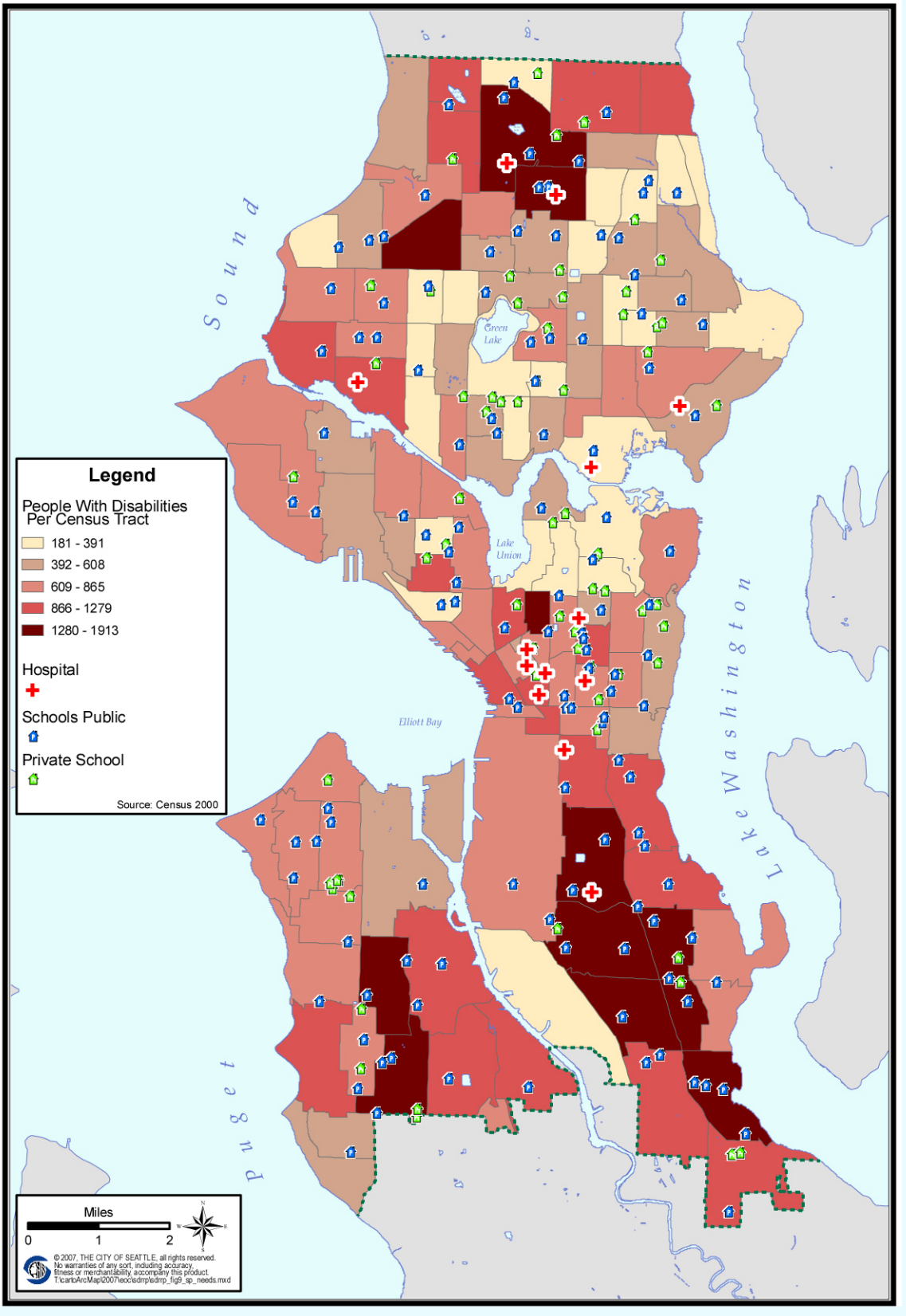

Figure 11. Tsunami Inundation Area

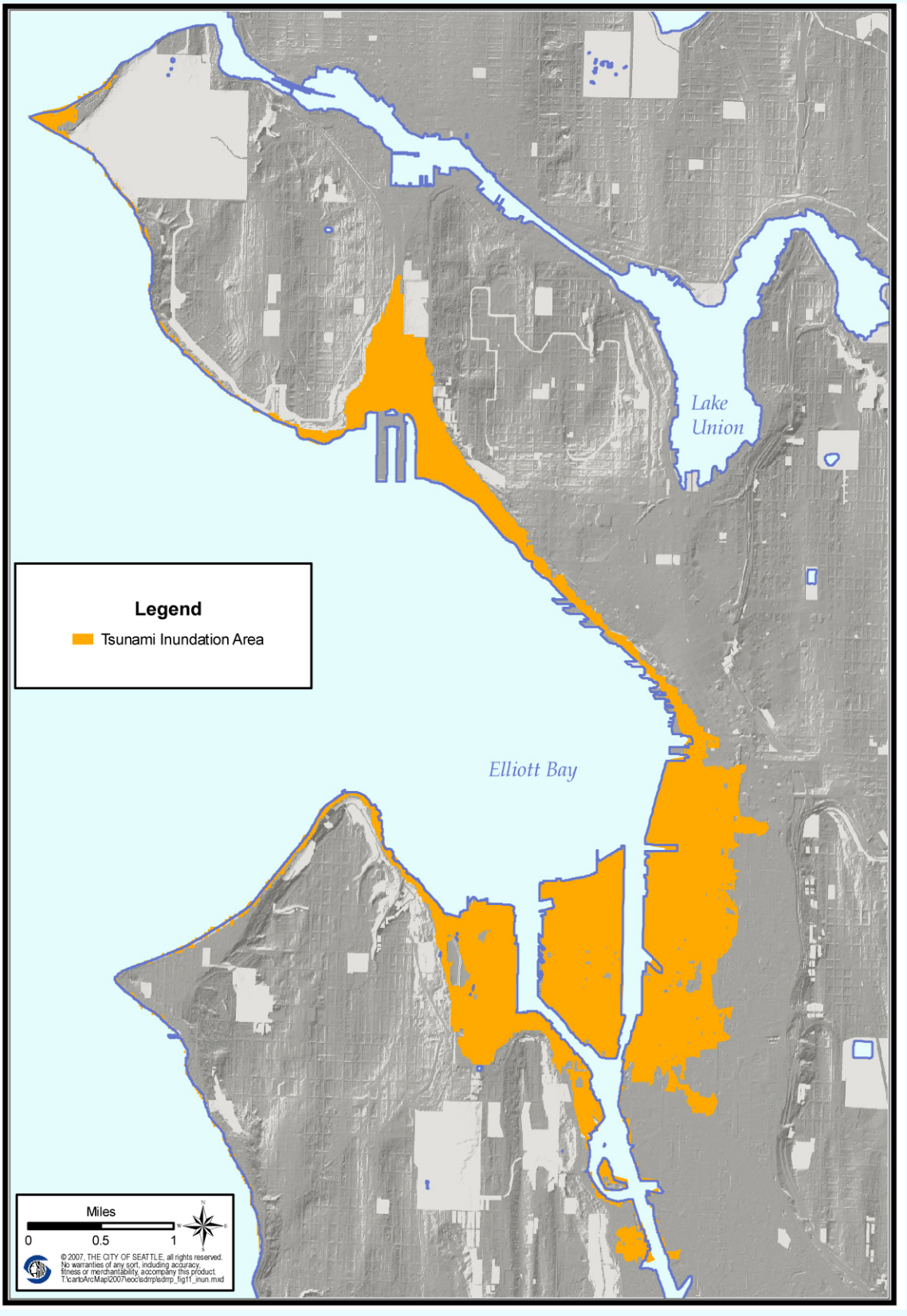

Figure 12. Topography

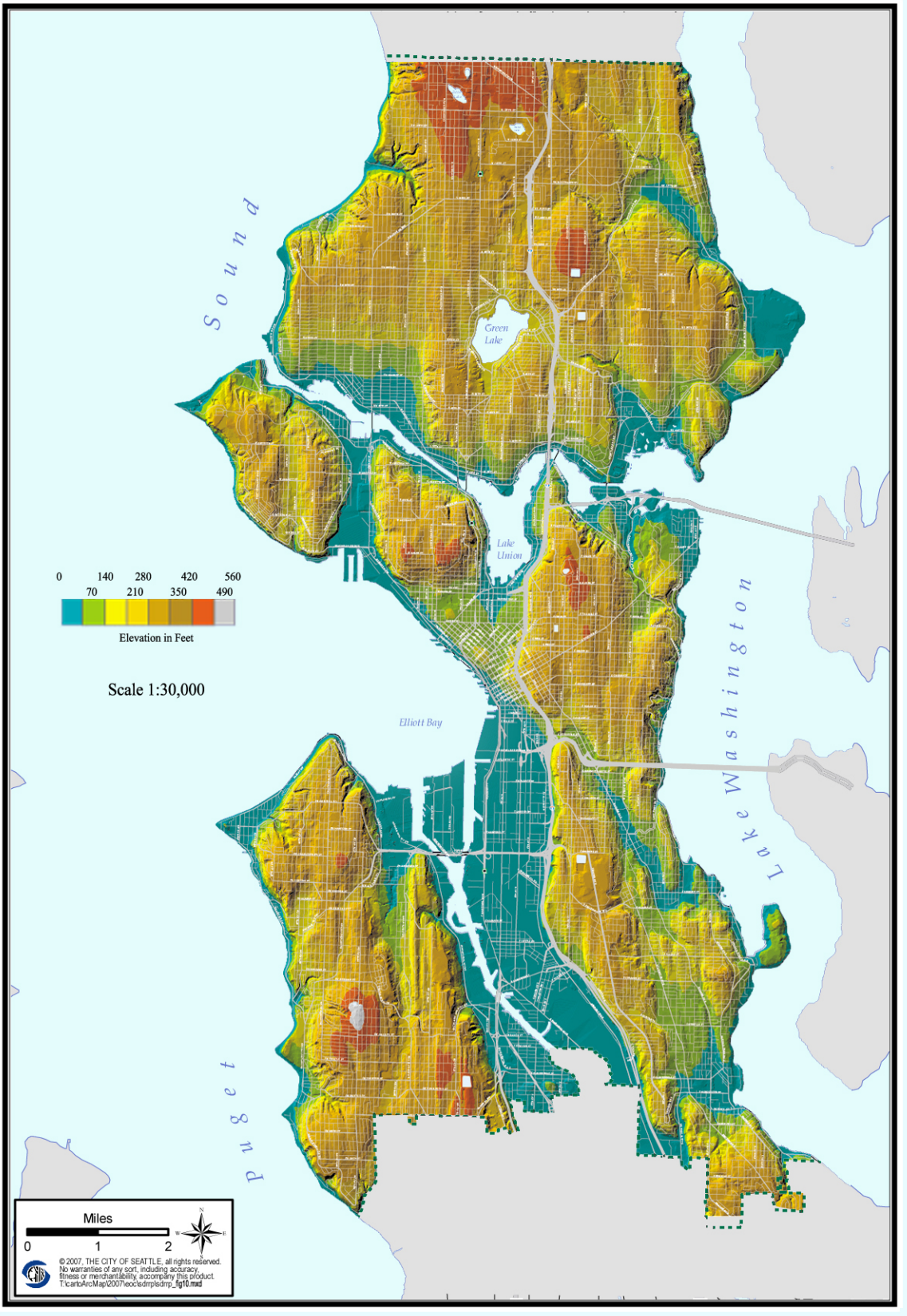

Figure 13. Liquefaction Zones and Land Slide Prone Areas

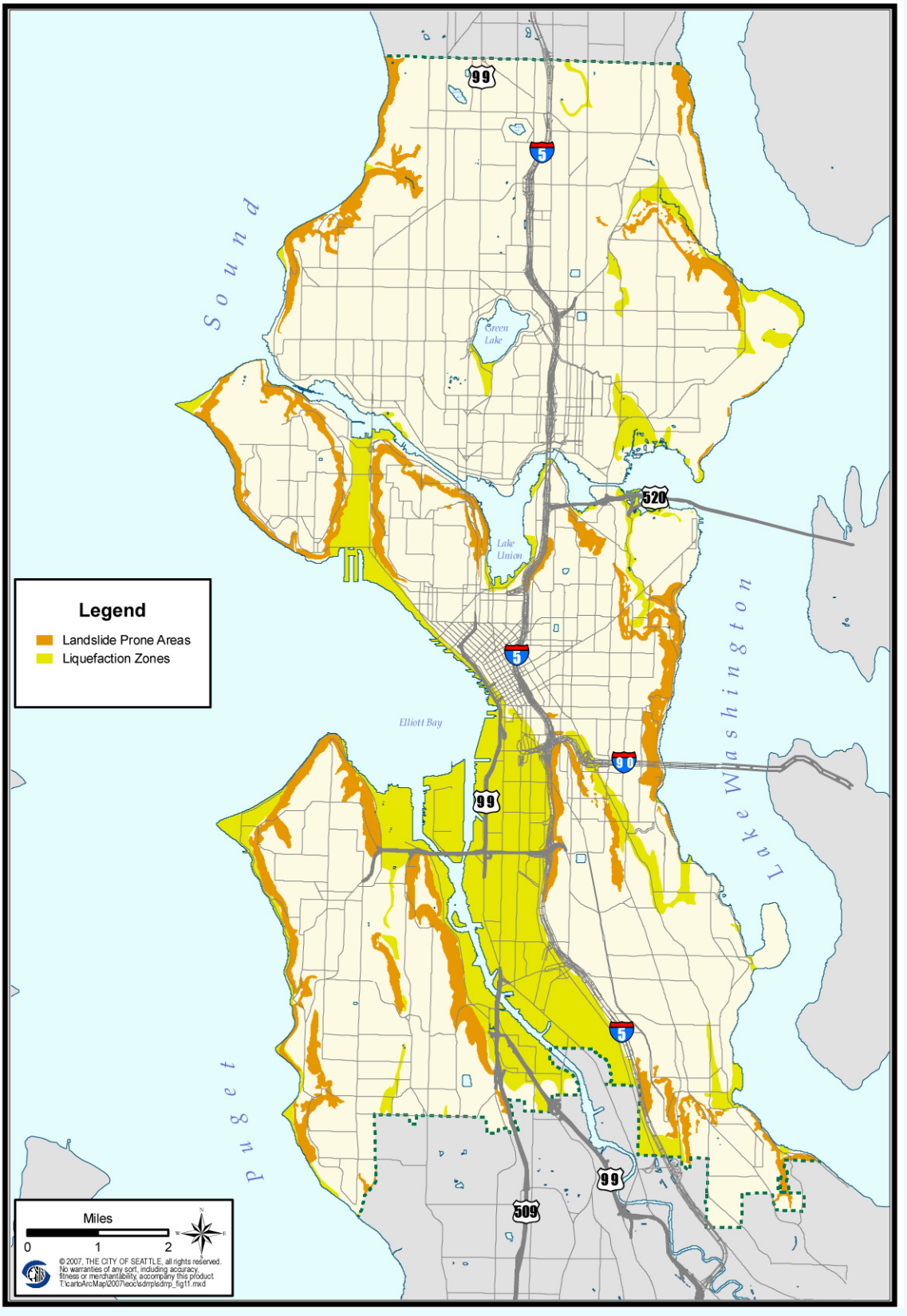

Figure 14. Transportation Networks

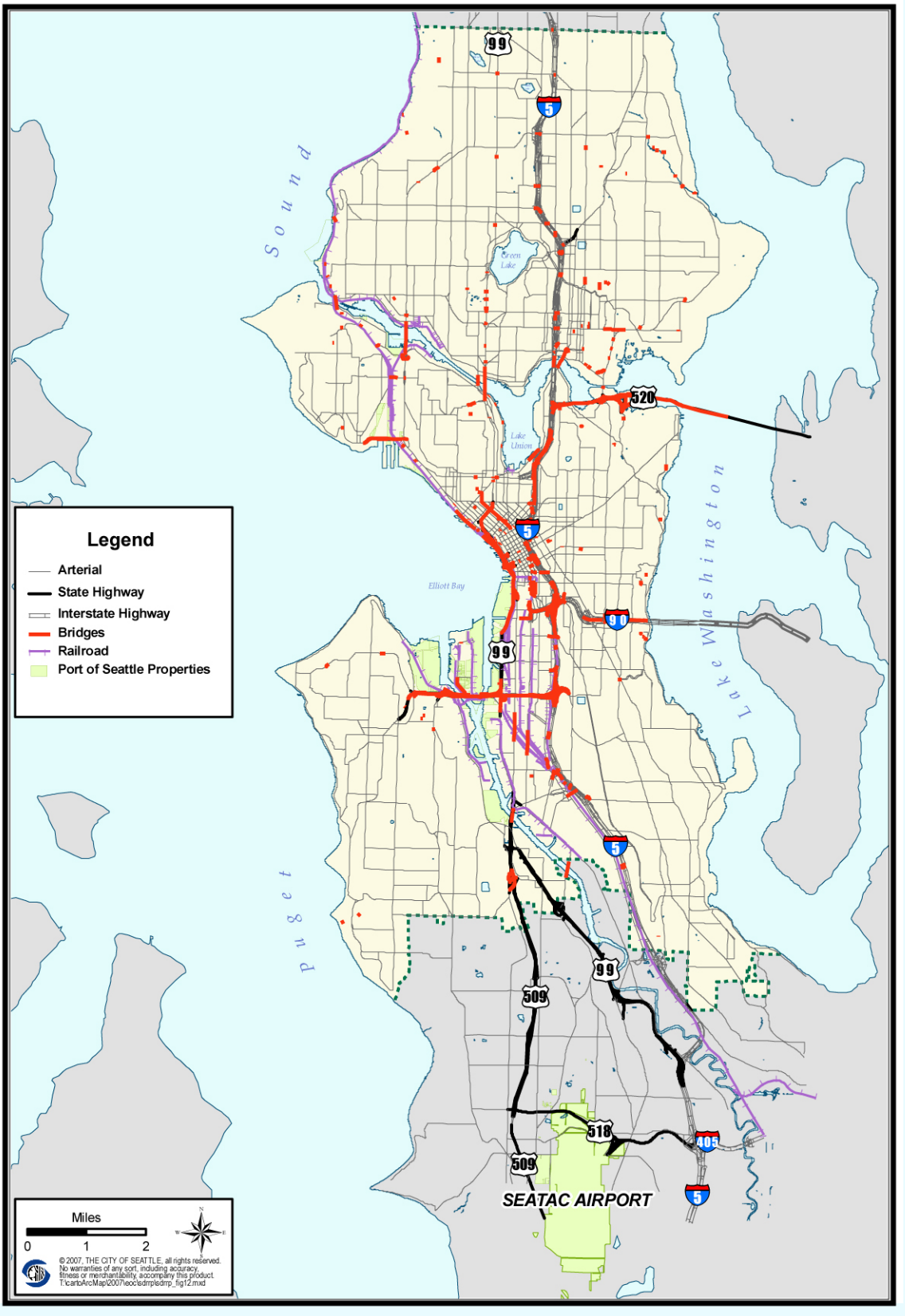

Figure 15. Ferry Routes

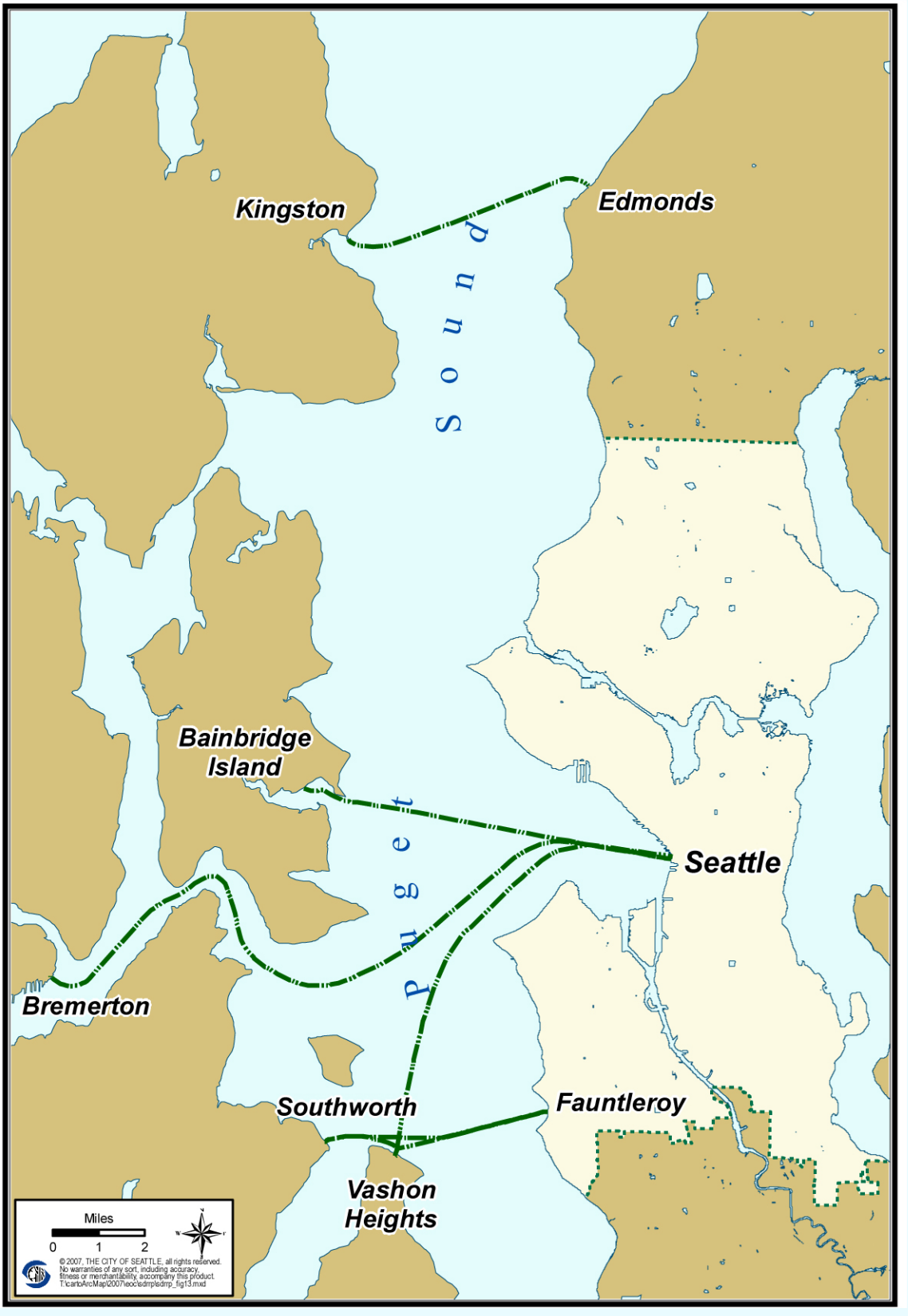

Figure 16. Olympic Pipeline Spur in Seattle

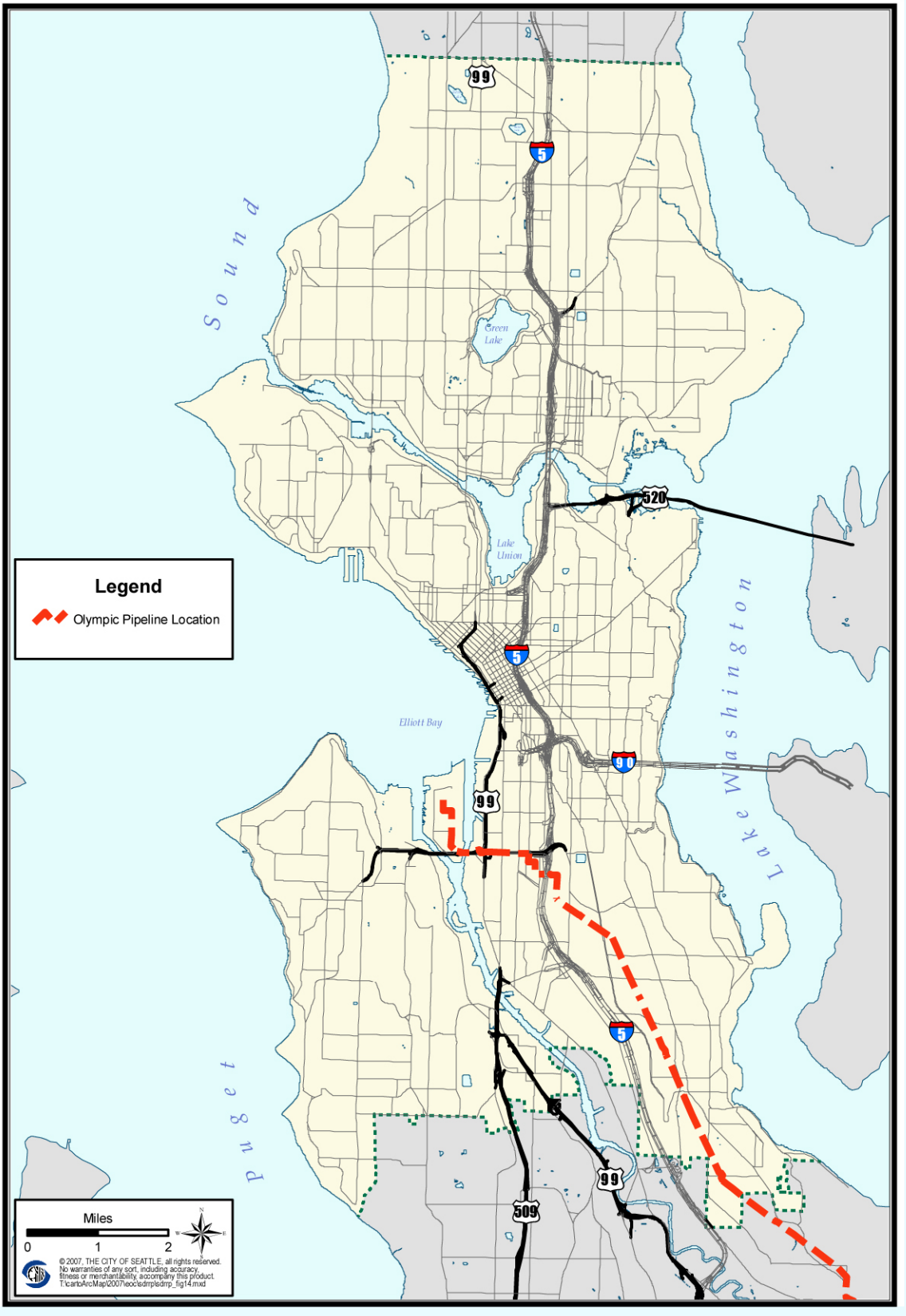

Figure 17. Fire Stations and Districts

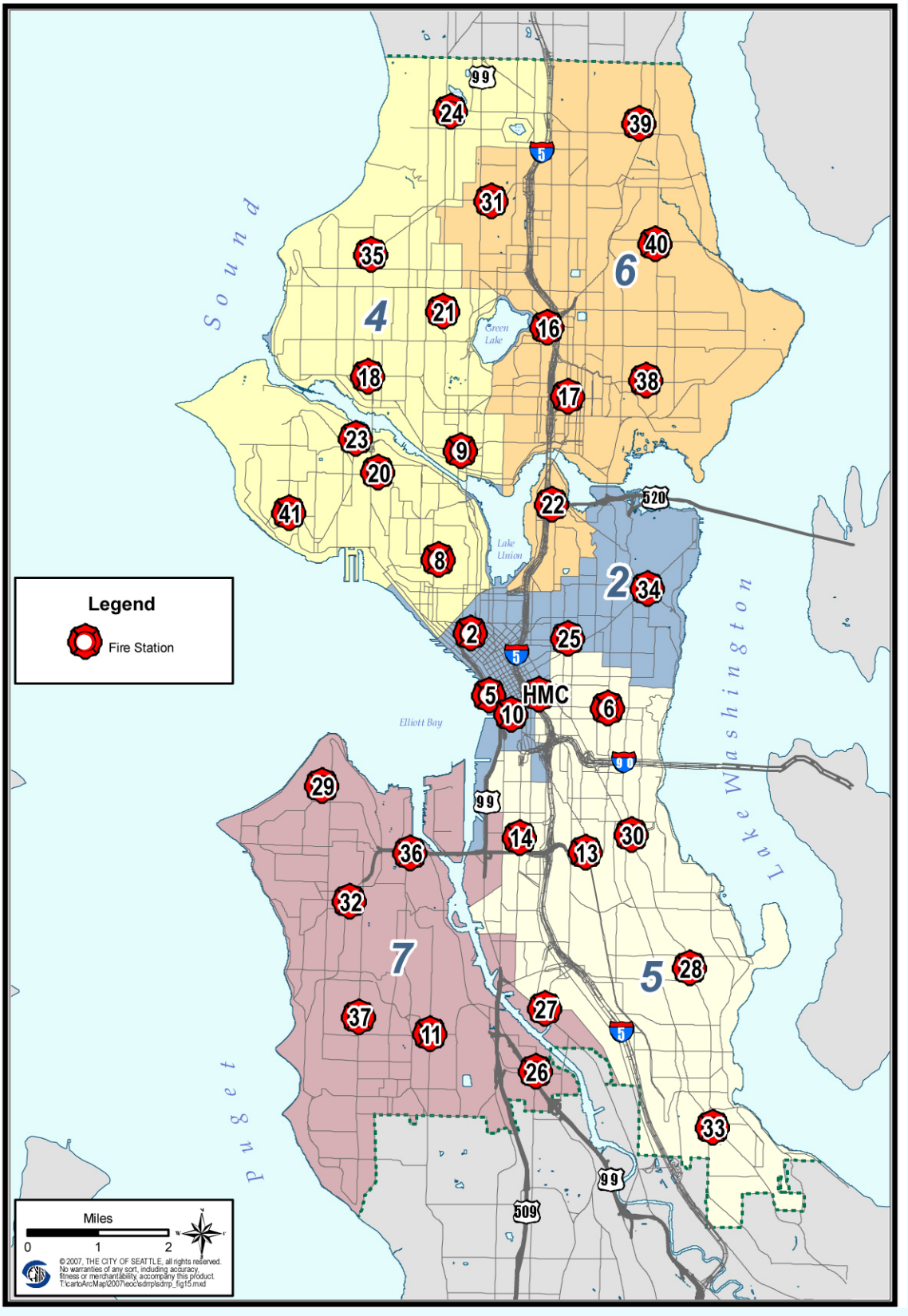

Figure 18. Regional Water System

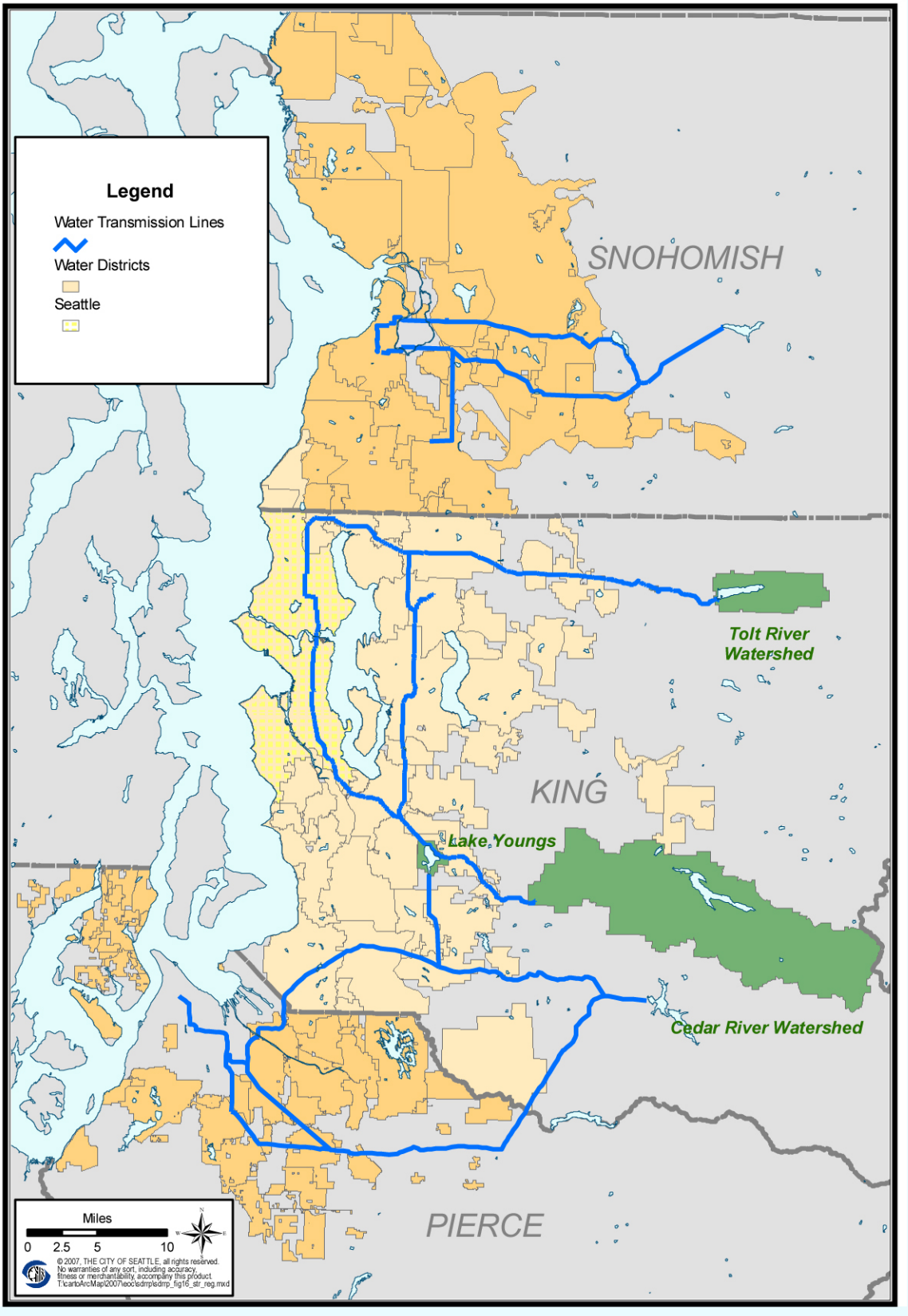

Figure 19. Combined Sewer Overflow Locations

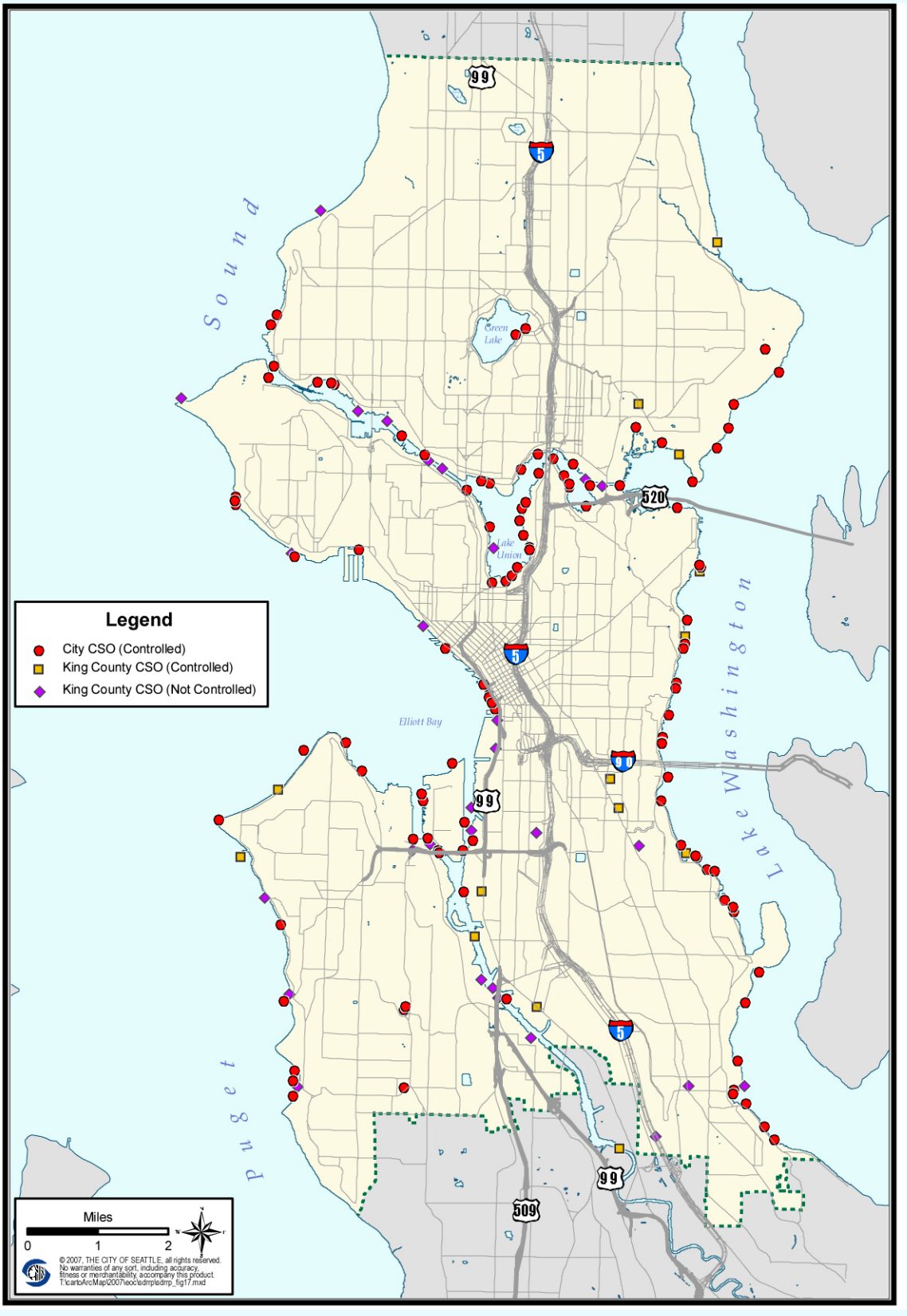

Figure 20. Utilities - Central Business District

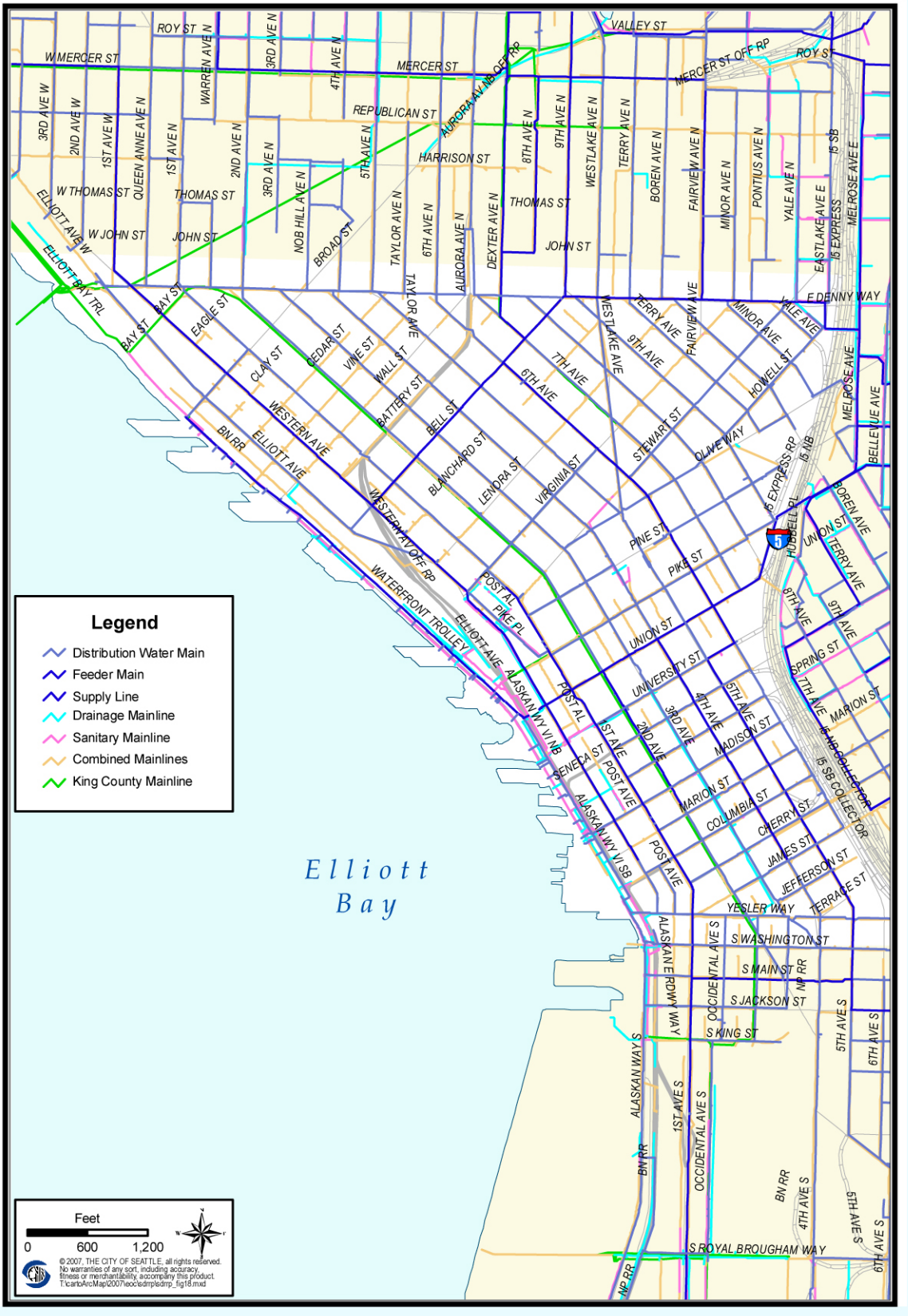

Figure 21. Wastewater Lines

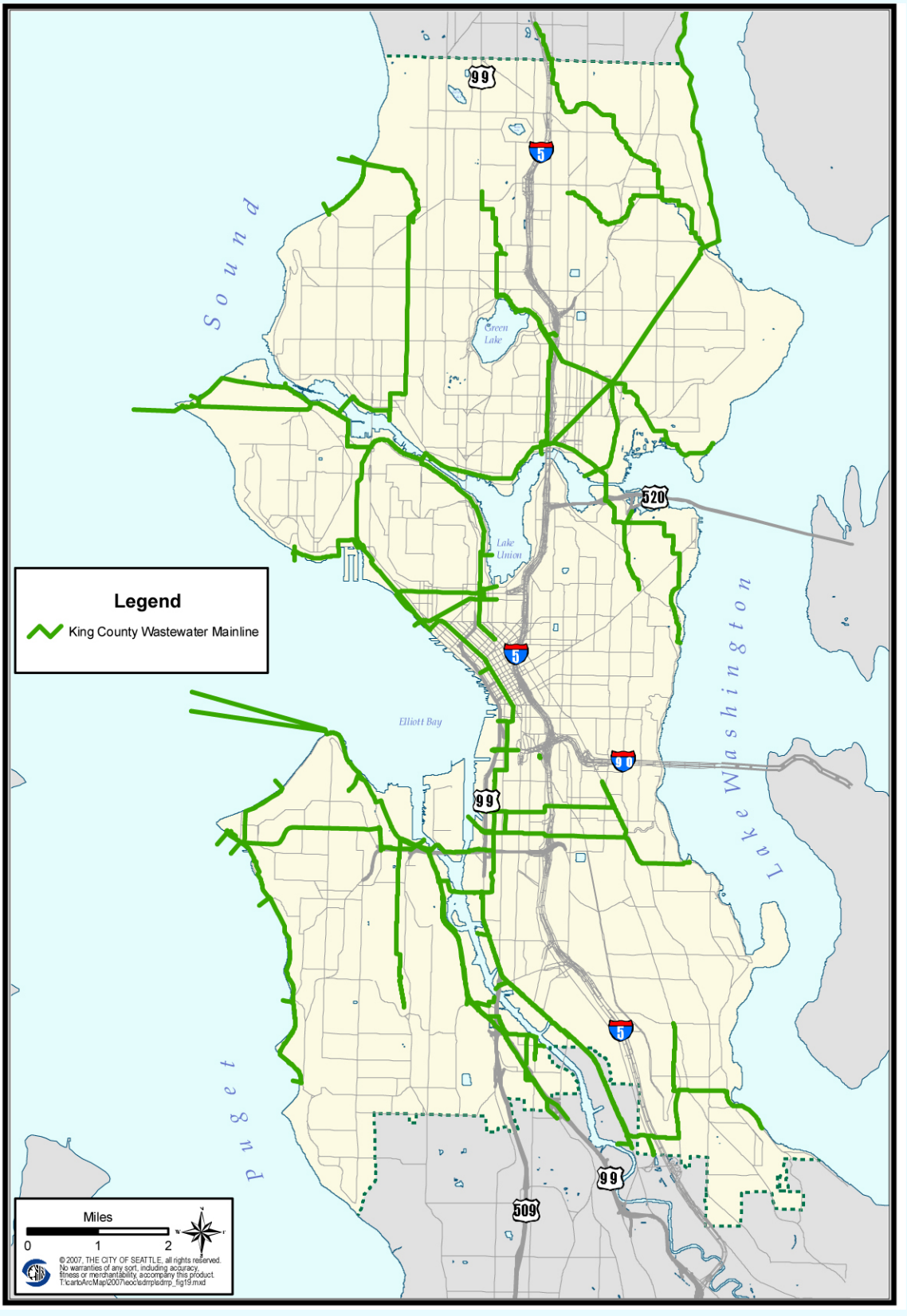

Figure 22. Qwest Telephone Exchanges

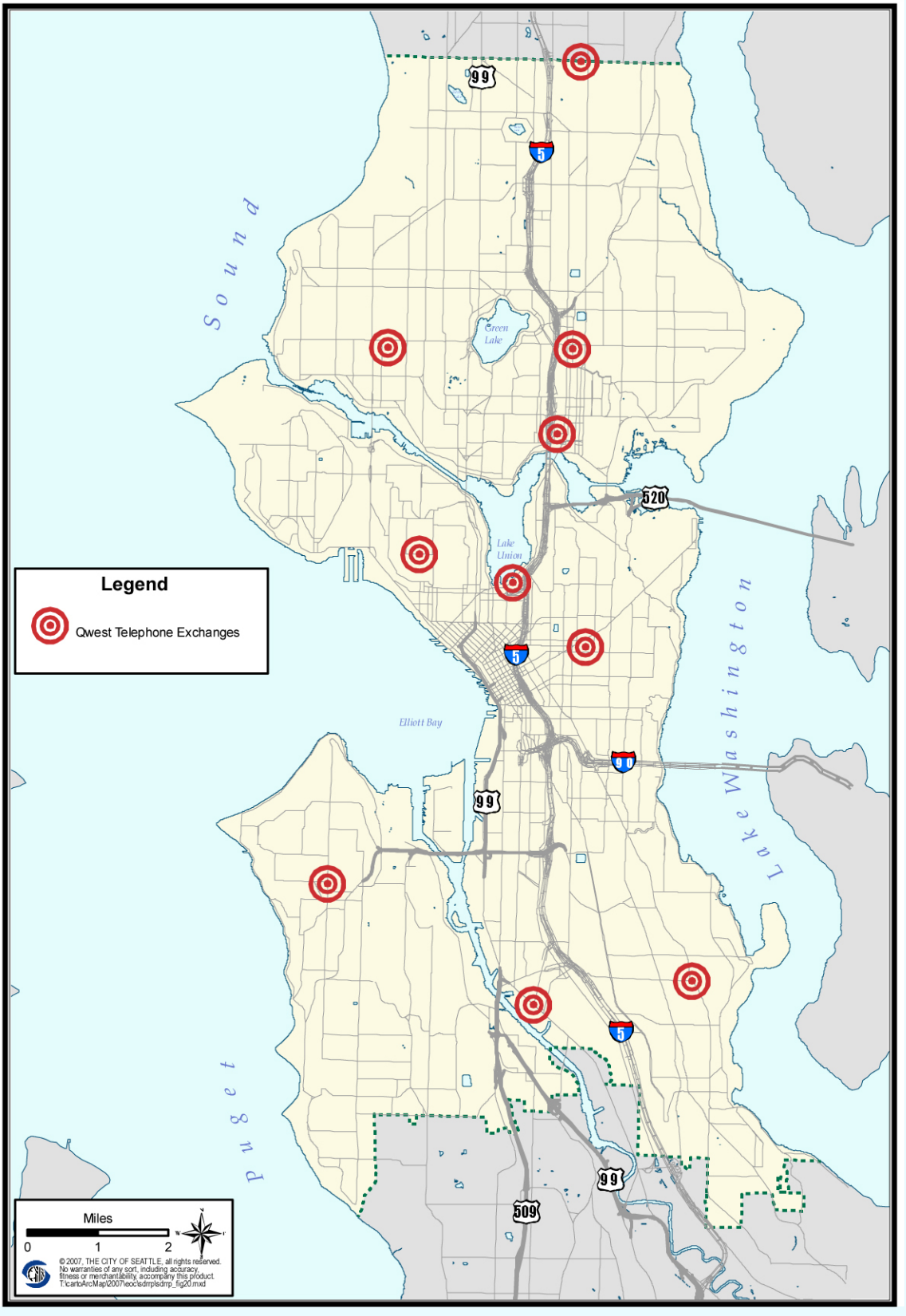

FIGURE 23, Western Region Climate Center (WRCC) CLIMATE SUMMARY FROM 7/23/1931-12/31/2006

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	ANNUAL
Average Max Temperature (Fahrenheit)	44.9	49.0	52.2	57.5	64.2	69.4	75.1	74.8	69.4	59.4	50.4	45.5	59.3
Average Min Temperature (Fahrenheit)	35.1	36.6	38.2	41.3	46.5	51.4	54.7	54.9	51.4	45.4	39.5	36.0	44.2
Average Total Precipitation (Inches)	5.79	4.02	3.71	2.55	1.70	1.45	0.75	1.08	1.72	3.47	6.13	5.84	38.21
Average Total Snowfall (Inches)	5.1	1.7	1.3	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.9	2.6	11.8
Average Snow Depth (Inches)	0	0	0	0	0	0	0	0	0	0	0	0	0

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HAZARD RISK FREQUENCY

This section is taken from the Seattle Hazard Identification and Risk Analysis (HIVA), which is currently under revision. As soon as this section is updated it will be provided under separate cover as a change insert.

HAZARD IMPACT

This section is taken from the Seattle Hazard Identification and Risk Analysis (HIVA), which is currently under revision. As soon as this section is updated it will be provided under separate cover as a change insert.

FIGURE 26, INTEROPERABILITY MATRIX

STATE AND REGIONAL EMERGENCY OPERATION CENTERS

EOCs	***INTEROPERABLE COMMUNICATION MODES***								
	Ring Down Line	**Telephone**	**Satellite Phone**	**Secure Phone**	**800 MHz Radio**	**CEMNET**	**Amateur Radio**	**WebEOC**	**Video Conferencing**
Seattle	✓	✓	✓	✓	✓	✓	✓	✓	✓
WA State		✓	✓		✓	✓	✓	✓	✓
King County	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pierce County		✓	✓			✓	✓		✓
Snohomish County		✓	✓		✓	✓	✓		✓
Bellevue		✓	✓		✓	✓	✓		✓
University of WA	✓	✓			✓				

CITY DEPARTMENT OPERATING CENTERS

Seattle EOC & DOCs	***INTEROPERABLE COMMUNICATION MODES***							
	Hot Line	**Telephone**	**All-City Intercom**	**Satellite Phone**	**800 MHz Radio**	**WebEOC**	**Video Conferencing**	**Community Notification System**
EOC	✓	✓	✓	✓	✓	✓	✓	✓
SPD	✓	✓			✓	✓		✓
SFD	✓	✓	✓		✓	✓		
SDOT		✓	✓		✓	✓		
SPU		✓	✓	✓	✓	✓	✓	

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SCL			✓					
DPD	✓	✓			✓	✓		
Parks	✓	✓			✓	✓		
Seattle Center	✓	✓			✓	✓		
Public Health		✓			✓	✓		

EXTERNAL AGENCIES OPERATING CENTERS

SEATTLE EOC & EXTERNAL AGENCY OPERATING CENTERS	***INTEROPERABLE COMMUNICATION MODES***										
	Ring Down Line	**Telephone**	**Satellite Phone**	**All City Intercom**	**CEMNET**	**Amateur Radio**	**800 MHz Radio**	**900 MHz Radio**	**Marine Radio**	**WebEOC**	**Video Conferencing**
Seattle EOC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Port of Seattle		✓					✓				
FAA Tower SeaTac		✓									
WA State Ferries		✓			✓				✓		
Seattle Steam	✓	✓					✓				
USACE	✓	✓									
Seattle Weather Office		✓			✓	✓	✓				
US Coast Guard	✓	✓							✓		
SHA		✓					✓				
Red Cross		✓				✓					
Salvation Army		✓									
Harborview		✓			✓	✓	✓				
WSDOT (Shoreline)	✓	✓					✓				

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PSE		✓						✓			
Metro Transit	✓	✓		✓			✓				
Seattle Public Schools	✓	✓					✓				

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FIGURE 3. Structure for NRP coordination

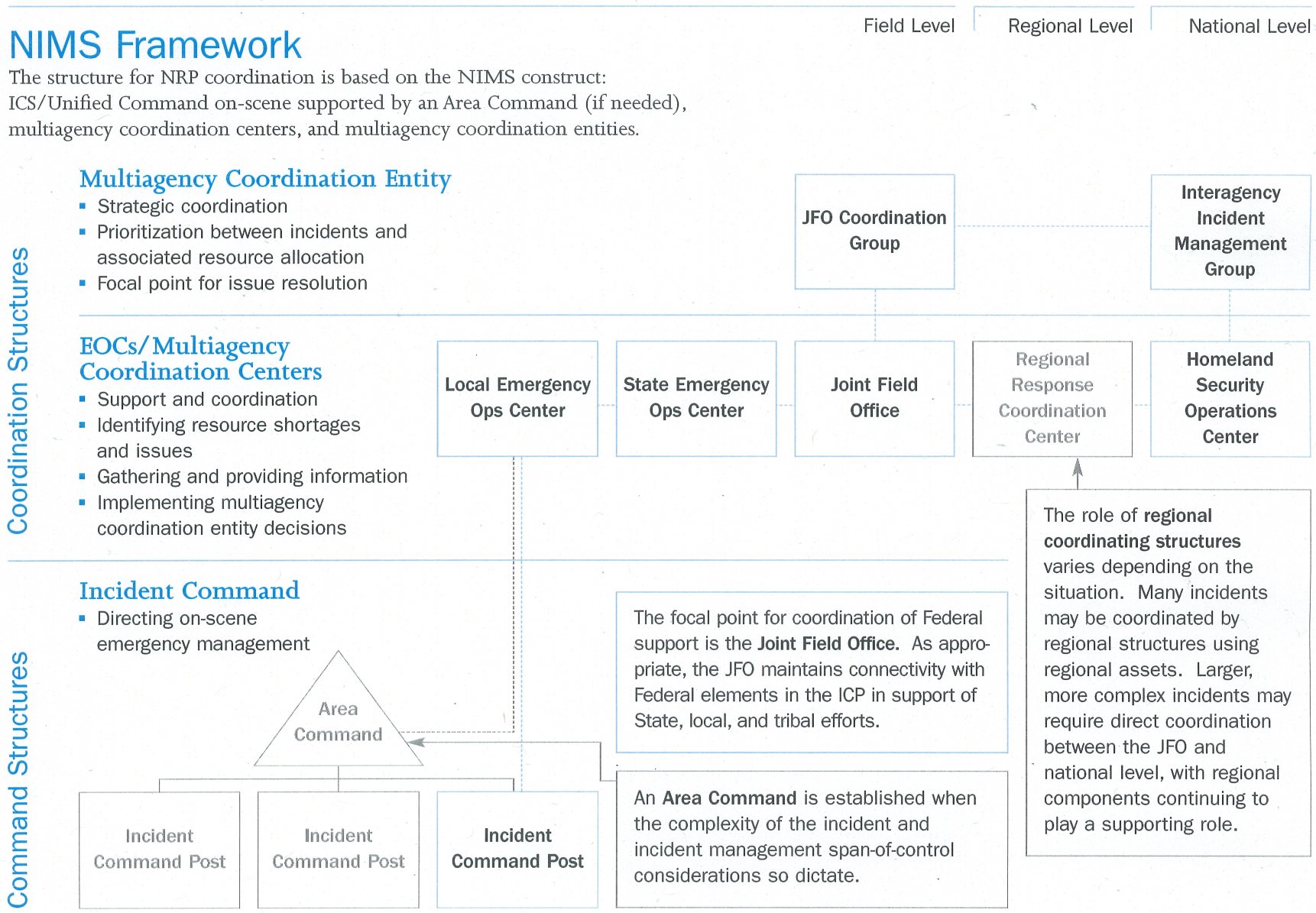

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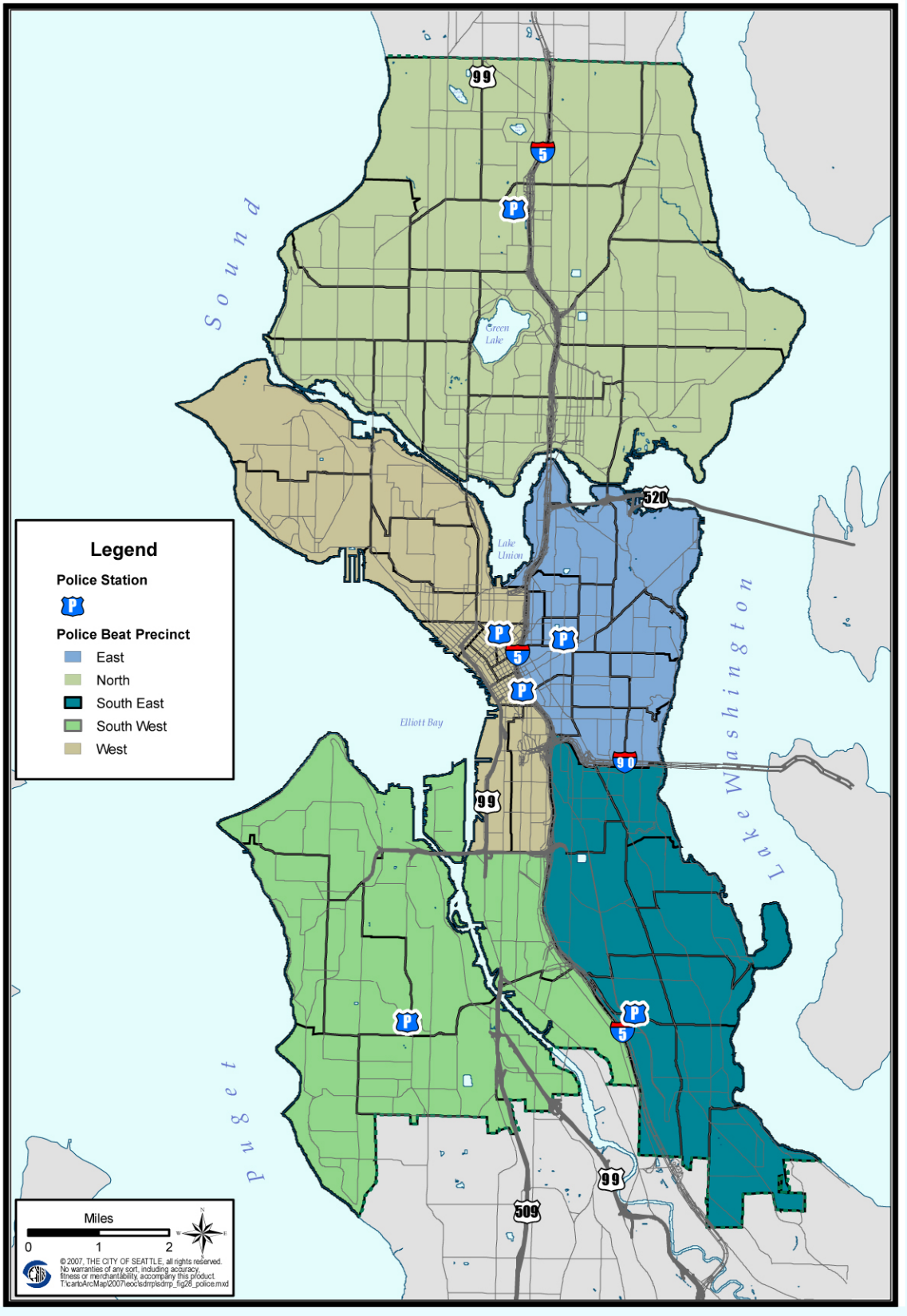
Figure 28. Police Precincts



EOC MODES OF EMERGENCY OPERATIONS

EOC READINESS OR ACTIVATION MODES	EMERGENCY MANAGEMENT INCREASED READINESS MODE	MAJOR INCIDENT ACTIVATION MODE	DISASTER ACTIVATION MODE	CATASTROPHE ACTIVATION MODE
TRIGGER	OEM Staff Duty Officer is made aware of an emerging situation that has the potential for causing significant damage, interruptions and/or life safety concerns.	Situation originates at, or intensifies to, a stage where the cross-service interaction of two or more City departments would be aided by direct contact of their representatives in the EOC.	Proportions and/or demands of the situation are of such initial magnitude, or have intensified to such a level, that a Proclamation of "Civil Emergency" is required.	Situation is so severe, or grows to such an intense level, that it requires an immediate Proclamation of "Civil Emergency", and the immediate intervention of massive levels of outside resources to aid the City with stabilization.
AUTHORITY TO INITIATE	OEM Director	City department head (or senior manager designee) with incident responsibility, Chief of Police or the OEM Director	Chief of Police or OEM Director	Chief of Police or OEM Director
EOC RESPONDERS	OEM Staff Duty Officer, and/or additional OEM staff as needed ∗ *May or may not involve the use of the EOC facility.*	Command and General Staff, to include: ✓ EOC Director ✓ Operations Section Chief ✓ Required Operations Section ESF	✓ EOC Director ✓ Command Staff ✓ General Staff, including Operations, Plans, Logistics and, Finance	✓ EOC Director ✓ Command Staff ✓ General Staff, including Operations, Plans, Logistics, and

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BASIC PLAN, FIGURE 29

		Representa-tives ✓ Plans Section Chief ✓ Required Plans Section units	✓ Required branches, groups and units ✓ External agency liaisons	Finance ✓ Required branches, groups and units ✓ External agency liaisons
NOTIFICATIONS	Mayor, Police Chief, Fire Chief, and other appropriate department heads	Mayor, City Council President, Chief of Police, Fire Chief, selected ESF Coordinators, King County and WA State Emergency Management Division (EMD) Duty Officers	Mayor, City Council President, Chief of Police, Fire Chief, ESF Coordinators, King County and WA State EMD Duty Officers	Mayor, City Council President, Chief of Police, Fire Chief, ESF Coordinators, King County and WA State EMD Duty Officers
EQUIVALENT ICS INCIDENT TYPES	Types 5 and 4	Type 3	Type 2	Type 1
EQUIVALENT WA STATE EOC LEVELS OF ACTIVATION	Level 1 (Normal Operations)	Level 2 (Enhanced Operations)	Level 3 (Full Activation)	Level 4 (Catastrophic)

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EOC ORGANIZATION (Figure 30)

March 30, 2007

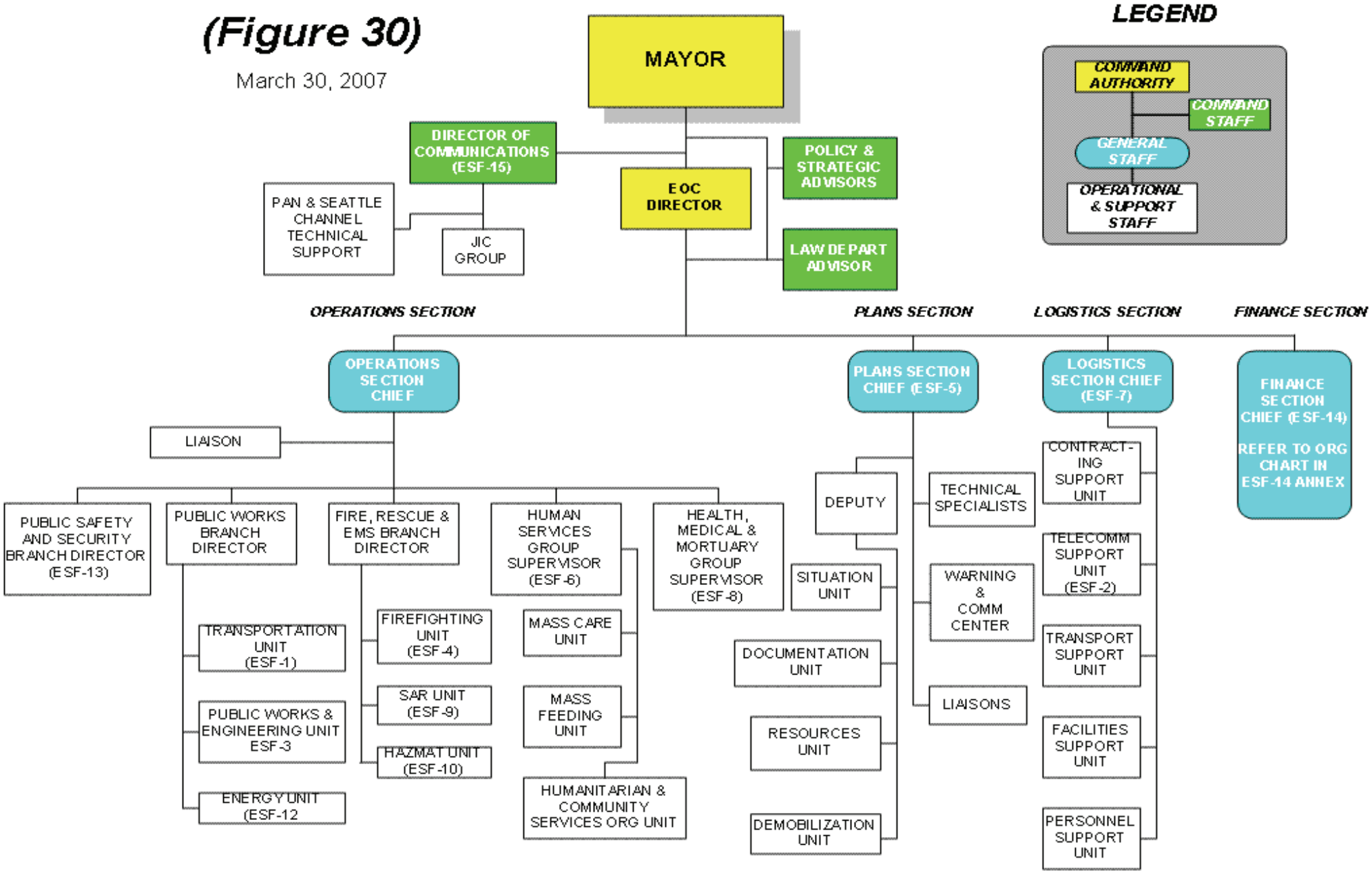

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FIGURE 31, COLLABORATION MATRIX

P = PRIMARY
S = SECONDARY

EMERGENGY SUPPORT FUNCTION (ESF) ANNEXES

DEPARTMENT/ ORGANIZATION	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
Mayor's Office													**S**	***P***
Office of Economic Development													**S**	
Office of Housing						**S**							**S**	
Office of Intergovernmental Relations													**S**	
Office of Policy & Management													**S**	
Office of Sustainability & Environment													**S**	
Department of Executive Administration					**S**	**S**	***P***						**S**	**S**
Department of Information Technology		***P***			**S**							**S**	**S**	**S**
Department of Finance					**S**								***P***	**S**
Department of Neighborhoods						**S**							**S**	**S**
Department of Planning & Development	**S**		**S**		**S**	**S**					**S**		**S**	**S**

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DEPARTMENT/ ORGANIZATION	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
Fleets & Facilities Department						S	*P*					S	S	S
Human Services Department						*P*		S					S	S
Law Department													S	
Personnel Department							*P*						S	S
Public Health - Seattle & KC				S	S	S		P	S	S			S	S
Seattle Center						S								S
Seattle City Light	S	S	S								*P*		S	S
Seattle Department of Transportation	*P*		S								S	S	S	S
Seattle Fire Department		S		*P*	S	S		S	*P*	*P*		S	S	S
Seattle Office of Emergency Management					P			S					S	
Seattle Parks & Recreation Department	S		S			*P*					S		S	S
Seattle Police Department		S		S	S	S		S	S	S		*P*	S	S
Seattle Public Library						S							S	S
Seattle Public Utilities	S	S	*P*	S	S	S			S	S	S		S	S
American Red Cross						S		S						
ARES Medical Services Team					S									
Auxiliary Communications Service		S			S									
Crisis Clinic						S								
BN Railroad							S							

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DEPARTMENT/ ORGANIZATION	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
Port of Seattle							**S**							
Public & Private EMS Providers								**S**						
Puget Sound Energy											**S**			
Puget Sound Blood Center								**S**						
Salvation Army						**S**								
Seattle Housing Authority						**S**								
Seattle Public Schools						**S**	**S**							
United Way						**S**								
University of Washington Seismology Lab					**S**									
KC Community & Health Services						**S**		**S**						
KC Department of Natural Resources								**S**						
KC Department of Transportation							**S**	**S**						
KC Fire Chiefs' Association								**S**						
KC Law Enforcement Agencies								**S**						
KC Mental Health Care Providers								**S**						
KC Office of Emergency Management				**S**	**S**			**S**	**S**	**S**				
KC Sheriff's Office								**S**						
Mutual Aid Law Enforcement												**S**		

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DEPARTMENT/ ORGANIZATION	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
Region 6 Hospitals – Seattle & King County								**S**						
Pierce County Department of Emergency Management									**S**	**S**				
WA Department of Ecology					**S**									
WA Department of Health					**S**									
WA Department of Natural Resources					**S**									
WA Emergency Management Division				**S**	**S**				**S**	**S**				
WA State Ferries							**S**							
WA State Hospital Association								**S**						
WA State Patrol												**S**		
WA State Poison Center								**S**						
Federal Emergency Management Agency				**S**					**S**	**S**				
National Weather Service Seattle					**S**									
Seattle Field Office, FBI												**S**		
US Environmental Protection Agency					**S**									

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SUPPORT ANNEXES

DEPARTMENT/ ORGANIZATION	DIRECTION & CONTROL	MILITARY SUPPORT	PUBLIC WARNING	CONTINIUTY OF GOVERNMENT & CONTINUITY OF OPERATIONS	TRAINING & EXERCISING	EVACUATION
Office of Emergency Management	***P***	***P***	***P***	***P***	***P***	**S**
Seattle Police Department	**S**	**S**	**S**	**S**	**S**	***P***
All Department Operating Centers	**S**	**S**	**S**	**S**	**S**	**S**
All ESFs	**S**	**S**	**S**	**S**	**S**	**S**
All City Departments	**S**	**S**	**S**	**S**	**S**	**S**

INCIDENT ANNEXES

DEPARTMENT/ ORGANIZATION	CYBER INCIDENT	PANDEMIC INCIDENT	TERRORISM INCIDENT	EARTHQUAKE INCIDENT
Department of Information Technology	***P***	**S**	**S**	**S**
Public Health-SEA & KC		***P***	**S**	**S**
Seattle Police Department	**S**		***P***	**S**
Seattle Fire Department	**S**	**S**	**S**	***P***
All Other City Departments	**S**	**S**	**S**	**S**

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TAB D

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Department of Neighborhoods	4
Executive Services Department	6
Fleets and Facilities Department	4
Human Services Department	4
Law Department	2
Municipal Court	2
Parks and Recreation Department	4
Seattle Center	4
Seattle City Light	6
Seattle Fire Department	6
Seattle Office of Emergency Management	15
Seattle Police Department	12
Seattle Public Library	17
Seattle Public Utilities	6
Seattle Transportation Department	6
Seattle Arts Commission	2
Seattle Planning Commission	2
Civil Service Commission	2
Ethics and Election Commission	2
ARES Medical Services Team	1
Seattle Field Office, FBI	1
Medical Exchange NW	1
King County Department of Community and Human Services	1
King County Department of Natural Resources	1
King County Department of Transportation	1
King County Office of Emergency Management	1
Poison Control Center	1
Port of Seattle	2
Public Health, Seattle and King County	6
Puget Sound Blood Center	1
Puget Sound Energy	1
The Salvation Army	1
Seattle Auxiliary Communications Service	4
Seattle Community Colleges	3
Seattle Housing Authority	1
Seattle/King County American Red Cross	1
Seattle Public Schools	2
Seattle Steam	1
Seattle Regional Office, Small Business Administration	1

BASIC PLAN

RECIPIENT	NUMBER OF COPIES
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Qwest	1
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