SEATTLE DISASTER READINESS AND RESPONSE PLAN

VOLUME II

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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. To protect the public and city, any request for public disclosure will be directed to the Seattle Police Department Office of Emergency Management, which retains the exclusive right to determine with the Seattle Law Department what may or may not be released under the provisions of RCW 42.56.420.(1) and (4).

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ESF 1

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TRANSPORTATION

ESF COORDINATOR: **SEATTLE DEPT. OF TRANSPORTATION**

PRIMARY DEPARTMENT: **SEATTLE DEPT. OF TRANSPORTATION**

SUPPORT ORGANIZATIONS:
SEATTLE PUBLIC UTILITIES
SEATTLE CITY LIGHT
SEATTLE DEPT. OF PLANNING AND DEVELOPMENT
SEATTLE PARKS DEPARTMENT
SEATTLE POLICE DEPARTMENT
SEATTLE FIRE DEPARTMENT
WASHINGTON DEPT. OF TRANSPORTION
WASHINGTON STATE PATROL
KING COUNTY DEPT. OF TRANSPORTATION
KING COUNTY - METRO TRANSIT
FEDERAL HIGHWAY ADMINISTRATION
PORT OF SEATTLE
WASHINGTON STATE FERRIES

I. INTRODUCTION

A. Purpose

This annex describes the roles and responsibilities of Seattle's Department of Transportation during a disaster or major emergency.

B. Scope

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

Seattle Department of Transportation has plans in place and is the lead agencies in the execution of the following services:

- Provide traffic management and control
- Maintain key arterial operations
- Maintain bridge corridors
- Coordinate transportation related emergency initiatives with other city departments and jurisdictions

SDOT essential services are accomplished by maintaining these critical functions:

- Bridge assessment and repair
- Road/debris clearance
- Road/highway assessment, maintenance and repair
- Road closure and re-routing of traffic
- Snow and ice removal
- Procurement of emergency roadway signage
- Slope stabilization
- Authorizing right-of-way use
- Work with emergency responders to designate and control emergency routes when appropriate
- Designate and Sign Detour Routes
- Provide Public Information messages to ESF-5 regarding traffic and road conditions

C. Mission -- Deliver a safe, reliable, and efficient transportation system that enhances Seattle's environment and economic vitality.

II. REFERENCES

- City of Seattle Disaster Readiness and Response Plan, Vol. I. and II.
- Seattle Municipal Code, 3.12.030C
- Revised Code of Washington
- National Response Framework

III. DEFINITIONS

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

Seattle Department of Transportation - TOC: SDOT's Traffic Operations Center. The TOC will be activated in the event of a disaster or major emergency for which significant changes to traffic operations are warranted. The TOC will likely be located in Seattle Municipal Tower

though cold be located elsewhere if warranted. SDOT's senior director will decide on a location for a TOC.

Seattle Department of Transportation - DOC: SDOT's Department Operations Center. The DOC is located at the SDOT Street Maintenance facility at Charles Street. This is the operations center from which incident response and implementation of traffic revision measures developed at the TOC will be put in place.

IV. SITUATION

A. Overview

1. The Seattle Department of Transportation is responsible for operating and maintaining the city's transportation infrastructure including:
    i. Constructing, maintaining and operating bridges, tunnels, retaining walls, and other structures
    ii. Constructing, maintaining and operating arterial and non-arterial streets and roads
    iii. Constructing, maintaining and operating traffic signs and signals
    iv. Planting and maintaining trees, vegetation and landscaping in public rights of way
    v. Providing street use permits for construction activities and special events encroaching on public rights of way
    vi. Facilitating the movement of people, goods and services on city streets and roads
    vii. Coordinating initiatives with other agencies including, but not limited to those listed above in "Support Organizations."

2. The City of Seattle Disaster Readiness and Response Plan specifies which agency shall be lead when more than one agency responds to an emergency. SDOT is specified as lead agency for:
    i. Snow, Ice, Hail storm
    ii. Wind storm
    iii. Volcanic eruption.

3. In those situations where more than one agency on the scene has jurisdictional responsibility, a Unified Command will be established.

B. Assumptions

1. The Seattle Department of Transportation will likely be an important participant in any major disaster affecting this city.

2. Accidents and natural events evolve in a generally predictable pattern whereas the effects of deliberate criminal acts are more difficult to predict and may include steps to hinder the response.

3. During a disaster or major incident supplies and mutual aid may have difficulty reaching the scene.

4. There will likely be an urgent need for restoring and/or maintaining access and egress to an effected area for emergency vehicles.

5. While emergency responders may focus on a particular impacted area, the need remains for efficient use of the city's transportation system.

   a. Operations – Through experience gained during past EOC activations, it has become standard practice for those City Departments that make up the "Public Works" function to work very closely together during a major incident, disaster, or catastrophe. Indeed, prior to development and implementation of The National Incident Management System (NIMS), Seattle combined the integrated functionality of its transportation and utility departments into a single "Public Works Annex". While this unity of effort has been maintained in this update of the Seattle Disaster Readiness and Response Plan, there are now three annexes that guide the specific management interactions and principles that are expected to occur. In addition to this annex, they are similarly reflected in ESFs-3 and 12.

V. LOGISTICS

A. Logistical Support

1. SDOT maintains Street Maintenance facilities at:

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

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

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

B. Communications

1. SDOT utilizes a 450 MHz radio system for internal operations. The 450 MHz radios are monitored 24/7 through SDOT dispatch operators.

2. SDOT has 800 MHz radios in supervisor vehicles and a cache of hand held radios for use in the event of an emergency or disaster.

3. SDOT has a direct line to SPD dispatch for rapid bi-lateral notification of significant events.

4. E-mail, traditional “land line”, cellular phones, and Nextel 2-Way phones are typical communications tools used on a day-to-day basis.

C. Information Technology Support (IT)

1. The City Department of Information Technology provides technology leadership for the City enterprise, developing common standards, architectures, and business solutions to deliver City services more efficiently and effectively. For additional information and detail see ESF-2 Telecommunications and Information Technology.

2. SDOT has an “internal” Information Technology Section. This section is within SDOT’s Resource Management division and is responsible for the on-going development, acquisition, support and maintenance of SDOT applications and infrastructure.

ESF 2

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COMMUNICATIONS

ESF Coordinator: Department of Information Technology

Primary Agency: Department of Information Technology

Support Agencies: Auxiliary Communications Services (Seattle EOC)
Seattle City Light, Information Services Division
Seattle Fire Department, Information Technology Unit
Seattle Police Department, Information Technology Unit
Seattle Public Utilities, Information Technology Division

I. Purpose

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

II. Agency Structure

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

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

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

III. Inter-Agency Coordination

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

IV. Hazards: Specifics to Telecommunications and Information Technology

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

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

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

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

the City of Seattle Cyber-Incident Action Plan to deal with the cyber attack. The TOPOFF2 exercise in 2003 exercised the plans for such a combined attack.

V. Communications Response Processes (City of Seattle)

During both normal operating situations and disasters the City will use a variety of response methods and processes for communications. Each department will use communications methods appropriate to the task at hand. The matrix below is an example of the variety available with designated primary, secondary and tertiary means. The communications infrastructure components are more completely described in Section IX, Table 1. (Page 7).

Communications Method	DoIT Staffing and Work	Seattle Police	Seattle Fire
800 MHz public safety voice radio	Limited availability	Primary	Primary
Wireless computer (Sprint CDMA)	Limited availability	Secondary	Secondary
Cellular phone (Nextel radio)	Primary	Limited availability	Limited availability
Cellular phone (other)	Limited availability	Tertiary	Available
Electronic mail (Groupwise)	Available	Available	Available
BlackBerry and electronic mail	Secondary	Limited availability	Limited availability
Paging (public-USAMobility)	Tertiary	Tertiary	Not available
Paging (private – DoIT maintained)	Not available	Not available	Available
Telephone (City)	Available	Available	Available
Community Notification	Notification outbound	Notification outbound	Notification outbound
Web (seattle.gov)	Public Information Posted only	Public Information Posted only	Public Information Posted only

VI. EOC Activation/ Support Matrix for Telecommunications and Information Technology

Upon a EOC activation, or whenever otherwise directed by the Emergency Preparedness Bureau Commander, the EOC Director, or the Chief Technology Officer, the following command and control structure will activate to insure continuity of operations for telecommunications and technology in support of the City government. The table below describes position responsibility.

Table 1: EOC Reporting Matrix for IT Support			
Duty Position	**Duty Location**	**Responsibilities**	**Designees**
Telecommunications and IT Coordinator (TCC)	EOC	ESF-Communications coordinator for the Incident Commander Direct activities of all DoIT resources supporting telecommunications and IT during the disaster	Communications Technologies Director, Technology Operations Director, Director Major Projects
Radio network support manager	EOC or Radio Network Master Site[1] or designated location	Monitor and reconfigure the public safety radio network as required to keep it operational during the disaster	Radio Network Manager Communications Shop, Radio Network Supervisor
Radio Technician	EOC or Radio Network Prime Site	Monitor and reconfigure the public safety radio network as required to keep it operation during the disaster	Radio Technicians (2)
Telecommunications and IT Assistant	EOC	Assist the Telecom and IT Coordinator during initial stages of the disaster	Telecommunications Engineer, Service Desk Technician
Citywide PIO Team Responder	EOC	Participate in City PIO team activities at EOC	DoIT Public Information Officer
Public Information Technology Support (Web Team Responders)	EOC	Update the City's web sites (external and internal) with relevant information at the direction of the City's PIOs	Web Manager, Web Developer, Web Content Designer
Web Server Administrator	Virtual	Check status of web servers.	Web Administrators
Seattle Channel Media Relations	EOC or Seattle Channel Studio	Manage the broadcast -- live or taped television from the EOC or other locations with information from the EOC incident commander, Mayor or other elected official or designees.	Seattle Channel Managers (2)
Seattle Channel Headend	Seattle Channel	Manage Seattle Channel end of EOC needs	Seattle Channel Staff (2)
Seattle Channel EOC Television Operators	Seattle Channel	Perform television operations related to camera operations.	Seattle Channel Staff (5)
DoIT Operations Center Manager	DoIT Operating Center, Seattle Municipal	Responsible for coordinating with TCC to	Desktop/SD Manager,

Table 1: EOC Reporting Matrix for IT Support

Duty Position	Duty Location	Responsibilities	Designees
	Tower	determine how to direct DoIT resources as required.	Enterprise Computing Manager, Telephone and Data Networks Manager
DoIT Director	DoIT Offices, Seattle Municipal Tower	Insures accountability and safety for all DoIT personnel immediately after disaster occurs. Designates and deploys channels to communicate with DoIT employees throughout the duration of the disaster. Executes the DoIT departmental emergency response plan.	Chief Technology Officer, Financial and Administrative Director, Technology and Oversight Director, Director
EOC Technology Support Staffing:	EOC	Report to the EOC and immediately ascertain the status of all critical technology assets necessary to support EOC functioning. Repair systems or assist EOC responders as required. These employees will be released from the EOC by the TCC once the systems are determined to be operational.	Desktop Computer Support Staff, Telephone Technician (1) Data Communications Technician (1) Managers (2) On-call system engineers: Web Servers/Active Directory, Messaging/Directory, Batch Processing (CCRS)

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

VII. Emergency Procedures ---EOC Activation

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

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

3. Upon initial activation of the EOC, the TCC, and the Telecommunications and IT Assistant will go to the EOC. If other emergency roles need to be immediately activated, the TCC will inform the Telecommunications and IT Assistant who to call from the emergency role list.

4. Upon arrival at the EOC, the TCC will use the Information Technology Checklist to open the EOC and establish ESF-Communications Incident Command.

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

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

7. As each on-call or EOC-reporting employee arrives at the EOC or a designated location, that employee will use operations checklists to determine the status of technology systems, and will report the status of those systems to the TCC or designee.
   Priority of systems for status determination and repair:

   a. 800 MHz Public Safety Radio network
   b. Telephone network
      - Public Safety (SPD and SFD)
      - SPU Call Center
      - ERC Call Center
      - Voicemail
   c. Data communications network including fiber
   d. E-mail and messaging
   e. City's Internet connection
   f. City's website (seattle.gov)
   g. City's television channel (Seattle Channel)
   h. City's data center (staffed 24x7)
   i. Police Information Technology
   j. Fire Information Technology
   k. Seattle City Light IT
   l. Seattle Public Utilities IT
   m. Enterprise Computing
   n. Mid-range computing
   o. Desktop computing
   p. Service desk (IT and telephone)

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

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

VIII. Special Needs Populations

In general, communications with special needs populations depends upon the specific needs and functions of individual departments. The following communications methods are available for departments to use:

Communications Method	Description	Potential Applications
City Telephone Network	Private telephone network internal to City government. Connections to public switched and cellular networks, including long distance.	All applications to populations with land-line or cellular telephones
Community Notification	Outbound telephone dialing and messaging mechanism, with limited response capability	All applications to populations with land-line telephones or pagers
Auxiliary Communications Services	Ham radio operators (volunteers) who will be stationed at critical sites during a disaster.	Communication to community centers and other assembly sites – community SDART teams are trained to expect this.
Internet: e-mail	Computer communications to populations with computer and data networking capability, active communications	Communication to populations whose e-mail address a City department knows
Internet: web	Information – mostly one-way, passive	Communication to any population with an Internet connection and web browser

IX. Operational Information

Table 1: City of Seattle Communications Infrastructure and Services

The City's communications infrastructure has the following components:

Component	Description	Support and Maintenance
Microwave	Infrastructure connecting a few locations – largely radio transmission sites – King Countywide. Backbone for 800Mhz radio network but also carries some telephony and data.	First and second level support by DoIT communications shop. SCL maintains some independent links. Vendors: Harris, for equipment and remote technical support.
Fiber	Over 330 miles of fiber optic cable reach every	Engineering and first-level support

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

Component	Description	Support and Maintenance
Radio – 800 MHz SCL	Seattle City Light operates a four-channel radio network used by SCL crews and other operations. The network is active both in Seattle and the Skagit valley. About 400 mobile and portable radios.	First and second level support by SCL staff. Vendors: Motorola[1], for equipment and technical support.
Radio – 450 MHz Fire, Emergency Management	Seattle operates a 450 MHz backup radio network with over 200 portable radios deployed in Fire and Emergency Management.	First and second level support by DoIT communications shop. Vendors: Motorola[1], for equipment and remote technical support.
Radio – 450 MHz Transportation	Seattle transportation operates a 450 MHz radio network for transportation crews with about 400 mobile and portable radios.	An SDOT employee oversees the system and does some first-level maintenance. Most installation and maintenance is accomplished by contractors. Vendors:
Radio - various	Various other special-purpose radio networks are installed and operated by various departments. Examples: Public utilities operate a low-band network in its watersheds, and the Zoo has an SMR radio network for use on Zoo grounds.	Employees in the departments oversee contractors who maintain, and install these networks.
Telephone Network	The City operates a private telephone network composed of 24 PBX switches, over 100 key systems, and over 12,000 telephone instruments based in about 300 City business locations. This system is used internally to City government and is designed to operate even when the public telephone network and cellular networks are inoperative. The network operates largely on the City's own fiber optic cable network, but also uses City-owned copper cable plant, and leased circuits. A number of related services are maintained including automatic call distribution systems (ACD), interactive voice response systems (IVR), voicemail and others.	First and second level support by DoIT telephone services. Copper cable supported by DoIT cabling services. Vendor: Nortel equipment supplied by several distributors, e.g. Qwest. Nortel provides remote technical support.
Telephone Network Interconnection to Local and Long Distance carriers	The City maintains connections to the private telephone network (PSTN) through two local PSTN carriers and one long distance carrier. These connections are via central office trunks with connections between the carrier facilities and the City's PBXs. Most central office trunks are provisioned via Qwest leased circuits; some are provisioned via City owned cable.	First and second level support by DoIT telephone services. Carrier service support provided by: United Carriers Network, Broadwing, and Qwest. Circuit support provided by Qwest and DoIT Major Projects. Nortel provides remote access technical support for PBX equipment
Data Communications	The City operates a private data communications network which links all desktop, server, mid-range and enterprise computers in City government, as well as many other special purpose services such as printers and video. The network operates largely on the City's fiber optic cable network between buildings and intra-	First and second level support by DoIT data networks and respective departmental resources. Fiber and copper support provided by DoIT cable services.

Component	Description	Support and Maintenance
	building risers and copper for distribution within buildings. This data network is the basis for a wide variety of computer applications used for emergency management, including electronic mail, computer aided dispatch, work management systems, etc.	
Internet connection	The City provides internet connections through two internet service providers (ISP). Circuits connections are routed over Qwest leased circuits and fiber. Connections are shared with King County.	First and second level support by DoIT data networks and Internet Infrastructure Team (IIT). Fiber and copper supported by DoIT cable services. Vendors: Verizon/Level 3 and U of W Gigapop (King County may be involved)
Intergovernmental network	The City provides connection to the inter-governmental network (IGN) via a fiber connection through King County.	First and second level support by DoIT data networks and escalation through King County IT support to the State of Washington.
Wireless data network—Public Access in Targeted Communities	The City provides limited (pilot) Wireless Access Points (WAP) service in Columbia City, University District, several Downtown Park locations, and City Hall which connects to an ISP provided via the University of Washington.	All wireless access points support provided via DoIT major projects and ISP support via University of Washington.
Wireless data network—Internal City wireless access points	The City provides Wireless Access Point (WAP) service in many conference rooms of Seattle Municipal Tower (SMT), Seattle Justice Center (SJC) and City Hall as well as other strategic sites in the City.	First and second level support provided by DoIT data networks, the IIT, and the IT workgroups of Seattle City Light (SCL) and Seattle Public Utilities (SPU). Vendor support provided by Cisco on a remote basis. ISP support provided by ISP vendors (see Component: Internet Connection above).
Wireless data network for mobile computing network	The City provides a wireless mobile computing infrastructure via Sprint/Nextel Company using Code Division Multiple Access (CDMA) technology. Access to the City network is provided via a leased circuit (backhaul) for Seattle Police Department and Seattle Fire Department and via the City internet connection for other departments.	Wireless support is provided by Sprint/Nextel. Backhaul circuit support is provided by Sprint/Nextel and Qwest via Sprint's Technical Assistance Center (TAC). City data network connectivity support is provided by DoIT data networks. ISP support provided by ISP vendors (see Component: Internet Connection above).
BlackBerry	The City provides service to 450 BlackBerry customers via Nortel and Verizon.	First level BlackBerry support provided by DoIT telephone services, second level support provided by DoIT messaging team, and vendor support by appropriate cellular service provider.
Cellular telephones	The City provides cellular service to over 2,000 users. Multiple service providers have been engaged by the City which include: Sprint/Nextel, Cingular/AT&T, and Verizon. DoIT manages about 53% cellular service. Other departments managing service include: SCL	First level support by DoIT telephone services for DoIT supported departments and by various business units in non-DoIT supported departments. Second level support by service providers

Component	Description	Support and Maintenance
	(20%), Police (7%), SPU (7%), remaining percentages: DPD, FFD, Parks, and Seattle Center.	(eg. Nextel, Cingular)
Text Messaging	Text messaging is available on several devices including BlackBerry.	Support provided by DoIT Messaging Team. Messaging server support (BlackBerry Enterprise Server –(BES)) provided by DoIT messaging team. Manufacturers support provided by BlackBerry Corporation.
Paging (Fire)	Private Seattle Fire Department paging system for over 600 pagers.	First responder level communications support by DoIT communications shop.
Paging (non- Fire)	The City provides access to a general paging service via MetroCall Wireless. This service is for all non-Seattle Fire Department pagers. Most pagers are managed via DoIT communications shop. Some pagers are managed by departments.	First level support provided by DoIT communications shop. Vendor support provided by MetroCall.
Electronic mail	The City currently has 11,000 email accounts.	First level support provided by DoIT messaging team.
WebEOC	DoIT provides support of the WebEOC servers.	First level support provided by DoIT mid –range computing.
Seattle.gov website	Provide public facing information for the City of Seattle on the web.	First and second level support for the website supported by DoIT Web Team.

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

Table 2: On-Call IT Support Matrix for City Government

The table below describes the 24x7 on-call support available for information technology for Seattle's City government. On-call employees are paid for this support – they are required to respond by telephone within 15 minutes of notification and are required to report on-site within one hour of activation.

IT Functional Area	24x7 Support Description
Service Desk	Staffed workdays, 0700 – 1700. Rings through to data center after hours. 386-1212
Public Safety 800 MHz Radio Network	Staffed during working hours. One position on-call 24x7.
Telephone Network	Staffed during working hours. One position on-call 24x7.
Data Communications Network	Staffed during working hours. One position on-call 24x7.
Internet connection (firewalls and border routers)	Staffed during working hours. One position on-call 24x7.
Network hardware and cabling	Staffed during working hours. No regular on-call position, but

IT Functional Area	24x7 Support Description
(cable plant)	employees will be designated and paid on-call during potential disaster situations.
Messaging and Collaboration	Staffed during working hours. One position on-call 24x7 for selected services.
Enterprise Computing Services: Data Center Operations Data Center Facilities Unix System Administration	. Staffed full-time, 24x7, 233-5050 Staffed during working hours. Staffed during working hours. One position on-call 24x7.
Mid-range Computing (Windows)	Staffed during working hours. One position on-call 24x7 for selected services.
Desktop Computing	Staffed during working hours. No regular on-call position, but employees will be designated and paid on-call during potential disaster situations.
Web (City's website)	Staffed during working hours. One position on-call 24x7.
Seattle Channel (City's television station)	Staffed during working hours. One position on-call 24x7.
Seattle City Light	Staffed during working hours. One position on-call 24x7.
Seattle Public Utilities	Staffed during working hours. One position on-call 24x7.
Seattle Police Department	Staffed 24x7 for support of Police Department technology systems.
Seattle Fire Department	Staffed during working hours. One position on-call 24x7.

Table 3: Resource Base

The table below shows the resource base for supporting the primary information technology and communications requirements of City government. The projected resource base indicates the staffing base required to support the City during an emergency or disaster.

IT Functional Area	Resource Base	Projected Resource Base
Service Desk	9 service desk technicians 1 Heat administrator 1 manager	Staffing is for 0700-1700 operation. If 24 hour operation is required, staffing may be approximately 18 employees and three supervisors. Additional staff may be obtained by combining service desks of DoIT, SCL and SPU.
Public Safety 800 MHz Radio Network	6 technicians 2 installers 2 supervisors/managers 2 support staff	Same as indicated in resource base During a serious emergency, support staff may be obtained from private vendors and

IT Functional Area	Resource Base	Projected Resource Base
		Motorola.
Telephone Network	5 engineers 5 telephone analysts 6 support staff	Same as indicated in resource base During a serious emergency, support staff may be obtained from Qwest, NetVersant, Nortel, and other vendors.
Data Communications Network	5 engineers 1 lead engineer	Same as indicated in resource base During a serious emergency, additional support may be available from Cisco.
Network hardware and cabling (cable plant)	6 technical staff	Same as indicated in resource base During a serious emergency, additional support may be available from vendors.
Internet connection (firewalls and border routers)	3 engineers	Same as indicated in resource base. During a serious emergency, additional support may be available from Cisco.
Messaging and Collaboration	4 information technology professionals 2 systems analysts 1 manager	Same as indicated in resource base During a serious emergency, four additional Information technology professionals may be available from SPU and SCL.
Enterprise Computing Services: Data Center Operations Data Center Facilities Unix System Administration	 1 manager 5 computer operations 3 supervisors 2 managers 6 information technology professionals	Same as indicated in resource base During a serious emergency, additional staffing may be available from IBM.
Mid-range Computing (Windows)	9 information technology professionals 1 manager	Same as indicated in resource base During a serious emergency, approximately 8 additional information technology professionals may be available from other departments. In addition

IT Functional Area	Resource Base	Projected Resource Base
		support may be available from Microsoft and IBM.
Desktop Computing	10 information technology professionals 1 systems analyst 1 supervisor	Same as indicated in resource base Additional support may be available in other departments, from Microsoft and Gateway
Web (City's website)	3 web designers 2 systems administrators 3 web technical developers 3 supervisors	Same as indicated in resource base During a serious emergency, three other staff in DoIT have skills for reassignment, and approximately 6 other web technical staff may be available in other departments for reassignment.
Seattle Channel (City's television station)	Two engineers 10 programming staff	Same as indicated in resource base
Seattle City Light	Approximately 33 infrastructure support staff of various skills	On call SCL manager will identify at the time of an event.
Seattle Public Utilities	Approximately 20 infrastructure support staff with a variety of skills	Approximately 10 infrastructure support staff identified by the department.
Seattle Police Department	Approximately 20 infrastructure support staff	Same as indicated in resource base
Seattle Fire Department	Approximately 5 infrastructure support staff	Department has not identified any staff as a resource base at this time.

X. Logistics

The City of Seattle communications infrastructure components are located in various locations across the City and King County. The infrastructure component locations are described within Section IX. Operational Information, Table 1. The City of Seattle data center is located in a City owned facility located in the downtown core. The data center is a secure dedicated walled space with appropriate power, cooling, and backup generator capability. The critical IT assets (servers, radio transmitters are earthquake braced. The City's network design includes multiple redundant paths and technologies such as SONET and microwave with self-healing rings for critical paths. The City of Seattle has existing quick ship contracts and maintenance contracts with outside vendors for the various infrastructure components.

The Department of Information Technology is currently in the process of finding alternate data center operations space to help ensure continuity of operations.

As described in Section VII. Emergency Procedures---EOC Activation, the Department of Information Technology will maintain the status of technology and report the status of those systems. Section VII, (line items) 5 and 6, lists the procedures for status determination and repair of IT networks and systems.

XI. Administration

This Annex will be maintained by the Department of Information Technology in coordination with the City of Seattle Chief Technology Officer. The Annex will be updated once a year as required by the City's Office of Emergency Management. State law and the Seattle Municipal Code currently requires that all annexes are reviewed one time within a four years time span. Significant changes may require revisions before the one year requirement.

ESF 3

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City of Seattle
Disaster Readiness and Response Plan

ESF-3
Public Works and Engineering

ESF-3 Coordinator:	**Seattle Public Utilities**
Primary Department:	**Seattle Public Utilities**
Primary Support Organizations:	**Seattle Transportation Department** **Seattle City Light** **Department of Planning and Development** **Parks and Recreation Department**

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Constituent Departments

ESF-1 Transportation
Seattle Department of Transportation (SDOT)

ESF-1 -- Support Agencies:
1. WA State Dept of Transportation (WSDOT), Northwest Region
2. King County Department of Transportation
3. King County – METRO Transit
4. Sound Transit
5. Federal Highway Administration
6. Port of Seattle
7. Washington State Ferries

ESF-3 Public Works, Engineering and Parks
Seattle Public Works (SPU)
Seattle Department of Planning & Development (DPD)
Seattle Parks & Recreation Department (Parks)

ESF-3 -- Supporting Agencies	Coordinating Dept
1. Seattle District, U.S. Army Corps of Engineers (USACE)	SPU
2. King County, Solid Waste	SPU
3. King County, Dept of Natural Resources (KCDNR)	SPU
4. Seattle Steam Company	DPD

ESF-12 Energy
Seattle City Light (SCL)

ESF-12 -- Support Agencies:
1. Puget Sound Energy (PSE)
2. Bonneville Power Administration

Liaison with support agencies is coordinated by assigned primary agencies as illustrated on Page 12 "Departments and Supporting Agencies."

I. Introduction

A. Purpose

The purpose of Emergency Support Functions 1, 3, & 12 is to provide disaster response and recovery activities in the areas of Transportation (ESF-1); Utilities (potable, waste and drainage water) Engineering, and parks facilities and services (ESF-3); and Energy (ESF-12). Emergency support is provided by city departments and by public and private agencies. Together, city departments and supporting agencies coordinate planning, resources and capabilities to enhance the City's ability to prepare for, respond to and recover from a natural or human caused emergency or disaster.

B. Scope

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

ESF-1, 3, & 12 agencies have plans in place and are the lead agencies in the execution of the following services:

ESF-1 Transportation

Seattle Department of Transportation – essential services

- Provide traffic management and control
- Maintain key arterial operations
- Maintain bridge corridors
- Coordinate transportation related emergency initiatives with other city departments and jurisdictions

SDOT essential services are accomplished by maintaining these critical functions:

- Bridge assessment and repair
- Road / debris clearance
- Road / highway assessment, maintenance and repair
- Road closure and re-routing of traffic
- Snow and ice removal
- Procurement of emergency roadway signage
- Slope stabilization
- Authorizing right-of-way use
- Work with emergency responders to designate and control emergency routes when appropriate
- Designate and Sign Detour Routes

- Provide Public Information messages to ESF-5 regarding traffic and road conditions

ESF-3 Public Works, Engineering and Parks

Seattle Public Utilities

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

Department of Planning and Development

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

Seattle Parks & Recreation Department

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

ESF-12 Energy

Seattle City Light

- Generation, transmission and distribution system maintenance, assessment, repair, and operations
- Restoration of electrical power and related services including outage response, black-out, and service curtailment procedures
- Emergency action plans for dam failure, including notification of down stream dam operators, local agencies and communities.

Support Agencies:

Agencies and companies pledged to support the City through ESFs 1, 3, & 12 (e.g. US Army Corps of Engineers, Puget Sound Energy, Qwest, Seattle Steam, WSDOT, etc.) are expected to have plans in place, such that following a major disaster, they can promptly restore their primary service; and support

tasking by ESFs 1, 3, & 12 (See: IV. Planning Assumptions, and VIII Response Activity – Support Agencies)

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

C. Coordination of ESFs 1, 3, 12:

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

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

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

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

II. Policies – Refer to Seattle Municipal Code as specified in the *Seattle Disaster Readiness & Response Plan* (DRRP).

III. Emergency/Disaster Conditions and Hazards

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

Infrastructure damage to transportation facilities such as roads, bridges, and traffic signals may isolate sections of the City and limit emergency responder access and egress. [ESF-1]

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

Widespread loss of electric power will stress responders, city services, residents and businesses. Disruption of natural gas or steam in the City may force extensive and extended business interruption and job loss. [ESF-12]

On occasion, the disruption of services and stress on citizens may lead to lawlessness and could impede restoration and delivery of services by service providers.

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

IV. Planning Assumptions

1. Power, water, drainage, roadway/bridge restoration, and assurance of structure integrity will be high priority objectives following any major disaster.
2. Primary and support agencies for ESFs 1, 3, & 12 will operate autonomously, under their own authorities as applicable. In addition, they will address needs and tasks received via their representative to the EOC (EOC Responder) as defined through the Coordinator per the City's DRRP.
3. Upon mobilization by the City EOC, ESFs 1, 3, & 12 primary agencies will promptly activate their Department Operating Center (DOC) and provide staffing appropriate to support the efficient provision of services.
4. Primary and support agencies should maintain accurate, current inventories of key assets (vehicles, radios, pumps, generators, etc.) and have a practiced method of tracking asset availability throughout a disaster.
5. Each primary and support agency should have in place a Disaster Response & Recovery Plan which supports the City's DRRP, consistent with The National Incident Management Plan, and is sufficient to insure the department or agency can provide its essential services and support its ESF.
6. The Coordinator, staff members and department representatives should have personal preparedness plans in place such that they can report to the EOC within one hour of mobilization.
7. In most cases, adequate numbers of personnel with engineering and construction skills and construction equipment will be available from city staff and the professional community in and around Seattle. However, under extreme conditions there may be a significant delay in obtaining these services.
8. Response time will likely be slowed. ESFs 1, 3, & 12 constituent departments are often "first responders" for transportation incidents, power outages, water main breaks, landslides, and other frequent and typical emergencies. The

need to conduct "field size-ups" after a disaster event will slow a departments' initial response. Faced with requests for services routed through the EOC as well as other potentially competing demands for assistance, department control centers will need to prioritize disaster response efforts. Department response to lower priority requests, therefore, may be substantially delayed.

9. A significant portion of a department's workers may be directly affected by the disaster. Some may be unable to report for work for up to three days (possibly longer). Under some conditions, the work tasks and schedules of some employees may be altered.

V. Concept of Operations

A. General

The City EOC will contact the Lead Coordinator, who will then mobilize ESF-1, 3, & 12 department designated emergency responders as the event demands. Department responders will activate/notify their DOC, assign department resources to the EOC as required, and insure the department's damage assessments and disaster response activity are carried out and reported to the EOC. DOCs will prioritize their response efforts and produce timely and regular "Size-up Summary Reports" to their ESF Responder in accordance with the City's DRRP – Appendix 1.

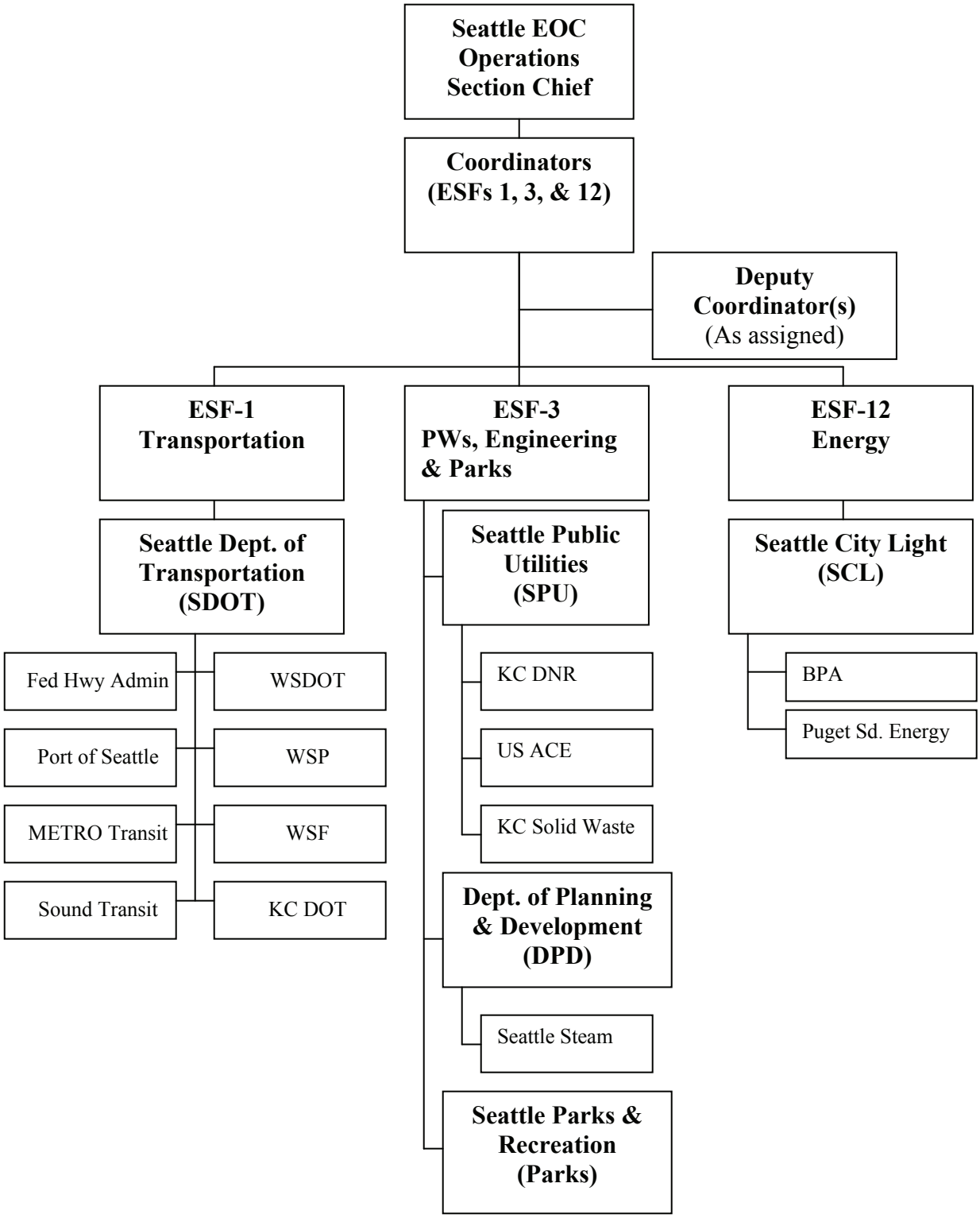
The Coordinator and Department EOC Responder will meet regularly at the City EOC to evaluate and consolidate the Size-up Summary Reports, coordinate response activity, allocate resources, and develop timely and regular ESF Action Plans for submission to the EOC Planning Section.

The Coordinator will receive and review the City's "Consolidated Action Plan," and distribute it to each of the ESFs and their Department EOC representatives. Each Department EOC representative will ensure the Plan is relayed to their agency/department and that it is integrated into the departments' response work schedule. Completed activity is reported in each department's next Size-up Summary Report.

B. ESF Organization

Each city department has named an Emergency Responder (and at least three trained back-up Responders) to represent the department within their ESF organization. Each city department is expected to have depth at the Department Responder position sufficient to cover extended operations (often exceeding 24 hours). Each Department Responder has the authority to task department staff and assign department resources under the City's Consolidated Action Plan. The Coordinator has the authority to task Department EOC representatives.

ESFs 1, 3, & 12 – Departments and Supporting Agencies



1. Departments to have at least "3-deep" coverage at Department Representative position.
2. Departmental Operations Control Centers to maintain liaison with utilities on routine basis.
3. City EOC to maintain current call-out lists.

C. Procedures

The Public Works ESF Coordinator shall mobilize Department Emergency Responders as appropriate to the event(s).

Upon call-up by the Public Works ESF Coordinator, designated Department EOC Responders will report to the City EOC for initial briefings and organization. Each Department EOC Responder will then insure their department management and DOC personnel are apprised of conditions and insure DOC personnel receive a copy of the "Consolidated Action Plan" as it is developed and modified.

In the event the EOC Director determines that ESF-3 (made up of multiple City Departments) "has the lead" in responding to a given event, the Public Works ESF Coordinator will assign departmental "lead" within ESF-3 as appropriate.

Each city department and outside support agency shall adhere to mobilization and response procedures set forth in its respective Disaster Response & Recovery Plan.

D. Departmental responsibilities

- Insure Department is in compliance with Mayoral Executive Order No. 02-05 and any subsequent executive orders/requirements
- Notify/activate department's DOC when appropriate
- DOC is to provide data to EOC through WebEOC per Appendix I of *The Seattle Disaster Readiness & Response Plan*.
- Assign Incident Commander if department is "lead agency" or a senior department representative if incident is being managed by "Unified Command."
- Initiate departmental cost tracking in keeping with each department's procedures.
- Conduct damage assessment in keeping with department's Disaster Response & Recovery Plan
- Mobilize department resources and track resource availability.
- Submit timely and regular Size-up Summary Reports to provide emergency managers and city officials factual information, valid assessments, and appropriate recommendations.
- Ensure adequate supplies, equipment, sustenance, sanitation facilities accommodations, etc. are made available to DOC, response and recovery personnel.
- Develop and implement a sustainable work schedule.
- Integrate tasks received via City's Consolidated Action Plan into the department's response & recovery work.
- Reconstitute damaged capabilities and resources.

E. Public Works ESF Coordinator

- Respond to EOC when called, or self-respond if a call-out is apparent.
- Receive EOC initial briefing.
- At the request of the EOC Director and depending on the primary hazard encountered, the Public Works ESF Coordinators may be asked to become or to provide the EOC's Operations Section Chief.
- Determine if additional Public Works ESF responders need to be called out, and arrange call-out of these people.
- As soon as Public Works ESF responders arrive:
  - Brief on current situation and immediate requirements
  - Establish initial Public Works ESF objectives
  - Instruct department representatives to
    - Request activation of their respective Control Centers
    - Ensure they are functional,
    - Advise Public Works ESF responders of EOC Reports Schedule (Refer to Tab D of Appendix 1 of Basic Plan).
- Assure requests for outside assistance (Refer to Tab B of Appendix 1 of DRRP) gets immediate attention and is referred to ESF-7 Coordinator.
- Monitor Size-up reports (Refer to Tab A of Appendix 1 of Basic Plan).
- Develop and Maintain ESF-3 Action Plans.
- Advise ESF-7 (Planning) of recommended plans and or actions as may be developed by ESF-3 Departments
- Participate in general staff meetings to develop Consolidated Action Plan.
- Assist in briefing the Mayor as requested by EOC Director.
- Advise the Operations Section Chief of any serious or critical issues.
- Establish coverage schedules and staff accordingly.

VI. Mitigation Activity

Mitigation initiatives by Public Works ESF Departments are guided by the *Seattle All-Hazard Mitigation Plan*. In this context, Public Works ESF Departments focus on:

- ✓ Provide emergency preparedness training for workplace, home, and family.
- ✓ Educate all employees and encourage them to identify and mitigate hazards at home and in the workplace to minimize injury, damage and disruption.
- ✓ Ensure field personnel that may be exposed to hazardous conditions are equipped with appropriate Personal Protective Equipment (PPE) and trained in its proper use and care.
- ✓ Annually review *The City of Seattle All-Hazards Mitigation Plan*. Recommend modifications/additions/deletions based on experience and observations of P/W ESF departments. Insure that P/W ESF mitigation plans/activities are complementary to and coordinated with *The City of Seattle All-Hazards Mitigation Plan*.

VII. Preparedness Activity -- Public Works ESF Departments

- Develop policies for personal emergency preparedness
- Implement procedures for emergency call up of managers and field crews.
- Develop damage assessment priority lists of facilities/assets and "windshield survey" routes.
- DPD will maintain a current list of buildings, prioritized for initial response.
- Select and train Emergency Responders in EOC operations and the Incident Command System (ICS).
- Train DOC staff in DRRP reporting requirements, protocols, and procedures.
- Take actions necessary to assure staff is prepared to accomplish internal agency/departmental response and recovery activities.
- Take actions necessary to assure staff is prepared to support ESF requirements
- Schedule and conduct an annual coordination meeting and exercise for DOC managers and Department EOC representatives
- Provide timely updates to the Seattle EOC of changes to EOC responder staffing.

VIII. Response Activity

Public Works ESF City Departments (as specified by the Public Works ESF Coordinator or EOC Director)

- When appropriate, participate in the ICS structure in response to a major incident and, if warranted, provide trained Incident Commander.
- Provide trained senior manager to serve as Public Works ESF Coordinator (or Public Works ESF Coordinator backup).
- Activate DOC if required.
- Provide "Size-up Summary Reports" to Public Works ESF Coordinator, as requested.
- Provide trained personnel to conduct damage assessment of department assets.
- Coordinate damage assessment
- Provide trained personnel/crews to restore services and/or repair assets.
- Provide transportation for crews and equipment.
- Dispatch trained personnel/crews to perform repair/restoration work per Public Works ESF Action Plan.
- Provide equipment and trained personnel to perform debris clearance per Public Works ESF Action Plan.
- Provide heavy equipment and trained operators to perform work per Public Works ESF Action Plan.
- Integrate personnel and equipment from other departments/agencies/jurisdictions into Public Works ESF Action Plan.
- Coordinate with Public Works ESF support agencies to supply requested services and resources.
- Execute Public Works ESF assigned missions.
- Arrange for contracting with design or engineering professionals, contractors and equipment suppliers to augment/replace critical goods and services.

Support Agencies.
Public Works ESF will coordinate with various "support agencies" during a response and will encourage and support the following actions by Support Agencies:

- Provide trained representative to serve as the ESF "agency representative."
- Activate a DOC (if appropriate)
- Provide "Size-up Summary Reports" to Public Works ESF Coordinator, as requested.
- Provide personnel/crews to conduct damage assessment of agency assets.
- Provide personnel/crews to restore agency services and/or repair assets.
- Provide transportation for crews and equipment.
- Provide personnel/crews to perform repair/ restoration work as required
- Provide equipment and personnel to perform debris clearance as required
- Provide heavy equipment and operators to perform work as required

IX. Supporting other ESFs and jurisdictions

The Public Works ESF Coordinator may task an ESF, department or agency to support other ESFs or jurisdictions if so directed by the City's Operations Section Chief. Public Works ESF support to other ESFs or jurisdictions will be directed via the Public Works ESF Action Plan.

X. Resources

Under normal operating conditions ESF-1, 3 and 12 departments are self-reliant with respect to the equipment, vehicles, personnel, facilities, etc. required to provide their services. Each ESF city department is expected to have and maintain an accurate account of equipment, fixed and mobile assets, and response personnel. Resources should be "typed" by capability based on measurable standards of performance and capability in keeping with NIMS. Departments should have the ability to track resource availability and status throughout a disaster response and recovery effort.

XI. Demobilizing ESF Resources

As Department Operations Center managers determine that their work is done, or when their equipment/resources are no longer needed to accomplish the Public Works ESF Action Plan, they shall advise their EOC Responder. The EOC Responder will then advise the Public Works ESF Coordinator. The Public Works ESF Coordinator will check with EOC Operations Section Chief and if it is deemed that those services are no longer needed shall advise the EOC Responder that department personnel and/or resources may be de-mobilize per the Consolidated Action Plan and/or Demobilization Plan.

XII. Costs & Reimbursements

Any jurisdiction, department or agency which receives documented support from an ESF agency may be charged for the services. Additionally, ESF primary

departments are responsible for maintaining accurate records of all costs associated with Disaster Response and Recovery operations.

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FIRE, RESCUE & EMERGENCY MEDICAL SERVICE

ESF COORDINATOR: **SEATTLE FIRE DEPARTMENT**

PRIMARY DEPARTMENT: **SEATTLE FIRE DEPARTMENT**

SUPPORT ORGANIZATIONS: **Seattle Police Department**
Seattle-King County Public Health Department
Seattle Public Utilities
King County Office of Emergency Management
Washington State Emergency Management Division
Federal Emergency Management Agency

I. INTRODUCTION

A. Purpose

1. To describe the policies and procedures administered by the Seattle Fire Department during disasters.

2. To describe the policies and procedures of the Seattle Fire Department Management Team during an EOC activation.

B. Scope

This annex applies to Fire Department personnel, uniformed and non-uniformed, on and off duty. The focus is on the policies and procedures, resources, and objectives to address issues before, during and after major citywide emergencies or disasters.

C. Mission

To minimize the loss of life, property, and environmental damage resulting from fire, medical emergencies and other disasters.

II. REFERENCES

- Seattle City Charter, Article X, Sections 1, 2, & 3
- Seattle Municipal Code, Section 3.16
- Seattle Fire Code
- Chapter 38.54, Revised Code of Washington (RCW), Fire Mobilization
- Title 52, RCW, Fire Protection Districts

- Title 296, Washington Administrative Code (WAC), Department of Labor and Industries
- Chapter 118-40, WAC, Hazardous Chemical Emergency Response Planning and Community Right-to-Know Reporting
- Public Law 99-499, Superfund Amendments and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning and Community Right-to-Know Act (EPCRA)
- National Fire Protection Association
- Seattle Fire Department Policy and Operating Guidelines, Section 5007
- City of Seattle Metropolitan Medical Response System (MMRS) Operations Plan
- Urban Search and Rescue (USAR) Operational System Description Manual

III. DEFINITIONS

EMS: Emergency Medical Services

The Fire Department: Unless otherwise stated, it is assumed to be the Seattle Fire Department

Fire Alarm Center (FAC): A secondary Public Safety Answering Point (PSAP) where emergency 911 calls for fire or emergency medical assistance are processed and help is dispatched.

Resource Management Center (RMC): Department Logistical Support Center:
- Relieve FAC of phone calls for equipment, supplies, etc.
- Provide logistical and planning support to Fire Operations
- Linked with on-site planning and logistical Officers
- Prioritization of resources in multi-site operations
- Once EOC opens, the RMC will coordinate their activities

Resource Manager: A Fire Department Chief Officer that coordinates the activities of the RMC.

Staff Duty Officer: A Chief Officer who has the authority to make critical administrative decisions during non-business hours.

Staffing Coordinator: A Firefighter assigned to the Deputy Chief of Operations office who coordinates the movement of personnel and apparatus, the hiring of replacement Firefighters, recalling of off duty personnel

Incident Commander: The highest ranking officer at an incident that takes command, and who is responsible for the overall management and direction of the incident scene.

EOC: City of Seattle Emergency Operations Center

IV. SITUATION

A. Emergency – Disaster – Conditions and Hazards

1. A citywide disaster will create conditions that will impact the community, civic infrastructure, and the environment. The Fire Department will assume the role of lead agency in managing and mitigating the event, particularly for the following types of response:

   - Emergency Medical Incidents
   - Rescues
   - Structural Collapses
   - Mass Casualty Incidents
   - Hazardous Materials Incidents
   - Natural Disasters (earthquakes, floods, tsunamis, etc.)
   - Nuclear, Biological or Chemical Incidents
     (Refer to the appendices for detailed plans)

B. Assumptions

1. The Fire Department plans and trains regularly for a myriad of emergencies to include fires, emergency medical, and other disasters. Training is locally, state and/or federally mandated.

2. The Fire Department will play a major role in the mitigation of a large-scale emergency. Thus, a citywide disaster will severely challenge the operations and resources of the Fire Department.

3. The Fire Department maintains current disaster readiness plans for both intradepartmental operations and interdepartmental disaster response.

4. The Fire Department is nationally recognized for its fire, EMS, and special operations response capability.

C. COMMISSION

1. The Fire Chief is authorized by the Seattle Municipal Code (SMC) and City Ordinances to administer the Fire Department.

2. The Fire Department is authorized by the SMC and City Ordinances to prevent and mitigate fires, respond to emergency medical incidents, disasters and other requests for assistance.

V. OPERATIONS

A. Organization

1. The Fire Department plays a vital role in City government and will be one of the most active entities during a wide area disaster. As a Department Head, the Fire Chief reports directly to the Mayor. Similarly, Assistant Chiefs report to the Fire Chief and assume various responsibilities.

   During a disaster, the Assistant Chief of Operations will have a major role in the mitigation of any significant event. Designated Fire Department members, including the Fire Chief or his designee, will respond to the EOC.

   The Operations Division of the Fire Department will be integral in the mitigation of any significant event. The foundation of any response will be Firefighters assigned to:

   - Engines
   - Ladders
   - Medical Aid Units
   - Command Units
   - Other Specialty Units

   In paramilitary configuration, approximately 200 Firefighters are on duty per shift and are assigned to 33 fire stations strategically located throughout the City. There are 4 Platoons. Off duty personnel are recalled per calling plans in the event of a major emergency.

B. Procedure

1. Overview

   Day to day function of the Operations Division of the Fire Department is defined by the mitigation of fires, medical emergencies and other requests for assistance. In the event of a citywide emergency, the Fire Department will not only experience a dramatic increase in incidents affecting the community requiring prompt intervention, but also the severity of those events.

   Fire Department personnel have been directed to monitor predetermined AM radio and TV stations for information regarding recalls. The Resource Manager has the authority to

issue updates directly to the news media for dissemination if the EOC is not activated. If the Emergency Alert System has experienced failure, Fire Department personnel are directed to assume that Level 3 (a significant event causing the disruption of civic and commercial activity such as an earthquake) conditions are in effect.

The Fire Chief has the authority to cancel all leaves, to call in off-shift personnel and require continuous duty of all members of the Fire Department. Due to continuous duty potential, Firefighters are encouraged to institute, in advance, disaster safety measures at home to increase the safety of themselves and family.

2. Pre-Planning

The Fire Department maintains a state of readiness and pre-plans in an effort to address the many potential problems encountered during a citywide disaster.

The priorities of Fire Department incident operations are (in order):

- Life safety
- Incident stabilization
- Property conservation

Pre-planning for large-scale emergencies has been implemented at the fire company level so that each fire station will have standard procedures and clear directives both internally and externally. The foundation for the Fire Department disaster planning is the “Station Damage Control Plan.”

Designated fire stations have been equipped as “stand alone” and are logistically self-sufficient. These stations have additional emergency rations, water and equipment to last 72 hours and are strategically located throughout the City.

3. Fire Company Procedures

Directly following a citywide disaster, such as an earthquake, Company Officers will account for their members, assess the condition of their apparatus and station, and follow the procedures outlined in the Station Damage Control Plan. Units out-of-quarters will return. Upon completion of their assessments, they are instructed to:

- Load extra equipment, food and supplies on their apparatus
- Notify their Battalion Headquarters of their status
- Initiate Post Earthquake - Damage Assessment Surveys

Surveys are conducted while driving a preplanned route through their respective districts with special emphasis on high life-hazard occupancies. During Level 2 mode, results will be transmitted to the FAC along with any requests for assistance or alarm information. At Level 3, communications will be directed to Battalion Headquarters.

Note: *Companies may stop to render life-saving assistance during the Damage Assessment Survey. However, Fire Department personnel have been trained to exercise a considerable amount of self-discipline, as they may have to bypass fires, collapsed buildings and other on-going emergencies to accurately assess their district for the highest priority.*

If the radio system is functioning normally, alarms will be transmitted through the FAC via the trunked radio system. In the event that the radio system is down, alarms will be transmitted through the Fire Department paging system, Battalion Headquarters via pre-determined simplex channels, or in extreme cases, through the cellular system.

4. Battalion Procedures

Directly after a citywide event, Battalion Chiefs are directed to transmit to the FAC that they are temporarily “out of service” in order to conduct a “roll call” of their Battalion. They will check the status of units that are unaccounted for.

In order to keep radio traffic to a minimum, intra-Battalion communications will be limited to phone-use. Pre-assigned Battalion radio channels are indicated if phones cannot be used.

5. Special Operations

In addition to the fundamental duties of the Fire Department, a “Special Operations” section of the Operations Division exists. Special Operations personnel and equipment would certainly play a major role in the mitigation of a large-scale event. These specially trained and strategically located units address the complexities of:

- Hazardous materials release
- Marine fire fighting
- Confined space, high angle and heavy rescues
- Structural collapse
- Mass decontamination
- Weapons of Mass Destruction (Nuclear, Biological or Chemical)

Seattle Firefighters also comprise Federally constituted "teams" that address regional issues such as terrorist attacks with possible Nuclear, Biological or Chemical (NBC) methodology requiring a specialized response.

- Metropolitan Medical Strike Team (MMST)
- Urban Search and Rescue (US&R)

Both MMST and US&R Teams have apparatus, equipment and supply depots strategically located throughout the city. Team personnel are on-duty as well as on pager.

A Deputy Chief, who reports to the Assistant Chief of Operations, manages the Special Operations section.

6. Management Staff Responsibilities

Management Staff report to the location of their first listed assignment. These initial assignments serve as a baseline to staff the necessary functions in disaster management and Level 3 Fire Department operations.

The Fire Prevention Division identifies necessary personnel and recalls its own staff to assist in building inspection programs as outlined in the City of Seattle Disaster Readiness and Response Plan.

Management Staff have developed, and are maintaining, damage control plans for their divisions.

7. Overhead Teams

An Incident Management Overhead Team will be formed and utilized during any multiple alarm fire and in the event of a citywide disaster where Level 2 or 3 operations are indicated. A team of both Administrative and Operations Chiefs will comprise the team. Its purpose is to support the Incident Commander in

mitigating the incident or event. The incident scene will use the National Interagency Incident Management System (NIIMS) for organizational purposes. Members of the Overhead Team are:
Incident Commander

Responsible for incident activities including the development and implementation of strategic decisions and for approving the ordering and releasing of resources.

Operations Section
Responsible for the management of all operations directly applicable to the primary mission.

Logistics Section
Responsible for providing facilities, services and material in support of the incident.

Planning Section
Responsible for the collection, evaluation, dissemination and use of information about the development of the incident, status of resources and the demobilization of the incident.

Finance Section
Responsible for all financial and cost analysis aspects of the incident.

Command Staff
The Fire Department Public Information Officer (PIO) and Safety Officer will report directly to the Incident Commander. If needed, the Incident Commander will appoint a Liaison Officer.

8. Command and Control Van

The Fire Department Command and Control Van will be dispatched to any multiple alarm fire, significant event or to a strategic location during a citywide disaster. The van will be utilized primarily by the Planning Section, but is available to accommodate other sections as well.

The Command and Control Van is equipped with CAD, radios, phones, and map plotters.

C. Disaster Management Plan

1. Overview

The Fire Department maintains a high state of readiness by preplanning for life and property emergency situations. This enables the Fire Department to deliver effective responses to disasters and related emergencies such as earthquakes and floods.

In order to plan, respond and mitigate the many potential emergencies, the Fire Department operates in three modes, each reflecting the severity of the incident or event.

Level 1
Normal Operations, involving localized events to which the Fire Department responds daily.

Level 2
RMC Operations, designed to address minor to moderate citywide emergencies such as small to moderate earthquakes, floods, power outages, etc. Normal communications are in place.

Level 3
Battalion Operations, designed to address major citywide emergencies such as severe earthquakes where significant demand would be placed on Fire Department resources. Communications would be limited to the Battalion level. Each Battalion Chief would prioritize, dispatch and monitor response activities of their companies.

Resource Management Center Responsibilities:

Position	Level 1 Normal Ops	Level 2 RMC Ops	Level 3 Battalion Ops
Ops Battalion Chief	Initial Resource Manager after disaster	Initial Resource Manager after disaster	Initial Resource Manager after disaster
Safety Chief	Responds to incident		
Assist Chief of Ops	Assumes Resource Manager during business hours on 3-11 or greater	Assumes Resource Manager during business hours	Assumes Resource Manager during business hours
Staff Duty Officer (after hours and weekends)	Assumes Resource Manager during 3-11 or greater	Assumes Resource Manager	Assumes Resource Manager
Staffing Coordinator	On shift member responds to the incident. One off shift Member is paged to the RMC.	On shift member responds to the RMC. All available off shift members are paged to the RMC	On shift member responds to the RMC. All available off shift members are paged to the RMC
Operations Company	When needed	Recommended	Recommended

D. Fire Alarm Center

1. Overview

The Fire Alarm Center is a Secondary Public Safety Answering Point (PSAP) receiving 911 calls from Seattle Police Communications and dispatching the appropriate Fire Department resource. It is located at 105 5th Ave S in the same building as Fire Station 10.[1] It is situated above the City of Seattle EOC. The FAC is staffed by Firefighter/Dispatchers and is administered by the Fire Department. A Deputy Chief and Captain of Communications oversee the operation.

During a significant event such as a multiple alarm fire, the workload at the FAC increases dramatically. Historically, FAC personnel function at peak capacity in the course of mitigating a citywide emergency.

2. Operation

Hundreds of requests for assistance are received, processed and dispatched by the FAC daily. The FAC is also the focal point for all of the Fire Department's communication – both emergency and non-emergency. Duties of Firefighter/Dispatchers include:

- 911 call processing
- Dispatching fire units
- Monitoring fire resources in the field
- Maintaining citywide coverage
- Coordinating mutual aid
- Interagency coordination such as requests for police, utilities and Red Cross

3. Disaster Mode

During a disaster, additional personnel are notified, and off-duty FAC personnel are recalled. When staffing permits, a Firefighter/Dispatcher is assigned to assist with fire radio communications in the EOC.

The Computer Aided Dispatch (CAD) system is "downgraded" into disaster mode to more efficiently allocate resources as needed.

[1] Effective April 2008

Intergovernmental communications between the surrounding PSAPs now become more acute due to requests for fire resources, ambulance transport, emergency room coordination and other vital functions.

If the King County 800 MHz trunked radio system is functioning properly, specific assigned radio channels for Battalion use will be in effect.

In the event of the countywide radio failure, the FAC will coordinate the Battalion level communications per Level 3 disaster procedures.

Predetermined Chief Officers will be advised of the Fire Department's status immediately following a large scale event or disaster. At this point, they will make the determination at what "level" (2 or 3) at which to operate. The FAC is directed to make notification of this decision throughout the Fire Department and make necessary arrangements to implement the plan.

E. Resource Management Center (RMC) Activation

1. Overview

The Resource Management Center will be placed in service according to the RMC Operations Plan. The Resource Manager will oversee and direct the interaction with Incident Commanders in the field. With the assistance of the Staffing Officer, the following tasks will be considered:

- Managing callback procedures
- Site relocation
- Staffing reserve apparatus
- Movement of off-shift fire fighters
- Procuring external resources
- Tracking resources
- Coordinating with the FAC
- Coordinating with other City Control Centers
- Coordinating with ESF-4 EOC representatives to:
  - Obtain help with warning, public information, and logistical needs that exceed department capabilities or authority.
  - Communicate department status as called for in the Direction and Control Annex to the Seattle Disaster Readiness and Response Plan, Volume II.

F. Emergency Operations Center (EOC) Duties

1. Overview

During an activation of the City of Seattle EOC, Fire Department Staff will respond and assume their assigned ESF-4 responsibilities, as specified in Volume I of the Seattle Disaster Readiness and Response Plan.

. If staffing permits, an on-duty Fire Dispatcher will be reassigned from the FAC to the ESF-4 desk in the EOC to monitor the fire radio and facilitate communications.

The Public Information Officer – will have direct interaction with the media community at the EOC.

Due to its close proximity to the FAC, Fire Department Chief Officers may speak directly with dispatchers and Communications Division managers.

The Fire Department will maintain its presence, 24 hours, throughout the event until the EOC is deactivated.

If the Fire Department is the lead agency, the senior member of ESF-4 may be assigned by the EOC Director to serve as the EOC Operations Section Chief.

Specific EOC Assignments:

Position	Day Shift 0530-1800	Night Shift 1730 – 0600
ESF – 4 Leader	Assist. Chief Safety & Employee Development	Deputy Chief of Training
Liaison	Human Resources Captain	In-Service Training Captain
Situation	Human Resources Lieutenant	In-Service Training Lieutenant
Clerical	As Designated	As Designated

2. Functionality

The Fire Department EOC ESF-4 Team will consist of:

1 Assistant or Deputy Chief
1 Captain
1 Lieutenant
1 Clerical Support Member

The Fire Department is charged as the EOC Lead Agency in the event of:

- Major Fire
- Hazardous Materials Release
- Air Crash
- Flood
- Structural Collapse
- Earthquake

While at the ESF-4 desk, a Fire Department representative will receive, analyze, file and update Fire Department data for the Consolidated EOC Action Plan to include:

Priority
List the highest priority actions.

Objectives
What the Fire Department hopes to accomplish.

Implementing Steps
How the objectives will be met.

Assigned to
Who is responsible for meeting the objectives.

Operational Period
When are the objectives to be met.

Other functions of the ESF-4 Team include:

- Face to face interaction with other City departmental managers
- Analyzing accurate information from the field through interfacing with the RMC and the FAC
- Develop strategy and plans with other Department Managers
- Direct contact with the Mayor and Mayor's Staff
- Monitoring Fire Department activity through CAD and the radio system

3. Requests for Assistance

The ESF-4 Team is directed to consider mutual aid from Regional, State and Federal agencies through pre-existing agreements for assistance. Among them, include:

- Surrounding fire agencies (through the King County
- Fire Resources Plan)

- Washington State Urban Search and Rescue Task Force
- South Puget Sound Regional Fire Defense Group
- Washington State Fire Coordinator
- Federal Emergency Management Agency (FEMA)

VII. RESPONSIBILITIES

A. Overview

Per Seattle Municipal Ordinance, the Fire Department is established and tasked with providing fire protection within the City limits and jurisdictions of Seattle.

In order to provide service in an efficient and professional manner, the Fire Department is organized in a paramilitary rank structure. The general chain of command, in descending order, is:

- Fire Chief
- Assistant Chief
- Deputy Chief
- Battalion Chief
- Captain
- Lieutenant
- Firefighter (Paramedic, Inspector, Dispatcher, Investigator)

B. Company Level

At the company level of operation, the Company Officer (Lieutenant or Captain) will be responsible for leadership, training, discipline, maintenance, and on-scene tactics during a 24-hour work shift.

C. Battalion Level

At the Battalion level, the Battalion Chief will be responsible for the fire companies and fire stations under his/her command. There are an average of six fire stations and seven fire companies in each battalion command.

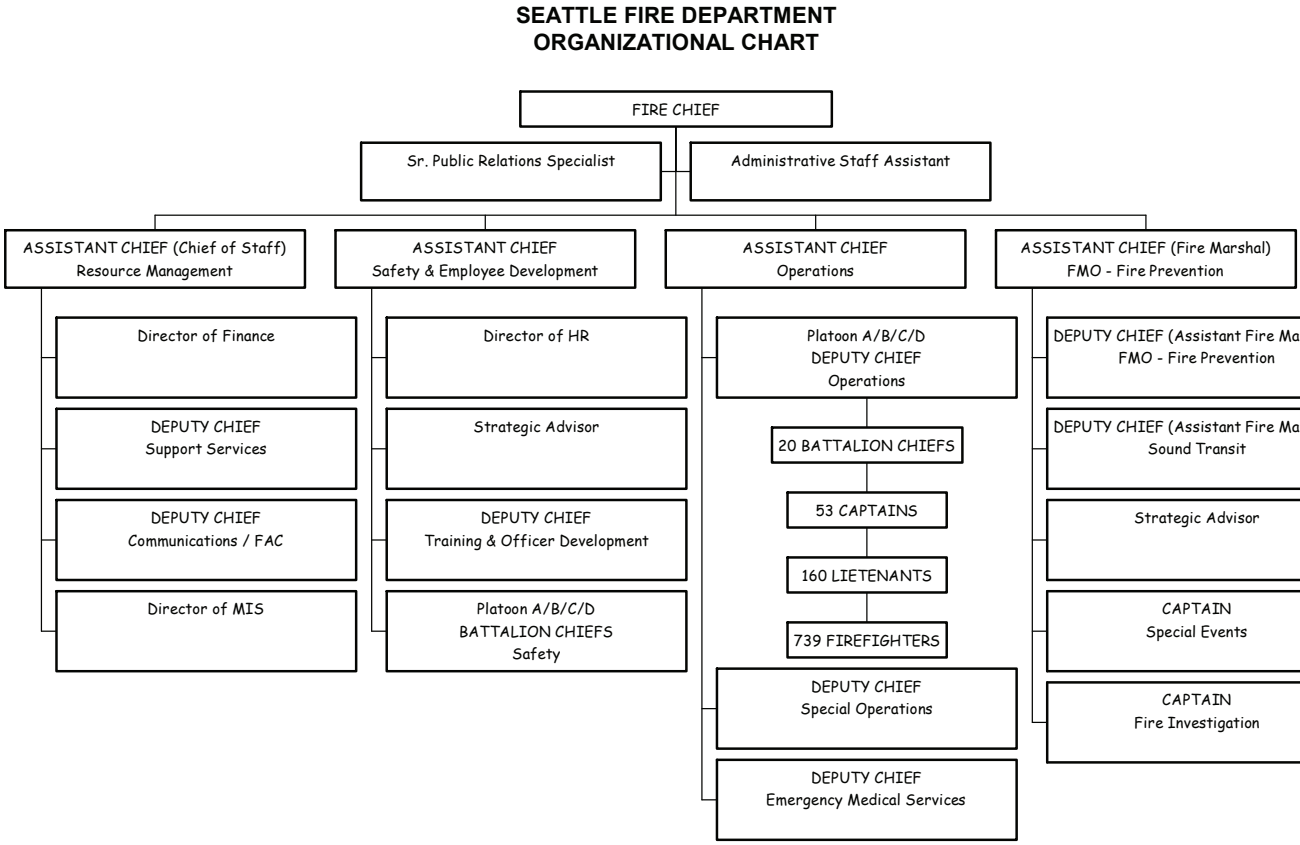
During a Citywide disaster and/or for failure of the wide area radio system, Battalions have the capability of “standing alone” as their own smaller fire department. Battalion Chiefs will analyze information, triage the emergency potential, dispatch and monitor their company activity. This scenario would be implemented in the event of an earthquake where bridges and other infrastructure become unusable.

Battalion Chiefs may be tactically in charge at emergency incidents as the Incident Commander.

D. Continuity of Leadership

Fire Department Officers may, when necessary, move into a higher position in the absence of a higher-ranking Officer.

E. Fire Department Organizational Structure



F. Management Team

- Fire Chief
- Assistant Chiefs
  - Staff/Resource Management
  - Safety & Employee Development
  - Operations
  - Fire Prevention
- Directors
  - Management Information Systems

- Human Resources
- Finance

G. Senior Staff

- Fire Chief
- Four Assistant Chiefs

H. Civilian Support Staff

During a disaster, if possible, support staff will report to their normal assignment.

I. Other Disaster Mode Duties

- Deputy Chief of Special Operations
  - Provide Technical oversight of all SFD operations
- Deputy Chief of Support Services
  - Oversee the status of apparatus, equipment, Commissary and Utility Shop
- Deputy Chief of Medic I
  - Coordinates EMS issues
- Deputy Chief of Communications Division
  - Responds to the FAC to assist with the workload

J. Basic Response Plan for Staff Officers:

POSITION	PRIMARY	BACK-UP
Fire Chief	EOC	EOC
Asst. Chief of Staff/Resource Management	EOC	As assigned
Asst. of Chief Fire Prevention	RMC	EOC
Asst. Chief Safety & Employee Development	EOC	As assigned
Asst. Chief Operations	RMC	As assigned
Captain of FIU	RMC	As assigned
Deputy Chief Support Services	RMC	EOC
Assistant Fire Marshal	RMC	As assigned
Deputy Chief Operations	RMC	As assigned
Deputy Chief of Special Operations	RMC	As assigned
Deputy Chief Training	EOC	As assigned
Deputy Chief Medic I	RMC	RMC
Captain of Compliance	RMC	As assigned
Captain of Recruiting	EOC	As assigned
Lieutenant of Disability	EOC	As assigned
Captain of Services	RMC	As assigned
Lieutenant of Services	RMC	As assigned
Director of MIS	RMC	As assigned
Human Resource Director	RMC	As assigned

Public Information Officer	EOC	As assigned
Deputy Chief of Communications	FAC	FAC
Finance Director	RMC	RMC

K. Other Support Functions

Fire Department Chaplain

The Fire Department retains Chaplains that are able to respond quickly to the scene of an emergency. Chaplains are notified when there are significant injuries to civilians or firefighters, fatalities, significant events, high stress incidents and other requests for counseling.

Fire Buffs

The Seattle Fire Buff Society is a support organization that responds to all significant incidents where fire or emergency medical operations are projected to be lengthy and involved. The Fire Buffs provide food and drink to all personnel and civilians at the scene. Most have full time employment outside the fire service and respond on a voluntary basis. The Buffs have two support vans with which to respond and monitor the Fire Department radio channels.

IDEC

The International District Emergency Center is a paramilitary volunteer organization based in Seattle's Chinatown-International District neighborhood. IDEC medics provide basic first aid and security as they patrol their neighborhood. IDEC medics have Fire Department radio capability and monitor calls. They respond on foot with Fire Department units in the District and often arrive first to triage the incident.

Seattle/King County Chapter American Red Cross

The Red Cross responds quickly to emergency scenes with food, blankets, clothing and vouchers for shelter to assist displaced residents.

VI. LOGISTICS

A. Overview

The Fire Department delivers its life and property saving services through a complex organization of personnel, apparatus and equipment. This service is available to the citizens of Seattle 24/7. Therefore, logistically speaking, preparedness is a crucial factor in the delivery of rapid and efficient intervention and good customer service.

Fire apparatus respond to approximately 250 responses per shift throughout the City.

In the event of a disaster, personnel, apparatus, stations and equipment will be surveyed for fitness and readiness to respond. Additional resources will be allocated accordingly.

B. Logistical Profile

1. Fire Stations

Thirty-three (33) strategically located Fire Stations house personnel and equipment. They are staffed 24 hours per day with rotating Platoons. As such, personnel must eat and sleep at the station during their shift. Stations are geographically grouped into five Battalions. Stations and station grounds are maintained by Firefighters. Major repairs to the structure, electrical or water systems are conducted by the City's Fleets and Facilities Department.

2. Fire Apparatus

Engines, Ladder Trucks, Aid Cars, Battalion Chief Autos and various other pieces of apparatus including 40' tractor-trailer combinations are housed in fire stations. These are cleaned, maintained and kept in optimal working conditions and in a continuous state of readiness. Only during breakdowns or routine maintenance are the fire apparatus repaired at the ESD Fire Garage.

- 33 Engine Companies, plus four Fireboats
- 11 Ladder Truck Companies
- 11 Emergency Medical Units
- Various Command, Support and Specialized Units:
    - Hose Wagons
    - Foam apparatus
    - Air Support
    - Technical Rescue
    - MCI Van
    - 4 Fireboats
    - Mobile Ventilation Unit
    - Command and Control Van
    - Salvage Units
    - HazMat Unit
    - Mobile Generator and CO2 Apparatus
    - MMST – US&R
    - Marine Response Van

- Reserve apparatus are housed throughout the City

3. Equipment

In the course of their shift, Firefighters come in contact with literally hundreds of pieces of equipment ranging from computers to chainsaws, radios to defibrillators. All equipment must be clean and in good working condition. Equipment must be inventoried and accounted for. As a public entity, the Fire Department recognizes that missing or broken equipment must be processed according to established policy and procedure. The majority of the repairs and replacement of equipment is conducted through the Fire Department's Commissary and Utility Shop.

Equipment caches are strategically placed in the event of a large-scale emergency. "Stand alone" Fire Stations have been stocked with extra equipment, supplies, food and water to assist the surrounding neighborhood.

4. Communications

The hub of Fire Department communications is the Fire Alarm Center where internal and external emergency and non-emergency communications are processed.

The Fire Department uses a myriad of communication tools. Most of the maintenance and repair is coordinated through the City's Department of Information Technology (DoIT). The major communication systems within the Fire Department are:

- Wide Area trunked radio system four Site simulcast
- Telephone System (hardwire and cellular)
- Station Alerting System
- Computer System
- Fire Department in-house Paging System

5. Personnel

The Fire Department employs approximately 1,000 Firefighters and 50 civilian administrative support staff

There are approximately 200 Firefighters on duty per shift.

6. Interagency Coordination

The Fire Department interfaces with the following government entities on a daily basis:

- Seattle Police
- Seattle Public Utilities
- Puget Sound Energy (Natural Gas)
- US Coast Guard
- ATT Language Line
- KC Detox Center
- American Medical Response (AMR)
- Other PSAPs
- Other Support:
  - Red Cross
  - IDEC
  - Fire Buffs
  - Chaplains

K. Fireboats

The Fire Department operates 4 fireboats, each assigned with a single crew. Two are currently deployed to operate in freshwater and two are deployed for saltwater operations. Either the *Chief of Seattle* or the *Leschi* can be used for a large or multiple ship fire. They normally take turns alternating as the in-service vessel. Locations for the fireboats are as indicated:

- The *Chief Seattle* (Engine 4) operates from Station 5 on Elliott Bay
- The *Leschi* (Engine 4) operates from Station on Elliott Bay
- The *Fire One* (Engine 1) operates from Salmon Bay on Lake Union at Station 3
- The *Alki* (Engine 3) operates from Salmon Bay on Lake Union at Station 3

IX. INDEX OF APPENDICES

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Appendix 2	Mass Casualty Incidents
Appendix 3	Terrorist Attack – Weapons of Mass Destruction
Appendix 4	Emergency Medical Services
Appendix 5	Marine Firefighting

Appendix 1

FIRE SUPPRESSION

A. Situation

1. The City of Seattle encompasses approximately 84 square miles with a resident population of 586,200 citizens that increase to over 723,000 during the business day.

2. The Fire Department is tasked with the preservation of life and property in the event of fire.

3. In order to accomplish its Mission, the Fire Department has instituted 33 strategically located and equipped fire stations throughout the City.

4. During a Citywide disaster or event, the Fire Department will be tasked with the mitigation of fire and related hazards to facilitate the process of restoration of services and infrastructure.

B. Assumptions

1. Emergency medical incidents comprise 80% of the Fire Department's responses. Fire-related incidents comprise 20% of the Fire Department's responses.

2. As citizens call 9-1-1 for assistance, there are expectations that the Fire Department will respond in a timely manner with the appropriate equipment and staffing. Responding firefighters will address fires, emergency medical and any number of other emergencies which may, during a Citywide disaster, include:

   - Natural gas leaks
   - Power outages
   - Building collapse with trapped victims
   - Hazardous materials release
   - Mass casualty incidents

3. The Fire Department is expected to respond to the needs of the public, although it is anticipated that through "triage" (a system of allocating resources by priority during an emergency), some may receive help later than anticipated.

4. The Fire Department plans to request Task Forces from outside the City per Mutual Aid agreements in the event of a large-scale fire incident.

C. Anticipated Fire Related Incidents

Structural Fire
Commercial - Industrial
High-rise office

Residential Fire
Single family dwellings
Apartment complexes

Institutional Fire
Schools
Hospitals
Health care and group home

Marine Fire
Shipboard
Pier or marine facility

Hazardous Materials Release with Fire
Chemical
Flammable liquid

Miscellaneous Fire
Natural Gas
Electrical
Brush
Transportation Vehicle
Refuse - trash

D. Operations and Tactics

The objective of all fireground tactical activity is the systematic coordinated method of initial attack that will permit the safe and efficient use of personnel and equipment.

Regardless of the type of fire, the following priorities (in order) will be observed:

1. Life safety

   Accomplished through:

- Rescue
- Fire streams in place
- Evacuation
- "Protect in Place" (not evacuating)

2. Incident stabilization

Accomplished through:

- Fire streams in place
- Water on the Fire
- Ventilation

3. Property conservation

Accomplished through:

- Exposure protection, interior and exterior
- Salvage
- Overhaul

Those priorities will be realized through the following standardized protocols of engagement developed by the National Fire Protection Association (NFPA) and the International Fire Safety Training Association (IFSTA):

- Rescue of victims
- Exposure protection of nearby structures
- Confinement of fire to area of origin
- Extinguishment of fire
- Overhaul of fire scene

E. Response Configurations to Fire Incidents

The Fire Department dispatches standardized fire resources with pre-configured resources sufficient for the task or incident.

RESPONSE TYPE	UNIT DISPATCHED
Single	1 Engine or Ladder truck
Reduced	1 Engine and 1 Ladder and 1 Chief
Full	3, 4 or 5 Engines, 1 or 2 Ladder Trucks, 1 or 2 Battalion Chiefs, 1 Aid Car, 1 Medic, Deputy Chief of Ops, Staffing Officer, Safety Chief, Air Unit
Special	Any additional units request from the scene by the Incident Commander
2-11 (multiple)	Additional Engines, Ladder Trucks and Chiefs
3-11 (multiple)	Same
4-11 (multiple)	Same

5-11 (multiple)	Same
General	A formal recall of all off duty Firefighters via Television and Radio

Appendix 2

MASS CASUALTY INCIDENTS

A. Situation

1. Throughout the course of daily commerce and recreation in the City of Seattle, incidents occur requiring emergency medical attention and transport. Hundreds of times each day, citizens call 9-1-1 for assistance for a wide range of medical situations including:

   - Heart attack
   - Stroke
   - Difficulty breathing
   - Poisonings
   - Diabetic crisis
   - Emergency childbirth
   - Alcohol intoxication
   - Psychological issues
   - Overdoses

2. Additionally, citizens may experience the following trauma (non-medical) events:

   - Broken bones
   - Lacerations
   - Crushing injuries
   - Assaults, and assaults with weapons
   - Industrial accidents
   - Automobile accidents

3. The Fire Department responds to all emergency medical calls for assistance within City limits. In addition and within available means as set out in established agreements, the department supports neighboring jurisdictions with medical mutual aid.

4. All Seattle Fire Fighters are Washington State Certified Emergency Medical Technicians and trained to intervene in these types of emergencies.

5. On occasion, there are emergency medical events that are so large in

scope that the first response is overwhelmed by the sheer number of patients and the magnitude of the event. An example of such an incident may be a Metro bus accident or a train derailment. These events are termed Mass Casualty Incidents (MCI) and require a specialized response from the Fire Department.

A. Assumptions

1. The Fire Department regularly plans and trains for all emergency medical scenarios including Multiple Casualty Incidents.

2. In the event of a Mass Casualty Incident, the Fire Department will assume the lead role in the mitigation of the incident.

3. A successful outcome to an MCI will be the result of the coordinated activity of the Fire Department, Police Department, Medical Community, EMS transport community and other vital entities.

B. Definitions

Field Triage: A means of flagging and categorizing a large number of patients in place using the START system

Hospital Control: Hospital Control of the MCI is the Deputy Medical Director of Medic 1 (Medic 55), or his designee at Harborview Medical Center. He determines the patient's destination to area hospitals based on the severity of the injuries.

Loading Manager: Manages the loading of the patients and ambulance access and egress.

MCI Van: A mobile unit with medical supplies and equipment to treat 30 or more patients.

Medical Group Supervisor: Reports to the Incident Commander and supervises the Medical group and ensures that Triage, Treatment, Transportation, Medical Staging and Morgue Team functions are performed.

MSA: Medical Services Administrator (Medic 33)

MSO: Medical Services Officer (Medic 44)

Medic 55: Deputy Medical Director

START: A system that allows for the rapid treatment of a large number of patients. Stands for Simple Triage and Rapid Treatment.

Treatment Area: The designated area for the collection and treatment of patients. A colored flag will identify each treatment area:

Red	**Immediate assistance**
Yellow	**Serious but not life threatening**
Green	**Minor injuries**
Black	**Deceased**

C. Operations

1. Activation of an MCI

Unless an MCI has been determined to exist through 911 caller interrogation by the Dispatcher, the first arriving Fire Department unit may, upon a quick size up of the scene, declare an MCI and request the appropriate response. The FAC will modify the response and send the following units:

- Engine Companies
- Ladder Companies
- Aid Car
- Medic Units
- Battalion Chief
- Deputy Chief of Ops
- Safety Officer
- Staffing Officer
- Medical Services Officer
- Medical Services Administrator
- Public Information Officer
- MCI Van

2. Tactical Procedures

The eventual goal of every MCI is to save lives. This goal will largely depend upon the actions of the first arrival units. The key factors in a successful MCI response are organization and communication. Either may be more important than on-scene treatment. Saving lives at an MCI depends on quick stabilization and transport of patients rather than bandaging them at the scene.

There are four basic tasks that must be accomplished at any MCI. The Incident Command System (ICS) is implemented to accomplish those tasks, which are:

- Triage
- Treatment
- Hospital assignment

- Transportation

Regardless of whether an MCI is actually declared, whenever there are multiple patients transported from the scene, Hospital Control (Medic 55) must be notified. Hospital Control determines patient destination. Early contact with Hospital Control is a priority.

First arriving unit's procedures:

- Size up the scene by walking around the perimeter
- Report the Size Up via radio
- Initiate triage
- Stabilize the scene
- Assign arriving units to Triage and Treatment Leaders
- Identify the Triage, Treatment and Transport areas

Incident Command
The responsibilities of the Incident Commander are to:

- Develop an incident plan
- Direct incoming units
- Identify command post, base and staging areas
- Identify Medical Group Supervisor
- Establish Triage, Treatment and Transportation

Medical Group Supervisor
The Medical Group Supervisor ("Medical") is the Paramedic in charge of the first arriving Medic Unit until relieved by the MSO or the MSA. The duties will include:

- Coordinate Triage, Treatment, Transportation, Medical Staging and Morgue Team leaders, and establish these positions if not already in place

- Ensure that all groups have adequate resources to perform their assigned tasks, making requests through the Incident Commander

- Update the Incident Commander on the number of patients and their disposition

- Maintain accountability with the units assigned to the Medical Group

Triage Team Leader

The Triage Team Leader ("Triage") will be the Officer from the second BLS Unit. An MSO could be used in this position if available. Triage will report to the Medical Group Supervisor, Operations Chief or Incident Commander. Triage will coordinate the following:

- Ensure that an Engine/Ladder company and/or Aid Car are assigned to accomplish Field Triage
- Implementing the START system of triage
- Monitor patient extrication, verifying the accuracy of triage and modifying the patient's status if necessary
- Ensure appropriate triage recording is implemented

The Triage Team Leader will oversee the implementation of the START method in order to sort out the patients by the severity of their injuries

Treatment Team Leader

Treatment Team Leader ("Treatment") will be the Driver of the first arriving Medic Unit. The Driver of the second arriving Medic Unit will report to Treatment to beginning treating patients. They report to the Medical Group Supervisor, Ops Chief or Incident Commander and will coordinate:

- Treatment of patients
- Prioritize patients for movement to Transportation
- Set up Treatment area into four categories: Red, Yellow, Green and black
- Contact the ER doctor and advise
- Advise Medical Group Supervisor of staffing needs
- Ensure proper record keeping is in place

Transportation Team Leader

Transportation Team Leader ("Transportation") is the Officer of the first arriving Medic Unit until relieved by an MSO. Transportation will report to the medical Group Supervisor, Operations Chief or Incident Commander and will:

- Request needed resources
- Designate a Loading Manager
- Contact Hospital Control with a brief report
- Coordinate patient assignments with Hospital Control
- Direct movement and transfer of patients to an ER
- Maintain records of patient assignments

- Contact Base or Staging for transport vehicles

Fire Department units, private ambulances and buses will be used for transportation. Medic Units will be held at the scene for medical treatment and supplies.

Hospital Assignments
Hospital Control will use the MedCom radio to confer with the Transportation Team Leader regarding the hospital assignments of the victims.

Morgue Team

- Identifies and preserves evidence at the scene
- Oversees the deceased until the arrival of the Medical Examiner and Police
- Deceased patients will be tagged, covered and not removed from their original location. The scene will be considered a "crime scene."

The Golden Hour of Trauma
A successful recovery of the sick or injured depends on rapid transport to the hospital. One hour is the standard goal for patient survival.

- 20 minutes in the field
- 20 minutes in transport
- 20 minutes in the emergency room

Appendix 3

TERRORIST ATTACK - WEAPONS OF MASS DESTRUCTION

A. Situation

1. The City of Seattle is a large metropolitan area with diverse civic, commercial, residential and recreational infrastructure. It is the largest and most populous US municipality in the Pacific Northwest. As a thriving and growing international community, it serves as a main portal to Alaska, Canada and the Pacific.

2. Aircraft development, high technology, biological research and a major airport are located within Seattle and surrounding communities. It is altogether reasonable to plan and train for a terrorist incident.

3. Seattle has been recently identified as a possible target for terrorism and a Weapon of Mass Destruction event.

4. It is the mission of the Fire Department to address all emergency medical and fire related activity within the City limits and jurisdictions.

5. A Nuclear, Biological or Chemical (NBC) terrorist incident is, inherently, a HazMat incident. However, significant differences between the two exist that will influence a civil jurisdiction's response planning, organization, training, equipment, operational procedures and coordination requirements. A NBC terrorist incident may be characterized by:

   - Designed to inflict mass casualties
   - Use of highly lethal biological or chemical agents
   - Initial ambiguity in determining what type of NBC weapon or agent is involved, or in the case of biological agents, if a terrorist incident has occurred
   - Narrow window of response time to administer life saving antidotes
   - Need for specialized NBC detection equipment
   - Need for mass decontamination

B. Assumptions

1. The Fire Department will respond to all requests for assistance and emergency intervention.

2. In the event of an NBC or WMD event, it is expected that the Fire Department will respond appropriately and assume the lead role in the timely mitigation of the incident and the prompt treatment of the victims.

3. The Fire Department will respond with a variety of resources including the Metropolitan Medical Strike Team (MMST).

4. Should a WMD event occur, it will most likely overwhelm local public safety departments and the community health care system. At the outset, it will be necessary to mobilize and coordinate a regional, state and national response.

   In order to undertake such a massive interdisciplinary, inter-jurisdictional, and intergovernmental effort requires that it be:

   - Carefully planned and rehearsed ahead of time
   - Quickly recognized and approached as a terrorist event by first responders
   - Appropriately secured as a hazard area and crime scene
   - Managed appropriately to save lives, limit exposures, and protect first responders

C. Definitions

Agent: The chemical, irritant, poison or substance creating the harmful effects

NBC: Nuclear, Biological, Chemical. Description of the possible types of agents used in a terrorist attack.

MMST: Metropolitan Medical Strike Team. A team of technical and professional members that will be pivotal in the mitigation of a WMD event.

Decon: To decontaminate. A process of removing as much of the agent as possible through dilution, usually with copious amounts of water.

WMD: Weapons of Mass Destruction. Usually NBC in origin.

D. Nuclear, Biological and Chemical (NBC) Incidents

1. Overview

   An NBC incident will be an overwhelming event, challenging the resources of the City. Virtually all City agencies will be involved. Fire, Police, Health, Utilities, Educational, Communications and a host of other disciplines will be employed to address the event.

Nuclear Materials

The most likely scenario facing public safety agencies would be an accident involving the transportation of nuclear materials within their jurisdiction. For the most part, such an incident would be considered a HazMat issue and dealt with by first responders.

The problem with radiation is that it is an invisible hazard. Unless the responding public safety agency has radiological detection equipment, or the nuclear material is clearly marked and identified, there is a strong chance that the initial identification of a radiological or nuclear hazard will go unnoticed.

Additional concerns would be the availability of protective clothing and breathing apparatus, in sufficient quantities, to protect first responders.

Biological Agents

Biological agents occur in nature as well as being manufactured. Among the Nuclear, Biological or Chemical agents, the biological agents are by far the cheapest to produce.

The most practical method of initiating infection using biological agents is through the dispersal of agents as minute aerosol where finely divided particles of liquid or solid suspended in a gas are sprayed over a target. The particles are then inhaled by citizens.

Early warning and rapid identification of biological agents is of primary concern.

> Note: There are currently limited screening devices available for first responders for use in determining whether biological agents have been dispersed. Precautionary use of Personal Protective Equipment (PPE) is procedural.

Chemical Agents

Chemical agents are compounds that, through their chemical properties, produce lethal or damaging effects on humans. They are defined as any chemical substance intended for use in military operations to kill, seriously injure, or incapacitate humans due to the physiological effects.

Factors affecting the duration of effectiveness of a chemical agent are type, amount, terrain and weather.

Many highly technical defense systems against chemical agents have been developed to include gas masks, protective clothing, ventilation systems and chemical detectors.

The most effective tool against chemical agents is early warning and rapid identification.

2. Operations

First Responder
The first responder will most likely be the closest Fire Department engine or ladder truck company.

The actions of the fire resources first arriving are trained to treat a WMD – NBC event similar to a HazMat incident. In effect, the first responder is the first line of defense and responsible for critical initial actions. Accordingly, personnel have been trained in NBC – WMD and MCI recognition and victim treatment. Their tactics include:

- Establish scene control
- Reconnaissance
- Isolation of Hot, Warm and Cold zones.
- Emergency decon

The Emergency Medical System
The EMS is a coordinated effort of multi-agency response, of which, the MMST is a critical component. The following agencies comprise the EMS:

- MMST
- Health Care
- Emergency Medical Services (Fire Department)
- Mental Health
- Non-Survivor Disposition
- Seattle EOC

To ensure an effective response to a WMD event, the Seattle EMS must successfully address the following areas:

- WMD training
- Antidote administration
- Safe, fast transport
- Patient tracking

Metropolitan Medical Strike Team

The Metropolitan Medical Strike Team (MMST) is organized into one or more task forces each consisting of 62 personnel. The MMST is a

technical - professional team that responds to, and provides support for, local and regional jurisdictions.

The goal of the MMST is to effectively address responder safety issues, incident management and public health consequences of Nuclear, Biological or Nuclear (NBC) incidents stemming from accidental or deliberate acts. If a local response is required, the MMST can be operational within two (2) hours of notification.

In order to accomplish its mission, the MMST will:

- Respond at the request of local and/or regional jurisdictions with existing Mutual Aid agreements
- Provide medical management and/or medical assistance and support to WMD incidents
- Provide training and response planning assistance
- Provide technical assistance in the identification of agents and management of WMD incidents
- Support coordination and interaction with designated Local, Regional, State and Federal WMD incident response authorities.

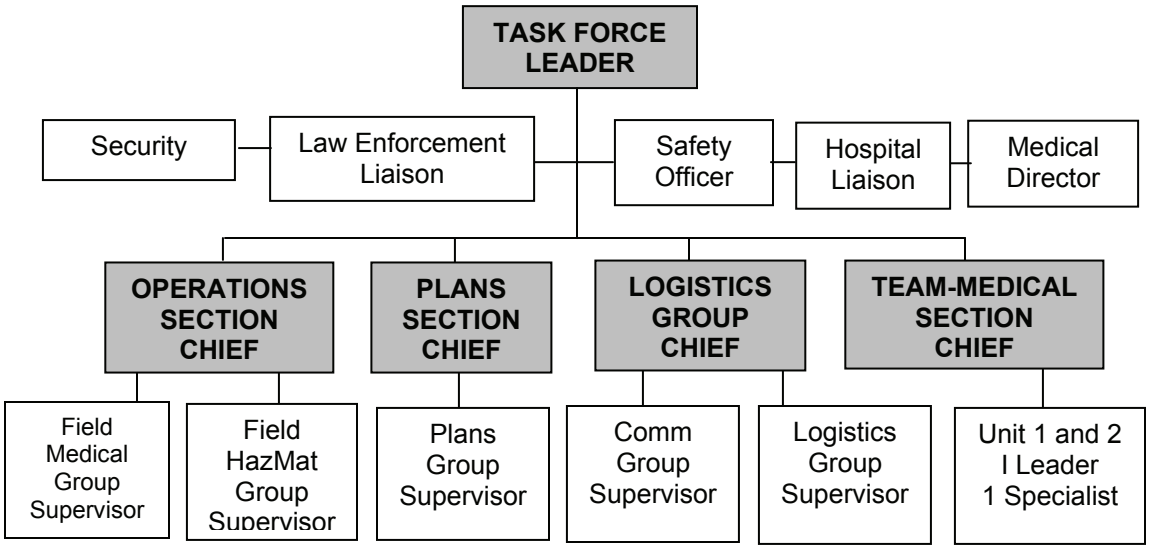
MMST Management Structure

A Program Management Team (PMT) is a sub committee of the Seattle Disaster Management Committee, and organizationally directs the MMST. The PMT is comprised of:

- Assistant Fire Chief, Chair
- Seattle Police
- Seattle Emergency Management Section
- Seattle/King County Department of Public Health

MMST Chain of Command

Note: Refer to the Seattle Fire Department MMST Operations Plan Book



MMST Equipment

The MMST trailer is equipped with essential equipment and tools necessary for the mitigation of a WMD event:

- Decon gear
- Self Contained Breathing Apparatus (SCBA)
- Respiration gear
- Chemical suits, level A and B, Tyvek suits
- NBC detection capability for:

  1. Nerve agents
  2. Blister agents
  3. Biological agents
  4. Radiation
  5. Chemical
  6. Biological

- Hand tools
- Communication systems (phones, radios)
- Shelters
- Lighting

MMST Tactics

MMST essential actions are:

- Reconnaissance
- Agent identification
- Victim rescue
- Decon

- Triage
- Field medical care
- Prepare for transport
- Technical assistance (HazMat, toxicology)

MMST will establish the following areas to maintain function, safety, and accountability:

- Inner perimeter
- Staging areas
- Treatment areas
- PIO area
- Decon area
- Outer perimeter

MMST medical operations:

- Triage
- Treatment
- Decon
- Casualty collection
- Transport patients

Appendix 4

EMERGENCY MEDICAL SERVICES

A. Situation

1. The City of Seattle retains a population of 586,200 that increases to over 723,000 people during the workday. In the course of daily commerce and recreation, emergency medical incidents occur hundreds of times throughout the City.

2. Emergency Medical Incidents make up 80% of all the dispatches for assistance to which the Fire Department responds (20% is fire related). Examples of EMS Reponses include:

   - Heart attack
   - Stroke
   - Diabetic crisis
   - Emergency childbirth
   - Traffic collisions
   - Lacerations
   - Poisonings
   - Alcohol related
   - Overdoses
   - Assaults

3. Additionally, citizens may experience the following trauma events:

   - Broken bones
   - Lacerations
   - Crushing injuries
   - Assaults and assaults with weapons
   - Industrial accidents
   - Automobile accidents

4. Prompt intervention by trained professionals that includes rapid triage, stabilization, and transportation of the patient to a health care facility are all required to ensure the best chances of recovery.

5. Due to dense traffic patterns and congestion, and the advent of centralized health care, many citizens no longer transport themselves to the emergency room. Rapid transport must now be

accomplished through ambulances with emergency lights and siren capability.

6. The Seattle Fire Department is widely recognized as being one of the best Emergency Medical Service providers in the world. This distinction is due to:

   - World class Paramedic program
   - Response time of four minutes to the location
   - Seattle Firefighters are Emergency Medical Technicians (EMT)

B. Assumptions

1. In addition to other emergency tasks, the Fire Department is the provider of Emergency Medical Services within the City limits and jurisdictions of Seattle. Mutual Aid agreements facilitate EMS assistance from Seattle Fire Department units to assist other municipalities. Conversely, assistance is sometimes required to come in to the City from the outside.

2. The Fire Department maintains strategically located "first responders" (fire engines, ladder trucks) and EMS apparatus for rapid response. The Fire Department can respond anywhere in the City within four minutes.

3. In the event of a disaster, it is anticipated that the EMS capability of the Fire Department will be significantly challenged. Therefore, the Fire Department plans and trains for such inevitability. Training is local, State, and Federal mandated and certified.

4. Rapid response is critical to the recovery of the patient. The standard goal for transporting the patient to the hospital in cases of trauma is one hour, allowing for the best chance of survival. The "golden hour" of emergency medicine is:

   - 20 minutes — Stabilize the patient
   - 20 minutes — Transporting to the hospital
   - 20 minutes — In the ER

Definitions

ALS: Advanced life support, requiring Paramedic intervention

BLS: Basic life support, requiring EMTs only

EMT: Emergency Medical Technician

First Responder: Fire Department Units designed to arrive first on the scene – usually an Engine or Ladder Truck.

Layered Response: The appropriate amount and type of assistance is dispatched. In multiple unit responses, an engine or ladder company is dispatched first in order to arrive at the location quickly. Medic Units will arrive a few minutes later.

Paramedic: Firefighters trained beyond the EMT level to perform advanced in-field treatment such as I.V. therapy and the administration medications.

Triage: A means of prioritizing patients or calls for help based on the severity of the condition and the available units to assist

C. Operations

1. Overview

Statistically, the majority of Fire Department emergency responses are medical in nature. To maintain an effective EMS program that results in lives being saved, each Seattle Firefighter is a Washington State Certified Emergency Medical Technician (EMT). Some have chosen to become Paramedics, which requires almost two years of advanced training.

Each fire apparatus is equipped with aid, trauma equipment, and oxygen. Three or four Firefighters can arrive at any location in Seattle within four minutes.

Seven (7) Medic Units (staffed with Paramedics) and 6 Aid Cars (staffed with EMTs) are strategically located throughout the City as crucial components of the layered response system.

2. 911 Calls for Assistance

The first step in the EMS process is the 9-1-1 call for assistance. Such calls are fielded by the Primary PSAP at Seattle Police Communications. The call is then transferred to Fire Department Communications at the Fire Alarm Center.

The caller is interrogated by Firefighter/Dispatchers for the correct location and patient information. By doing so, the appropriate level of help may be dispatched. “Triaging” the call assigns the correct level of response. EMS response protocols are utilized by dispatchers for uniformity. Protocols are researched and pre-approved by Physicians, Paramedics and Medical Researchers.

Deaf and hard of hearing callers may use the TTY-TTD capability of the Fire Alarm Center.

Computer Aided Dispatch (CAD) automatically sends the closest appropriate unit or units.

In some cases, a "layered response" is dispatched. This allows for the closest unit to be sent to the location to initiate medical assistance quickly, usually within four minutes. A rapid response is crucial to acutely sick patients, such as those experiencing difficulty in breathing or in heart attacks.

3. Types of EMS Response

There are two basic types of Emergency Medical Responses from which all others are derived:

AID	MEDIC
Basic Life Support	Advanced Life Support
Engine, Ladder Truck or Aid Car	Engine or Ladder Truck and Medic Unit
Example: Lacerations	Example: Diabetic issue

4. <u>First Responder Tactics</u>

The first Fire Department units to arrive at the incident will:

a. Determine the status of the patient through assessing:

- Airway
- Breathing
- Circulation

b. Continue the patient assessment through an exam and documenting:

- Blood pressure
- Heart rate
- Respirations
- Mental condition
- Medical history

c. Request additional assistance and resources

d. Initial stabilization of the patient:

- Oxygen therapy
- Backboard – C collar
- Defibrillator – CPR

e. Radio report to the incoming Firefighter/Paramedics

f. Assist Firefighter/Paramedics upon their arrival

g. Document on a Form 20-B

h. Transport the patient:

- BLS Private ambulance
- ALS Paramedic transport

5. Paramedic Tactics

The goal of advanced life support as provided by Paramedics is to further stabilize the patient and ready them for transport to a health care facility for additional treatment. This goal is attained by the application of:

- Defibrillators
- Oxygen therapy via artificial airways
- Intravenous drug therapy
- Other advanced on-scene treatment

6. Auxiliary Considerations

Helicopter Support
Guardian One (King County Sheriff helicopter)

Airlift Northwest is available for immediate assistance to transport patients by air.

American Medical Response
AMR is locally based and provides private ambulance support to transport BLS patients. AMR is currently under contract with the City of Seattle.

Appendix 5

MARINE FIREFIGHTING AND RESCUE

A. Situation

1. The City of Seattle has an excess of 78 miles of waterfront with industrial, commercial, residential, governmental, and hazardous materials facilities.

2. Adding to these challenges is the fact that this waterfront is composed of both fresh and salt water, interconnected by a ship canal with locks.

3. These waters are populated by oil tankers, container ships, cruise ships, fishing vessels, recreational vessels, houseboats, and over 5,000 marina slips.

4. The Fire Department responds to fires in structures adjacent to, and over, the water and vessels on the water.

5. All Seattle Firefighters have received Marine Firefighting Awareness Level training.

6. The Fire Department maintains Marine Firefighting Technicians (Unit 99) as well as two (2) Class A fireboats.

B. Assumptions

1. The Marine Firefighting Unit(s) are training to the Technician Level in Marine Firefighting.

2. The fireboat “Chief Seattle,” built in 1997, is capable of pumping 7,500 GPM and holds 800 gallons of foam concentrate.

3. The stand-by fireboat “Alki,” built in 1932, is capable of pumping 16,500 GPM and holds 1,000 gallons of foam concentrate.

4. The “Leschi”, built in 2006, pumps 20.000 GPM.

5. “Engine One”, built in 2006, pumps 5,000 GPM.

6. The Seattle Fire Department has primary responsibility for fire suppression and rescue in the waters of the City of Seattle.

7. The tactics and strategies used to attack a fire aboard a vessel are similar to those used in attacking structural fires. However, because of the unique risks encountered aboard a vessel, there are aspects of marine firefighting that warrant special training and equipment.

8. Vessel fires can be difficult to access, ventilate, and confine. Firefighting efforts, if not correctly planned and executed, can affect vessel stability. A methodical, planned attack is essential to decreasing the risks in fighting these fires.

C. Definitions

Unit 99: Land-based Marine Response Unit (E36)

D. Operations

1. Local response by the Fire Department

    a. Initiate scene control and establish a water supply.
    b. Provide for adequate access and egress to vessel by ladders, gangways, and cranes. Consider vertical movement off vessel and potential listing of vessel.
    c. Request and assemble adequate resources for rescue, exposure protection, fire confinement, extinguishment, and crew rotation.

2. Marine Firefighting Technician

    a. Locate the vessels fire control and general arrangement plans.
    b. Assist the Incident Commander in reading the plans and establishing fire boundaries.
    c. Assist in identifying hazards particular to the vessel.
    d. Assist in coordinating attack strategies.
    e. Provide liaison between the IC, Coast Guard, and other agencies on-scene.

3. Dive Rescue Team

    a. Initiate scene control
    b. Provide access to surface or submerged victims in saltwater, fresh water or ice via a number of vessels and specialized equipment
    c. Rescue, care and transport of victims
    d. Liaison with supporting agencies (SPD, USCG, etc.).

ESF 5

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EMERGENCY MANAGEMENT

ESF COORDINATOR: **Office of Emergency Management**

PRIMARY DEPARTMENT: **Seattle Police Department**

SUPPORT ORGANIZATIONS:
Seattle Public Utilities
Department of Information Technology
Seattle Auxiliary Communications Service
ARES Medical Services Team
Department of Finance
Department of Executive Administration
Seattle Fire Department
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
University of Washington Seismology Lab

I. INTRODUCTION

A. Purpose

1. To describe daily programs administered by the Seattle Office of Emergency Management (OEM).

2. To describe the roles and responsibilities of OEM staff, to include members of Emergency Support Function (ESF)-5 support organizations, during EOC activations.

B. Scope

This annex applies to OEM Full Time Employees (FTEs) and designated ESF-5 support organization personnel. It discusses the requirements, business approach, and objectives of OEM programs and operations before, during, and after a major incident, disaster, or catastrophe.

II. REFERENCES

√ Chapter 10.02, Seattle Municipal Code

√ Ordinance Number 120777

√ Ordinance Number 118617

√ RCW Chapter 38.52

√ WAC Chapter 118-30

√ Emergency Management Accreditation Program (EMAP) Standard

√ Public Law 93-288, as amended

√ FCC Rules and Regulations, Part 97, Subpart E, § 97.407

III. SITUATION

A. Overview

1. The OEM Director and staff are responsible for networking with officials of all City departments and commissions, neighboring jurisdictions, state and federal governments, and the City's community at-large. Through this collaborative process the OEM professional staff is able to design, adapt, promote, administer, sustain, and periodically measure the efficacy of programs that will:

   a. Make the entire community (i.e., residents, businesses, and institutions) more disaster resistant and better prepared to mitigate the disruptive and destructive consequences of a major emergency or disaster.

   b. Enable the City government to effectively manage a major emergency or disaster that can occur from a natural event, or a technological or human-caused mishap or intentional act.

   c. Enable the public and private sectors to recover from the damaging and disruptive effects of a major emergency or disaster, with the least hardship and at the earliest possible time.

   d. Prepare City government and the community to minimize the destabilizing effects and impacts of a catastrophic disaster. (Note: Terrorism, pandemic, and earthquake are considered the three most likely hazards with the potential to become local catastrophes.)

2. Such programs, which are congruent with national professional standards identified in Emergency Management Accreditation Program (EMAP) guidelines (www.emaponline.org), address the four traditional phases of emergency management: Mitigation,

Preparedness, Response and Recovery. Each of the four phases is defined in the Basic Plan under Policies.

These same four phases correspond with those assigned to the Federal Emergency Management Agency (FEMA) in Title V of the Homeland Security Act, as amended by the Post-Katrina Emergency Management Reform Act of 2006. Their definitions, which match those used by the City, can be found in the National Response Framework (NRF).

3. With the introduction of the National Incident Management System (NIMS) by Homeland Security Presidential Directive (HSPD)–5 and the Mayor's adoption of NIMS by Executive Order 02-05 on June 6, 2005, a fifth phase for prevention was added to the City's Integrated Emergency Management System (IEMS).

   Prevention is defined in the NRP, as: "Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken 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."

   Within the City of Seattle, the Homeland Security Bureau (HSB) -- to include its integral units for the Mayor's security, Operational Support, CBRNE/Arson/Bomb, Criminal Intelligence, and Integrated Biological Response — is the Chief of Police delegated line function in the Seattle Police Department (SPD) responsible for infrastructure security surveys and countermeasures; terrorism preparedness; and terrorism response policies, plans, and first-responder measures.

   For more specific guidance refer to ESF-13, Public Safety and Security, and the Terrorism Incident Annex. Together, these documents provide the primary guidance for instituting the City's overarching strategies, concept of operations, and interdepartmental responsibilities for safeguarding people and property, and for deterring and countering any criminal threat or attack against potential public and private targets.

B. Assumptions

1. The City has an established emergency management program and system that has won national and local awards for community awareness, making the community safer and more disaster resistant, and managing major incidents and disasters.

2. The ability of the OEM to receive Emergency Management Performance Grant (EMPG), Project Impact, and Mitigation Grant funding has enabled emergency management programs to progress at a faster pace than would have been possible otherwise. Similarly the ability of City departments, including the OEM, to obtain funding under Homeland Security's grant programs has substantially accelerated citywide emergency preparedness and response capabilities.

3. While Seattle has been acknowledged as one of the nation's leaders in emergency management, the OEM is constantly striving to improve capabilities and systems. Recent enhancement highlights include:

   a. Construction of a new EOC that is scheduled for occupancy in the beginning of calendar year 2008.

   b. Affirmation of the City's planning efforts for a catastrophic event.

      Results from an April 6-7, 2006 National Plan Review by a US Department of Homeland Security peer review team, ranked Seattle and King County fifth in the nation among all major urban areas. The City and County were further recognized for "best practices" in a number of key areas, such as: regional collaboration and interoperability, resource management, and command and control. While the review recognized the durability and sustainability of the City's current emergency management system, it proved helpful identifying planning improvements needed in specific ESFs, particularly in coping with mass evacuation (both with displacement and reception) and surge capacity.

   c. An expansion of the City's community preparedness program with the addition of two new staff positions.

4. The City maintains a current disaster plan that is verified for consistency under state law by the Director, Washington State Emergency Management Division (EMD). The City also maintains a current Hazard Identification and Vulnerability Analysis (HIVA) and Mitigation Plan.

5 The City is qualified as a state "recognized separate emergency management organization".

IV. CONCEPT OF OPERATIONS

A. Organization

1. The OEM is a line function of the Chief of Police Program; the OEM Director is a direct report to the Chief. In accord with RCW Section 38.52.070 and WAC Section 118-30-050(7), the OEM Director supervises the organization, administration and operation of the OEM.

2. The organizational structure for the OEM is represented in Figure 3, Basic Plan (page 90).

3. Appendix 1 summarizes the capabilities and operational procedures for Seattle's Radio Amateur Civil Emergency Services (RACES).

B. Disaster Management Committee

Refer to the Basic Plan, under Policies.

C. Staff Duty Officer

1. To remain ready to deal with any significant threat or systemic interruption in the City, or to Seattle Public Utilities and Seattle City Light property (i.e., dams, watersheds, or transmission lines) outside city limits, the OEM maintains an on-call Staff Duty Officer (SDO). This professional staff person is available around-the-clock to support City departments during any:

   - Resource intensive emergency response,
   - Incident that seriously impacts the safety and wellbeing of the public, or
   - Pre-planning for a major event.

   In this capacity the SDO can, if requested through a Department Operating Center (DOC) or Dispatch Center, respond to the scene of an incident to help the Incident Commander (IC):

   a. Acquire materials, equipment, and services beyond the capacity or purview of the incident Logistics Section Chief or the DOC representing the department with primary operational responsibility (lead agency – refer to Figure 4, Basic Plan).

   b. Make official notifications internal and external to the city, including the acquisition of a state mission number from the Washington State EMD Duty Officer by calling the toll free number: 1-800-258-5990.

c. Coordinate the use of community warning systems, to include the coordination and dissemination of area-wide warning messages.

d. Coordinate interdepartmental situational awareness.

e. Coordinate with City departments and other available local or regional sources to obtain special technical expertise, skills, equipment, services, or other technical assets.

f. Take necessary actions to initiate the activation of the EOC, if requested by the IC, lead agency department head or other authorized official.

2. The SDO will also be available to receive and if necessary act on warnings and advisories from the State and King County Warning Points, and may assist other local jurisdictions, King County Regional Disaster Plan Zone Coordination Centers, and the state coordinate requests for emergency assistance from the City.

3 Depending on the situation and the nature of the request, it may be possible for the SDO to manage requests from their workplace, or from home or another transitory location if after normal working hours.

4. Any incident—***in which SDO assistance is provided***—that is likely to attract media coverage and/or the attention of the Mayor's Office will be briefed as soon as possible to the OEM Director.

5. Professional staff members share this responsibility, which is maintained for a week at a time. Duty transfers occur each Tuesday morning at 8:00 AM.

6. ***The most direct way to contact the SDO is by dialing (206) 233-5147.***

At the beginning of every SDO duty week, the incoming SDO will make sure that calls to the above number are forwarded to their assigned Blackberry cell phone. Afterwards and as a courtesy, the SDO will send an advisory email to all OEM personnel to ensure they are aware of the identity of the incoming SDO.

If for any reason the party trying to contact the SDO is unable to do so within 10 minutes, they may call the SPD Communications Division at (206) 583-2111.

Anytime this secondary channel is used, one of the Radio Operators will refer the information provided by the

party requesting assistance to the first available backup SDO. (At a minimum the Radio Operator will need to obtain a call-back number and name). For this purpose the Radio Operators will use a list provided by OEM, which will include the OEM Director and all of the OEM professional staff.

8. SDO Books are maintained by each SDO. The main reference, Volume I, which must be immediately accessible to the SDO at all times, offers guidance and resource materials to aid the SDO in performing assigned responsibilities. It is further expected that the SDO shall have immediate access to all OEM provided communications and safety equipment.

9. Whenever the SDO provides any kind of assistance it will be documented in the SDO Report available in WebEOC. The report will be saved under the SDO reports file and submitted to the OEM Director no later than 24 hours after conclusion of the incident. An exception will be made if the incident falls on a weekend or holiday, in which case it may be submitted during the morning of the next scheduled work day.

10. The SDO shall conduct and document in WebEOC all weekly interoperable communication tests (See Section VI, page 24), which are scheduled to occur on Tuesdays, Wednesdays, and Fridays unless the test day falls on a City holiday or during an EOC activation.

11. The use of emergency lights on SDO response vehicles is authorized only when it is prudent for safety and an urgent response is required. Vehicles shall never to be driven faster than the posted speed limit, nor is it permissible to disobey a stop sign or stop light.

D. Activation of the EOC

1. The EOC is located at 2320 4th Ave, Seattle, WA 98121-1718. It is maintained by the OEM, and kept ready for activation at any time of the day or week. Beginning in 2008, the EOC will move to a newly constructed facility at the corner of 5th Ave S and Washington Street, roughly several blocks South of City Hall.

2. The EOC may be activated by the Mayor or an acting legal successor or by the EOC Director, which may occur:

   a. Based on a planned event,

   b. In anticipation of an imminently threatening incident or event, or

   c. After the sudden occurrence of an incident or event that results in mass injuries or loss of life, and/or substantial

damage to property, infrastructure, the economy, or the environment.

3. Department heads or department senior management officials designated in Department Emergency Management Plans can request activation of the EOC by contacting the SDO, OEM Director, or the SPD Duty Commander.

4. There are three principal roles that OEM personnel are responsible for in an EOC activation:

   a. Directing the activation of and managing the on-going operation of the EOC,

   b. Together with ESF-5 primary and support organization designated personnel, staffing necessary positions within the EOC, to specifically include those Command and General Staff functions described below (when and as assigned by the EOC Director), and

   c. Coordinating information, resources, and plans of action through a unified interdepartmental and interagency effort.

E. EOC Director

1. The OEM Director and the OEM Deputy Director, along with the SPD Deputy and Assistant Chiefs, are the designated line of succession for EOC Director.

2. Based on available information the EOC Director will determine initial EOC staffing levels and assign Command, General, and any other necessary staff positions. Persons so assigned, including those serving in relief in extended operations (subsequent operational periods), should possess the current NIMS tier 1 training competencies.

3. The specific responsibilities of the EOC Director, which essentially entail being the Mayor's Chief Operating Officer in overseeing and directing the EOC organization and mission, are detailed in the Basic Plan under Concepts of Operations and the Direction and Control Annex.

4. EOC position checklists are available in hard copy in the EOC Guide and electronically in WebEoc.

F. Plans Section

1. The Plans Section Chief directs and supervises the Plans Section, and provides General Staff support to the EOC Director.

2. At the outset of any activation and throughout each successive operational period, the Plans Section Chief will continually assess the staffing levels required, to proactively manage the activation and demobilization of Plans Section sub-functions. There may be up to three units, plus technical specialists, a communications group, and Emergency Management Liaison positions activated. Decisions will be based on the complexity of an incident or event in conjunction with corresponding workload requirements, which if they escalate may call for the augmentation of a Deputy to aid the Plans Section Chief with:

   - Direction and control;
   - Interaction with other General Staff to make sure WebEOC reports are complete and submitted in a timely manner;
   - Other duties which may be assigned contemporaneously by the Plans Section Chief.

   The designation and purpose of Plans Section sub-functions are summarized as follows:

   Situation Unit: This unit is responsible for collecting, validating, evaluating, and processing information, and for producing the EOC Consolidated Action Plan, Mayor's Briefings, the Washington State Situation Report (Sitrep), and Geographical Information System (GIS) and EMERGEO maps. All reports are provided to the Plans Section Chief, allowing ample time for review before they are submitted to the EOC Director to meet an established schedule approved by the EOC Director for each operational period.

   The Direction and Control Support Annex prescribes the iterative and interactive process for how Section Chiefs for Operations, Logistics and Finance will develop and maintain respective section inserts to the Consolidated Action Plan, and route them to the Situation Unit for reconciliation and assemblage into a final draft.

   The Plans Section Chief will schedule and moderate a General Staff meeting to discuss and finalize the Consolidated Action Plan, which together with the Mayor's Briefing and SitRep will be used to formally brief the Mayor. Once the Mayor concurs with their contents, the reports will be shared within the EOC and DOCs, and with other jurisdictions and agencies.

   Documentation Unit: This Unit's responsibilities include: making the initial EOC callout, keeping track of the EOC staffing levels, obtaining a state mission number, developing and maintaining the EOC Reports Schedule, and maintaining copies of the Mayoral Declaration and Executive Orders. (*The originals of the latter will be maintained by the City Clerk).* They will also maintain hard copies of reports saved in WebEOC, and maintain copies of Sitreps and Action Plans received from other jurisdictions.

As directed by the Plans Section Chief, they will forward any of the above documents to the Washington State Emergency Management Division (EMD) Duty Officer, regional EOCs, and/or the Joint Field Office if established.

They will also make sure that the EOC Director, Plans Section Chief, all other General Staff and the JIC Plans Section Liaison have current hard copies of all the above documents.

Technical Specialists: The Unit Leader will be determined by the primary hazard and, if at all possible, be a technical subject matter expert (SME) from the lead agency department. The purpose of the unit is to provide the EOC Plans and Operations Section Chiefs with analysis and advice that in *lay language* examines and clarifies the extent of present, short- and long-term effects together with the known and predictable impacts inherent in the hazard, to include actual and potential secondary effects and consequences. Of specific priority concern are any harmful or potentially harmful effects on the wellbeing of the City's population and first responders, and/or those that may produce damage to infrastructure, property or the environment.

The Unit will maintain close contact with counterparts deployed at the scene to ensure the Situation Unit and Operations Section remain apprised of technical actions taking place in the field, and to further ensure the EOC is poised to provide timely and consistent support to the IC or Unified Command, particularly for those critical actions taken to counter, stabilize and neutralize all threats.

Lastly, the Unit will devise strategies and options for the General Staff, EOC Director, and Mayor to consider in finalizing the EOC Consolidated Action Plan. For highly technical discussions Technical Specialists will be available to brief the above, in addition to the Communications Director and JIC Supervisor. If requested by the Mayor, the appropriate Technical Specialist(s) will participate in selected Media Briefings.

Depending on the requirements of the situation, Technical Subject Matter Experts (SMEs) may be requested from City, King County, State, and Federal departments/agencies or private sector agencies.

G. Operations Section

Depending on the availability and qualifications of the lead department's responders available to respond to the EOC, it may be necessary for the EOC Director to assign an OEM staff person, preferably one accredited with the corresponding and current NIMS tier 1 training credentials, as the Operations Section Chief. This person will assume the roles and responsibilities for this position described in the Direction and Control Support Annex, which entail direct oversight and supervision of the following:

1. Ensure department representatives are receiving and sharing "size-up" situational reports from their respective departments and sharing that information with other EOC representatives.

2. Oversee Section ESF action planning to address assigned ESF objectives.

3. Ensure requests for assistance are submitted by the appropriate department, completed in an appropriate format, and acted upon by the Logistics Section when and where necessary.

4. Coordinate the sharing of information for the public with the JIC Supervisor as it pertains to operations.

5. Ensure that the operational aspects of the Consolidated Action Plan, especially those that are cross-functional, are coordinated and clearly understood among all members of the Operations Section, to include their DOCs.

6. ***Warning and Communications Center Group (W&CCG):*** Operational control of the W&CCG is delegated to one or both of the Radio Amateur Civil Emergency Service (RACES) Officers, who together with licensed and back-grounded amateur radio operators from the Seattle Auxiliary Communication Service (ACS) and Amateur Radio Emergency Services (ARES) Medical Services Team provide the following support to the EOC Operations, Plans and Logistic Sections, and JIC by:

   a. Receiving and displaying live video from fixed, mobile and helicopter-borne cameras. To insure security is adequately addressed, the W&CCG—under the direct oversight of the Plans Section Chief—will assume control of all cameras needed for situational assessment and awareness. Redistribution of feeds to DOCs and Dispatch Centers will be made on a need-to-know basis.

   b. As necessary, giving assistance to EOC assigned Seattle Channel camera crews to enable them to broadcast the Mayor's Media Briefings, and other emergency public information to support the Communications Director with community outreach efforts.

   c. Using amateur and official radio channels to monitor, receive, transmit, and record selective voice communications in support of all ESFs. Depending on the situation, this may require contact with the state and neighboring EOCs, DOCs, and other command centers, such as:

      - US Coast Guard, Sector Seattle
      - FEMA Region X Regional Operations Center
      - University of Washington Seismology Lab
      - Seattle School District

- Washington Department of Transportation
- FBI Joint Operations Center
- National Weather Service Seattle
- US Army Corps of Engineers, Seattle District

d. Using amateur voice and packet radio channels to support the Department of Neighborhoods and Department of Human Services in administering emergency assistance and advice to the community.

From pre-designated locations, which will be selected at the time to optimally serve those areas of the City that have been seriously affected, they will additionally convey field observations of critical emergency conditions and needs of the surrounding population to their EOC net control by packet radio. (Refer to ESF-6, Mass Care, Housing and Human Services).

e. Using EOC warning systems to alert and advise the public. (Department of Information Technology Radio Shop Technicians have been identified to assist in the operation of these systems.)

H. Finance/Administration Section

1. ***Recovery Group:*** The Finance Section's recovery group roles, particularly as they relate to the application for and delivery of individual and public assistance to include the incorporation of mitigation measures aimed at ameliorating reoccurrences of chronic hazards and infrastructure/system failures, is fully addressed in ESF-14, Long-Term Community Recovery and Mitigation.

2. Whenever the EOC is activated for an incident or event that creates substantial damage, ***and specifically one that is likely to require public and/or individual assistance available under the Stafford Act and the appointment of an Applicant Agent,*** the OEM Strategic Advisor II for Recovery will help the Finance Section Chief establish and administer ESF-14.

3. Should this not be necessary, the OEM Strategic Advisor II for Recovery may be available as a floater to fill gaps in shift staffing if and as determined by the EOC Director.

4. ***Administrative Group:*** As assigned by the EOC Director, available OEM program and administrative staff will be responsible for discharging EOC sustaining functions, which are sub-divided into an EOC Maintenance Unit, Check-in/Security Unit, and Call Center Unit:

a. ***EOC Maintenance Unit:*** Under the direction of the Administrative Group Leader, this unit performs the following support roles:

1) After any kind of destructive event affecting the downtown core, inspecting the EOC facility for:

- ✓ Persons suffering injuries,
- ✓ Physical damage affecting the safety and/or integrity of the building, and
- ✓ The disabling of building support systems.

2) Immediately arrange for treatment of those in need of medical attention; if serious structural damage is found, alert all occupants of the need for building evacuation by the most expeditious means available.

3) If backup systems do not engage, alert Fleets and Facilities.

4) Coordinating with the SPD Quartermaster through the SPOC Logistics Section to replenish supply stocks, and to arrange for meals.

5) Referring any EOC desktop, hard-wire or wireless system interruptions or malfunctions to the Logistics Section Telecommunications Group Leader (ESF-2 Coordinator) for resolution.

6) Arranging for additional janitorial services.

b. ***Check-in/Security Unit:*** Under the direction of the Administrative Group Leader, this unit performs the following roles:

1) Facilitating the call-out and arrival of EOC responders.

2) Ensuring that EOC check-in and check-out records accurately account for staffing levels at all times throughout activation, and are coordinated with the Plans Section Documentation Unit Leader.

3) Overseeing EOC security and parking. SPD sworn and civilian personnel may be available to augment security (See Section VI, page 23) and control parking (See Section VI, page 23).

4) Once directed and once circumstances allow the EOC to reduce staffing levels, the unit will support EOC demobilization by:

- ✓ Tracking the remaining staffing levels in the EOC, and ensuring that those released are contactable for recall if necessary.

- ✓ Reminding people before they are released to notify their DOCs, finish all pending work products, complete and properly save all required EOC reports in WebEOC, shut down equipment, and clean their work areas.

c. ***Call Center Unit:*** Under the direction of the Administrative Group Leader, this unit when activated performs the following role:

1) Using the Automated Call Dialer (ACD) system receives calls to the OEM mainline number and the SDO 24/7 number and makes the appropriate referrals to responders staffing the EOC.

2) ***Any emergency calls will be immediately transferred to 9-1-1; any media calls will be referred to the JIC Media Line (233-5072).***

I. Emergency Management Liaisons

1. Anytime the City EOC is activated in response to a large scale incident or an event that would require emergency resource coordination with King County or the EMD, the EOC Director may request direct representation from either or both the King County and EMD assigned liaisons. Such a request would be acted upon by the Plans Section Chief, who would task the Documentation Unit Leader to make the appropriate notifications.

2. The primary purpose of the Emergency Management Liaison function is to assure there can be seamless interface with the King County Emergency Coordination Center (ECC) and/or the state EOC, so that any anticipated or actual request for outside assistance can be readily referred for action.

3. Whenever the Logistics Section Chief concludes that a DOC request for assistance is beyond the capacity of the City, and after the EOC Director receives the Mayor's approval by Executive Order, the Plans Section Chief will direct the liaison(s) to use WebEOC to transmit the DOC completed Request for Outside Assistance form to their respective ECC/EOC. (Refer to Direction and Control Support Annex and ESF-7, Resource Management.)

4. Whenever federal involvement occurs in a Presidential Declaration of Disaster or Incident of National Significance there may be liaisons exchanged with the Joint Field Office, once it is established.

V. ASSIGNMENT OF RESPONSIBILITIES

A. During the Mitigation Phase of Emergency Management

1. OEM Director

   a. In coordination with the Mayor's Office, develop mitigation initiatives to be included in the City's All-Hazards Mitigation Plan.

   b. Work with the Mayor's Finance and Policy advisors to find mitigation opportunities to include as part of the City's multi-year development strategy and budget cycle.

   c. Work with Department Heads and their ESF representatives to develop department mitigation projects and/or other complementary initiatives, budget for them, and make them a part of the Annual DMC Work Program.

2. Strategic Advisor II, Recovery Coordinator

   a. Manage and further develop community mitigation programs.

   b. Chair the City's Mitigation Sub-Committee to the Disaster Management Committee to update progress on planned initiatives.

   c. Coordinate the City's application and use of hazard mitigation grant opportunities as they become available.

   d. Develop programs and relationships that further the preparedness level and response understanding of local businesses and industrial groups.

3. Strategic Advisor II, Community Education and Training Coordinator, and Strategic Advisor I, Public Outreach Specialists

   Use the delivery of preparedness training to community, institutional and government audiences as an opportunity to promote the Home Retrofit Program and non-structural mitigation for home and work.

B. During the Preparedness Phase of Emergency Management

1. OEM Director

   a. Direct and supervise the OEM staff and oversee the administration of all programs.

   b. Develop the OEM budget and approve all expenditures.

c. Approve the submission of the Emergency Management Performance Grant (EMPG) contract with the EMD, to include its inclusion in the SPD supplemental budget.

d. Approve the submission of bi-annual EMPG progress reports to the EMD.

e. Approve the submission of the NIMS quarterly progress report to the EMD.

f. Represent the OEM as a member of the City's Technical Assistance Working Group (TAWG) and as a member of the Region 6 Urban Area Security Initiative (UASI) Working Group.

g. Chair the Disaster Management Committee (DMC) meetings. Oversee the taking and approval of minutes, subsequent distribution to DMC members, and the maintenance of record copies in accordance with City retention rules.

h. Oversee the development and departmental adoption of the Annual DMC Work Program. Together with all ESF Coordinators, monitor accountability and, if need be, facilitate the timely completion of ESF work products.

i. Obtain the Mayor's approval for the Work Program and periodically brief the Mayor and Cabinet on the status of deliverables.

j. Coordinate DMC concurrence for the 5 year emergency management exercise schedule.

k. Assign staff to act as liaisons to specific ESFs, and to assume a similar role if and when it becomes helpful.

l. Develop, maintain, and supervise the progression of the OEM 5 Year Strategic Plan.

m. Track and provide the Chief of Police with the quarterly status of OEM deliverables in both the Chief's and OEM Director's Annual Accountability Agreements with the Mayor.

n. Keep the Mayor's Office and the City Council current on the status of OEM programs, and the state of the City's emergency preparedness.

o. Network with emergency management counterparts in neighboring jurisdictions, the state of Washington, FEMA Region X, and other jurisdictions.

p. Facilitate partnerships with support organizations from both public and private sectors.

2. Emergency Preparedness Deputy Director

a. Direct and supervise OEM administrative staff.

b. Oversee the administration of OEM budget and provide daily logistical oversight and support for OEM programs.

c. Prepare the EMPG, and bi-annual EMPG progress reports.

d. Prepare, or oversee preparation of, mitigation and homeland security grant proposals.

e. Oversee the preparation of the monthly SDO Schedule (maintained on the OEM server O drive); be the principal reviewer for SDO assistance reports before they are archived—making sure any outstanding issues/actions are resolved, and serve in the SDO and backup rotation as scheduled.

f. Oversee the accomplishment of professional development and NIMS training for the OEM staff.

g. Provide liaison support to assigned ESFs.

h. Manage projects as assigned by the OEM Director.

3. Strategic Advisor II, Operations Coordinator

a. Maintain and program future improvements in EOC operational and SDO systems and procedures.

b. By appointment of the OEM Director, serve as the City Warning Officer and perform those duties outlined in the Public Warning Annex.

c. Support and oversee the OEM RACES program. As necessary, arrange for state mission numbers to indemnify training and exercises.

d. As scheduled, serve as SDO.

e. Provide liaison support to assigned ESFs.

4. Strategic Advisor II, Community Education and Training Coordinator, and Strategic Advisor I, Public Outreach Specialists

a. Manage and further develop the City's Community Preparedness Program.

b. As scheduled, serve as SDO.

c. Provide liaison support to assigned ESFs.

5. Strategic Advisor II, Plans Coordinator

a. Maintain the Seattle All-Hazards Mitigation Plan, and serve as the City's coordinator for monitoring the plan's implementation. Together with City department managers, measure the degree of hazard reduction that is being achieved, in addition to developing new strategies that may be required. The latter may involve interim and/or longer term actions.

b. Assist departments maintain assigned ESF and Incident Annexes, in addition to department emergency management plans.

c. Assist departments maintain Continuity of Operations Plans (COOPS).

d. Coordinate with neighboring jurisdictions and the state to:

- Maximize interoperability among ECC/EOCs.
- Assure planning documents are compatible, mutually supportive, and consistent.

e. Provide liaison support to assigned ESFs.

f. Oversee the maintenance of the Seattle Disaster Readiness and Response Plan; be the principal author for the Basic Plan, and the following annexes:

- Direction and Control
- Military Support
- Public Warning
- Continuity of Government and Continuity of Operations
- ESF-5

h. As scheduled, serve as SDO.

6. Strategic Advisor II, Training and Exercising Coordinator

a. Manage the City's emergency management exercise program, and prepare Five-Year Exercise Schedule submitted to EMD. Post DMC approved exercises on the State Integrated Exercise and Training Calendar.

b. Chair the DMC Exercise Subcommittee, and train department representatives on the Homeland Security Exercise and Evaluation Program (HSEEP).

c. Maintain the NIMS Implementation Plan, and be available to advise departments on NIMS compliance.

d. Monitor departmental compliance of NIMS training, and prepare the NIMS quarterly report to EMD.

e. Using the online State Integrated Exercise and Training Calendar, enter all City sponsored and/or delivered emergency management training, and work with the Information Technology Professional B to maintain a link on the OEM website for the purpose of publicly displaying a current master list of all emergency management training opportunities scheduled by the EMD, King County, other state jurisdictions, FEMA, and other accredited sources.

f. Maintain the Training and Exercise Annex, and administer the Training and Exercising Program accordingly.

g. Maintain training records for OEM staff.

h. Provide liaison support to assigned ESFs.

i. As scheduled, serve as SDO.

j. Oversee the delivery of emergency management training for government executive leaders/officials, EOC responders, and DOC personnel.

7. Strategic Advisor II, Recovery Coordinator

a. In conjunction with the ESF-14 Coordinator, administer post-disaster Recovery Programs.

b. Coordinate training for ESF-14 primary and support organization responders.

c. Provide liaison support to other assigned ESFs.

d. As scheduled, serve as SDO.

8. Strategic Advisor II, Community Planning and Project Management Coordinator

a. Act as project manager for special and/or innovative emergency management initiatives that are assigned by the OEM Director.

b. Provide liaison support to assigned ESFs.

c. As scheduled, serve as SDO.

9. Information Technology Professional B

   a. Manage and further develop the OEM Information Technology Program.

   b. Train Situation Unit staff from support departments.

   c. Ensure Department of Information Technology and Department of Planning and Development desktop technicians are familiar with their roles in the EOC, and the EOC operational environment.

   d. Manage and maintain the OEM website.

   e. As Administrator, oversee DoIT installation and maintenance of EOC PCs, software and servers, and further lead the City's development of WebEOC, HAZUS and ShakeMap.

   f. Train EOC responders and DOC assigned personnel on WebEOC.

   g. Provide liaison support to designated ESFs.

   h. Maintain and update the Seattle Hazard Identification and Vulnerability Analysis (SHIVA).

   i. Keep SDO Emergency Contact List current.

10. Administrative Specialist IIs

   a. Provide administrative support to OEM programs during normal operations.

   b. Maintain DMC/EOC Call-out List.

11. Radio Amateur Civil Emergency Service (RACES) Officers

   a. Provide direct management of Auxiliary Communications Service and Medical Services Team to ensure:

      (1) Both OEM sponsored amateur radio groups are trained and ready to perform missions identified in Appendix 1. In advance of scheduled training advise Strategic Advisor II, Operations; as necessary provide him/her with a completed electronic EMD Training Mission form for approval by the Emergency Management Director and transmission to EMD to obtain a state mission number.

      (2) Membership roles are kept current and members are given the appropriate background checks and

registered as Emergency Workers under state law.

(3) At the beginning of the calendar year, provide the Operations Coordinator, with a work program, which identifies initiatives proposed by the membership of both groups to enhance and support amateur radio operations, along with associated budget requirements.

(4) Ensure that Appendix 1 to this annex is maintained.

b. By appointment of the Office of Emergency Management Director, serve as RACES Officers for the City.

C. During the Response Phase of Emergency Management

1. The Emergency Management Deputy Director and all Strategic Advisors will, when scheduled for SDO duty, respond to any department call for assistance as outlined in Section IVC, pages 5-7.

2. Whenever the EOC is activated all OEM personnel will make every reasonable effort to respond as quickly as possible to perform roles assigned by the EOC Director.

4. In an EOC activation support organization personnel assigned or dispatched by their organizations to ESF-5 will make every reasonable effort to respond as quickly as possible to the EOC when notified, and perform respective duties as outlined in Sections IVF2 and IVG (pages 8-14).

5. The order of succession for EOC Director is the OEM Director as primary, the Emergency Manager as secondary. Should a circumstance occur when neither can be available, one of the Deputy or Assistant Police Chiefs will serve as a replacement.

6. Whenever extended operations are required the standard rotation is for the OEM Director to take the first shift and for the Emergency Manager to take the second, and to continue in that order until the EOC stands down or reverts to recovery operations only.

D. During the Recovery Phase of Emergency Management

1. All OEM staff will assist in the transition to the post-disaster recovery period and provide whatever assistance is necessary to the ESF-14 long-term recovery efforts. As soon as practical thereafter, staff will return to pre-disaster assignments.

2. The Strategic Advisor II, Recovery Coordinator, will:

a. Oversee the Preliminary Damage Assessment (PDA).

b. In a Presidential Disaster Declaration or Incident of National Significance and by appointment of the Mayor, serve as the City's Applicant Agent.

c. Work closely with and support the recovery efforts administered by ESF-14.

d. Ensure the OEM Director and Emergency Manager are both kept current on all significant activities involved in the City's recovery.

3. The OEM Director will, as necessary, be available to:

a. Brief the Mayor and Council on the OEM's role in recovery, including the coordination of public assistance project management with departments, assistance being provided by the state and FEMA, and the status of FEMA and state reimbursement.

b. Act as a spokesperson for the City in articulating the OEM role.

c. As necessary, participate in or chair meetings or other discussions that relate to the City's recovery efforts.

c. As needed, reassign available staff to support time-critical recovery functions.

VI. LOGISTICS

A. Maintenance of EOC Facility

The building which houses the EOC, the Seattle Fire Alarm Center (FAC) and Seattle Fire Station 2, is a registered historical landmark dating from the turn of the last century. Since 1990 it has undergone three structural upgrades, and currently exceeds seismic requirements mandated by the building code.

A 250 kW diesel generator provides full standby electrical power for the FAC and EOC. The generator is mounted on seismic isolators, and is connected to a 550 gallon gravity-fed diesel tank. Both are secured inside the facility. With its 20.4 gallons per-hour consumption rating the generator could operate at full-load for approximately 24 hours on a full tank. In any extended electrical outage the fuel tank would be refilled as necessary, or if there is a malfunction, a transfer switch is available to connect a portable generator replacement. Uninterruptible power supplies (UPS) support all electronic data systems. Server contents are automatically backed-up daily.

All maintenance of the facility, including the generator and fuel tank, is the responsibility of the Fleets and Facilities Department.

Early in 2008, the Office of Emergency Management will occupy its new Emergency Operations Center at 105 5th Ave S, Suite 300, Seattle, WA 98104. The facility is being constructed to an IBC essential facility structural standard that exceeds the current code requirements, with security and survivability of its critical operations foremost in mind.

B. Security

Both the EOC and connecting FAC share the same electronic security system, which requires card key access and positive control to all external entrances and to critical internal access points. Card keys are carefully accounted for, and can be quickly disabled by PC terminals in the FAC and EOC. The building is also equipped with TV cameras that provide for day and night monitoring of outside entries and the FAC garage bay. In addition, a chain link fence secures the rear parking area for Station 2, and roof mounted air intake ducts are shielded to prevent tampering.

Whenever the EOC is activated, and if a heightened level of security is established, sworn SPD personnel can be made available to patrol the building perimeter, as well as assist with admittance and control of EOC responders and media, and interior monitoring.

C. EOC Activation During non-City business hours

Conservatively speaking and depending on the time and day, along with the availability of all OEM staff, it may take about an hour to begin to get the EOC active. A full activation of the EOC would take about another hour for all department responders to arrive, and to get settled and briefed. These estimated timeframes may be prolonged if there are adverse road conditions to contend with, or in the worst case if the primary EOC sustains serious damage.

D. EOC Parking

In any EOC activation the EOC Director will determine if the streets surrounding the EOC will be cordoned off for EOC parking and a security buffer, or if SPD Parking Enforcement Officers will be directed to defer ticketing of EOC responder vehicles displaying official placards that are parked in metered spots. Placards will be available during check-in at the front desk, and should be placed on the side of the dash closest to the sidewalk.

E. Maintenance of Telecommunication Systems

Because communications are essential for the EOC to maintain direction, control and coordination of the City's overall response and recovery to any major emergency or disaster, they have been engineered to be survivable and redundant.

The EOC is equipped with a variety of systems that include telephone, radio, electronic data, video, video-conferencing and television. The accompanying chart lists each system, and identifies the primary

source of maintenance support. It additionally specifies those systems that are scheduled for regular testing due to their criticality in sustaining interoperability with the public, DOCs, King County and the state, together with the day and time for each test.

System	Support By
Telephones (City network, Qwest, "hot and ring-down" lines, and cellular)	Department of Information Technology (DoIT)
+Secure Phone	DoIT
+Ring-down telephone circuit	DoIT
All-City Intercom	DoIT
Pagers	DoIT
Facsimile machines	IKON Office Solutions; Ricoh Business Solutions, Inc.
+800 MHz radio (KC OEM talk-groups)	DoIT
*800 MHz radio (OEM talk-groups)	DoIT
≠Comprehensive Emergency Management Network (CEMNET) radio	DoIT
+Satellite phone/radio	DoIT
◇WA State EMD SATCOM unit	DoIT
Back-up Command and Control radio	DoIT
Internet Packet Radio	ACS
LoBand, HF, VHF, and UHF radios	DoIT
Electronic data systems (servers/desktops)	DoIT
∆National Warning System (NAWAS) telephone	FEMA through EMD
√Emergency Alert System (EAS)	DoIT
√Audible Public Warning System (APWS)	DoIT
Cable TV	Wave Broadband
Satellite TV	Direct TV
Seattle Channel	DoIT
+Video Conferencing Systems	DoIT/SPU
√Fixed and Heliborne Video Cameras	Seattle Public Utilities (SPU)
Outdialer	DoIT/SPU
√Community Notification System	DoIT

TESTING SCHEDULE KEY

≠Tested on Tuesdays, beginning at 9 AM
+Tested on Wednesdays, beginning at 9 AM
∆Tested on alternate Wednesdays, at variable times in the AM
*Tested on Fridays at 2 PM
√Tested on variable days and times once a month
◇Second Monday of every month.

For more information on the City's telecommunications systems, and the role of DoIT in managing and servicing these systems on a day-to-day basis and during times of major emergencies or disasters, refer to

the ESF-2 Annex, Telecommunications and Information Technology Annex.

F. Alternate EOC

In the event the primary EOC becomes unusable or uninhabitable, the Fleets and Facilities Department (F&FD) is responsible for arranging the use of another City facility, partner agency with mutual ties to the City through a Memorandum of Understanding (such as the Community Colleges), or making arrangements for commercially available space to continue emergency operations at an interim location.

Refer to the Facilities Appendix to the ESF-7 Annex for a description of how relocation will be managed, together with the equipment that is in place to support such a move.

VII. ADMINISTRATION

This Annex will be updated at least every 4 years to assure compliance with Emergency Management Performance Grant eligibility criteria. More frequent changes may occur to ensure it reflects actual capabilities, business practices and available resources of the OEM, such as enhancements that would be realized in the occupancy of the new EOC in early 2008.

VIII. INDEX OF APPENDICES

A. Appendix 1 - Radio Amateur Civil Emergency Services (RACES)

APPENDIX 1

RADIO AMATEUR CIVIL EMERGENCY SERVICE (RACES)

I. INTRODUCTION

A. Purpose

To define the mission and operational guidelines for the Auxiliary Communications Service (ACS) and the Medical Services Team (MST).

B. Scope

This annex applies to all ACS and MST volunteers.

II. REFERENCES

- Seattle Disaster Readiness and Response Basic Plan
- Volume II, Seattle Disaster Readiness and Response Plan, ESF-5 Emergency Management
- FCC Rules and Regulations, Part 97, Subpart E, § 97.407 establishing Radio Amateur Civil Emergency Service (RACES)
- FEMA Civil Preparedness Guide (CPG) 1-15, dated March 1991, titled: Guidance for Radio Amateur Civil Emergency Service
- Appendix 1, Tab D (RACES) of the State of Washington Comprehensive Emergency Management Plan (CEMP)
- Emergency worker registration: RCW Chapter 38.52 and WAC Chapter 118-04

III. SITUATION

A. Overview

The Director of the Office of Emergency Management for the City of Seattle has established two separate, associated RACES programs: the ACS and the MST. A RACES Officer leads each organization.

1. *RACES Officer – Public Safety*, Director of the Auxiliary Communications Service (ACS).

2. *RACES Officer – Medical Services*, Manager of the Medical Services Team (MST).

The Office of Emergency Management in the Seattle Police Department sanctions and oversees all program elements and resources that are part of the City's RACES program. Amateur radio operators affiliated

with ACS and MST must possess a current Federal Communications Commission (FCC) amateur radio license, be a state registered emergency worker, and agree to accept conditions established in this annex and attached appendices.

While the primary means for Emergency Operations Center (EOC) responders from the Emergency Support Functions to communicate is over the City's electronic data network, telephone system and by the City's radio systems, they are supported by ACS amateur radio operators who provide backup and contingency communications systems. ACS personnel staff and administer the EOC Communications and Warning Center (C&WC) which is equipped with both amateur and public safety communications resources. This station operates under the call sign W7ACS for amateur radio traffic, under the call sign WPVU405 for video microwave transmissions, and the City's authorization for governmental radio systems. Operations are supervised by the appointed RACES Officer or by appointed deputies, and monitored by the control operator.

Medical Service Team (MST) amateur radio operators support Communications posts at local hospitals and the MST Communications Center at Veterans Hospital located on Seattle's Beacon Hill. The MST operates under the call sign WW7MST for amateur radio traffic.

Whenever a decision is made to activate the EOC at a Readiness Level II Phase of Alert, the EOC Plans Section Chief decides if there is a need to staff the C&WC. If the answer is yes, the RACES Officers and deputies will be contacted using methods described in the ESF-5 Annex and the EOC Callout roster. Anytime the EOC is activated at a Readiness Level III, the C&WC will be staffed and the RACES Officers and deputies will be part of the initial EOC call out. Should the event be such that it clearly identifies the need for call-out (e.g., damaging earthquake or terrorist strike against the City), RACES Officers and deputies will self-initiated their response.

B. Assumptions

- Amateur radio operators are distributed throughout the city and its suburbs.
- Amateur radio operators are experienced in the operation of their radio equipment.
- Amateur radio operators are familiar with general communications protocols, including FCC regulations governing operation of amateur radio equipment.
- Amateur radio operators have the necessary equipment to provide emergency auxiliary communications services.
- The amateur radio service has immediate access to literally hundreds of frequencies throughout the radio frequency

spectrum. These include officially allocated frequencies in the high, very high, and ultra high frequency bands.

IV. CONCEPT OF OPERATIONS

A. Mission

1. Auxiliary Communications Service

A group of volunteer Seattle amateur radio operators organized in 1995 to serve the City in providing auxiliary communications services. Originally conceived to serve the City's neighborhood Seattle Disaster Aid and Response Teams, ACS over the years has expanded to include direct support to the EOC and City departments.

Today ACS administers state of the art communications that enable the City's EOC to communicate with command and control centers in the City, region, throughout the state of Washington and the US, with the federal government and even overseas. The modes available include all radio spectrums, electronic and packet media, satellite, and television.

Based on direction received from the Plans Section Chief, specific net controls may be established to support any ESF, or to maintain or monitor radio communications with key venues, such as:

- City Community Centers
- Department Control Centers
- King County EOC
- State of Washington EOC
- FEMA Region X
- University of Washington EOC and Seismology Lab
- Neighboring jurisdiction Zone Coordination Centers
- US Army Corps of Engineers (USACE), Seattle District EOC
- Washington State Department of Transportation Highway District 1 Traffic Management Systems Center
- Washington State Ferries, Colman Dock EOC
- Seattle Public Schools
- Seattle/King County Red Cross
- US Coast Guard
- Seattle National Weather Service Office

ACS operators further support the EOC Command and General Staffs by providing "real time" command and control and damage assessment television of field sites and locations using the EOC's video microwave system. They additionally support the use of the Emergency Alert System (EAS), Community Notification System, the Outdialer, and the Audible Public Warning System, whenever it becomes necessary to give the City's population warning of an immediate threat to life safety.

2. *Medical Services Team*

The Medical Services Team was founded in 1990 to provide auxiliary communications support for the hospitals in King County. The mission has since expanded beyond that scope, and is now supporting hospitals, Public Health departments, the National Disaster Medical System (NDMS), medical suppliers and other healthcare related businesses in multiple counties in Western Washington. In time of need, MST Amateur Radio operators provide essential auxiliary communication links between hospitals, healthcare agencies, medical suppliers, government agencies, and EOCs.

Medical Services Team (MST) will, in a professional manner, provide auxiliary communications and other support services to healthcare entities and other agencies and the community as is necessary to support disaster response and recovery efforts. Typically, MST's mission objectives may include, but are not limited to:

a. Establishing and operating primary and secondary radio networks to carry public safety and healthcare-related emergency communications using amateur as well as a variety of government systems.

b. Providing communications and administrative support by answering phones, making calls to locate staff and volunteers, as well as equipment and supplies, relaying messages within the hospitals and between various facilities, utilizing computer networks, FAX, e-mail and other methods and provide any other support assistance as may be necessary.

c. Reporting from the field on mass casualty or other events affecting the public welfare or health status, weather and damage conditions, supply and service requests, as well as progress on response and recovery actions by way of radio, telephone, television and other forms of communications.

d. Preparing for mission readiness through training, skill development and conducting table top as well as field exercises.

Based on direction received from the Plans Section Chief, specific net controls may be established to support ESF 8 (or any ESF requiring medical services support), or to maintain or monitor radio communications with key venues, such as:

- MedNet Control, VA Hospital on ’s Beacon Hill Seattle
- Harborview Medical Center Disaster Medical Hospital Control
- Swedish Hospital and Medical Center First Hill

- Group Health Central Hospital
- University of Washington Medical Center
- Swedish Providence Hospital
- Swedish Ballard Medical Center
- Children's Hospital and Medical Center
- Northwest Hospital
- Virginia Mason Medical Center
- West Seattle Psychiatric Hospital
- Puget Sound Blood Services
- Other hospitals in Western Washington, Portland, OR and Vancouver, BC
- Seattle EOC
- King County EOC
- State of Washington EOC
- FEMA Region X

3. Joint Mission Support

   ACS and MST members may support the missions of both organizations, allowing for effective amateur radio resource utilization. Coordination of ACS and MST resources is the role of the RACES Officers of each organization.

B. Operational Readiness

Although it can be assumed that amateur radio operators are relatively skilled in the operation of their personal equipment and are generally knowledgeable in the communications regulations and protocols, the Seattle ACS and MST acknowledges the importance of ongoing, specialized training. Members are therefore provided with regularly scheduled training workshops, exercises, and classes, which include:

- Weekly communications nets, often with an short exercise
- Monthly meetings that include training elements
- Yearly weekend-long emergency communication academies
- Monthly functional or table-top exercises involving EOC activation
- Online courses offered by FEMA about NIMS, ICS and the National Response Plan
- Online and classroom emergency communications courses offered by the American Radio Relay League (ARRL)
- Large-scale drills and simulations, often held cooperatively with other auxiliary communications agencies
- An annual Simulated Emergency Test (SET) exercise that involves other RACES/ARES operators
- An annual "Field Day" that runs two days and is an exercise in emergency communications under field conditions.

C. Direction and Control

1. All ACS and MST members will:

   a. When activated for duty, or while participating in organized training, always act in a professional manner.

b. Observe all the rules and work place expectations of the government agency to which they are assigned. It will be expected that assigned operators will work in a manner indistinguishable from paid employees of that agency.

2. All ACS and MST members will carry out their assigned duties as directed by:

   a. The command authority at the organization to which they are assigned, or

   b. The incident command structure at the EOC, command center, or field location to which they are assigned, or by their ACS or MST team leader.

3. ACS and MST members will respond only if officially activated by the Emergency Management Staff Duty Officer or through the call-out procedures established by ACS and MST management. Call-out procedures include:

   a. The RACES officers or Deputies will be notified by phone, pager, or radio when ACS and/or MST resources are needed.

   b. In self-reporting situations the RACES Officers and deputies will report to the EOC and/or will call out appropriate personnel to staff the EOC Communications center.

4. Before responding, all ACS and MST members are expected to confirm the safety and well being of the member's family and home.

5. During times of alert or emergencies, ACS members will monitor the ACS net frequencies. MST members will monitor the MST net frequencies.

6. The first available ACS or MST member will assume temporary net control, if no ACS or MST leadership member has done so.

7. All ACS and MST members will follow deployment instructions given by net control.

8. A state mission number is required for all training and for all operational deployments.

9. ACS or MST members will strive to enhance their professional skill through participation in training and drills.

D. Registration and Membership Policies

All active members of the Auxiliary Communications Service and the Medical Services Teams undergo a federal, state and local law enforcement records check and fingerprinting. They are cleared for

access to government and healthcare facilities (e.g. Emergency Operations Centers).

All ACS and MST members must be registered as Emergency Workers as provided for by the State of Washington in RCW 38.52 and detailed in WAC Chapter 118-04, The Emergency Worker Program. Such registration provides personal injury and property damage insurance coverage for volunteers and indemnifies the City from liability should an injury occur, and is mandatory before any ACS or MST member will be assigned for duty.

During an extended emergency, licensed amateur radio operators may come forward to volunteer for service. In addition, unlicensed citizens may volunteer to help in positions that do not require a license. All such volunteers must be registered by City of Seattle Personnel Department before undertaking any ACS or MST assignments, as described in ESF-7.

V. ASSIGNMENT OF RESPONSIBILITIES

A. Auxiliary Communications Service

Public Safety RACES Officer and Director, ACS

The Director of ACS is the chief administrative officer of the organization. The ACS Director is appointed by the Emergency Management Executive II and serves under the Emergency Management Strategic Advisor II for Operations and Planning and is the RACES Officer for the City. The ACS Director appoints and directs the ACS Leadership Team.

2. ACS Leadership Team

The ACS Leadership Team includes a Deputy Director and key supervisory positions in the organization. Position descriptions and training requirements are discussed in an appendix.

3. ACS Radio Operators

Roles and responsibilities for all ACS radio operators are discussed in an appendix.

B. Medical Services Team

1. RACES Officer – Medical Services and MST Manager

The Manager of MST is the Emergency Coordinator of the King County District of the Western Washington Medical Services ARES organization. The Manager is appointed by the Emergency Management Executive II and serves under the Emergency Management Strategic Advisor II for Operations and Planning and is a RACES officer for the City. The Manager

directs the leadership team of MST within Seattle and greater King County.

2. MST Leadership Team

The MST Leadership Team consists of the elected officers and board members of the Western WA Medical Services organization, a non-profit 501(c)(3). It also includes team leaders from MST groups in other counties, and other designated individuals.

3. MST Radio Operators

Roles and responsibilities for all MST radio operators are discussed in an appendix.

VI. LOGISTICS

A. Common Radio Repeaters and Frequencies

Seattle ACS Radio Facilities and Frequencies: The members of ACS have additionally formed an amateur radio club (ARC). This organization has been granted a club station amateur radio license, call sign W7ACS by the FCC. An official of the ACSARC is the license trustee. This call sign will be used by ACS when operating in behalf of the City of Seattle.

The Seattle Office of Emergency Management owns and operates a system of amateur and public safety radio repeaters and remote base stations. It also shares the use of amateur repeaters operated by amateur radio clubs.

The intended service, frequencies and location of the system components are described in an appendix.

MST Radio Facilities and Frequencies: The members of MST have additionally formed an amateur radio club (ARC). This organization has been granted a club station amateur radio license, call sign WW7MST by the FCC. An official of the MSTARC is the license trustee. This call sign will be used by MST when operating in behalf of the City of Seattle.

The intended service, frequencies and location of the system components for the MST amateur stations are described in an appendix.

VII. ADMINISTRATION

This Annex will be updated at least every four years. More frequent changes may occur to ensure it reflects actual capabilities, business practices and available resources of ACS and MST.

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VIII. INDEX OF STANDARD OPERATING PROCEDURES

The following standard operating procedures (SOPs) will be maintained in a separate document that will be available to all members of ACS and MST. They will be updated as changes occur, concurred in by the membership, and included in the ongoing training programs.

1. Technical Infrastructure

a. Networks
b. EOC Equipment Resources
c. Repeater Resources
d. Member Station Resources
e. Communication Modes
f. Frequency Plan
g. Maintenance Plan

2. Operations

a. Code of Conduct
b. Public Information
c. Call-up System
d. Rapid Response Teams or ARCT Teams
e. Message Handling
f. Resource Nets
g. Staging Areas
h. Safety Policy
i. Radio Operating Practices
j. Exercises

3. Human Resources

a. Org Chart
b. Job Descriptions
c. Training
d. Recruiting and Vetting
e. Member Records
f. Member Communication
g. Personal Preparedness

4. Legal, Licenses and Agreements

a. State Emergency Worker and Mission Numbers
b. Licensing
c. MOU's

5. Records

a. Forms
b. Retention

ESF 6

HUMAN SERVICES

ESF COORDINATOR: **Human Services Department**

PRIMARY DEPARTMENT: **Human Services Department**
Department of Parks & Recreation

SUPPORT ORGANIZATIONS: **Seattle Center**
American Red Cross Serving King & Kitsap Counties
Seattle School District
Seattle Public Library
Department of Neighborhoods
Department of Executive Administration
Salvation Army
Seattle Housing Authority
Office of Housing
Public Health Seattle & King County
Crisis Clinic
United Way
King County Community and Human Services
Fleets and Facilities
Seattle Police Department
Seattle Fire Department
Seattle Public Utility
Department of Planning and Development

I. INTRODUCTION

A. Purpose

1. To describe the City's process for activating and providing shelter, mass care, food assistance, and human services in an emergency or disaster.

2. To describe the roles and responsibilities of designated City Department staff and other members of Emergency Support Function 6 – Human Services (ESF-6) support organizations, during EOC activations.

B. Scope

This annex applies to designated City Department staff and other designated ESF-6 support organization personnel. It discusses the requirements, business approach, and objectives of Human Services programs and operations before, during, and after a major emergency or disaster.

II. REFERENCES

- Public Law 101-336, Americans with Disabilities Act
- Public Law 105-19, Volunteer Protection Act of 1997
- RCW Chapter 70.136.050, Good Samaritan Law
- WAC Chapter 118-04, Emergency Worker Program
- American Red Cross Disaster Services Regulations and Procedures
- Public Law 93-288, as amended by the Stafford Act of 1988

III. SITUATION

A. Overview

1. People can become displaced from their homes as a result of a number of different emergency situations. When it happens to an individual or a single family there are social resources, such as the The American Red Cross Serving King & Kitsap Counties (Red Cross), Salvation Army, or other community nonprofit agencies that are able to provide temporary assistance. In situations where multiple families and/or individuals become dislocated in a single incident, such as occurs in a major apartment fire, demands can easily grow beyond the means of the Red Cross, Salvation Army, or other community agencies. When this happens, the City of Seattle's Emergency Support Function 6 – Human Services (ESF-6) is prepared to mobilize City and community assets and services to make available immediate shelter and resettlement help.

2. The ability to provide for emergency food needs can be affected by disasters of all sizes. In smaller incidents, such as single-family or multi-unit disasters (home or apartment fires, for example) the Red Cross, Salvation Army, and other social service and church organizations provide vouchers for restaurant meals, mass care meals at fixed sites, or in mobile feeding vehicles using food supplies available from existing warehouse stocks or grocery stores. Following a citywide emergency, demands for resources—both material and human—can grow beyond the capabilities of the existing system. When this occurs in the City of Seattle, ESF-6 is prepared to mobilize assets available in the City community and services to ensure that food resources are available to support mass care for the population.

3. Seattle has a comprehensive service delivery system within the public and private arenas that currently serve identified needs for people in emergency situations. Emergency Support Function 6 is prepared to expand this service delivery network to respond to an expanded need for these services in times of emergency and in the aftermath of an emergency.

B. Assumptions

1. Planning for ESF-6 is based on a major disaster scenario in which an event occurs without warning at a time of day that may produce extensive casualties and widespread damage requiring the temporary relocation of disaster victims. Some victims will go to mass shelter,

others will find shelter with friends and relatives, and many victims will remain with or near their damaged homes.

2. The City of Seattle does not maintain mass care shelters on a day-to-day basis. Instead, the City has identified both public and private facilities that can be converted from normal use to support the range of mass care needed in an emergency or disaster.

3. Public and private volunteer organizations, and the general public will have to utilize their own resources and be self-sufficient for a minimum of three days.

4. The City will make an effort to provide equitable geographic distribution of shelter locations in the city in order to serve the broadest base of population, but will locate shelters on a case-by-case basis, balancing appropriate and available facilities with affected populations.

5. Emergency shelter services are categorized broadly in three ways:

   a. Small localized emergencies requiring the activation of a single emergency shelter, e.g., an apartment building fire.

   b. A "Tier I" response is identified when ESF-6 in the EOC is activated and damage is considered "wide-spread", involving a significant impact to residential housing throughout the City, and displacing as many as 14,000 residents. A Tier I response will primarily involve the use of city owned shelter sites.

   c. A "Tier II" response is triggered when damage is considered "wide-spread", across all 6 geographic sectors of the city requiring emergency shelter services for more than 14,000 displaced residents. A "Tier II" response will involve the use of city owned facilities and facilities owned by other public agencies and private entities; schools, churches, parks, large open areas, athletic facilities, and warehouses.

   A Tier II response is based on the following:

   - Demand for more than 14,000 shelter beds;
   - the use of both city and non-city owned properties such as schools and private entities and,
   - assumes limited to no transporting people to shelters, assumes having shelter capacity within a moderate walking distance from most housing units in the City.

6. The operational/logistical response to a "Tier II" emergency will use an approach that defines geographic areas of the City. The plan divides the City into the following geographic sectors:

   - N.W. Sector: North of the Lake Washington Ship Canal and West of Interstate 5

- N.E. Sector: North of the Lake Washington and East of Interstate 5
- Downtown Sector: South of Ship Canal and Lake Union to Pioneer Square and West of Interstate 5
- Central Sector: East of I-5, from I-90 to the Ship Canal
- S.E. Sector: East of I-5 from South Roxbury Street to I-90
- S.W. Sector: West Seattle

7. Besides shelter, the basic services and commodities to be provided in a mass care facility may include food, water, clothing, provisions for hygiene, emergency medical services, counseling and communications support.

8. Pets will not be allowed in shelters due to sanitation and safety concerns. The City recognizes the comforting and therapeutic effect animals have on humans, especially during a disaster; therefore, every attempt will be made to locate pet shelters in close proximity to shelters designated to shelter people.

9. The City of Seattle has primary responsibility for procurement, protection and distribution of emergency food supplies to meet immediate and urgent needs of population groups within its jurisdiction.

10. The City of Seattle does not maintain food stocks or meals on an everyday basis for mass meals. Instead, ESF-6 has identified both public and private sources of food stuffs and other supplies that can be converted from normal use to support an ongoing mass care operation during times of emergency.

IV. CONCEPT OF OPERATIONS

A. Organization

Emergency Support Function 6 will be the City organization with the authority and responsibility to organize and operate public shelter, mass care, food and coordinated human services support. ESF-6 will work closely with the Red Cross, the Salvation Army and other available agencies as needed.

B. Direction and Control

1. **Mobilization:** The ESF-6 coordinator will call upon the resources of the shelter coordinator and the food coordinator when the EOC is activated and it is determined that shelter, meal and human services assistance is needed. The ESF-6 coordinator maintains a list of primary and backup staff to support the shelter and meal programs. The coordinator will contact the shelter and food coordinator through their primary work phone, and through identified back up phone numbers and through the use of text messaging devices. The Red Cross, Salvation Army and other appropriate ESF-6 support organizations will also be contacted utilizing the primary phone

contacts identified in the ESF-6 call out roster. The shelter and food coordinator will utilize space at the EOC as base for directing services.

Representatives of agencies designated to support ESF-6 will be available on a 24 hour basis for the duration of the emergency response system.

2. **Direction:** The incident command system will be utilized with command structure flowing from the ESF-6 coordinator and through the shelter and food coordinators. Activities will be logged in through Emergency Operations Center's reporting system

3. **Control:** ESF-6 will be the control hub for provision of shelter, food, and appropriate human services support in times of a disaster response.

4. **Coordination:** The ESF-6 coordinator will coordinate the provision of shelter, food and appropriate human services support, including the placement, opening, and support of shelters, food and human service activities. This will be done in collaboration with the shelter coordinator and food coordinator as well as with primary support from the Red Cross, Salvation Army, and other supportive community agencies.

5. **Deployment:** During a major emergency when the Emergency Operations Center is activated, the Director of the Human Services Department (HSD) or their designee will report to the Emergency Operations Center to begin service as ESF-6 coordinator. The ESF-6 coordinator will assess the need for the establishment of one or more emergency shelters as well as mass meal sites.

6. **Employment:** Once activated the shelter and food coordinators, with general oversight from the ESF-6 coordinator, will implement appropriate shelter and food support resources.

C. Employment of shelter resources:

The ESF-6 Group has designated the Department of Parks and Recreation (DPR) as the lead agency to provide an emergency shelter system for the city and its residents.

The Emergency Shelter Coordinator within DPR will determine, in conjunction with the Incident Commander and the ESF-6 coordinator, which level of shelter response is required. If the event is determined to impact fewer than 14,000 people and when ESF-6 and the EOC are activated, then the ESF-6 coordinator will call on the shelter coordinator to activate a Tier I response. If the event is determined to impact greater than 14,000 people, then the ESF-6 coordinator will call on the shelter manager to activate a Tier II response. The emergency shelter coordinator will designate lead-staff to act as shelter leads for each of the 6 sectors during a Tier II deployment of shelter resources.

DPR will be responsible to name the first level of City owned shelter sites in all emergency situations. DPR is responsible to provide shelter management training to appropriate staff. The Superintendent or their designee will also maintain a listing of Tier I and Tier II emergency shelter sites, including designated sites not owned by the City. DPR will compile and maintain the Tier II list of emergency shelter sites with the assistance and agreement of facility owners and in collaboration with the Red Cross.

The response to a Tier II emergency will have a targeted focus on geographic regions or sectors of the city. The City will anticipate the potential shelter needs of residents based on known demographic factors that affect displaced people following a major event. DPR will use impact assessment plans to guide the sector response to a Tier II emergency.

The Red Cross is a resource that the City may call upon in an emergency. The City and the Red Cross will cooperate in all efforts to provide shelter for residents. ESF-6 may order activation of Tier I or Tier II shelters, or the Red Cross may order localized shelters for smaller scale events when there is inadequate opportunity for notification by communicating directly with DPR. The activation of this shelter system may include provision of emergency shelter; food, water, clothing and Disaster Health Services and Disaster Mental Health Services to disaster victims The cooperation and coordination between the City and the Red Cross may expand to Tier I and Tier II shelter sites if conditions warrant.

The ESF-6 Group will operate according to standard Red Cross procedures guiding those mass shelters opened to receive evacuees from a disaster. These procedures include the use of Red Cross forms. At each facility, the shelter manager will keep records of shelter registration, supplies and equipment, and a log of operations and activities. The ESF-6 Coordinator or his or her designee will keep a log of shelter operation and activities at the Emergency Operations Center.

The owner of each government owned facility, in conjunction with appropriate trained staff and volunteers, will operate each Tier I and Tier II designated shelter. DPR will operate its facilities, the Seattle Center will operate its facilities, and the Seattle School District will operate its facilities. Each of these may be operated with volunteer support from the Red Cross as resources allow.

The following is a comprehensive list of City owned Tier I emergency shelter sites, by sector. The table includes Park owned Community Centers, Sand Point and the Seattle Center. DPR sites with back-up diesel-electric generation capability are noted with asterisks.

SE Seattle	**SW Seattle**	**Downtown**	**CW Seattle**	**CE Seattle**	**NW Seattle**	**NE Seattle**
Jefferson Community Center	Alki Community Center	International District/Chinatown Community Center	Magnolia Community Center	Garfield Community Center **	Ballard Community Center	Green Lake Community Center
Rainier	Delridge	Seattle Center	Queen	Miller	Bitter Lake	Laurelhurst

Community Center	Community Center **		Anne Community Center **	Community Center	Community Center **	Community Center
Rainier Beach Community Center **	Hiawatha Community Center			Montlake Community Center	Loyal Heights Community Center	Magnuson Community Center
Van Asselt Community Center	High Point Community Center			Yesler Community Center		Meadowbrook Community Center **
Amy Yee Tennis Center	South Park Community Center					Northgate Community Center
	Southwest Community Center					Ravenna-Eckstein Community Center
						Sand Point

A major priority of DPR employees will be the support and provision of shelters and, if necessary, mass outdoor congregation and shelter in parks until such time as adequate volunteer staffing may be provided by the Red Cross.

A list of available Tier II shelters has been compiled collaboratively between the City of Seattle, the Red Cross and King County. Sites on this list will be identified for activation as appropriate depending on scale of shelter need and accessibility to area residents.

DPR will be responsible for the initial assignment of staff to the shelters to be operated in its facilities. In a large-scale emergency DPR may assign employees to operate any shelter facility owned by Seattle Parks. The City Personnel Department will cooperate with DPR in assigning non-DPR City employees and resident volunteers to shelter facilities. The Red Cross will utilize and assign their own staff and volunteers to shelter and mass care sites.

The following support will be provided during the operation of shelters:

- Public Health sanitation inspections and consultations will be provided by Public Health – Seattle, King County.
- Security will be provided, as appropriate, and available by the Seattle Police Department.
- Food provided by the City, with support from the Red Cross, Salvation Army and other selected organizations.
- Counseling assistance coordinated with assistance by King County's Department of Community and Human Services, the Crisis Clinic, the Seattle-King Chapter of the Red Cross, and other select community agencies.
- The City's Fleets and Facilities Department will assist shelter operations by supporting the procurement of emergency shelter services and materials, e.g., sanicans, portable showers, cots, blankets, etc.

- Fire safety inspections will be conducted by the Seattle Fire Department.
- Emergency Medical support will be provided as needed by the Seattle Fire Department
- Seattle Public Utilities will support access to water supplies.
- City Light will assist with electrical support.

Special shelters for the medically fragile may be opened as required. Appropriate health and medical care organizations will support operation of these shelters. Operator of shelter will register patients and caregivers and report shelter status to ESF-6 coordinator.

The Public Information Officer (as assigned by the City EOC) will coordinate public information regarding shelter availability and locations. All means of communication possible will provide warning to threatened residents to take shelter, including sirens, radio, television, print media, NOAA weather radio, door to door, public address systems and cellular telephone. Shelters and the EOC will maintain communication with each other through the ESF-6 Coordinator in the EOC.

D. Employment of Food Resources:

In the event of a disaster, the ESF-6 Coordinator, or their designee, will appoint an Emergency Food Coordinator to manage the allocation and distribution of city, state, federal and private food resources in support of all mass care feeding operations. For further detail see *Tab B*.

1. **Sustainment:** The ESF-6 coordinator, in collaboration with the shelter and food coordinator will develop a schedule to staff the EOC to ensure continuity of administrative support. Service and operational schedules for established shelters, meal services and any appropriate human services support will also identify ongoing schedules and share with the ESF-6 coordinator.

2. **Demobilization: T**he decision to demobilize services will be made in consultation with the EOC director, direct service providers including the Red Cross and the Salvation Army and with the shelter and food coordinators. Shelter and meal services will be reduced as demand recedes and appropriate placements are undertaken.

   In a major event, the ESF-6 coordinator will be working with representatives of the Federal Emergency Management Administration (FEMA) and other appropriate community organizations to facilitate the transition of persons from immediate shelter assistance to longer term recovery support.

   In all cases, the ESF-6 coordinator will work with community organizations to determine the most appropriate means of transitioning victims of the disaster to appropriate long term housing and related support assistance.

V. ASSIGNMENT OF RESPONSIBILITIES

A. During the Mitigation Phase

1. The ESF-6 coordinator will participate in mitigation activities as needed. ESF-6 members will cooperate with Office of Seattle Emergency Management staff to help identify populations and communities that will benefit from disaster preparedness training. These will include such organizations as homeless shelters, low income housing projects, and emergency food providers.

B. During the Preparedness Phase

1. Human Services Department (HSD)

   Department Director or their designee will schedule and chair regular meetings of the ESF-6 group to lead development of the group's capacity to provide for shelter, mass care, food and human services in a disaster.

   In collaboration with Emergency Management, identify, train and assign personnel to staff ESF-6 in the Emergency Operations Center.

2. Emergency Support Function 6, Human Services [ESF-6]

   - ESF-6 will be the City government organization with the authority and responsibility to organize and operate public shelter, mass care, food and support services; the group will work closely with the Red Cross and other available agencies.

   - The subcommittee of ESF-6 responsible for providing shelter for use in an emergency is composed of:

     Department of Parks and Recreation
     Human Services Department
     Red Cross

   - ESF-6 will participate in disaster exercises by coordinating with support agencies for their participation in exercises.

   - Develop formal agreements, including memorandums of understanding, and working relationships with supporting mass care agencies and organizations, as required.

   - Education and outreach to linguistically, physically and economically vulnerable populations on disaster preparedness will be undertaken by ESF-6 participants. Outreach will include communication with community agencies and individuals on disaster preparedness, and to anticipate unique needs of vulnerable communities in a disaster.

3. Coordinated Assistance Network (CAN)

   The ESF-6 coordinator will participate in the steering committee of the Coordinated Assistance Network (CAN), a national collaborative of the Salvation Army, the Red Cross, and United Way. The CAN collaborative will work King County wide and will also include representatives of the Crisis Clinic, Urban League of Metropolitan Seattle, King County Emergency Services and City of Seattle representatives. The CAN collaborative will seek to foster a countywide system of data support and client assistance for victims of disasters in King County. The CAN collaborative will also seek to strengthen communication and disaster response to vulnerable populations in King County, including those that are linguistically, physically and economically vulnerable.

4. Department of Parks and Recreation

   a. DPR has the responsibility to identify shelter sites, provide food and other supplies for staff, and ensure staff training in shelter management is conducted to prepare an effective shelter program.

   b. DPR will develop a community shelter database, in collaboration with the Red Cross and King County, that will include shelter locations, facility capacity, and population in the service area, suitability for special needs populations, kitchen availability, restroom accommodations, shower availability, and power generation resources.

   c. DPR will maintain a communication system, using radios, text messaging, and cellular telephones so contact can be maintained between the EOC, the Command and Control Sites, the Tier I shelters and Tier II as appropriate, and other support staff.

5. Seattle Center

   The Seattle Center will maintain a disaster response plan that provides for the use of their facilities as shelters in a major emergency. Seattle Center staff will also be trained by the Red Cross to support operations of their shelters.

6. Seattle –King Chapter of the Red Cross

   Provide planning and training support to help establish shelter sites. Collaborate with the City in identifying potential shelter sites.

7. Department of Neighborhoods

   Department Director or designee will collaborate with Emergency Management and City Personnel staff to identify potential volunteer support for shelter, food, and related services.

C. During the Response Phase

1. Human Services Department

   a. When requested by the EOC Director, the Department Head or designee will report to the EOC to serve as Coordinator for the ESF-6 Group.

   b. Department Head will mobilize and coordinate ESF-6 representatives in the EOC based on shelter support, mass care, food and human services that has been requested or that is indicated to exist in Seattle communities.

2. ESF-6 [Emergency Support Function 6 – Human Services]
   During a major emergency, members of the group will report to the EOC to coordinate the needed relief efforts by providing shelter, mass care, food and related support services. For additional detail on Food Distribution see Tab B.

   The ESF-6 coordinator will notify all ESF-6 supporting agencies upon activation.

   ESF-6 will communicate with all mass care agencies and organizations to compile and exchange information concerning the extent of the disaster and the status of response operations and will provide this information as appropriate to the Disaster Management lead.

   ESF-6 will collect, compile, and maintain all essential information, generate reports and records concerning the disaster response.

3. Department of Parks and Recreation

   a. DPR staff will coordinate with the Red Cross and other City Departments to provide a program of shelters, food and volunteer services at each facility being used as a shelter.

   b. DPR will maintain the necessary logs, and records and during the response phase of the disaster.

   c. Support crews will be assigned to help open and maintain shelter sites and mass care areas.

4. Seattle Center

   The Seattle Center will operate shelter facilities as requested by the EOC.

5. Red Cross

   The Red Cross will act in a supportive fashion to local government during a disaster and will provide a vital support resource including the coordination of volunteers. At the request of the ESF-6 Coordinator,

the Red Cross may assist, as resources allow, in the management of public shelters for the displaced population and provide emergency services by organizing shelter teams and providing services necessary to support the sheltered population. The Red Cross will provide training and shelter volunteers and staff during the preparation phase and, as resources allow, accelerate training during an emergency.

The Red Cross will provide mass care for small emergencies or localized events not requiring activation of the Seattle EOC.

6. Public Information Officer

Coordinate public information concerning sheltering services warnings, advisories, and issuance if information to the media and public.

7. Emergency Operations Center

Provide information on the nature and extend of the hazard including the cause of the evacuation, location of any hazardous materials, the number of people requiring shelter, the perimeter of the evacuation areas, evacuation routes, mass transportation requirements and pick-up points, safe routes of travel for shelter staff and transport of supplies, earliest time shelter needs to be opened and estimated of how long shelter operations may be required, identification of persons with special needs for transport and care in shelter. Coordinate emergency communications and telephone services at the shelters and between the shelters and EOC, if possible. Coordinate activation of State and Federal resources for sheltering and recovering services.

8. Department of Neighborhoods

When requested by the ESF-6 Coordinator, the Director of the Department of Neighborhoods will report to the EOC to assist with the development and coordination of volunteer support.

9. Department of Executive Administration (Seattle Animal Shelter)

Provide for abandoned, injured or deceased animals including pets that were left unattended when the household is evacuated to shelters.

Set up temporary shelters to house pets and other lost or stray animals. These animals will be brought to the pet shelter where they will be issued identification, given emergency veterinary care if needed, vaccinated, cared for, fed and maintained by employees of the Department of Executive Administration's Seattle Animal Shelter and volunteers; or placed in temporary foster care at alternate sites. To the extent facility and human resources are available, pet shelters will be located in different geographical sectors of the City associated with the locations and needs of the shelters designated to house people.

The exact location of temporary pet shelters will be predicated on numerous factors, including sanitation, storage of deceased animals,

care for exotic animals, and the needs and rights of citizens who require the use of service animals. The main Seattle Animal Shelter facility in the Interbay area of Seattle will serve as the central repository and service center for all sheltered animals. Additional support will be sought from volunteers and other organizations, such as the Humane Society, as determined necessary.

The Seattle Animal Shelter staff shall have the discretion to make independent decisions regarding animal care and handling for all incoming animals, including the administration of vaccinations and medications, the insertion of identification microchips, and humane euthanasia of sick, injured or dangerous animals.

10. Salvation Army

The Salvation Army will act in a supportive fashion to local government during a disaster and will provide a vital support resource including the coordination of volunteers. At the request of the ESF-6 Coordinator, the Salvation Army will assist in the management of meal provision for the displaced population and support personnel as required. The Salvation Army will also provide appropriate support services for the displaced population that are consistent with their available resources.

11. Fire Department

Organize and enforce fire prevention measures to reduce vulnerability of shelters to fire. Fire safety inspections will be conducted by the Seattle Fire Department. Coordinate the controls on suppression of fire endangering the sheltered population, coordinate emergency medical, search and rescue and decontamination, if necessary. Emergency Medical support will be provided as needed by the Seattle Fire Department

12. Other Organizations

Community based organizations, such as the Urban League of Metropolitan Seattle and other agencies, will be contacted as appropriate to act in support of community members in diverse parts of Seattle to provide both immediate emergency support and ongoing services support where their resources will reach residents who might not otherwise be assisted. Contact will be made to linguistically, physically, and economically vulnerable populations to offer emergency support.

D. During the Recovery Phase

1. ESF-6 Group.

a. The ESF-6 Coordinator will direct the phasing out and the closing of emergency shelters, mass care, and food services.

b. Reports and logs will be sent from the shelter for operational, historical and planning analysis to the Coordinator.

c. The Coordinator will call a debriefing meeting within the month after the disaster is concluded.

2. Human Services Department

Assist Parks and Recreation Department to phase out and return shelter facilities to normal operations.

3. Department of Parks and Recreation

a. DPR will coordinate the phasing out and return to normal operations of shelters.

b. DPR shelter staff will coordinate with the Red Cross and other agencies to package unused supplies and equipment so they can be returned to the proper authority.

c. Lead staff, usually the Community Center coordinator, will provide a detailed written report and back-up data, logs and accounting invoices to the Superintendent with a week of shelter phase out.

d. The facility will be thoroughly cleaned and repairs made if necessary, before the return to normal operation. The Building Services and Custodial Services will assist with the cleaning and repairs process.

e. Shelter staff will attend a debriefing meeting to record and suggest improvements to the service provision of shelter during an emergency.

3. Seattle Center

The Seattle Center will phase out any facilities used as a shelter and provide a report to the ESF-6 Coordinator.

4. The Red Cross and Salvation Army

The Red Cross and Salvation Army will phase out involvement in shelter, mass care, food and volunteer services and participate in debriefing meeting.

5. All Other Participating Department and Outside Agencies

Will phase out their relief actions and provide a report to the ESF-6 Coordinator.

VI. LOGISTICS

A. Resources

The ESF-6 Coordinator, in collaboration with the Office of Emergency Management will maintain a roster of contacts to appropriate City and community organizations who are responsible for disaster response. This roster will be updated regularly to ensure appropriate communications in time of a disaster.

B. Communications

Communication between the ESF-6 coordinator and participating organizations will be consistent and document through activity reports.

C. Damage Assessment

Damage assessment is not a primary function of ESF-6. Steps will be taken to provide opportunities for community nonprofit organizations to be trained in assessment tools to provide a basic assessment of a facility's capacity to operate and serve the public.

D. Reconstituting Damaged Capabilities and Resources

ESF-6 will work with Fleets and Facilities in their lead as ESF -7 to identify resource needs to replace services and support for shelter and meal providers.

E. Supplementing Depleted Capabilities and Resources

ESF-6 will work with Fleets and Facilities in their lead as ESF-7 to identify resource needs, such as food supplies, to ensure ongoing provision of services and support for shelter and meal providers.

F. Supporting other ESFs, and Other Jurisdictions

ESF-6 works collaboratively with representatives of the Public Health – Seattle, King County, King County's Department of Community and Human Services and the County Emergency Management Department to ensure continuity of support and resources to assist victims of a disaster.

G. Integrating Outside Assistance

ESF-6 services are integrally tied to partnerships with community nonprofit organizations. The Red Cross and the Salvation Army are primary partners in service. The Crisis Clinic plays an integral tool to help identify available services to community members in need as well as is a resource to local governments to provide the broader community information on the status of an emergency. A wide range of community shelter, food and service organizations provide critical housing, food and social service support. The CAN collaborative is formalizing some of these connections.

H. Mutual Aid and Inter-local Agreements

ESF-6 participates as part of the City of Seattle's formal agreements with other local entities in mutual aid support.

VII. ADMINISTRATION

A. Cost Accounting and Cost Recovery

ESF-6 participants will work with appropriate financial support staff to maintain records of costs incurred in responding to a disaster. ESF-6 will work with ESF-14 to maintain appropriate records and provide information as requested. Staff will also seek appropriate guidance on FEMA reimbursement procedures to help ensure wherever possible appropriate recovery of resources.

B. Annex Maintenance

The ESF-6 Group will review annually the standard operating procedures (SOP) for carrying out the objectives in this annex to ensure it reflects significant changes that have occurred during the prior year, including staffing, organizational alignments and assignments, facility utilization, equipment, material and stock inventories, disposition of critical assets, mutual aid and inter-local agreements, legal requirements, policies and procedures, introduction of survivability enhancements, upgrades in systems, and additions or deletions to agency missions. The ESF-6 Group will also update procedures whenever necessary to ensure consistency and compatibility with the Seattle Disaster Readiness and Response Plan.

VIII. INDEX OF APPENDICES

A. Appendix 1, Shelter and Mass Care

B. Appendix 2, Food

APPENDIX 1

SHELTER AND MASS CARE

I. PURPOSE

To describe the City's process for activating and operating a local shelter and mass care capability in an emergency or disaster.

II. SITUATION AND ASSUMPTIONS

A. Situation

People can become displaced from their homes as a result of a number of different emergency situations. When it happens to an individual or a single family there are social resources, such as the Red Cross and the Salvation Army, that are able to provide temporary assistance. In situations where multiple families and/or individuals become dislocated in a single incident, such as occurs in a major apartment fire, demands can easily grow beyond the means of the Red Cross, the Salvation Army, or other community organizations to handle alone. When this happens, the City of Seattle's Emergency Support Function 6 – Human Services is prepared to mobilize City assets and services to make available immediate shelter and resettlement help. This system will support the general public and populations particularly vulnerable to disaster, including those who are physically, linguistically or financially vulnerable.

An examination of past disasters shows that people who have alternatives do not normally go to shelters. Knowing that such behavior can be expected, part of the approach of the City's disaster response is to develop a capacity in the city's neighborhoods to offer displaced families or individuals the option of staying with neighbors or neighborhood institutions.

As neighborhood involvement matures, the ability of neighborhoods to take care of a share of their own residents for at least the first 72 hours after a disaster will moderate the immediate demands on the City to provide shelter. The 72-hour time frame is based on an assumption derived from other disasters and emergencies where depending on the severity of the incident, normal commercial activities begin to occur again after 72 hours.

B. Assumptions

The City of Seattle does not maintain mass care shelters on a day-to-day basis. Instead, the City has identified both public and private facilities that can be converted from normal use to support the range of mass care needed in an emergency or disaster.

The City will make an effort to provide equitable geographic distribution of shelter locations in the city in order to serve the broadest base of population, but will locate shelters on a case-by-case basis, balancing appropriate and available facilities with affected populations.

Emergency shelter services are categorized broadly in three ways:

a. Small localized emergencies requiring the activation of a single emergency shelter, e.g., an apartment building fire.

b. A "Tier I" response is identified when ESF-6 and the EOC is activated and damage is considered "wide-spread", involving a significant impact to residential housing throughout the City, and displacing as many as 14,000 residents. A Tier I response will primarily involve the use of city owned shelter sites.

c. A "Tier II" response is triggered when damage is considered "wide-spread", across all 6 geographic sectors of the city requiring emergency shelter services for more than 14,000 displaced residents. A "Tier II" response will involve the use of city owned facilities and facilities owned by other public agencies and private entities; schools, churches, parks, large open areas, athletic facilities, and warehouses.

   A Tier II response is based on the following:

   - Demand for more than 14,000 shelter beds;
   - The use of both city and non-city owned properties such as schools and private entities and,
   - Assumes limited to no transporting people to shelters, assumes having shelter capacity within a moderate walking distance from most housing units in the City.

The operational/logistical response to a "Tier II" emergency will be aided using an approach that defines geographic areas of the City. The plan divides the City into the following geographic sectors:

- N.W. Sector: North of the Lake Washington Ship Canal and West of Interstate 5
- N.E. Sector: North of the Lake Washington and East of Interstate 5
- Downtown Sector: South Lake Union to Pioneer Square to Interstate 5
- Central Sector: East of I-5, from I-90 to the Ship Canal
- S.E. Sector: East of I-5 from South Roxbury Street to I-90
- S.W. Sector: West Seattle

Besides shelter, the basic services and commodities to be provided in mass care facility may include food, water, clothing, provisions for hygiene, emergency medical services, counseling and communications.

Pets will not be allowed in shelters due to sanitation and safety concerns. The City recognizes the comforting and therapeutic effects animals have on humans, especially during a disaster; therefore, every attempt will be made to locate pet shelters in close proximity to shelters designated to house people.

III. CONCEPT OF OPERATIONS

A. General.

The provision of shelter and food to a displaced population are closely tied together both practically and administratively. Therefore, the food Tab B are related in concept and assigned roles.

During a major emergency when the Emergency Operations Center (EOC) is activated (as described in the City Basic Plan), the Director of the Department of Human Services (HSD), or their designee, this Annex is the provision of emergency shelter, under the City's legal mandate to provide for the general peace, safety and general welfare of citizens. ESF-6 has designated the Department of Parks and Recreation (DPR) as the lead agency to provide an emergency shelter system for the city and its citizens.

When ESF-6 and the EOC are activated and a shelter response is required the Superintendent of DPR or their designee will take the lead role in naming a first level (Tier I) of City owned shelter sites which are located in geographically different areas, providing shelter management training to appropriate staff. The Superintendent or their designee will also maintain a listing of second level (Tier II) emergency shelters, such as private entities, schools, faith organizations, athletic facilities and warehouses. DPR will collaborate with the Red Cross and King County to compile and maintain the Tier II list with the assistance and agreement of facility owners.

The City, through ESF-6 and DPR, is responsible for activating and operating and maintaining City shelters.

The Red Cross is a resource that the City may call upon in an emergency. The City and the Red Cross will cooperate in all efforts to provide shelter for citizens. The activation of a shelter system may include provision of emergency shelter; food, water, clothing and Disaster Health Service and Disaster Mental Health Service to disaster victims.

The Red Cross in conjunction and coordination may activate and utilize other shelter besides those owned or designated by the City. In non-EOC emergencies as described in the City Basic Plan, generally of a less severe or less widespread emergency, the Red Cross and the City may coordinate on a case by case basis the provision of shelter to displaced citizens.

ESF-6 will operate according to standard Red Cross procedures those mass shelters opened to receive evacuees from a disaster. These procedures include the use of Red Cross forms. At each facility, the shelter manager will keep records of shelter registration, supplies and equipment, and a log of operations and activities. The Director of HSD or their designee will keep a log of shelter operation and activities at the Emergency Operations Center.

The owner of each facility will operate each Tier I and Tier II designated shelter. DPR will operate its facilities, the Seattle Center will operate its facilities and the Seattle School District will operate its facilities. The Red

Cross or other nonprofit organizations may operate additional shelters as required and will support the City owned sites with volunteers.

A major priority of DPR employees will be the support and provision of shelters and, if necessary, mass outdoor congregation and shelter in parks.

DPR will be responsible for the initial assignment of staff to the shelters to be operated in its facilities. In a large-scale emergency DPR may assign employees to operate any shelter facility. The City Personnel Department will cooperate with DPR in assigning non-DPR City employees and citizen volunteers to shelter facilities. The Red Cross will utilize and assign their own staff and volunteers to shelter and mass care sites.

The following support will be provided during the operation of shelters:

- Public Health sanitation inspections and consultations will be provided by Public Health – Seattle, King County.
- Security will be provided, as appropriate and available, by the Seattle Police Department.
- Food provided by the City, with support from the Red Cross, Salvation Army and other selected organizations.
- Counseling assistance coordinated with assistance by King County's Department of Community and Human Services, the Crisis Clinic, the Seattle-King Chapter of the Red Cross, and other select community agencies.

Special shelters for the medically fragile may be opened as required. Planning will be undertaken to identify appropriate health and medical care organizations to support operation of these shelters. Once opened, operator of shelters will register patients and caregivers and report shelter status to ESF-6 coordinator.

The Public Information Officer (as assigned by the City EOC) will coordinate public information regarding shelter availability and locations. All means of communication possible will provide warning to threatened residents to take shelter, including sirens, radio, television, print media, NOAA weather radio, door to door, public address systems, text messaging, and cellular telephone. Shelters and the EOC will maintain communication with each other.

B. Deployment and Employment

In recognition that the care of people displaced in an emergency requires the integration and coordination of all facets of providing shelter, mass care, food and emergency services, the Director of HSD will manage the City's response in providing these services.

The HSD Director's authority to coordinate services providing care to citizens in emergency situations remains valid, whether or not the EOC is activated (see City Basic Plan). In situations not involving the EOC, affected agencies will create agreements on a case by case basis. For example, in the event of a smaller scale emergency such as an apartment building fire, the HSD Director may coordinate emergency shelter with the DPR and the provision of

food and care with the Red Cross. Other organizations may be called upon to provide transportation and other services in their area of expertise.

In the event the EOC is activated, the HSD Director will coordinate the provision of services through the ESF-6 group. The DPR Superintendent or their designee will direct and coordinate provision of shelter.

The Emergency Shelter Coordinator within DPR will determine, in conjunction with the Incident Commander and the ESF-6 coordinator, which level of shelter response is required. If the event is determined to impact fewer than 14,000 people and when ESF-6 and the EOC are activated, then the ESF-6 coordinator will call on the shelter coordinator to activate a Tier I response. If the event is determined to impact greater than 14,000 people, then the ESF-6 coordinator will call on the shelter manager to activate a Tier II response. The emergency shelter coordinator will designate lead-staff to act as shelter leads for each of the 6 sectors during a Tier II deployment of shelter resources.

DPR will be responsible to name the first level of City owned shelter sites in all emergency situations. DPR is responsible to provide shelter management training to appropriate staff. The Superintendent or their designee will also maintain a listing of Tier I and Tier II emergency shelter sites, including designated sites not owned by the City. DPR will compile and maintain the Tier II list of emergency shelter sites with the assistance and agreement of facility owners and in collaboration with the Red Cross.

The response to a Tier II emergency will have a targeted focus on geographic regions or sectors of the city. The City will anticipate the potential shelter needs of residents based on known demographic factors that affect displaced people following a major event. DPR will use impact assessment plans to guide the sector response to a Tier II emergency.

The Red Cross is a resource that the City may call upon in an emergency. The City and the Red Cross will cooperate in all efforts to provide shelter for residents. ESF-6 may order activation of Tier I or Tier II shelters, or the Red Cross may order localized shelters when there is inadequate opportunity for notification by communicating directly with DPR. The activation of this shelter system may include provision of emergency shelter; food, water, clothing and Disaster Health Services and Disaster Mental Health Services to disaster victims. The cooperation and coordination between the City and the Red Cross may expand to Tier I and Tier II shelter sites if conditions warrant.

The ESF-6 Group will operate according to standard American Red Cross procedures guiding those mass shelters opened to receive evacuees from a disaster. These procedures include the use of American Red Cross forms. At each facility, the shelter manager will keep records of shelter registration, supplies and equipment, and a log of operations and activities. The ESF-6 Coordinator or his or her designee will keep a log of shelter operation and activities at the Emergency Operations Center.

The owner of each government owned facility, in conjunction with appropriate trained staff and volunteers, will operate each Tier I and Tier II designated shelter. DPR will operate its facilities, the Seattle Center will operate its

facilities, and the Seattle School District will operate its facilities. Each of these will be operated with volunteer support from the Red Cross.

The following is a comprehensive list of City owned Tier I emergency shelter sites, by sector. The table includes Park owned Community Centers, Sand Point and the Seattle Center. DPR sites with back-up diesel-electric generation capability are noted with asterisks.

SE Seattle	**SW Seattle**	**Downtown**	**CW Seattle**	**CE Seattle**	**NW Seattle**	**NE Seattle**
Jefferson Community Center	Alki Community Center	International District/Chinatown Community Center	Magnolia Community Center	Garfield Community Center **	Ballard Community Center	Green Lake Community Center
Rainier Community Center	Delridge Community Center **	Seattle Center	Queen Anne Community Center **	Miller Community Center	Bitter Lake Community Center **	Laurelhurst Community Center
Rainier Beach Community Center **	Hiawatha Community Center			Montlake Community Center	Loyal Heights Community Center	Magnuson Community Center
Van Asselt Community Center	High Point Community Center			Yesler Community Center		Meadowbrook Community Center **
Amy Yee Tennis Center	South Park Community Center					Northgate Community Center
	Southwest Community Center					Ravenna-Eckstein Community Center
						Sand Point

A major priority of DPR employees will be the support and provision of shelters and, if necessary, mass outdoor congregation and shelter in parks until such time as adequate volunteer staffing may be provided by the Red Cross.

A list of available Tier II shelters has been compiled collaboratively between the City of Seattle, the Red Cross and King County. Sites on this list will be identified for activation as appropriate depending on scale of shelter need and accessibility to area residents.

DPR will be responsible for the initial assignment of staff to the shelters to be operated in its facilities. In a large-scale emergency DPR may assign employees to operate any shelter facility owned by Seattle Parks. The City Personnel Department (refer to ESF-7) will cooperate with DPR in assigning non-DPR City employees and resident volunteers to shelter facilities. The Red Cross will utilize and assign their own staff and volunteers to shelter and mass care sites.

The following support will be provided during the operation of shelters:

- Public Health sanitation inspections and consultations will be provided by Public Health – Seattle, King County.
- Security will be provided, as appropriate and available, by the Seattle Police Department.
- Food provided by the City, with support from the Red Cross, Salvation Army and other selected organizations.
- Counseling assistance coordinated with assistance by King County's Department of Community and Human Services, the Crisis Clinic, the Red Cross, and other select community agencies.
- The City's, Fleets and Facilities Department will support shelter operations by supporting the procurement of emergency shelter services and materials, e.g., sanicans, portable showers, cots, blankets, etc.
- Fire safety inspections will be conducted by the Seattle Fire Department.
- Emergency Medical support will be provided as needed by the Seattle Fire Department
- Seattle Public Utilities will support access to water supplies.
- City Light will assist with electrical support.

Special shelters for the medically fragile may be opened as required. Appropriate health and medical care organizations will support operation of these shelters. Operator of shelter will register patients and caregivers and report shelter status to ESF-6 coordinator.

The Public Information Officer (as assigned by the City EOC) will coordinate public information regarding shelter availability and locations. All means of communication possible will provide warning to threatened residents to take shelter, including sirens, radio, television, print media, NOAA weather radio, door to door, public address systems and cellular telephone. Shelters and the EOC will maintain communication with each other through the ESF-6 Coordinator in the EOC.

C. Continuity of Government

For information about the roles and responsibilities of City Departments please see the City Basic Plan. When the EOC is activated the order of responsibility for providing shelter services coordination, in succession, is as follows: Director of Park and Recreation Operations, Director of Finance and Administrative Services, Human Resources Manager, DPR Deputy Superintendent, and DPR Parks Duty Officer.

Any employee relieving the DPR Superintendent will have the authority to act in their behalf in coordinating shelter needs. Shift changes and transfer of authority will occur as circumstances allow at the EOC, depending on the availability of trained relief staff.

IV. ASSIGNMENT OF RESPONSIBILITIES

A. Assignment of Responsibilities During the Preparedness Phase of Emergency Management

1. Human Services Department (HSD)

Department head or their designee will schedule and chair regular meetings of ESF-6 to lead development of the group's capacity to provide for shelter, mass care, food and support services in an emergency or disaster.

2. Emergency Support Function 6 (ESF-6)

ESF-6 will be the City government organization with the authority and responsibility to organize and operate public shelter, mass care, food and volunteer services; the group will work closely with the Red Cross, the Salvation Army, and other available agencies.

The subcommittee of ESF-6 responsible for providing shelter for use in an emergency includes:

Department of Parks and Recreation
Human Services Department
Red Cross

3. Department of Parks and Recreation

DPR has the responsibility to identify shelter sites, provide food and other supplies for staff, and ensure staff training in shelter management is conducted to prepare an effective shelter program.

DPR will develop a community shelter database that will include shelter locations, facility capacity, and population in the service area, suitability for special needs populations, kitchen availability, restroom accommodations, shower availability, and power generation resources.

DPR will maintain a communication system, using radios and cellular telephones and text messaging so contact can be maintained between the EOC, the Command and Control Sites, the Tier I and Tier II Community Center shelters, and other support staff.

4. Seattle Center

The Seattle Center will implement a disaster response plan that provides for the use of their facilities as shelters in a major emergency.

5. Red Cross

Provide planning and training support to help establish shelter sites.

B. Assignment of Responsibilities during the Response Phase of Emergency Management

1. Human Services Department

   When requested by the EOC Director, Department Head or their designee will report to the EOC to serve as Coordinator for ESF-6. Department Head will mobilize and coordinate Human Services Functional Group representatives in the EOC based on shelter support, mass care, food and support services that has been requested or that is indicated to exist in Seattle communities.

2. Emergency Support Function 6

   During a major emergency, members of the group will report to the EOC to coordinate the needed relief efforts by providing shelter, mass care, food, and support services.

3. Department of Parks and Recreation

   DPR staff will coordinate with the Red Cross and other City Departments to provide a program of shelters, food and volunteer services at each facility being used as a shelter.

   DPR will maintain the necessary logs, and records and during the response phase of the disaster.

   Support crews will be assigned to help open and maintain shelter sites and mass care areas.

4. Seattle Center

   The Seattle Center will operate shelter facilities as requested by the EOC.

5. Red Cross

   The Red Cross will act in a supportive fashion to local government during a disaster. At the request of the ESF-6 Coordinator, the Red Cross may assist, as resources allow, in the management of public shelters for the displaced population and provide emergency services by organizing shelter teams and providing services necessary to support the sheltered population. The Red Cross will provide training and shelter volunteers and staff during the preparation phase and, as resources allow, accelerate training during an emergency.

6. Public Information Officer

   Coordinate public information concerning sheltering services warnings, advisories, and issuance if information to the media and public.

7. Emergency Operations Center

   Provide information on the nature and extend of the hazard including the cause of the evacuation, location of any hazardous materials, the number of people requiring shelter, the perimeter of the evacuation areas,

evacuation routes, mass transportation requirements and pick-up points, safe routes of travel for shelter staff and transport of supplies, earliest time shelter needs to be opened and estimated of how long shelter operations may be required, identification of persons with special needs for transport and care in shelter. Coordinate emergency communications and telephone services at the shelters and between the shelters and EOC, if possible.

8. Fleets and Facilities

   Coordinate emergency communications and telephone service at the shelters and between shelters and the EOC. Provide computer resources to record and maintain shelter data, including registration information. Develop a crisis shelter stocking plan to include procurement of food, water, sanitation supplies, radiological instruments and other necessary supplies, arrange for resupply of shelter and logistical support. Plan and assist in the efficient return of shelter facilities in best possible condition.

9. Department of Planning and Development

   Coordinate with Engineering and the EOC Logistics Team, assess damage of potential shelters to ensure habitability, and if necessary and possible, coordinate emergency repairs.

10. Public Health – Seattle, King County

    Provide emergency environmental and public health services at the shelters. Establish emergency environmental controls at shelter facilities to include sanitation, waste disposal, lighting, noise ventilation, and water quality. Designate facilities and provide personnel for a temporary morgue if necessary.

11. Mental Health, Chemical Abuse and Dependency Services Division of King County's Department of Community and Human Services

    Assist in the coordination and provision of psychological support for the population housed in shelter facilities.

12. Seattle Transportation Department (ESF-1) and Seattle Public Utilities (ESF-3)

    Manage the disposal of solid waste from congregate care facilities. Provide for the maintenance, repair and construction of roads and facilities required in support of shelter operations. Assist in making emergency repairs at shelters, as appropriate. Coordinate with Police in crowd control operations (signs, barricades). Conduct crisis marking of unmarked facilities including sign preparation.

13. King County Adult Corrections

    Provide for the emergency shelter of adult persons institutionalized in jail and provide support services required for emergency jail operations.

14. Fire Department

    Organize and enforce fire prevention measures to reduce vulnerability of shelters to fire. Fire safety inspections will be conducted by the Seattle Fire Department. Coordinate the controls on suppression of fire endangering the sheltered population, coordinate emergency medical, search and rescue and decontamination, if necessary. Emergency Medical support will be provided as needed by the Seattle Fire Department

15. Police Department

    Establish security, maintain law and order, prevent crimes at public congregate care facilities, and provide crowd and traffic control at the shelters, in accordance with priorities established by SPD.

16. Seattle School District

    Responsible for sheltering school children until other arrangements can be made for their transportation home or to other shelters. Manage school district property used as mass shelters for the general population.

17. Department of Executive Administration

    Through its Seattle Animal Shelter, provide for abandoned, injured or deceased animals including pets that were left unattended when the household is evacuated to shelters.

    Set up temporary shelters to house pets and other lost or stray animals. These animals will be brought to the pet shelter where they will be issued identification, given emergency veterinary care if needed, vaccinated, cared for, fed and maintained by employees of the Department of Executive Administration's Seattle Animal Shelter and volunteers; or placed in temporary foster care at alternate sites. The pet shelters will be located in close proximity to the shelters designated to house people.

18. Seattle Public Libraries

    Provide mobile services and librarian assistance to shelter residents to maintain access to recreational reading and learning opportunities while people are in shelter.

C. Assignment of Responsibilities during the Recovery Phase of Emergency Management

1. Emergency Support Function 6

    - The Chair of ESF-6 will direct the phasing out and the closing of emergency shelters, mass care, food and volunteer services.

    - Reports and logs will be sent from the shelter for operational, historical and planning analysis to the Chair.

- The Chair will call debriefing a meeting within the month after the disaster is concluded.

2. Human Services Department

   Assist Parks and Recreation Department to phase out and return shelter facilities to normal operations.

3. Department of Parks and Recreation

   - DPR will coordinate the phasing out and return to normal operations of shelters.
   - DPR shelter staff will coordinate with the Red Cross and other agencies to package unused supplies and equipment so they can be returned to the proper authority.
   - Lead staff, usually the Community Center coordinator, will provide a detailed written report and back-up data, logs and accounting invoices to the Superintendent with a week of shelter phase out.
   - The facility will be thoroughly cleaned and repairs made if necessary, before the return to normal operation. The Building Services and Custodial Services will assist with the cleaning and repairs process.
   - Shelter staff will attend a debriefing meeting to record and suggest improvements to the service provision of shelter during an emergency.

4. Seattle Center

   The Seattle Center will phase out any facilities used as a shelter and provide a report to the Director of Human and Health Services.

5. Red Cross

   The Red Cross will phase out involvement in shelter, mass care, food and volunteer services and participate in debriefing meeting.

6. All Other Participating Department and Outside Agencies

   Will phase out their relief actions and provide a report to the Human Services Director on their activities during the Response Phase.

Appendix 2

FOOD

I. PURPOSE

To describe the City's process for the management and distribution of food stocks in an emergency or disaster and to provide for the dissemination of emergency information relating to the protection and control of food resources affected by disaster.

II. SITUATION AND ASSUMPTIONS

It is the policy of the City of Seattle to educate citizens, businesses and City staff regarding their responsibility to provide for their own food, water, and medication for a minimum of 72 hours following a disaster. They must also care for their pets.

Situation

The ability to provide for emergency food needs can be affected by disasters of all sizes. In smaller incidents, such as single-family or multi-unit disasters (home or apartment fires, for example) the Red Cross, Salvation Army, and other social service and church organizations provide vouchers for restaurant meals, mass care meals at fixed sites, or in mobile feeding vehicles using food supplies available from existing warehouse stocks or grocery stores.

Following a citywide emergency, demands for resources—both material and human—can grow beyond the capabilities of the existing system. When this occurs in the City of Seattle, the Emergency Support Function 6 (ESF-6) is prepared to mobilize assets available in the City and community to ensure that food resources are available to support mass care for the population.

Following a large disaster resources will be limited and will take time to mobilize. Furthermore, an examination of past disasters demonstrates a consistent pattern that people who have alternatives do not normally go to shelters. Most families would prefer to stay at or near their own home, a tent in the playfield across the street is preferable to a cot in the gymnasium a mile away. With these factors in mind, Seattle Emergency Management is working to develop capacity in the City's neighborhoods to offer displaced families the option of being supported within their neighborhood. As the neighborhood trainings expand, the ability of neighborhoods to take care of a share of their own residents for at least the first 72 hours after a disaster will moderate the immediate demands on the City to provide food and water.

Assumptions

1. The City of Seattle has primary responsibility for procurement, protection and distribution of emergency food supplies to meet

immediate and urgent needs of population groups within its jurisdiction.

2. The City of Seattle does not maintain food stocks or feedings on an everyday basis for mass feeding. Instead, the City's ESF-6 has pre-identified both public and private sources of food stuffs and other supplies that can be converted from normal use to support an ongoing mass care operation during times of emergency.

3. The ESF-6 food procurement and distribution network will be pre-planned and supervised by the Emergency Food Coordinator or his/her designee, as appointed by the ESF-6 Coordinator.

4. A support center for the food network will be staffed by volunteers as designated by the representatives of the ESF-6 (the Red Cross, Salvation Army, City departments) or volunteers.

5. ESF-6 will utilize available resources to distribute mass care meals using mobile feeding at the disaster scene and at fixed sites such as shelters, hospitals, community and neighborhood centers where people are likely to congregate.

6. The selection of which facilities to use in an emergency or disaster will be determined at the time of the incident, based upon identified needs, and in cooperation and coordination with the provisions of the Shelter Annex.

7. The City will attempt to prepare and distribute two or three meals per day to displaced persons in shelters.

8. Since a vast majority of the population will prefer to remain at or near their homes, their ability to meet their own needs will vary greatly. Minimal needs will be access to one meal (preferably hot) per day and access to fresh drinking water within walking distance. In the event grocery stores are unable to return to operating conditions within 72 hours, affected communities may need access to water and food and commodities, which they will prepare themselves.

III. CONCEPT OF OPERATIONS

ESF-6 will provide the organization necessary to support the City's mass care operation, and will maintain coordination with other City departments, the Red Cross, Salvation Army, other voluntary agencies and private businesses. The coordination role will include the provision of Mass Care Shelter, Feeding, Individual Assistance, and Volunteer Service.

A. General

1. In the event of a disaster, the ESF-6 Coordinator, or their designee, will appoint an Emergency Food Coordinator to manage the allocation and distribution of city, state and community food stocks in support of all mass care feeding operations.

2. The Emergency Food Coordinator will provide the organization necessary to support both fixed and mobile feeding operations, and will maintain coordination with other City departments and voluntary or private organizations that may have responsibility to support ongoing operations.

3. In the event, a larger scale disaster or emergency occurs and the City's EOC becomes operational, the designated Emergency Food Coordinator will report to and reside at the EOC to provide for the provision of food as described in this Annex.

4. The Red Cross, Salvation Army, other volunteer assistance organizations and private organizations may be called upon by ESF-6 to provide food services to the affected population and emergency workers. At the onset of the disaster, activation of emergency feeding operations may be initiated at the request of the ESF-6 Coordinator, or by an individual voluntary organization in keeping with their agency's charters. Upon activation of the EOC, all coordination of ongoing feeding operations shall be done through ESF-6.

5. The provision of both emergency food and shelters will be done in a "cluster" concept as much as practical, in order to reduce demand on resources. As an example, a feeding program would be established at a DPR shelter site in conjunction with the use of Seattle School District kitchen, if applicable. Because of the many variables involved the determination of which facilities to use will need to be made upon an assessment of the emergency or disaster, and the identified needs at that time.

6. It is expected that the Emergency Food Coordinator designee will call on all members of ESF-6 and its community partners to staff and coordinate the distribution of food to citizens.

7. All resources will be employed in an attempt to provide mobile feeding to include meals at the scene of the disaster, providing refreshment services at hospitals and other sites where citizens and emergency workers congregate, and delivering food to persons in isolated areas.

8. When feasible, arrangements will be made with fast food outlets or restaurants, to prepare meals until the established mass care system is in place, at which time central kitchens will be used to produce meals or fixed and mobile feeding sites. Once the shelters are operational, the primary distribution of food and water will be handled through the emergency mass care system.

9. Management and procurement of food supplies will be coordinated with the Logistics Functional Group at the EOC.

10. The EOC, in coordination with ESF-6 will coordinate State and Federal food assistance on a long-term, as-needed basis.

11. Public information regarding the distribution of food and water will be coordinated through the Public Information Office (PIO) at the EOC.

The Health Functional Group will be called on to assist the PIO in preparing and issuing information regarding the safe storage and consumption of food and water after a disaster.

12. The Executive Services Department, at the direction of the Police Department, will provide funding for and reimbursement of emergency expenditures

B. Direction and Control

Direction and control of ESF-6 is provided by the ESF-6 Coordinator or their designee at the City EOC. Allocation and distribution of food assistance shall be managed by the designated Emergency Food Coordinator.

C. Continuity of Government

1. When the EOC is activated, the Emergency Food Coordinator, under ESF-6 will be responsible for providing food service coordination.

2. Staff relieving the Emergency Food Coordinator at the EOC will have the authority to act in his/her behalf in coordinating mass feeding needs. Shift changes and transfer of authority at the EOC will be subject to the availability of trained relief staff.

IV. ASSIGNMENT OF RESPONSIBILITIES

The purpose of assignment of responsibility is to provide continuity through the preparedness, response, and recovery phases of a disaster.

A. Assignment of Responsibility During the Preparedness Phase

1. Emergency Operations Center (EOC)

Provide administrative direction and support for Emergency Support Function 6. The ESF-6 Coordinator or their designee will be located at the EOC.

2. Emergency Support Function 6 (ESF-6)

a. Identify both City and privately-owned facilities within its jurisdiction that could serve as central kitchens for mass meal preparation.

b. In cooperation with the Logistics Group, identify sources of bulk food supplies that would be available following an emergency to support a mass feeding operations.

c. Work in cooperation with the Red Cross, the Salvation Army, and other voluntary organizations to identify feeding resources and capabilities within these agencies.

d. Meet regularly to review continued viability of response plan.

3. Human Services Department

   a. Designated representatives from the Department shall participate as active members of ESF-6 by assisting in the development of feeding capabilities.

   b. Ascertain and document all resources available through the various food banks within the City.

   c. Ascertain and document available private food sources throughout the city including warehouses, distribution centers, and major box stores.

4. Parks and Recreation Department

   a. Designated representatives shall participate as active members of ESF-6 by assisting in the development of the group's mass feeding capabilities.

   b. Identify and develop mass care facilities; clearly identifying those facilities with food storage and/or preparation capabilities. Identify food resources facilities within the Parks and Recreation Department.

   c. Purchase and store limited supply of emergency food and other essentials for the Tier I Community Centers (Annex H) and the three (3) Command and Control Centers (Annex H) to support City staff for the first 72 hours following a major emergency.

5. Department of Neighborhoods

   Familiarize staff and appropriate volunteers with responsibilities during an emergency and/or a disaster and arrange training in emergency food distribution.

6. Department of Executive Administration

   a. In conjunction with the ESF-6 Coordinator will identify resources and formalize procurement procedures for food supplies identified by ESF-6.

   b. Support ESF-6 by establishing contracts with vendors, facilities, and transportation services.

   c. Identify accounting resources that may be used during the recovery phase of a disaster for meeting the emergency expenditures of the City.

7. Seattle Center

   a. Designated representatives will participate as active members of ESF-6 by assisting in the development of the group's mass feeding capabilities.

b. Identify food resources, storage, and preparation facilities within the Seattle Center.

c. Identify and train Seattle Center personnel or volunteers who may be made available to assist with food preparation and/or distribution during an emergency.

8. Department of Planning and Development

Identify and train those individuals to coordinate with Engineering and the Logistics Functional Team to assess damage and determine safety of facilities designated as mass care kitchens.

9. Other City Departments

a. Identify vehicles and personnel that could be made available during an emergency feeding operation to support meal provision directed by ESF-6.

b. Identify resources for funding the City's emergency response as provided in Annex W.

10. Seattle School District

a. Participate as an active member of ESF-6 by assisting in the development of the group's feeding capabilities.

b. Identify food resources, storage, and preparation facilities within the School District that may be utilized during an emergency.

c. Identify School District personnel who may be made available to assist with food preparation and/or distribution during mass care feeding operation.

d. Develop a notification procedure for off-duty personnel to be activated for emergencies that occur when school is not in session.

11. Red Cross

a. Participate as active members of ESF-6 in the development plans for food and water requirements, procurement, preparation and distribution.

b. Provide Mass Care training for City of Seattle staff designated to support emergency feeding operations.

c. May provide support to Fixed and Mobile feeding operations.

12. Salvation Army, other Volunteer Agencies

    Participate as active members of ESF-6 in the development of food procurement and transportation resources.

B. Assignment of Responsibilities During the Response Phase

1. Emergency Operations Center

   Provide information on the nature of the hazard, extent of the damage, location of hazardous materials, numbers of people requiring mass care sheltering and feeding, road closures, transportation of supplies, location and size of special needs populations.

2. Emergency Support Function 6 (ESF-6)

   a. The ESF-6 Coordinator or his/her designee will manage and coordinate all mass care efforts in cooperation with other representatives of the ESF-6.

   b. The ESF-6 Coordinator or his/her designee will coordinate with the Logistics Functional Group for the procurement and distribution of bulk food supplies.

   c. Ensure that accurate records are kept in regard to meal preparation and distribution.

3. ESF-6 Coordinator

   a. The ESF-6 Coordinator or his/her designee will mobilize and coordinate needed ESF-6 representation to the EOC. The Emergency Food Coordinator function will be activated, as indicated by emergency need.

   b. The ESF-6 Coordinator or their designee will mobilize and coordinate needed ESF-6 representation to the EOC. The Emergency Food Coordinator function will be activated, as indicated by emergency need.

   c. The Emergency Food Coordinator will take the lead role in coordinating all aspects of the mass feeding operation, including:

      1) Coordinating resources with other functional groups, departments and agencies;

      2) Arranging for the procurement of food supplies through the Logistics Functional Group;

      3) Identifying needs and prioritized requests for fixed and mobile feeding, including supporting all Parks Department and the Red Cross shelter sites.

4. Parks and Recreation Department

   a. As needed, DPR facilities will be made available not only as shelter sites, but for meal preparation and feeding locations.

   b. Provide personnel to assist in preparation and/or distribution of meals, as part of DPR's mass care sheltering responsibilities (Annex H) and in coordination with other members of the ESF-6.

   c. Work in cooperation with the ESF-6 Coordinator and/or the Emergency Food Coordinator, the Red Cross, the Salvation Army, and other mass care feeding organizations to ensure distribution of mass care meals in the Parks Department-run shelter facilities.

5. Department of Neighborhoods

   The Coordinators of Neighborhood Services Centers will help coordinate, in cooperation with the ESF-6 Coordinator and/or the Emergency Food Coordinator, the distribution of food to citizens in an emergency or disaster.

6. Fleets and Facilities Department

   a. Coordinate with the Logistics and ESF-6 to provide transportation services to support a mass feeding operation.

   b. Support ESF-6 by contacting contracted vendors, facilities, and transportation services and activating contracts.

   c. Provide computer resources to record and maintain mass care feeding data.

   d. As instructed by the City Council or Mayor, obtain funding for emergency expenditures provided in Annex W.

   e. Assist in the collection of mass care feeding data and costs.

7. Seattle Center

   Provide staff and kitchen facilities, as requested by the ESF-6.

8. Department of Planning and Development

   Coordinate with Engineering and the Logistics Functional Team to assess damage and determine safety of facilities designated as mass care kitchens.

9. Seattle Public Utilities (SPU)

   SPU will assist in provision of water supplies to designated areas.

10. Seattle Police Department

    Will provide security escorts for food and water supply distribution, if needed.

11. Other City Departments

    Provide vehicles and personnel as requested by ESF-6 or the Logistics Functional Team to assist in the distribution of material during the emergency feeding operation to support the ESF-6.

12. Seattle School District

    a. Provide personnel as appropriate to assist in preparation and/or distribution of meals, as part of DPR's mass care sheltering responsibilities and in coordination with other members of the ESF-6.

    b. Request assistance from the Logistics Functional Team for the transporting and distribution of foodstuff or prepared meals.

13. Red Cross

    a. Work in cooperation with local government and the ESF-6 to provide mass care meals at fixed and mobile sites.

    b. Provide operational training in Shelter Operations and Mass Care for City personnel and volunteers, as resources allow.

14. Salvation Army, other Volunteer Agencies

    Response as requested with volunteers to assist in the preparation and distribution of mass care meals at fixed and mobile sites.

15. Public Health Seattle-King County

    Provide personnel to ensure that all health aspects of storing and distributing food and water resources are complied with.

C. Assignment of Responsibility During Recovery Phase

1. Emergency Operations Center (EOC)

   The EOC will notify the ESF-6 Coordinator as to the date and time when mass care facilities will be phased out of operations.

2. Human Services Functional Group

   a. In cooperation with the EOC Logistics Branch, identify the resources that can be returned to original sources for use in future emergencies.

b. The ESF-6 Coordinator or his/her designee will schedule a Functional Critique with the group within one month after the response phase of a disaster.

3. ESF-6 Coordinator

a. The ESF-6 Coordinator or his/her designee will direct the phasing out and closing of emergency feeding program.

b. The ESF-6 Coordinator or his/her designee will compile and analyze all statistical and operational data pertaining to mass feeding. An operational analysis will be completed and recommendations made to the Human Services Functional Group.

V. ADMINISTRATION AND LOGISTICS

Standard Operation Procedures (SOPs) will be used to carry out the processes outlined in this Annex and updated as often as warranted.

A. General

This Annex will be periodically activated to be sure it reflects the current status of food stocks and facilities available to the City of Seattle in the event of a major disaster. Activation will include review of the following:

1. Changes in staff assigned to specific response and recovery tasks, organizational alignments and assignments;

2. Condition and availability of facilities, inventory and condition of food stuff being held for emergency response;

3. Status of agreements with non-City agencies, viability of contracts for materials in the event of an emergency; and

4. Continued commitment to the plan.

ESF 7

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RESOURCE SUPPORT

PRIMARY DEPARTMENTS: FLEETS AND FACILITIES DEPARTMENT
EXECUTIVE ADMINISTRATION DEPARTMENT
PERSONNEL DEPARTMENT

SUPPORT ORGANIZATIONS: SEATTLE SCHOOL DISTRICT
PORT OF SEATTLE
WASHINGTON STATE FERRIES
BURLINGTON NORTHERN RAILROAD
KING COUNTY DEPARTMENT OF TRANSPORTATION, TRANSIT DIVISION

I. INTRODUCTION

Whenever the City's Emergency Operations Center is activated at a Major Incident Activation Mode or higher, any City department with emergency resource requirements may request assistance from ESF-7. This may occur when a department finds it has exceeded normal capabilities or authority to obtain a vital resource or it may occur if the department becomes so engaged in managing operational matters that it would be more efficient to seek the help of ESF-7.

II. REFERENCES

Refer to the Basic Plan

III. SITUATION

Within the City's emergency management framework, the Executive Administration, Fleets & Facilities (F&FD), Department of Information Technology (DoIT) and Personnel Departments are responsible for resource management and procurement (logistics) and recovery planning. In order to carry out those responsibilities during an emergency or disaster, these four departments have organized themselves in the following way:

In the Emergency Operations Center (EOC), there is a Logistics Section that is composed of units for Contracting, Telecom, Transport, Facilities, and Personnel. The Logistics Section Chief, or ESF-7, lead will be the Fleet Services Director or his/her designee. In many events, such as earthquakes, there will be a Facilities representative in this group as well as a representative from DOIT. This group is responsible for helping to carry out the action plan as put together by the Resource Support Services functional group which consists of the following entities:

- King County/Metro Transit (via hotline to the Seattle EOC)
- Seattle School District
- Port of Seattle (via hotline to the Seattle EOC)

- Washington State Dept. of Transportation (ferries - also via hotline to the Seattle EOC)

- F&FD Fleet Services staff

- F&FD Facilities staff

The Logistics Section Chief will assign someone from the ESF-7 (Logistics Section) to fill in for and lead the branch when the Logistics Section Chief is involved in briefings and meetings with other functional groups. The Logistics Section and the Resource Support Operations Center is primarily responsible for:

- coordinating critical resources that are not readily available from the City of Seattle, such as bus transportation or emergency generators;

- coordinating transportation needs of the City, particularly outside resources, and

- coordinating the City's facility needs during the response phase of any emergency.

IV. CONCEPT OF OPERATIONS

A. Resource Support Operations Center (RSOC)

Unlike the public safety agencies and the utilities, ESF-7 (Resource Support) does not have a day-to-day operating center. When activated, ESFs-2 and 7 will manage the departments' resources through the Resource Support Operations Center (RSOC)) which is co-located in the Seattle EOC. The ESF-2 and 7 Coordinators and the Resource Support Operations Center Director, or the DEA, F&FD, and/or the Personnel Directors can activate the Resource Support Operations Center when they perceive a need for department coordination to respond to an emergency or situation. It is conceivable the Resource Support Operations Center could be open even if there were not a major City-wide emergency in progress, e.g. there might be a City Building that is not in operation, and tenants need to be relocated quickly. In most circumstances, however, the RSOC would be open if an emergency is sufficiently large enough to warrant such activation, and the Seattle EOC has been activated.

The RSOC will have representatives from some or all of the following groups, depending on the scope and complexity of the emergency:

- Fleet Services

- Personnel

- Contracting

- Facility Services, and

- Human Resources

The RSOC will be headed by the Director of the Executive Administration Dept. or his/her designee. There will be administrative support staff provided by F&FD Central Services to support the RSOC Director. This group is tasked with:

- tracking information about logistics department resources (buildings, vehicles, phones, radios, fuel, personnel, etc.)

- coordinating emergency response efforts with other City operating centers

- coordinating logistics for departmental field activities, and

- providing summary information in a pre-determined format to the Resource Support functional group leader in the EOC

Only critical, summary-type information will be passed on to the EOC from the RSOC for information and/or action - this information is similar to the weekly activity reports provided by divisions to the department head. If, for example, all the City buildings have been checked and the Public Safety Building (PSB) and the Haller Lake Shops are the only ones damaged, this is how this information should be presented to the EOC staff, i.e. all facilities inspected and okay except PSB and Haller Lake Shops, and what, if anything is being done to make repairs and/or relocate people and functions from those facilities. If critical vehicles or equipment are in short supply, the RSOC Fleet representative needs to inform the Transportation representative in the EOC of this situation so they can begin to access outside resources.

Some City-wide functions will be managed from the RSOC, such as Personnel, Department of Executive Administration (including Animal Control), and Contracting. Some functions, such as Transportation and Facilities will have representatives in both the EOC Logistics Section and the RSOC. Representatives from the Transportation and Facilities functions in the EOC will be dealing with City-wide transportation and facility issues, including working with non-City agencies and service providers. The representatives from Fleets and Facilities in the RSOC will be managing the internal departmental resources and identifying to the Resource Support functional group in the EOC what outside resources are needed to properly respond to the emergency. For example, included in the responsibilities of the Fleets representatives in the RSOC is the assessment of all F&FD Fleet shop facilities to determine if the facilities themselves are

safe and functional, to determine if communications are working properly, to assess staffing at each site, etc. After these assessments are made, the status of this internal infrastructure needs to be summarized and forwarded to the Resource Support EOC representatives so they know the capability of the City to respond to the disaster.

B. RSOC Coordinating with Other Departmental Operating Centers

If the RSOC staff can resolve problems with other operating centers, they should do so, and keep the Resource Support Operations Center informed about their progress. If the situation becomes beyond the RSOC's ability to handle the need, a request for assistance should be transmitted from the RSOC to the Logistics Section Chief. Other department operating centers should be calling the RSOC directly for requests for resource support assistance. If the RSOC can provide assistance, they should do so, and work out the details of the request directly with the requesting departmental operating center. If the RSOC cannot meet the request for assistance, the RSOC should notify the EOC about what the request is to enlist their help in gaining the necessary resources. The requesting operating center will be advised by the RSOC that their request has been handed over to the Logistics Section to handle.

C. RSOC and EOC Communications

When the RSOC is up and operational, it is the responsibility of the RSOC Director (or designees) to notify the other operating centers that the Resource Support Operating Center is operational. It is up to the Logistics Section Chief to brief the RSOC Director about what is happening with the emergency or event so they understand the magnitude of the situation, hazardous conditions that may exist, etc. The RSOC Director will immediately start to assess the situation of departmental resources, such as buildings, vehicles and equipment, fueling, personnel, communications, etc. As this information is compiled by RSOC staff, it will be summarized into a situation report (sitrep – see attached example) and forwarded to the Resource Support functional group leader to be used for briefings of other City officials. As the situation changes, it is incumbent upon the RSOC Director to inform the Logistics Section Chief of any major changes. Likewise, it is critical for the Logistics Section Chief to keep the RSOC Director informed about any changes to the situation, about any decisions that have been made, etc. This is particularly true concerning the prioritization of scarce resources.

The primary means of communicating information between the RSOC and EOC is via direct contact or the WebEOC system. There is a screen for resources called Request for Assistance that will be the main form of communication about resources for all department operating centers and Emergency Support Functions. There is also an Activity Log that will contain critical information taken from

the sitreps from the RSOC to keep emergency responders up to date on resource requests.

It is from the summary information passed from the RSOC to the Logistics Section Chief that the Logistics Section Chief will prepare summary information and action plans to request outside assistance for the City. For example, if there are widespread power outages, and the City has exhausted its supply of generators (including private sector resources), the Logistics Section Chief needs to have that information and what the specific needs are so that outside State and federal resources can be requested (e.g. these types of resources may be available at Ft. Lewis or the Washington National Guard).

There are ready to use phones, phone/data lines and computers at the RSOC location to be used by responders. Each phone has been identified with a specific function within the Resource Support Operations Center, and can be seen on the phone list included in this plan. Portable radios need to be brought to the RSOC by responders who have them to ensure backup communication if the City and/or public phone system is down. Cellular phones should similarly be brought to the EOC and RSOC.

D. EOC and RSOC Staffing

Every position assigned to the Logistics Section in the EOC, and the RSOC must have three people identified to carry out responsibilities over the long term. It is the responsibility of the ESF-2 and 7 Coordinators to ensure that the call-out lists for the Logistics Section and the RSOC are kept current. There will be an updated card that all responders will carry with them at all times with work, home, cellular phone and pager numbers (as applicable) identified. When the ESF-2 and/or 7 Coordinators are called, he/she will contact the appropriate staff to respond to the RSOC. If a decision is made to activate the RSOC, the ESF-7 Coordinator will contact one of the RSOC Directors identified on the emergency call-out card, and that person is responsible for notifying the appropriate staff that need to report to the RSOC. If the primary site is down, it is up to the RSOC Director to determine if a backup site can be made functional, and to let responders know to go to that location.

As the situation progresses, it is important for both ESF-2 and 7 Coordinators and the RSOC staff to be planning long term staffing of both facilities. The second and third persons identified for each position need to be contacted to plan for shift changes – the work hours of each facility also need to be determined and identified to staff. It is important that as the oncoming shift personnel arrive, the departing staff brief the oncoming staff about the status of the event and the response to it. As the event progresses, some functions may have diminishing needs to be in the EOC or RSOC. For example, it is the responsibility of Human Resources to track the status of all employees assigned to DEA, F&FD and Personnel to see if they are capable of responding to the disaster and helping make sure there are people available in the field to perform critical

tasks. After all these departmental employees have been accounted for, the need for Human Resources staff to be in the RSOC will diminish so they could be reassigned to other duties or released to regular duties.

E. Transition Between Disaster Response and Recovery

As the event winds down, various functions may no longer need to be involved and can be released as appropriate. It is up to the ESF-2 and 7 Coordinators and RSOC Director to determine when the RSOC can stand down. The Logistics Section Chief will be told by the EOC Director when the Logistics Section in the EOC can stand down.

There will likely be transitional issues between the emergency response group and the recovery group headed up by the Finance and Budget Office staff. This coordination should occur as soon as a recovery group can be put together to start assessing the situation to determine what will be needed for short and long-term recovery (See ESF-14). The recovery group will be convened in a location in the EOC to work with responders to assess what plans need to be put in place to help the City begin recovering from the disaster. Responders will work with the Recovery Group to mitigate the effects responders have on recovery issues. For example, responders need to be mindful of where debris is being located (e.g. not blocking roadways) so as not to impede the City's efforts to recover as quickly as possible from the disaster. Recovery members and responders should work collaboratively to ensure public safety and economic recovery are not compromised as the City tries to restore things to normalcy.

V. ASSIGNMENT OF RESPONSIBILTIES

See Basic Plan and ESF-7 Appendices for Facilities, Transportation, Contracting Resources, and Personnel.

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Facilities Support Unit
Appendix 1
to
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Facilities Support Unit Appendix 1
to ESF-7 Annex

PRIMARY DEPARTMENT: Fleets and Facilities Department

SUPPORT DEPARTMENTS: Department of Executive Administration
Personnel Department
Finance Department

SUPPORT ORGANIZATIONS: King County DOT, Transit Division
Port of Seattle
Seattle Public Schools
Washington State Dept. of Transportation Marine Division

I. INTRODUCTION

A. Purpose

1. Provide employees with clear guidance on how the Facilities Support Unit will organize, direct, control, and coordinate its actions in any type of emergency or disaster.

2. Provide detailed guidance for managing and supporting Facilities Support Unit response in the event of a major emergency or disaster.

3. Describe the response activities of the Facilities Support Unit when activated under the City of Seattle's Disaster Readiness and Response Plan.

B. Scope

This Appendix applies to all members of the Fleets and Facilities Department (FFD), and designated personnel from the Departments of Executive Administration (DEA), Finance (DOF), and City Personnel (PER). This Appendix focuses on **response activity** and is intended to highlight how the diverse responsibilities of the Fleets and Facilities Department and other departments interconnect during a major emergency or disaster and how the Fleets and Facilities Department expects to communicate within and without the organization.

II. REFERENCES

- Chapter 10.02, Seattle Municipal Code
- Ordinance Number 120777
- RCW Chapter 38.52
- WAC Chapter 118-30
- Public Law 93-288, as amended

III. SITUATION

A. Emergency/Disaster Conditions and Hazards

The City of Seattle is subject to many natural and man-made emergencies: seismic (earthquakes and potential tsunami/seiche action), landslides, terrorist activity, windstorms, and technological hazards such as hazardous materials spills or major and long-lived power outage. Seattle sits astride the Seattle Fault Zone, which is currently thought to be capable of magnitude 7 earthquakes. Much more powerful earthquakes may be generated by the Cascadia Subduction Zone off the coast of Washington.

Seattle also offers many attractive targets to world terrorists: the Port of Seattle, major stadiums, headquarters of several national and international companies, a banking center, and "The Space Needle."

Possible catastrophic events that could affect Seattle's buildings, infrastructure, including roads and bridges, water & sewer systems, and the power grid.

In the event of a disaster, the Facilities Support Unit must anticipate and plan to overcome difficult conditions for carrying out government's public mission.

City- and privately owned buildings may be damaged or contaminated, forcing tenants (both private employers and public agencies) to evacuate and/or relocate. This will trigger a high demand for office and warehouse space. In addition, this will cause enormous demand for remaining suitable office and warehouse space. Road debris, abandoned vehicles, inoperative traffic signals, and damaged/closed roads and bridges will impact assessment teams and response crews in their attempts to survey and repair damage to City-owned buildings.

Damaged or closed bridges and overpasses could isolate (for a time) large sections of the City and will require planned redundancies (and self-sufficiency) in those areas which would be cut off. This isolation may also affect City agencies, as employees struggle to get to work. Similarly, normal landline and cellular telephone communications will be severely taxed by any catastrophic event.

Facilities Support Unit disaster planning must anticipate and overcome difficult communications with the City EOC and with each Department operations centers.

Certain emergencies may affect the City's power grid and communications lines for extended periods of time. Extended power outage to large sectors of the City may force evacuation of large numbers of private and publicly owned buildings as emergency (battery powered) lighting fails; normal HVAC, fire sprinkler system pumps, and elevators become inoperative. Loss of power will also snarl traffic with useless traffic signals and vehicles abandoned as commuters run out of gas.

To remain operable, key City functions and the Citywide LAN should be prepared with emergency and redundant backup power and communications capable of extended continuous operations.

B. Assumptions

1. Restoration/maintenance of fire and police services will be high priority objectives following any major disaster.

   Facilities Support Unit will operate autonomously, under its own authority. In addition, it will perform tasks received via the ESF-7 Coordinator under the City's Disaster Readiness and Response Plan.

2. Upon mobilization by the ESF-7 Coordinator from the Emergency Operations Center (EOC), the Resource Support Operations Center (RSOC) will begin 24-hour operations and be fully staffed within 8 hours of any major disaster.

3. With activation of the SDRR Plan, each ESF Support Agency will, if requested, will send a liaison to the RSOC or establish regular communications with the RSOC.

4. The Department has structural and non-structural mitigation steps in place sufficient to reduce its vulnerability to damage from likely disasters.

5. FFD divisions (Facility Operations; Real Estate Services; and Capital Programs) have in place Disaster Response & Recovery Plans which support the City's SDRR Plan. These plans are sufficient to ensure each unit is capable of providing its essential services, and supporting ESF-7 if the Basic Plan is activated.

6. The ESF-7 Coordinator, RSOC Director(s) and department representatives have personal preparedness plans in place such that they can promptly assume their disaster duties within four hours of mobilization.

7. The assumption made for planning purposes is that Building inhabitants who evacuate due to seismic activity will be reluctant to re-enter the structure until it is certified safe by DPD or private sector engineers. Some may refuse to enter, regardless.

8. Previously inspected structures may require re-evaluation if major aftershocks occur following an earthquake.

9. Up to one-third (1/3) of departmental workers (to include managers and supervisors) may be affected by the disaster and unable to report for work for up to three days.

10. Even moderate damage to infrastructure, power outage and/or traffic gridlock will significantly impede Department response activity.

11. A safety requirement that only teams (comprised of a minimum of two people) be sent into damaged buildings for repair/restoration work, will slow the

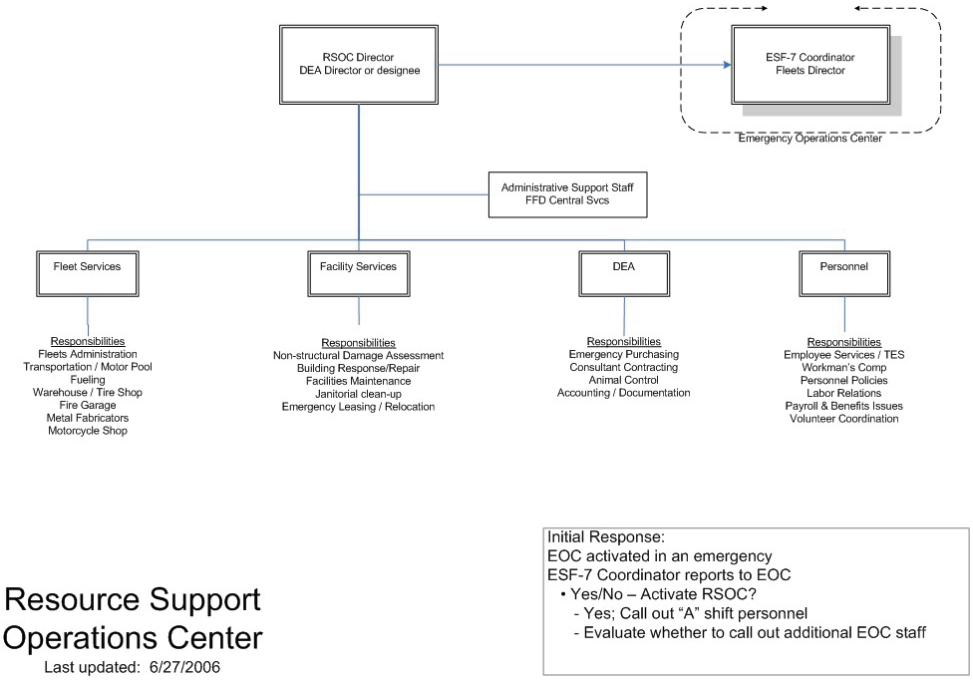
Facilities Operations Branch's response to both routine and emergency repair work.

12. Disaster response and repair work by Facilities Operations may pre-empt or delay its routine and scheduled periodic maintenance and repair work.

IV. CONCEPT OF OPERATIONS

A. Organization

When the City of Seattle activates its Disaster Readiness and Response Plan (Basic Plan,) the Fleets and Facilities Department supports the City's emergency response through the Facilities Support Unit, which is one of several components supporting the City's Resources Support Section, as shown.



B. Facilities Support Unit Composition.

The composition of the Facilities Support Unit will be determined by the RSOC Director. The people who respond to the RSOC should be identified prior to any activation, but which units need to respond will be dependent on the event at hand.

C. Resource Support Operations Center

The Resource Support Operations Center (RSOC) is the hub of information and response planning for the Facilities Support Unit and serves as the Resource Support Section point of contact for the City's Emergency Director. The

designated RSOC Director (or alternate) will activate the Resource Support Operations Center within one hour of notification by the ESF-7 Coordinator and go to 24-hour operations, as required. The RSOC Director will assemble sufficient staff at the RSOC to support this plan. (See TAB G for listing of RSOC personnel.)

Facilities Support Unit RSOC Functions:

- Collect and assemble damage assessment reports from Facilities Operations and Capital Programs teams;
- Dispatch ATC-20 trained department personnel (non-structural building assessors) to appropriate field assignments for non-structural damage assessment and monitor their progress;
- Dispatch repair crews to City-owned buildings in accordance with Action Plan;
- Assist displaced agencies in relocating to temporary facilities;
- Coordinate with other City agencies/departments in mutual support for disaster response;
- Coordinate with the ESF Coordinator to disseminate current road/bridge closure information.

The RSOC Director will communicate with the City Emergency Operations Center via the ESF-7 Coordinator using telephone, cell phones, radios or runners, as required.

D. Activation and Recall

FFD division directors may activate their respective emergency plans as required, (for fire, storm damage, power loss, etc.) and communicate directly with the Seattle EOC. However, when the City Emergency Director activates the Basic Plan, or otherwise mobilizes ESF-7, the Facilities Support Unit will activate this Appendix and mobilize as follows:

Senior FFD management will mobilize designated management or supervisory personnel to the RSOC via Nextel radios/phones, telephone or pager.

Management or supervisory personnel will, in turn, notify relevant staff in accordance with each division's emergency plan.

Support organizations/agencies are expected to activate their Operations Control Centers as appropriate and establish communications with the RSOC. If requested by the RSOC Director, a Support Agency/organization will provide a liaison or representative to the RSOC.

E. Damage Assessment (determining the usability of City facilities)

The Department of Planning & Development (DPD), in coordination with the Fire Marshal, will determine if the structure is safe to occupy, and issue appropriate "tags" and occupancy permits.

Facility Operations and Capital Programs division managers will equip and dispatch ATC-20[1] trained personnel (in teams) to FFD-managed buildings as established in TAB A of this plan. The teams will conduct non-structural damage assessments using ATC-20 criteria, and assess repair requirements. Damage assessments will seek to determine if the structure is at risk of imminent collapse, if the major building systems will support occupancy, and how much time may be needed to remove "tags." There are three building color tags indicating whether a building can be occupied or not, i.e. red indicates the building is not to be occupied, yellow means limited entry to the building as indicated on the tag, and green means the building is all right to occupy.

Damage Assessment team leaders and Capital Programs project managers:

- Report recommendations (to include a request for DPD evaluation) to the RSOC as each building is evaluated.
- Inform the RSOC and the property manager as each building is determined to be safe and usable. Property managers will communicate with each affected tenant/agency regarding re-occupying the building.

RSOC Director:

- Prioritize and forward all requests for DPD structural evaluations via the DPD Liaison. (DPD response shall be scheduled and documented via the ESF Action Plan.)
- Collect and post damage assessment information and report summary status to the Seattle EOC via the Summary Size-up Report.
- Keep Real Estate Services informed of the results of the on-going damage assessments so they can anticipate and respond to the demand for temporary emergency space.

The City Architect will be available to assist Property managers (of City-owned buildings) to communicate with tenants that buildings, determined by DPD or private engineering firms to be safe, are indeed safe for occupancy. Property managers may access the City Architect via the RSOC Director about the status of their buildings.

Usable buildings. A building space (floor or portion of the floor) will be considered "usable" if it has ALL of the following:

- approved for occupancy by DPD and Fire Marshal
- normal City power
- functioning toilets in the building or portable toilets in immediate vicinity
- potable water (either City water or bottled water)

F. Coordination with City Departments & Agencies

Coordination with DPD

[1] ATC-20: "Post-earthquake Building Safety Evaluation Course" established by Applied Technology Council, 1989.

The Department of Planning & Development (DPD) is the only City entity with the statutory authority to "tag" buildings, remove tags, or otherwise issue occupancy permits. DPD intends and expects that following a major Seattle-area earthquake, ATC-20 trained volunteers and engineers within other City departments will advise their respective departments whether or not to evacuate their spaces. DPD will schedule and dispatch deputized inspectors to "tag" buildings (or remove "tags") in response to DPD's internal plan and the City's Disaster Readiness and Response Plan.

Fleets and Facilities Department engineers and ATC-20 trained volunteers will promptly assess damage and repair requirements of assigned buildings, and forward their assessments and requests for DPD inspection to the RSOC Director.

The RSOC Director shall maintain a current predetermined list of buildings (listed in TAB A), prioritized for initial response (1st four hours; 2nd four hours, etc.) Lists of damaged buildings requiring DPD evaluation/tagging (or tag removal) shall be forwarded to the EOC Operations Section Chief for possible inclusion in the City's Consolidated Action Plan.

Aftershocks – reassessment.

Major seismic aftershocks may require re-assessment of previously tagged buildings.

The RSOC Director and the DPD Liaison shall together evaluate the need to conduct re-assessments of buildings following aftershocks, based on reports from the University of Washington seismic lab as follows:

Use the Modified Mercalli Intensity (MMI) scale or the Richter Scale as follows:

MMI	Richter	Re-evaluation	
> VII	> 5.0	mandatory	for all priority I buildings
> VI	> 4.5	mandatory	for all yellow tagged bldgs.
> V	> 4.0	recommended	for select (a sample of) yellow tagged buildings

Coordination with Other Agencies & Departments

Conventional communications and coordination between FFD and other City departments e.g. Seattle City Light and Seattle Public Utilities, is expected to continue during disaster response operations as each department executes its respective disaster plan and needs support. However, effective and efficient disaster response means applying available (and rapidly dwindling) resources to the highest priority tasks during each Operational Period. Therefore, the "street level" communications and worker level coordination between FFD and other departments shall be used to develop the Facilities Support Unit's (and other departments') input to their respective Action Plans to be later reflected in the City's Consolidated Action Plan.

Should conditions force City leadership to apply Facilities Support Unit (or other department) resources to something different than listed in the Unit's plan, the City Disaster Readiness and Response Plan prevails.

G. Repairs to City-Owned Buildings

Damaged Buildings

Facility Support Unit repair crews shall not enter any "Red Tagged" building. Where City-owned buildings are tagged yellow (or, if not yet tagged by DPD, recommended to be tagged yellow by ATC-20 trained personnel), the RSOC Director may dispatch Facilities Operations Branch personnel (in teams) to repair damage or restore power. The Repair Team leader shall be alert to the effects of aftershocks and retains the prerogative to not enter any damaged building.

Repairs or restoration beyond the scope of the repair teams will be passed to the Capital Programs Division for project management and contracting, as required.

Undamaged Buildings

The RSOC Director may schedule response/repair crews into "Green Tagged" buildings, (or, if not yet tagged by DPD, recommended to be tagged green by ATC-20 trained personnel.) The Repair Team leader shall be alert to the effects of aftershocks and retains the prerogative to immediately leave any damaged building.

The RSOC Director may schedule routine periodic and other scheduled maintenance and repairs into undamaged buildings if it will not impede emergency work.

H. Staging Areas and Helicopter Operations

Staging Areas

Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. The RSOC is expected to identify and acquire Staging Areas, as needed. However, the Operations Section manages them and selects the Staging Area Manager. The RSOC Director shall identify suitable staging areas in geographically separated areas. (See TAB B)

Helibases and Helispots

A helibase is a location in and around an incident area at which helicopters may be parked, maintained, fueled, and equipped for incident operations. Very complex incidents may require more than one helibase. The RSOC Director shall coordinate with King and Snohomish County Sheriffs and the Washington State Patrol for possible use of City helibases, existing air operations facilities at Boeing Field, Paine Field or other established airfields. The RSOC is expected to identify and negotiate for the use of helibases; the Facility Support Unit manages them and selects a Helibase Manager.

A helispot is a temporary location where helicopters can land and load/offload personnel, equipment, and supplies. Complex incidents may have several helispots. The RSOC Director shall identify suitable potential helispots in geographically separated areas. (See TAB C). The RSOC is expected to identify and negotiate for the use of helispots; the Facility Support section manages them and selects a Helibase Manager.

J. Emergency Back-up Facilities

The primary and alternate location for the Resource Support Operations Center (RSOC) is posted in TAB F.

The RSOC will relocate to a pre-determined alternate location if conditions make the primary facility unusable or inaccessible. Otherwise, FFD divisions and other City agencies forced to relocate will rely on Real Estate Services to locate and secure suitable, temporary space.

Real Estate Services. Real Estate Services' primary role lies in Recovery, rather than Response. However, in seeking emergency back-up space, Real Estate (R/E) Services shall look first to available space in City-owned facilities, then to the private market. Current normal square-footage standards for workspace will not apply in assigning temporary emergency space.

Refer to the Real Estate Services plan for the detailed Recovery process for acquiring and assigning temporary emergency back-up space, coordinating the move-in and necessary connectivity.

Usable emergency space.

Emergency back-up space shall be considered "usable" if it has ALL of the following:

- approved for occupancy by DPD and Fire Marshal;
- normal city power or reliable, continuous emergency power;
- functioning toilets in the building or contracted portable toilets in the immediate vicinity.

Managing back-up facilities:

Public or private sector facilities used as emergency back-up space shall be managed in accordance with the existing (or emergency) lease agreement with building ownership/property manager.

K. Re-establishing Evacuated Work Locations

DPD determination NOT required. Where a DPD determination is not required (evacuation caused by minor fire/smoke, minor earthquake, HAZMAT release, bomb threat) the Seattle Fire Department (or other appropriate authority) and property manager shall determine if the building/floor is suitable for occupancy. When proper authority returns the building to its owner/property manager, the property manager shall notify tenants

DPD determination required. Following any event which could threaten the structural integrity of a building (powerful earthquake, major fire, explosion) DPD will initiate (or be directed via the City's Disaster Readiness and Response Plan) to determine and document if the building is safe for occupancy. The DPD Liaison is expected to keep the RSOC Director informed about building status.

When the space is determined to be safe for occupancy, FFD divisions will follow established Recovery plans and assign a Project Manager to each damaged/ evacuated City-owned building to manage recovery and coordinate move-in.

V. ASSIGNMENT OF RESPONSIBILITIES

During the Response phase of emergency management:

1. **ESF-7 Coordinator (Fleet Services Director)**
   - Report to Seattle EOC and receive briefing;
   - Activates the RSOC Director;
   - Solicits Damage Assessments and Summary Size-up Reports;
   - Creates ESF Action Plan; submit to Seattle EOC;
   - Distributes City Disaster Readiness and Response Plan to ESF-7 leads.

2. **Division directors** look to the safety of their employees.
   - Mobilize their emergency response teams per department plans;
   - Conduct damage assessment of their office spaces;
   - Report division's operational status/capability and needs to RSOC;
   - If displaced, keep key personnel informed and coordinate with Real Estate Services for relocation and Facility Operations for move-in.

3. **Resource Support Operation Center (RSOC) Director**
   - Activates the Resource Support Operations Center (RSOC);
   - Mobilizes the various functional units, including the Facilities Support Unit (Facility Operations, Capital Programs, Real Estate Services);
   - Solicits and collects damage assessment reports for designated priority buildings/ key facilities, and begins disaster documentation (See TAB A);
   - Solicits and posts the availability of critical resources;
   - Produces and delivers timely and regular "Size-up Summary Reports" to the ESF-7 Coordinator at the Seattle EOC;
   - Develops and issues an Incident Action Plan for each Operational Period;
   - Activates inter-agency agreements for Staging areas, Helibases, and Helispots as required;
   - Organizes, supports, and documents response activity per the SDRR Plan;
   - Collects and assembles disaster cost information (repair/replacement, debris removal, overtime, etc.)

4. **Real Estate Services** Personnel
   - Mobilize and conduct a head-count per department plan;
   - When directed, survey City-owned properties and private sector property managers for available space based on damage assessment and projected needs;

- Negotiate and execute lease agreements.

5. **Capital Programs** Personnel
   - Mobilize and conduct a head-count per department plan;
   - Conduct non-structural damage assessment of assigned facilities, according to priority;
   - Activate emergency contracts as required (shoring/geo-tech, etc);
   - Provide drawings as required;
   - Team with DPD regarding structural integrity of buildings and manage private engineering firms;
   - Report facility status, recommendations, and needs to the RSOC Director

6. Assignment of Responsibilities continued.

7. **Facilities Operations** personnel
   - Mobilize and conduct a head-count per department plan;
   - Conduct non-structural damage assessments of assigned facilities, according to priority;
   - Assess repair requirements in assigned facilities;
   - Activate emergency contracts as required;
   - Assemble, equip, and dispatch response/repair teams;
   - Once cleared for entry:
     - Remove debris from City-owned buildings;
     - Clean up smoke/water damage from City-owned buildings;
     - Repair/restore/replace non-structural elements (building systems, ceiling & lighting systems, etc.);
   - Report facility status, recommendations and needs to the RSOC Director;
   - Relocate agency offices as necessary.

<u>TABs</u>

TAB A	Priority Facilities List
TAB B	Staging Areas and Distribution Sites
TAB C	Helicopter Bases and Helispots
TAB D	Potential Disaster Recovery Centers (DRCs)
TAB E	Resource Support Operations Center (RSOC) Startup Checklist
TAB F	Operations Control Centers
TAB G	RSOC Personnel Roster

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TAB A Priority Facilities

0 to 4 hours

Building	Team Leader	Status

Reviewed: _____ _____ _____ _____

4 to 8 hours

Building	Team Leader	Status

Reviewed: _____ _____ _____ _____

TAB A Priority Facilities

8 to 12 hours

Building	Team Leader	Status

Reviewed: _____ _____ _____ _____

12 to 18 hours

Building	Team Leader	Status

Reviewed: _____ _____ _____ _____

TAB B Staging Areas and Distribution Sites

Zone	STAGING AREAS	Map[1]/ Size	POC	Phone	Radio	Notes
NW	Discovery Park 3801 W. Government Wy	A-2/ 512 ac	Parks Dispatch	206-684-7250	CH-	Old Fort Lawton
NW	Golden Gardens Park 8499 Seaview Pl. NW	A-2/ 88 ac	Parks Dispatch	206-684-7250		Parking lots
NW	Lower Woodland Park 1000 N. 50th St.	B-2/ 91 ac	Parks Dispatch	206-684-7250		Soccer fields
NE	Jackson Park Golf Course 1100 NE 135th St.	B-1	Parks Dispatch	206-684-7250		East entrance
NE	Sand Point – Magnuson Park 7400 Sand Point Wy NE	C-2/ 194 ac	Parks Dispatch	206-684-7250		
SE	Jefferson Park 4165 16th Ave. S.	C-5/ 52 ac	Parks Dispatch	206-684-7250		Softball/baseba ll fields
SE	Genesee Park & Playfield 4316 S. Genesee St.	C-5/ 58 ac	Parks Dispatch	206-684-7250		
SW	West Seattle Stadium 4432 35th Ave. SW	A-5/ 11 ac	Parks Dispatch	206-684-7250		Soccer/football fields + parking
SW	Riverview Playfield 7226 12th Ave. SW	B-5/ 42 ac	Parks Dispatch	206-684-7250		Soccer/football fields

Reviewed: _____ _____ _____ _____

Potential Distribution Sites City Central - East	Map[1]/ Size	POC	Phone	Radio	Notes
Montlake Community Center 1618 E. Calhoun St.	C-3		206-684-4736	CH-14	Possible ARC shelter
Miller Community Center 330 19th Ave. E.	C-3		206-684-4753		Playfield + possible shelter
Bobby Morris Playfield 1635 11th Ave.	B-3/ 7 ac	Parks Dispatch	206-684-7250		
Garfield Playfield 23rd Ave. & E. Cherry St.	C-4/ 9 ac	Parks Dispatch	206-684-7250		
Madrona Playfield 3211 E. Spring St.	C-4/ 2 ac	Parks Dispatch	206-684-7250		

Reviewed: _____ _____ _____ _____

Potential Distribution Sites City Central - West	Map[2]/ Size	POC	Phone	Radio	Notes
Magnolia Community Center	A-3		206-386-4236		

[1] Map coordinates refer to Seattle Park Guide, available from Seattle Parks and Recreation (206) 684-4075
[2] Map coordinates refer to Seattle Park Guide, available from Seattle Parks and Recreation (206) 684-4075

TAB B Staging Areas and Distribution Sites

2550 34th Ave. W.					
Queen Anne Community Center 1901 First Ave. W.	A-3		260-386-4240		
David Rogers Park 2500 First Ave. W (& W. Raye)	A-3/ 9 ac	Parks Dispatch	206-684-7250		
Cascade Playground 333 Pontius Ave. N.	B-3/ 2 ac	Parks Dispatch	206-684-7250		
Pier 62/63 (concert pier) 1951 Alaska Wy	B-4/ 0.6 ac	Parks Dispatch	206-684-7250		CAUTION: Weight Limits

Reviewed: _____ _____ _____ _____

Potential Distribution Sites NW Seattle	Map[1]/ Size	POC	Phone	Radio	Notes
Northacres Park 12718 1st Ave. NE	B-1/ 20 ac.		206-xxx-yyyy	CH-	
Soundview Playfield 1590 NW 90th St.	A-1/ 10 ac	Parks Dispatch	206-684-7250		
Loyal Heights Community Center 2101 NW 77th St.	A-2		206-684-4052		
Gilman Playfield 923 NW 54th St.	A-2/ 4 ac	Parks Dispatch	206-684-7250		
Ballard Community Center 6020 28th Ave NW	A-2		260-684-4093		
Greenlake Community Center 7201 E. Greenlake Dr. N.	B-2		206-684-0780		

Reviewed: _____ _____ _____ _____

Potential Distribution Sites NE Seattle	Map[1]/ Size	POC	Phone	Radio	Notes
Nathan Hale Playfield 10750 30th Ave NE	C-1/ 5 ac	Parks Dispatch	206-684-7250	CH-	
Laurelhurst Playfield 4544 NE 41st St.	C-2/ 13 ac	Parks Dispatch	206-684-7250		
Meadowbrook Playground 10533 35th Ave NE	C-1/ 18 ac	Parks Dispatch	206-684-7250		
Dahl Playfield 7700 25th Ave NE	C-2/ 14 ac	Parks Dispatch	206-684-7250	CH-	
University Playfield 9th Ave NE & NE 50th St.	B-2/ 3 ac	Parks Dispatch	206-684-7250		
View Ridge Playfield	C-2/	Parks Dispatch	206-684-7250		

[1] Map coordinates refer to Seattle Park Guide, available from Seattle Parks and Recreation (206) 684-4075

TAB B Staging Areas and Distribution Sites

4408 NE 70th St.	9 ac				

Reviewed: _____ _____ _____ _____

Potential Distribution Sites SW Seattle	Map[1]/ Size	POC	Phone	Radio	Notes
Georgetown Playfield 750 S. Homer St.	B-5/ 5 ac	Parks Dispatch	206-684-7250		
Hiawatha Community Center 2700 California Ave SW	A-4		206-684-7441		
Alki Community Center 5817 SW Stevens	A-4		206-684-7430		
Fairmont Playfield 5400 Fauntleroy Wy SW	A-5/ 5 ac	Parks Dispatch	206-684-7250		
Delridge Playfield 4458 Delridge Wy SW	A-5/ 14 ac	Parks Dispatch	206-684-7250		
Southwest Complex 2801 SW Thistle St.	A-6		206-684-7438		
South Park Community Center 8319 Eighth Ave. S.	B-6		206-684-7451		
High Point Community Center 6920 34th Ave SW	A-5		206-684-7422		

Reviewed: _____ _____ _____ _____

Potential Distribution Sites SE Seattle	Map[1]/ Size	POC	Phone	Radio	Notes
Beacon Hill Playfield 1902 13th Ave. S.	B-4/ 3 ac	Parks Dispatch	206-684-7250		
Jefferson Park Community Center 3801 Beacon Ave. S.	C-5		206-684-7481		
Genesee Park & Playfield 4316 S. Genesee St.	C-5/ 58 ac	Parks Dispatch	206-684-7250		
Brighton Playfield 6000 39th Ave. S.	C-5/ 13 ac	Parks Dispatch	206-684-7250		
Van Asselt Community Center 2820 S. Myrtle St.	C-5		206-386-1921		
Rainier Beach Community Center 8825 Rainier Ave. S.	C-6		206-386-1925		
Hutchinson Playfield S. Norfolk St. & 59th Ave. S.	C-6/ 5 ac	Parks Dispatch	206-684-7250		

Reviewed: _____ _____ _____ _____

[1] Map coordinates refer to Seattle Park Guide, available from Seattle Parks and Recreation (206) 684-4075

TAB C Helicopter Bases and Helispots

Helibases

A helibase is a location in and around an incident area at which helicopters may be parked, maintained, fueled, and equipped for incident operations. Very complex incidents may require more than one helibase. In preparation for possible activation of the City's Basic Plan, Fleets and Facilities has coordinated with Seattle Parks & Recreation, The Seattle Center, the Seattle School District, and the Sheriff's Departments of King and Snohomish Counties in identifying potential helicopter bases.

Upon activation of the City's Disaster Readiness and Response Plan, the RSOC Director shall coordinate with the King County Sheriff, Snohomish County Sheriff and Washington State Patrol in activating select necessary helibases. The Facility Services functional group manager shall appoint and manage the Air Operations Unit and name a Helibase Manager.

Potential Helicopter Bases	Size	POC	Phone	Radio	Notes
Fort Lawton (Discovery Park)		Parks Dispatch	206-684-7250	CH-	
Paine Field, Everett		Director, Airfield Ops.	425-353-2110 Ext: 2228		
Boeing Field/King County Int'l		KC Sheriff Special Ops	206-296-3853		
Sand Point Magnuson Park		Parks Dispatch	206-684-7250		

Reviewed: _____ _____ _____ _____

Helispots

A helispot is a temporary location where helicopters can land and load/offload equipment, personnel, and supplies. Complex incidents may have several helispots. The Facility Support functional group manager shall appoint and manage the Air Operations Unit and name a Helibase Manager.

Exercise extreme care in selecting helispots.
No tall trees or power lines shall lie within 100 ft of the center of the helispot.
Helispots should have good road access.

Potential Helispots	Map[1]/ Size	POC	Phone	Radio	Notes
City Central – East					
Bobby Morris Playfield	B-3/	Parks Dispatch	206-684-7250	CH-	

[1] Map coordinates refer to Seattle Park Guide, available from Seattle Parks and Recreation (206) 684-4075

TAB C Helicopter Bases and Helispots

1635 11th Ave.	7.4 ac				
Miller Playfield & Comm'ty Ctr. 400 19th Ave. E.	C-3/ 7.6 ac	Parks Dispatch	206-684-7250		

Potential Helispots	Map[1]/ Size	POC	Phone	Radio	Notes
NW Seattle area					
Bitter Lake Playfield 13035 Linden Ave. N.	B-1/ 7.5 ac	Parks Dispatch	206-684-7250		
Loyal Heights Playfield 2101 NW 77th St.	A-2/ 6.7 ac	Parks Dispatch	206-684-7250		
Gilman Playfield 923 NW 54th St.	A-2/ 3.9 ac	Parks Dispatch	206-684-7250		
Lower Woodland Park	B-2	Parks Dispatch	206-684-7250		Soccer fields
SW Seattle area					
Hiawatha Playfield 2700 California Ave. SW	A-4/ 10 ac	Parks Dispatch	206-684-7250		
Alki Playfield 5817 SW Lander St.	A-4/ 3.9 ac	Parks Dispatch	206-684-7250		
Delridge Playfield 4458 Delridge Wy SW	A-5/ 14 ac	Parks Dispatch	206-684-7250		
High Point Playfield 6920 34th Ave. SW	A-5/ 11 ac	Parks Dispatch	206-684-7250		

[1] Map coordinates refer to Seattle Park Guide, available from Seattle Parks and Recreation (206) 684-4075

TAB C Helicopter Bases and Helispots

Potential Helispots	Map[1]/ Size	POC	Phone	Radio	Notes
NE Seattle area					
Laurelhurst Playfield 4544 NE 41st St.	C-2/ 13 ac	Parks Dispatch	206-684-7250		
Meadowbrook Playfield 10533 35th Ave NE	C-1/ 18 ac	Parks Dispatch	206-684-7250		
Dahl Playfield 7700 25th Ave NE	C-2/ 14 ac	Parks Dispatch	206-684-7250	CH-	
University Playfield 9th Ave NE & NE 50th St.	B-2/ 3 ac	Parks Dispatch	206-684-7250		
View Ridge Playfield 4408 NE 70th St.	C-2/ 9 ac	Parks Dispatch	206-684-7250		
SE Seattle area					
Beacon Hill Playfield 1902 13th Ave. S.	B-4/ 3 ac	Parks Dispatch	206-684-7250		
Jefferson Park Golf & Driving R. 4051 Beacon Ave. S.	C-5		206-762-4513		
Genesee Park & Playfield 4316 S. Genesee St.	C-5/ 58 ac	Parks Dispatch	206-684-7250		
Brighton Playfield 6000 39th Ave. S.	C-5/ 13 ac	Parks Dispatch	206-684-7250		
Van Asselt Playfield 7200 Beacon Ave. S.	C-5/ 9.0	Parks Dispatch	206-684-7250		
Rainier Beach Playfield 8802 Rainier Ave. S.	C-6/ 9.5 ac	Parks Dispatch	206-684-7250		
Hutchinson Playfield S. Norfolk St. & 59th Ave. S.	C-6/ 5 ac	Parks Dispatch	206-684-7250		

Reviewed: _____ _____ _____ _____

[1] Map coordinates refer to Seattle Park Guide, available from Seattle Parks and Recreation (206) 684-4075

TAB D Potential Disaster Recovery Centers (DRCs)

Potential Disaster Recovery Centers SW Seattle	Map[1]	POC	Phone	Notes
Hiawatha Community Center 2700 California Ave SW	A-4		206-684-7441	
Alki Community Center 5817 SW Stevens	A-4		206-684-7430	
Southwest Complex 2801 SW Thistle St.	A-6		206-684-7438	
South Park Community Center 8319 Eighth Ave. S.	B-6		206-684-7451	
High Point Community Center 6920 34th Ave SW	A-5		206-684-7422	

Reviewed: _____ _____ _____ _____

Potential Disaster Recovery Centers NW Seattle	Map[1]	POC	Phone	Notes
Loyal Heights Community Center 2101 NW 77th St.	A-2		206-684-4052	
Ballard Community Center 6020 28th Ave NW	A-2		260-684-4093	
Greenlake Community Center 7201 E. Greenlake Dr. N.	B-2		206-684-0780	
Bitter Lake Community Center 13035 Linden Ave. N.	B-1		206-684-7524	

Reviewed: _____ _____ _____ _____

Potential Disaster Recovery Centers SE Seattle	Map	POC	Phone	Notes
Jefferson Park Community Center 3801 Beacon Ave. S.	C-5		206-684-7481	
Van Asselt Community Center 2820 S. Myrtle St.	C-5		206-386-1921	
Rainier Beach Community Center 8825 Rainier Ave. S.	C-6		206-386-1925	

Reviewed: _____ _____ _____ _____

[1] Map coordinates refer to Seattle Park Guide, available from Seattle Parks and Recreation (206) 684- 4075

TAB D Potential Disaster Recovery Centers (DRCs)

Potential Disaster Recovery Centers NE Seattle	Map[1]	POC	Phone	Notes
Meadowbrook Comm'ty Center 10515 35th Ave. NE	C-1		206-684-7522	
Ravenna-Eckstein Comm'ty Ctr. 6535 Ravenna NE	C-2		206-684-7534	
Laurelhurst Community Center 4554 NE 41st St.	C-2		206-684-7529	
Northgate –North Shopping Mall	B-1	Seattle Real Estate Services		
Northgate Shopping Mall	B-1	Seattle Real Estate Services		

Reviewed: _____ _____ _____ _____

Potential Disaster Recovery Centers City Center – East	Map[1]	POC	Phone	Notes
Montlake Community Center 1618 E. Calhoun St.	C-3		206-684-4736	
Miller Community Center 330 19th Ave. E.	C-3		206-684-4753	Playfield + possible shelter

Reviewed: _____ _____ _____ _____

Potential Disaster Recovery Centers City Center – West	Map[1]	POC	Phone	Notes
Magnolia Community Center 2550 34th Ave. W.	A-3		206-386-4236	
Queen Anne Community Center 1901 First Ave. W.	A-3		260-386-4240	

Reviewed: _____ _____ _____ _____

[1] Map coordinates refer to Seattle Park Guide, available from Seattle Parks and Recreation (206) 684-4075

TAB E Resource Support Operations Center (RSOC) Startup Checklist

The Resource Support Operations Center (RSOC) is the hub of information and response planning for the Facilities Support functional unit. When activated, the designated RSOC Director (or alternate) shall establish the RSOC and make ready for extended operations.

- ❑ Initiate recall of personnel assigned to support the RSOC. Select and assign staff to support positions.
- ❑ Conduct "Size-up" of the RSOC site. Relocate to alternate site, if required. Notify others of relocation, as required.
- ❑ Immediately solicit and collect damage assessment reports from each key facility and begin disaster documentation. Post damage assessment/building status in RSOC;
- ❑ Solicit and post the availability of critical resources, as required;
- ❑ Produce and deliver timely and regular "Size-up Summary Reports" to the ESF-7 Coordinator at the Seattle EOC.
- ❑ Develop and issue a Department Action Plan for each Operational Period.
- ❑ Organize, support, and document response activity in accordance with the Action Plan.

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TAB F Operations Control Centers

FOR OFFICIAL USE ONLY (when filled in)

	Phone No.	Liaison	Site location
DPD			DPD Operations Center 710 2nd Avenue
DoIT			
Fleets and Facilities			Resource Support Operations Center Justice Center, lower level
Human Services			Human Services Ops. Center Seattle Municipal Tower
King County Sheriff			
Seattle City Light			System Control Center 614 NW 46th St.
SDOT			Charles Street 714 S. Charles St.
Seattle Parks & Recreation			Director's Conference Room 802 Roy Street
Seattle Police			Police Operations Center 810 Virginia
Seattle Public Utilities			Operations Control Center 2700 Airport Wy. S.
Puget Sound Energy			Operations Dispatch 815 Mercer Street
Qwest			Area Emergency Ops. Center 1600 7th Avenue
Seattle Steam Co.			Command Center 1325 4th Avenue

Reviewed: _____ _____ _____ _____

TAB G RSOC Personnel Roster

Qualified in Position	Name	Work Phone	Home Phone	Pager	Status - Date/Time
RSOC Director					
RSOC Director (alternate)					
RSOC Director (alternate)					
RSOC Director (alternate)					
Capital Programs Rep.					
A & E Rep. (altn.)					
A & E Rep. (altn.)					
Facility Operations Rep.					
Facility Ops. Rep. (altn.)					
Facility Ops. Rep. (altn.)					
Real Estate Services Rep.					
Real Estate Svc. Rep. (altn.)					
Real Estate Svc. Rep. (altn.)					

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TRANSPORT SUPPORT
APPENDIX 2

I. Purpose

To describe how emergency transportation resources for the City of Seattle will be planned for, and how they will be mobilized and managed during a major emergency or disaster.

II. Situation and Assumptions

A. Situation.

Because of Seattle's geography and as a regional Pacific Rim center for trade, commerce and shipping, its multi-modal transportation network has involved into a backbone for all forms of community activities, ranging from economic to recreational. Moreover, given the importance of transportation in the lives of the local population, it isn't hard to realize that a significant interruption can create serious consequences for transportation planners. From this perspective, especially when viewed from the context of a major emergency or disaster, the diversity of transportation resources can be an advantage, but can also complicate the potential for disruptions to vital lifeline systems. For instance,

The Fleets and Facilities Department (FFD), which has the lead responsibility for all resource support matters involving the City of Seattle, will coordinate the transportation response to any emergency that arises in the City of Seattle. It will be the Resource Support ESF-7 Transportation Coordinator's responsibility to reassign existing City vehicles and equipment and/or arrange for the use of any additional transportation assets that the City needs to effectively perform disaster response and recovery operations. There are also times when coordination with other forms of public transportation, such as King County Metro (Transit), Seattle School system (Transportation/Logistics), the Port of Seattle (including SEATAC Airport) and others (such as railroads) will need to occur.

The Fleet Services Director from FFD, or his/her designee will act as the Resource Support ESF-7 Coordinator. The Transportation Coordinator will be a representative from the Fleet Administration staff of FFD – these personnel have been pre-identified in the Resource Support Group internal plans. The EOC Resource Support Group Transportation Coordinator will communicate and coordinate City fleet related matters through the Fleets representative in the Resource Support Operations Center (RSOC) located on the basement of the Seattle Justice Center.

B. Assumptions

1. The City will rely on its own vehicles and equipment to the maximum extent possible recognizing that it is highly likely that these resources can be exhausted very quickly, even in low level events. It is also recognized that the City may be called upon to provide assistance to other jurisdictions in the region that can be affected by a disaster.

2. The City will need to rely on other jurisdictions and the private sector to provide critical resources in any major event. This is particularly true of emergency equipment that the City has little or none of, such as emergency generators, buses, and aircraft (including helicopters).

3. It is likely all normal transportation routes will be severely impacted in any major emergency. This could involve everything from damaged airports to roadways, ferry terminals, bridges, and other critical infrastructure.

III. CONCEPT OF OPERATIONS

A. General.

1. The Transportation Support Unit reports directly to the ESF-7 Resource Support Director in the EOC who has lead coordination responsibility in a disaster for all logistical functions. The Transportation Support Unit will coordinate City transportation needs with other Resource Support Groups, including senior managers from the Seattle Public Schools Transportation Division, the Port of Seattle, KC-DOT (Transit Division), and the WSDOT Marine Division. The Transportation Support Unit will also coordinate any transportation/equipment needs with Emergency Management and other functional groups within the EOC organization structure.

2. The Transportation Support Unit will sit with the Resource Support Functional Group in the EOC during any crisis. The primary means of communication will be via the City telephone network. In the event this system is down, the Coordinator will use cellular phones and/or 800 MHz portable radios. The Transportation Support Unit must be able to talk directly to his/her counterpart at the federal (FEMA) level, State (DOT) level, King County/Metro (Fleet Management) level, and many private sector vendors in the area. To ensure vehicles and equipment can reach their intended destination as quickly and easily as possible, the Transportation Support Unit needs to stay in regular contact with the Public Works Group Coordinator and Law Enforcement Group Coordinator in order to remain current on the condition of transportation routes and infrastructure.

3. The Transportation Support Unit will work with Contracting Services to provide any additional vehicles/equipment necessary to accomplish the City's response to and recovery from a disaster. There will be in place lists of specialized vehicles and equipment. This includes lists of vehicles and equipment from the City, other governmental jurisdictions, and private sector resources. To determine how to requisition various types of transportation resources, refer to the Contracting Appendix to the Resource Support Annex, ESF-7.

4. It should be noted that under the emergency powers of the Mayor, if a disaster is declared, transportation resources could be commandeered by the City for purposes of responding to the emergency. The Transportation Support Unit must ensure that the Mayor has made such a declaration before assuming these "commandeering" powers. The preferred course of action is to negotiate for the use of the equipment and vehicles from public and private resources, using "commandeering" as a last resort.

5. The Transportation Support Unit is tasked with making the most efficient use of regional transportation resources. To that end, the Coordinator should not compete for regional resources with other jurisdictions, but work collaboratively with them to ensure that as many needs as possible are being met.

6. When assembled with the ESF-7 Resource Support Group, the Transportation Support Unit will be responsible for:

   a. Monitoring transportation support provided to the field, including that arranged through contract and/or through State and federal assistance.

   b. Providing or arranging requested transportation support. All City-owned vehicles and equipment (including operators) are subject to priority use by emergency transportation services as directed by the Transportation Support Unit, and may be reassigned as required by a disaster. (Note: This would not be true of fire fighting apparatus, aid units or police vehicles.)

   c. Working closely with other members of the ESF-7 to maximize opportunities to share information, personnel, expertise and equipment.

   d. Working closely with other departments and agencies to install necessary equipment, such as emergency generators that are to be connected to facilities.

   e. Looking ahead to anticipate upcoming needs and potential transportation problems.

   f. Working with the Resource Support Operations Center to devise solutions for identified or anticipated problems, and making provisions to control or moderate unwanted outcomes.

   g. Informing subordinate elements through the Resource Support Operations Center of executive decisions, actions and instructions.

   h. Arranging for the refueling of necessary equipment or vehicles at existing City fuel sites, and/or via fuel tankers provided by the City or private sector.

   i. Providing all necessary maintenance and repair (including parts) for any vehicles or equipment needed to respond to or recover from an emergency. This maintenance can be provided at existing City shops, private vendors, or via mobile maintenance. Maintenance priorities will be consistent with the requirements of the disaster or emergency in progress.

   j. Establishing staging areas for the delivery of vehicles and equipment from other jurisdictions and/or private vendors. Similar staging areas will be established at the conclusion of response/recovery efforts to return equipment back to owners. It may be necessary to work with the Facilities' Support Unit to help locate the necessary staging areas if existing City sites aren't adequate.

k. Oversee the return, cleanup, payments for and dispute resolution of any vehicles and equipment obtained by the City to respond to the disaster.

l. Dispatching vehicles and equipment according to a priority system. Priority will be given to those services primarily concerned with life and safety issues. Establishing priority will be consistent with directives provided by the ESF-7 Resource Support Coordinator.

B. Relationship with Resource Support Operations Center (RSOC)

1. The Transportation Support Unit will recommend transportation missions and related priorities to the ESF-7 Resource Support Coordinator based upon his/her assessment of the current crisis situation.

2. The Transportation Support Unit will assign all transportation missions and related priorities to the fleet representatives in the Resource Support Operations Center.

3. The fleet representative in the RSOC will work all assigned missions to completion in accordance with their degree of urgency as identified by the Transportation Support Unit representative in the Resource Support Group.

4. The fleet representative in the RSOC will periodically update the transportation representative in the EOC on all assigned missions in accordance with their degree of urgency.

5. In addition to working on assigned missions, the transportation representative in the ESF-7 Resource Support Group will work closely with the fleet representative in the RSOC to plan for possible contingencies, such as developing anticipated resources or back-up transportation resources that may be needed as the response to and the recovery from the event unfold.

6. It is incumbent upon the Transportation Support Unit representative in the ESF-7 Resource Support Group to keep the fleet representative in the RSOC informed about what information is becoming available from the EOC, particularly issues relating to transportation resources, such as road closures that could impede getting transportation assets to the locations they're needed.

7. The fleet representative in the RSOC will coordinate as many transportation requests as possible through other departmental operating centers or field units.

C. Relationship with Agencies Outside the City of Seattle

1. The transportation representative in the ESF-7 Resource Support Group will be responsible for coordinating with several other transportation entities in the region; specifically, King County-Metro (Transit), Seattle School District (Transportation), and the Port of Seattle (Marine Division). Metro Transit and the Seattle School District (Transportation) are key elements in providing buses and other vehicles for

evacuating school children and other citizens requiring immediate movement to medical assistance facilities or other safe locations, such as shelters. The Port of Seattle has its own Police Department, a public works/facility maintenance work force, and many waterfront facilities and related repair capabilities. In addition, all three agencies have large marshaling/laydown areas (e.g., asphalt parking lots, etc.) that could be used in an emergency to stage persons and equipment awaiting further transportation. Some of these areas are large enough to serve as temporary helicopter landing pads should the need arise.

a. King County-Metro (Transit)

(1) There is a hotline connection between the ESF-7 Resource Support Group and the King County-Metro. All transportation requests of Metro by the ESF-7 Transportation Support Unit representative must be prioritized when assigned and coordinated with Metro's Dispatch (radio) Center. Transit Operations have a host of their own priorities to consider during an emergency, especially to their existing, on-board passengers at times of an emergency.

(2) If there is a considerable amount of transit resource requirements to respond to a particular event, the ESF-7 Resource Support Coordinator should request a representative from Metro be sent to the Seattle EOC to help facilitate coordination.

(3) Metro's Radio Dispatch has total authority and control over all Transit movements, and it has detailed road/route information throughout the City and County.

(4) Approximately 400 transit buses, and 6 Class 8 tow trucks operate in the greater downtown area. Metro's Vanpool program also has a number of 12-15 passenger vans available that could be used in emergencies also.

(5) The transit operating bases (South Base at Tukwila, Central Base at Ryerson Ave., and North Base at Northgate, and East Base at Bellevue) have diesel fuel and gasoline, and the tank farm at South Lake Union has diesel fuel.

b. Seattle School District (Transportation)

(1) The City can communicate with the District's operating center via 800 MHz radio in addition to telephone lines.

(2) Approximately 330 school buses and 100 12-passenger vans are operated by Laidlaw and Ryder under contract to the School District.

c. Port of Seattle

(1) The Port of Seattle (Marine Division) will have a coordinator assigned to the transportation team, as needed. This person will assist in enabling emergency transportation via Seattle's waterfront, repairing piers for themselves and/or others (e.g., Coast Guard, City's fire boats, WA State ferries or private vessel operators) that may be used during disaster response and recovery operations.

(2) Port of Seattle already has a mutual aid agreement with Seattle Police Department for law enforcement assistance.

(3) Port of Seattle (Sea-Tac Airport) will have to work on many of their own priority tasks during disaster operations; however, the Port team member will be the primary point of contact for requesting their assistance if it is available (information about open/closure status of local airports, emergency helipad locations, and airlift capability data can be supplied by them).

2. Outside the EOC, WSDOT (Marine Division) operates their own emergency operations center at Colman Dock. Transportation coordination with them for ferry services will be made at the Washington State EOC in Olympia, WA.

IV. Organization and Assignment of Responsibilities

A. Organization.

The Transportation Coordinator works for the ESF-7 Resource Support Group Coordinator. The Transportation Coordinator works directly with other members of the functional group as described in paragraph IVD7(c) of the Basic Plan (page 44). The Transportation Coordinator will coordinate with other functional groups in the EOC as necessary as well as RSOC.

B. Responsibilities.

1. The primary responsibilities of the Transportation Coordinator are those detailed in paragraph III of this appendix.

2. The Transportation Coordinator will establish initial priorities for transportation resources in accordance with the Seattle Disaster Readiness and Response Plan, including this appendix, and as the needs of the event dictate. These priorities will be reviewed and approved by the ESF-7 Resource Support Group Coordinator, the EOC Director, and the Mayor, in that order.

V. Administration and Logistics

A. Administration.

1. The Transportation Coordinator needs to keep such records and logs as necessary to

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track events as they occur. Records should also be kept to track costs by vendor to ensure proper payment at the conclusion of the disaster. Records should be kept of the location of any equipment so its whereabouts can be determined.

2. Information should be kept in a central database within the EOC to ensure that it can be readily shared with others involved in responding to or recovering from a disaster.

B. Logistics.

The Transportation Coordinator will develop a streamlined procurement process for acquiring necessary equipment and vehicles to meet the City response to any disaster. These procedures will allow for sufficient tracking of purchases, rentals, and other procured services to ensure that proper payment can be made in a timely manner, and properly accounted for following the disaster. (See Contracting Appendix C to ESF-7 Resource Support Annex.)

VI. Appendix Development and Maintenance

It is the responsibility of the Fleets and Facilities Fleets Director to ensure that this document is developed and implemented in accordance with the City's Disaster Readiness and Response Plan. This appendix should be reviewed at least annually or more frequently as a result of necessary changes brought about by emergency exercises or real events.

VII. Authorities and References

See pages 8-12 of the Seattle Readiness and Response Plan, Volume I.

ESF-7 – CONTRACTING SUPPORT UNIT

APPENDIX 3

Department of Executive Administration

Revision Date: April 26, 2007

I SITUATION AND ASSUMPTIONS

A. Situation

1. In non-emergency operations, City Departments acquire resources through three major contracting processes:

   a. Purchases of Goods and Basic Services: A centralized process conducted through the Purchasing & Contracting Services Division ("PCSD") of the Department of Executive Administration (DEA). The Director of Executive Administration delegates to City Departments certain direct acquisition authority, primarily through their use of Blanket Contracts which PCSD establishes through competitive bidding processes, and through the direct voucher process. Purchases of goods and basic services are controlled by SMC Chapter 20.60, and DEA administrative rules and standard operating procedures concerning contracting.

   b. Construction (Public Works) Contracting: A centralized process conducted by PCSD for all City Departments through a competitive bidding process. Construction contracting is heavily regulated by state law (Title 39 RCW) and City ordinance (primarily SMC Title 20).

   c. Consultant Contracting: A decentralized process delegated by the Director of Executive Administration to City Departments. In contracting for consultant (professional) services, City Departments are required to comply with SMC Chapter 20.50, and DEA administrative rules and standard operating procedures concerning contracting.

2. City Department Heads have certain authority, established by City ordinance or delegated by the Director of Executive Administration, to waive formal competitive processes to obtain goods and services required for emergency response and recovery:

   a. Purchases of Goods and Basic Services: During City emergencies that require immediate purchase of supplies, materials, equipment, or non-consultant services, the Director of Executive Administration delegates to City Departments the authority to make purchases in the open market without advertisement at the best obtainable price regardless of the amount of the expenditure, pursuant to SMC Section 20.60.114 and Rule DEA-07-02. City Departments shall use Blanket Contracts for these emergency procurements whenever practical. When Blanket Contracts are unavailable or impractical, City Departments shall use the greatest level of competitive purchasing possible under the circumstance. Emergency expenditures under this authority that exceed Ten Thousand Dollars ($10,000) must be made upon written contract. In making emergency purchases pursuant to SMC Section 20.60.114, the City Department must follow emergency procedures established by the Director of Executive Administration, as well as all City ordinances and state statutes governing emergency purchasing.

   b. Public Works (Construction) Contracting: In case of an emergency requiring public works contracts, the Director of Executive Administration or his/her designee is authorized to declare the existence of an emergency situation, waive competitive bidding requirements,

and award public works contracts necessary to address the emergency (SMC Section 3.04.010 P).

c. Consultant (Professional) Services: In procuring consultant services during emergency response or recovery, a City Department Head may waive the formal competitive selection requirements of SMC Chapter 20.50 when he/she determines that such provisions would adversely affect the City's interests because of the existence of the emergency. The City Department Head shall file a written explanation of the determination with the written contract.

3. To the extent practical, City Departments will use internal resources to obtain goods and basic services needed for emergency response and recovery. City Departments may request inter-departmental support from other City Departments, or attempt to gain help from outside City government through existing mutual aid or inter-local agreements. When these sources prove inadequate or impractical, City Departments will contact PCSD for direct assistance in the purchase and delivery of emergency resources.

4. PCSD shall assist City Departments in the acquisition from vendors of goods and basic services in preparation for, response to, or recovery from a major emergency or disaster. PCSD will determine if there is an available vendor from the Blanket Contract list or whether there is a suitable source the City could contract with using an emergency requisition. If so, PCSD staff will communicate the requesting City Department's instructions for use and delivery and finalize purchasing or contracting arrangements

5. Upon proclamation by the Mayor of a civil emergency, as defined in SMC Section 10.02.030 A, the Mayor may, if time is vital to saving lives and reducing property damage or hardship, order City Departments to dispense with normal purchasing practices that unduly postpone the receipt of required equipment, supplies, or services (except those mandated as constitutional requirements).

6. When there is Mayoral proclamation of civil emergency and the Governor proclaims a state of emergency, the Mayor may commandeer services and equipment from citizens as the Mayor considers necessary, pursuant to SMC 10.02.040.

B. Assumptions

1. As part of emergency planning, City Departments shall identify critical resources (goods and services) that are necessary for response and recovery efforts in emergency situations. City Departments will determine whether to maintain these critical resources as accessible inventory, to share critical resources with other public agencies via inter-local or mutual aid agreements, or to acquire critical resources from vendors as needed during emergency response and recovery efforts.

2. The City will rely on its internal resources to the maximum extent possible, recognizing that resources can be exhausted quickly even in a low-level emergency event.

3. All government jurisdictions in the Puget Sound region, including the City, may be affected simultaneously by a catastrophic event such as an earthquake, potentially causing widespread shortage of and competing priorities for critical resources.

4. The City will need to rely upon vendors to provide some critical resources in any major emergency or disaster. Vendors located in the Puget Sound region may also be affected by the event, in which case the City would require resources from vendors located outside of the region. In addition, the City may need to request that the state or federal governments locate and/or transport critical resources to Seattle.

II. RESOURCE SUPPORT OPERATIONS CENTER (RSOC)

A. The Resource Support Unit ("RSU") is administered through the Resource Support Operations Center ("RSOC"). Under the direction of the PCSD Division Director, the RSU negotiates with the private sector to arrange for the procurement of goods, commodities and services that are urgently needed to deal with a major emergency or disaster, and that cannot otherwise be obtained by means available to the requesting City Department. The RSU also assists City Departments in locating temporary space to store goods donated for emergency assistance.

B. Whenever the RSOC is mobilized, the following provisions for control and operations shall apply:

1. PCSD staff called for duty as RSU Responders shall operate under the direction and control of the RSOC Director. The RSOC Director shall provide direction regarding emergency procurement and contracting needs. City Departments shall submit emergency purchase requests to the RSOC Director.

2. The RSU consists of three members at all times, unless otherwise adjusted by the RSOC Director. The RSU Coordinator shall be the PCSD Division Director or his/her designee. If the absence of those DEA personnel, the RSU Coordinator shall be the highest or most senior Primary Responder from PCSD who is able to respond to the RSOC. The RSU Coordinator shall ensure that the staff reporting for any subsequent RSOC shift is adequately briefed to assume RSU duties.

3. RSU shall respond to the requests of City Departments for assistance in acquiring supplies, materials, equipment and services for the emergency response and recovery. Assigned contracting requests shall be processed in accordance with priorities approved by the RSOC Director.

4. Every two hours (or as otherwise determined by the RSOC Director), the RSU Coordinator will prepare and submit to the RSOC Director a Summary Analysis Report of procurement and contracting activities. Each successive report will include the latest available information as to outstanding procurement requests, the availability of critical goods and services, issues of concern, and any other appropriate information that may strengthen or hamper the City's emergency response or recovery efforts.

   The RSOC Director uses the Summary Analysis Report to brief the ESF-7 Functional Group Coordinator, the EOC Director, and other emergency coordinators as to critical emergency resource management status and projections, and for updating short- and long-term action plans for the Resource Support Group.

5. The RSU Coordinator will assess the City's ability to procure or otherwise obtain critical emergency management resources, and advise the RSOC Director accordingly. To the extent possible, the RSU Coordinator shall monitor the availability of commodities during an emergency and inform the RSOC Director of impending or actual shortages. The RSOC Director will evaluate the RSU Coordinator's assessment, and inform the EOC Director accordingly of the need for supplemental assistance or other specific needs or actions. When the RSOC Director determines that all procurement or contracting options available to the City have been exhausted, the RSOC Director will communicate the results of RSU efforts to the EOC Director.

6. RSU Responders shall maintain accurate and detailed accounting of all emergency requests, purchases, and expenditures made through RSOC actions. Upon termination of the emergency, the RSU Coordinator shall submit all records of purchases (Appendix 4 and logs) to the Director of the City Department that requested the emergency purchase. The Director of the requesting City Department shall review, verify and authenticate the records of purchases, and submit authenticated records to the Director of Executive Administration, pursuant to SMC Section 10.02.070 E.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. All City Departments are assigned the following responsibilities:

1. As part of on-going emergency planning, each City Department shall identify and procure critical supplies, materials, and equipment that it requires to have on-hand for emergency response or recovery. The City Departments shall provide for storage of these on-hand emergency resources, and plan for their access, distribution, conservation and use during an emergency.

2. As part of on-going emergency planning, each City Department shall identify critical supplies, materials, equipment and services that it would require for emergency response or recovery but that are inefficient or impractical to procure and/or store in advance of an emergency. City Departments should submit requests to PCSD to establish Blanket Contracts for the identified goods and services in advance of an emergency.

3. As part of on-going emergency planning, each City Department will determine the necessity for establishing and maintaining mutual aid and inter-local agreements with counterparts in other jurisdictions for goods and services it would require for emergency response or recovery.

4. Each City Department shall designate employees authorized to request and make emergency purchases on the City Department's behalf. City Departments shall include these designations on the signature authorization list for purchases, including emergency purchases, which they are required to submit annually to DEA's Accounting/Treasury Services Division.

ESF-7 – CONTRACTING SUPPORT UNIT

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Department of Executive Administration
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5. City Departments shall maintain instructions and/or records of current Blanket Contract information, emergency contracting procedures, and emergency record keeping requirements where they are accessible for use in an emergency.

6. City Departments are responsible for receiving, storing, distributing, and paying for goods and services procured for their emergency response and recovery efforts.

7. City Departments shall maintain accurate and detailed accounting of all emergency procurement and expenditures. The City Department Heads are accountable for all costs incurred in making emergency purchases. Upon termination of the emergency, City Department Heads shall review all emergency purchase orders issued by their respective departments, and shall verify and authenticate such orders, and submit a summary thereof through the Director of Executive Administration to the City Council for authorization of payment. (See SMC Section 10.02.070 E.)

B. Department of Executive Administration (DEA) shall have the following responsibilities:

1. DEA shall give priority to, establish in a timely manner, and keep current Blanket Contracts identified by City Departments as critical for emergency response and recovery. To the extent possible, the terms and conditions of these contracts shall bind vendors to provide priority service and price protection to the City during any major emergency or disaster. Whenever possible, emergency and after-hours contact information for the vendor will be provided with the Blanket Contract. DEA shall make electronic copies of current Blanket Contracts available to City Departments on the City's internal web pages.

2. Whenever appropriate, DEA shall establish Blanket Contracts or other agreements with vendors outside the region which could respond to a City emergency.

3. DEA shall maintain at the RSOC all materials, equipment, and documents required to provide assistance to City Departments when the RSOC is activated. To the extent it is practical, this information shall also be retained at the homes of primary responders. DEA shall ensure that documents and materials used by RSOC responders are kept up-to-date.

4. DEA shall ensure that this Appendix C of the ESF-7 Annex is reviewed at least annually, and updated to reflect current guidelines. The Director of Executive Administration shall submit revisions to Appendix C or the RSOC responders list to the Emergency Management Director, to update the EOC Call-out List and other documentation related to the City's emergency plans. It is the responsibility of the Director of Executive Administration to ensure that this document is developed and implemented in accordance with the City's Disaster Readiness and Response Plan. Revisions shall include changes brought about by emergency exercises and real events.

5. DEA shall maintain emergency call-out procedures in a manner consistent with the established guidelines. DEA personnel responsible for RSOC response shall include primary and alternate assignments. DEA shall ensure that its primary and alternate RSOC responders receive the training necessary to perform assigned roles, and that any vacancies are filled as soon as possible.

6. DEA shall maintain a list of current reciprocal agreements for using vendor contracts established by other government agencies. When utilizing mutual aid or inter-local agreements for emergency procurement, DEA personnel shall comply with all terms and conditions in the agreements.

7. DEA shall follow all established emergency contracting policies and procedures when acquiring goods and services from available vendors during emergency response and recovery.

8. When necessary, DEA shall coordinate with the Fleets & Facilities Department for storage and distribution of goods donated for the benefit of Seattle citizens and institutions during emergency response and recovery.

9. Animal Control will work with local veterinarians to maintain the capacity to temporarily board and care for domestic pets in declared disasters and catastrophes. In addition they will, 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 the remains of pets not claimed by their owners.

IV. ADDITIONAL DEFINITIONS

In addition to the Definitions in the Basic Plan, the following Definitions apply to this Annex:

1. Vendor: A business that provides goods, supplies, materials, equipment, or basic services to the City on a for-profit basis.

2. Blanket Contract: A contract for the provision of goods and services by a vendor. The contract is awarded by the Director of Executive Administration through a competitive bidding process for use by City Departments when purchasing commonly used goods and services.

3. Consultant: A contractor that provides the City with professional services (e.g., architectural or engineering services).

4. Public works: Construction, alteration, repair, or improvement other than ordinary maintenance, executed at the cost of the City, per chapter 39.04 RCW.

CITY OF SEATTLE
PERSONNEL DEPARTMENT

Appendix 4 to ESF-7
EMERGENCY RESPONSE PLAN

Revised October 2007

and October 30, 2008 (phone number changes)

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CITY OF SEATTLE
PERSONNEL DEPARTMENT

Appendix to ESF-7
EMERGENCY RESPONSE PLAN

SECTION 1 INTRODUCTION AND OVERVIEW

1. PURPOSE

The Personnel Department has developed and will maintain an effective Emergency Response Plan ("The Plan"). The Plan's purpose is to avoid disruption of vital public services during emergency situations and includes contingency plans for the Department's *fatal & critical* functions.

The Plan contains communication procedures, employee assignments, contingency plan procedures, and other information that will enable the Personnel Department to respond to a range of emergency situations. The goal of the Emergency Response Plan is to maintain operations within the Personnel Department at a level as close as possible to normal and restore normal operations both quickly and efficiently.

The Plan serves as an overall emergency operating plan and assists Directors and Managers in the Department to understand their roles and the roles of their divisions in emergency situations.

2. OBJECTIVES

The Plan is designed to be individualized for each Director and Manager so that all information remains relevant to each division's needs. Directors and Managers will be given an Emergency Response Plan binder and will be responsible for ensuring that their binder is up to date with the most current lists and procedures. The binders will include emergency call-out lists, contingency plan procedures, list of individuals who will respond to the Emergency Operations Center (EOC) and Resource Support Operating Center (RSOC), etc. The individual contingency plans will comprise a major part of the overall Emergency Response Plan. The contingency plans include procedures for resuming essential business functions and services when a severe emergency interrupts operations.

- Continue service to internal and external customers
- Protect employee and customer safety
- Reduce financial loss
- Reduce legal liability
- Preserve public confidence

3. FUNCTION AND SERVICE RATINGS

The Personnel Department's functions and services are rated according to the impact on the City if they were to fail.

Fatal (F)	May be unable to deliver public health and safety services.
Critical (C)	May be unable to deliver core city services which directly impact the public's ability to conduct business or which fundamentally degrade the quality of life in Seattle.
Manageable (M)	Delivery of basic services would continue, but service would be mildly degraded.
Marginal (Mg)	Negligible impact to the delivery of basic services.

For the purposes of the Emergency Response Plan, the Personnel Department has chosen to address only those functions and services that have been determined to be either Fatal or Critical.

4. ASSUMPTIONS

a. The Plan assumes that electricity would be lost entirely – or continuously disrupted for:
   - 7 days - for Fatal or Critical functions for which Seattle citizen health and safety functions are dependent.
   - 72 hours - for other Fatal or Critical functions

b. The Plan also assumes that the Seattle Municipal Tower would be inaccessible or destroyed and details how the Personnel Department would resume operations for the Department's fatal and critical functions.

c. Alternate Work Site Plan - The Personnel Department is not preplanning or establishing an alternate work site. The Personnel Director will determine in coordination with the EOC whether or not an alternate site is needed depending on the scope of the disaster or emergency. The Personnel Director will determine if an alternate work site is needed and will work with the Fleets & Facilities Department to locate an appropriate site.

   Most of the Fatal/Critical Functions performed by the Personnel Department are administrative in nature and may not require office space to perform. Registering and assigning emergent volunteer workers will be done at designated community centers throughout the City on an "as needed" basis and will be managed at the community centers. Personnel Department employees may be asked to report to the nearest designated community center to assist in registering and assigning emergency workers.

   Each designated community center will have a *Volunteer Emergency Worker Registration Kit* that will be placed in an accessible area for use in emergency situations. These kits will be well marked and will contain materials needed to set up the registration center (please refer to the Emergent Volunteer Plan).

5. RESPONSE PHASES

In the event of a major emergency, the Personnel Department's response will occur in four sequential phases:

1) Notification and Evacuation
2) Damage Assessment
3) Resource Mobilization
4) Business Resumption

Step	Phase Description and Action	Phone	Responsible Personnel
	NOTIFICATION & EVACUATION		
1	**DURING WORK HOURS:** • Notify the Staff Duty Officer, Emergency Management Section, Seattle Police Department. • Notify your immediate supervisor and Personnel Director.	(206) 233-5076 8 a.m. – 5 p.m.	First employee spotting the emergency
	AFTER WORK HOURS: • Call the Personnel Director at home or via cell phone. • Personnel Director will then notify the Staff Duty Officer at the Seattle Fire Department Alarm Center	206-329-8587 or 206-375-6415 5 p.m. – 8 a.m.	Employee at the scene calls the Personnel Director at home. The Personnel Director will call the Seattle Fire Department Alarm Center using the restricted number: 206-233-5147
2	Evacuate the area if needed; secure the area and restrict unauthorized personnel from entering the site.		Decision to evacuate is made by either the Personnel Director, Police Dept., Fire Dept. or EOC
	DAMAGE ASSESSMENT		
1	• If the Seattle Municipal Tower is damaged, CB Richard Ellis Property Management will assess the building and determine whether it can be accessed. • If accessible, inventory usable equipment/supplies.	(206) 624-7490 CB Richard Ellis	Personnel Director, Fire Marshal /Police Representative, CB Richard Ellis Property Management.
2	Decide whether or not to activate an alternate work site.		Personnel Director
3	Notify the EOC and RSOC of recovery plans and facilities needs.		Personnel Director
4	Determine operational needs at the alternate work site.		Personnel Director
	RESOURCE MOBILIZATION		
1	If an alternate work site is needed, arrange to transport files, equipment, supplies, and personnel.		Personnel Director
	BUSINESS RESUMPTION		
1	Organize the workspace and oversee the delivery of work materials to the normal or alternate work site.		Division Director/Unit Manager
2	Resume business at the normal or alternate work site.		Division Director/Unit Manager
3	Monitor restoration of the normal work site.		Division Director
4	Verify that the normal work site is completely restored.		Division Director
5	Resume all business operations at the normal work site.		Division Director
6	Meet with Emergency Management Section, Seattle Police Department, to critique response and update the Plan.		Personnel Director

CITY OF SEATTLE
PERSONNEL DEPARTMENT

Appendix to ESF-7
EMERGENCY RESPONSE PLAN

SECTION 2 PLAN RESPONSIBILITIES AND FUNCTIONS

1. EMERGENCY RESPONSE PLAN OVERVIEW

(Detailed explanation for this chart begins on page 20 of this document)

	Fatal and Critical Functions	Rating	IMPACT	Responsible Director
1	Designation of Personnel Department staff to respond to the EOC to support the EOC Director with technical advice on emergency personnel and compensation matters.	F	Personnel Department functions and services effect all other City departments. Safety, Benefits, Workers' Compensation,	**Personnel Director** Mark McDermott Work Phone: 206-615-1622
2	Administration of procedures for classifying, registering, identifying, and compensating emergency workers public and volunteer.	F	Registering of emergent volunteers is essential to protecting public safety in anticipation of or as a result of an emergency or disaster.	**Employment Services Director** Mary Wideman-Williams Work Phone: 206-684-7923
3	Administration of centers where emergent citizen volunteers can be registered, classified, and assigned jobs that match individual skills to the emergency need of the various city departments.	F	Registering of emergent volunteers is essential to protecting public safety in anticipation of or as a result of an emergency or disaster.	**Employment Services Director** Mary Wideman-Williams Work Phone: 206-684-7923
4	Assistance to departments in replacing essential personnel that have become casualties or are otherwise unable to fulfill their work assignment.	F	Maintain the level of service or knowledge in order to respond to the emergency situation.	**Employment Services Director** Mary Wideman-Williams Work Phone: 206-684-7923
5	Coordination of workplace safety and health agenda and mitigation initiatives with the Director of the Emergency Management Division.	F	Promote workplace safety before emergencies or disasters occur.	**Employee Health Services Director** Florence Katz Work Phone: 206-684-7957
6	Oversight for the collection of information on personal injury and casualty claims and the processing of those claims.	F	Expedite claims service and maintain records of injuries.	**Employee Health Services Director** Florence Katz Work Phone: 206-684-7957
7	Make Citywide Industrial Hygienist available to the EOC for advisory role.	F	Critical advice involving Hazardous Materials and monitoring. Ensuring a safe environment.	**Employee Health Services Director** Florence Katz Work Phone: 206-684-7957
8	Coordination of release and dissemination of information to all City employees.	F	Prevents misinformation which has an adverse effect on employees and the public. Personnel Director in coordination with EOC.	**Personnel Director** Mark McDermott Work Phone: 206-615-1622

	Fatal and Critical Functions	Rating	IMPACT	**Responsible Director**
9	Advisory consultation to Mayor and Council.	C	Provides expert advice based upon knowledge of personnel issues.	**Personnel Director** Mark McDermott Work Phone: 206-615-1622
10	Department leadership, operating decisions and communications.	C	Personnel Department will be able to resume or restore services as soon as possible with good leadership and communications.	**Personnel Director** Mark McDermott Work Phone: 206-615-1622
11	Facility and communications coordination.	C	Ensures that the workplace is operational and safe for Personnel employees.	**Management Services Director** Raquel Gonzalez Work Phone: 206-684-0945
12	Policy interpretation and guidance.	C	Provides expert advice and guidance regarding citywide policy.	**Management Services Director** Raquel Gonzalez Work Phone: 206-684-0945
13	HRIS Application Support.	C	Provides support to ensure that electronic employment records are available during a disaster or emergency.	**Management Services Director** Raquel Gonzalez Work Phone: 206-684-0945
14	Correction of deduction (Benefit) Calculation errors for payroll to process.	C	Payroll will process on time.	**Management Services Director** Raquel Gonzalez Work Phone: 206-684-0945
15	Pay time loss to injured workers (Workers Compensation).	C	Injured workers will be paid.	**Employee Health Services Director** Florence Katz Work Phone: 206-684-7957
16	Confirmation of employee coverage; deductions.	C	Ensures continuity to the City's medical/dental benefit programs	**Employee Health Services Director** Florence Katz Work Phone: 206-684-7957

	Fatal and Critical Functions	Rating	IMPACT	**Responsible Director**
17	Plan Administration for COBRA and retires.	C	Ensure continuity to the City's Retiree medical/dental programs.	**Employee Health Services Director** Florence Katz Work Phone: 206-684-7957
18	Plan administration for deferred compensation.	C	Ensure that employees request for emergency withdrawal of deferred compensation funds is processed in a timely manner.	**Employee Health Services Director** Florence Katz Work Phone: 206-684-7957
19	Plan administration for DCAP.	C	DCAP plan participants will be able to request payment with out undo delay.	**Employee Health Services Director** Florence Katz Work Phone: 206-684-7957
20	Provide medical authorization for injured workers.	C	Ensure timely treatment and for injured workers.	**Employee Health Services Director** Florence Katz Work Phone: 206-684-7957

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CITY OF SEATTLE
PERSONNEL DEPARTMENT

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EMERGENCY RESPONSE PLAN

SECTION 3 COMMUNICATION AND REPORTING TO WORK

1. COMMUNICATIONS AT-A-GLANCE

The following are emergency phone numbers and sources of emergency information.

Purpose	Phone	Radio Station	Description
Fire, police, medical emergency	911		Call if need immediate response to dangerous crisis.
Citywide Emergency Operations Center (EOC)	206-233-5076		• This phone number is primarily for EOC responders. First-line EOC responders should go to EOC as soon as possible without prior notification. • If paged, call 233-5076. Leave voice mail (name, organization, when you will arrive at EOC). • EOC responders must call RSOC at 233-7226 regarding when they will arrive at EOC.
Resource Support Operating Center (RSOC)	206-733-9802		• First-line RSOC responders should go to RSOC as soon as possible without prior notification. • All other RSOC responders should call RSOC to check in.
City of Seattle Employee Information Line	206-615-0099		City of Seattle employees should call this number to hear recorded message regarding work status. City Departments will provide information for the recorded messages. The information will be updated as needed.
City of Seattle Announcements		KIRO AM 710	Monitor this channel for Official City of Seattle announcements.
City of Seattle Internet Website Address			www.seattle.gov
Personnel Department employee information updates.	Call own work phone number and press 2, follow instructions to listen voice messages.		Personnel Department employees who do not have emergency assignments should call their own work phone number and check for broadcast messages left by either the Personnel Director or Division Director.

2. REPORTING TO WORK

A. AFTER WORK HOURS

- The City of Seattle's policy is that all City offices and activities are open and in operation during established work hours. Therefore, all employees shall make every effort to report for work after a disaster.

- Backup notification process if phones are out of order.

- After an emergency, Personnel Department employees should report to the Seattle Municipal Tower. If the Seattle Municipal Tower is unusable, employees should check their work Voice-Mail box for instructions on where to report to work.

- Call the City of Seattle Employee Information Line **(206) 615-0099**.

- Tune into KIRO radio 710AM to monitor emergency status information.

- Check the City Web Page for updates: www.seattle.gov

- If conditions require the Mayor to announce curtailment of certain City operations during established work hours, the Personnel Director will advise Personnel Department employees.

- If conditions make it impossible for an employee to report for work, the employees' responsibility is to contact his/her supervisor or manager by telephone to receive directions.

- During a major emergency, City employees are responsible for maintaining the health and well being of the citizens of Seattle. Therefore, every employee should make a concerted effort to report work if at all possible.

B. DURING WORK HOURS

- If an emergency situation happens during regular work hours, Personnel Department employees are required to stay at their work locations until authorized to leave.

- Decisions about how to deal with emergency situations within the Personnel Department will be made by the Personnel Director, Personnel Department Executive Team and Floor Wardens.

- If evacuation from the Seattle Municipal Tower is required, the ***off-site assembly point is the 5th and Terrace Street on the East side of 5th.***

3. EMPLOYEE INSTRUCTIONS

During a disaster, employees will use telephones, cellular phones, pagers, and fax machines to communicate with each other. The City will also communicate public instructions and information by radio over the Emergency Broadcast Station:

KIRO Radio, AM 710

This station serves King, Snohomish, and Pierce Counties. Monitor this channel if normal communications are down. KOMO, King, and KVI Radio stations serve as backup to KIRO.

> Note: KIRO Radio is the entry point for the Emergency Alert System. The backup entry point is KPLU Radio (FM 88.5) in Tacoma. When local government releases Emergency Alert System messages, all radio and TV (including cable) channels are supposed to rebroadcast those messages.

The City will also provide emergency information on its government access cable TV station:

Channel 28

The City of Seattle has an internet website that can be accessed from any computer. Updates regarding work status will be posted to the website during an emergency situation:

http://www.seattle.gov

The following are additional communication steps:

- If you are not at work when an emergency occurs - and you are not already assigned to the Citywide EOC or RSOC – call your supervisor at work or at home to report your whereabouts. You can find your supervisor's home and work numbers on the wallet card that was provide to you by the Personnel Department.

- If you cannot get through to a City phone line from your home phone, find an accessible City facility, such as a community center, and call from there. Use pay telephones if necessary, because they are a priority for reconnection.

- **EOC first-line responders** should go to the EOC as soon as possible without prior notification. Call the **RSOC** at **233-7226** and report when you expect to arrive at the EOC.

- **RSOC first-line responders** should go to the RSOC as soon as possible without prior notification. All other RSOC responders should call the RSOC at **233-7226** to check in.

4. CALL OUT LIST

DEPTID	NAME	JOBTITLE	WORK_PHONE
N1145	Keehn,Dane F	StratAdvsr1,General Govt	206/615-0089
N1145	Sharples,Vivien F	Dispute Resolution Mediator	206/615-1692
N1150	Lafferty,Colleen	Special Exams Anlyst	206/615-0581
N1150	Schade,Rachael J	Special Exams Anlyst	206/684-0235
N1150	Chenault,Kim	Admin Spec II	206/684-7990
N1160	Moore,Katherine E	Personnel Anlyst,Sr	206/684-0728
N1160	Inman,Rosemary A	Manager2,General Govt	206/684-7993
N1160	Anton,Joanne T	Trng Dev&Prgm Coord	206/684-7931
N1160	Wong,Sandra A	StratAdvsr1,General Govt	206/684-5836
N1160	McHenry,Virginia E	Trng Dev&Prgm Coord	206/684-8138
N1160	Holiman-Davis,Joyce J	Trng&Ed Coord,Asst	206/684-5830
N1160	Robledo,Patricia A	Trng&Ed Coord,Asst	206/684-7994
N1160	Soltar,Steven D	Trng Dev&Prgm Coord	206/684-7924
N1190	Moore Jr,Richard G	Admin Spec II	206/684-0529
N1190	Cardinal,Jane E	Admin Spec I	206/684-7962
N1190	Emerson,Frank A	Personnel Anlyst,Sr	206/684-7952
N1190	McClenney Iv,Henry Clay	StratAdvsr1,General Govt	206/684-4783
N1190	Wideman-Williams,Mary E	Executive2	206/684-7923
N1190	Weldon,Heather	StratAdvsr1,Human Svcs	206/684-7922
N1230	Beltz,Pamela S	Sfty/Ocuptnl Hlth Coord	206/684-7959
N1230	Mickelson,Sharon T	StratAdvsr1,General Govt	206/684-7862
N1230	Manion Jr,Kenneth J	Sfty/Ocuptnl Hlth Coord	206/684-7942
N1230	Budd,William T	Indus Hygienist,Certified	206/684-7944
N1240	Katz Burstein,Florence	Executive2	206/684-7957
N1240	Noiel,Unika Vanetta Lee	Benefits Asst	206/684-4659
N1240	Liang,Jane N	StratAdvsr2,Exempt	206/684-8045
N1240	Lui,Georgiana P	Benefits Asst	206/684-7967
N1240	Thurman,Michele E	Personnel Anlyst Supv	206/684-7950
N1240	Montoya,Zone P	Personnel Anlyst,Asst	206/684-7928
N1240	Petilla,Helen P	Benefits Asst	206/684-7958
N1240	Gilbert,Sonja L	Personnel Anlyst	206/684-0823
N1240	Trapp,Carolyn B	Personnel Anlyst,Sr	206/684-7832
N1240	Hugill,Julie M	Admin Spec II	206/615-1340
N1250	Nellams,Sarai P	Workers' Comp Anlyst	206/684-7886
N1250	Borsi,Barbara C	Workers' Comp Anlyst	206/684-5987
N1250	Kuhn,Kristen A	Admin Spec I	206/684-7960
N1250	Dahl,Janice	Manager2,General Govt	206/684-7859
N1250	Asi,Fua Puni	Actg Tech II	206/684-4646
N1250	Nguyen,Ngoc Trinh Thi	Workers' Comp Spec	206/684-7968
N1250	Miller,Sylvia A	Workers' Comp Supv	206/684-7857

DEPTID	NAME	JOBTITLE	WORK_PHONE
N1250	Garrison,Marge Kidd	Workers' Comp Anlyst,Sr	206/684-7852
N1250	Wong,Janet	Admin Spec I	206/684-7855
N1250	Wilder,Patricia L	Workers' Comp Anlyst	206/684-7637
N1250	Steffen,Astrid H	Workers' Comp Anlyst	206/684-4191
N1250	Beck,Taren K	Workers' Comp Spec	206/684-7856
N1250	Jameson,Julie	Workers' Comp Anlyst,Sr	206/684-7831
N1315	Walath Simpson,Lorna	Admin Staff Asst	206/684-4637
N1315	McDermott,Mark Morrell	Executive3	206/615-1622
N1360	Curtis,Julie R	Manager2,General Govt	206/684-7905
N1360	Rossman-Pablo,Sandra	Mgmt Systs Anlyst,Sr	206/615-1435
N1360	Myers,Kerri Lynn	HRIS Spec	206/684-7884
N1360	Patton,Melissa C	HRIS Spec	206/684-7991
N1360	Conley,Edward Jerome	HRIS Spec	206/684-7907
N1360	Tafesse,Eskedar	HRIS Spec	206/684-7904
N1360	Wood,Heidi L	HRIS Spec	206/684-7991
N1370	White,Marian K	Temp Emplmnt Spec	206/684-7937
N1370	Kelley,Jerene L	Temp Emplmnt Spec	206/684-7996
N1370	Brooks,Donna B	Personnel Spec,Asst	206/684-8749
N1390	Cuero,Patricia	StratAdvsr3,Info Technol	206/684-7921
N1390	Seid,Jemal M	Actg Tech II	206/733-9175
N1390	Pruitt,Sevda R	Info Technol Prof C	206/684-3775
N1390	Dickinson,Cleofe N	Accountant,Sr	206/684-7894
N1390	Chin,Mary	Accountant,Sr	206/684-7946
N1390	Keefe,Judith A	Admin Staff Anlyst	206/684-7969
N1390	Reichelt,Gail M	Actg Tech II	206/684-7854
N1390	Gonzalez,Raquel M	Executive2	206/684-0945
N1390	Capek,Kimberly	Actg Tech II	206/684-8342
N1390	Gangwer,Barbara Jung Hwa	StratAdvsr2,Fin,Bud,&Actg	206/733-9149
N1390	Wong,Mai Kuen	Actg Tech II	206/684-7891
N1390	Morrison,Shannon D	Admin Spec II	206/684-7906
N1390	Doennebrink,Arlene F	Manager1,Fin,Bud,&Actg	206/684-7919
N1390	Rickfelder,Belen	Info Technol Prof B	206/7684-7940
N1390	Teo,Mark A	Info Technol Prof C	206/684-3691
N1430	Funk,Curtis C	Personnel Anlyst,Sr	206/684-7925
N1430	Sanabria,Cristina Loyola	Personnel Anlyst	206/684-7918
N1430	Pearson,John R	Personnel Anlyst Supv	206/684-0840
N1430	Martin,Barbara L	Personnel Anlyst,Sr	206/684-7917
N1430	Woo,James	Personnel Anlyst,Sr	206/684-7910
N1430	Yuen Leong,Linda S	Personnel Anlyst	206/684-7970
N1430	Church-Nicholson,SharonLee	Personnel Anlyst,Sr	206/684-0828

DEPTID	NAME	JOBTITLE	WORK_PHONE
DEPTID	NAME	JOBTITLE	WORK_PHONE
N1430	Meyers,Carol L	Personnel Anlyst,Asst	206/684-7977
N1430	Russo,Donna M	Personnel Anlyst	206/684-7916
N1430	McGoldrick,Jack M	Personnel Anlyst,Sr	206/684-7913
N1430	Philbrook,Sandra L	Personnel Anlyst Supv	206/684-7878
N1440	Tran,Jennifer	StratAdvsr2,General Govt	206/684-7912
N1440	Zuniga,Rufina O	Labor Relations Spec	206/684-7927
N1440	Bracilano,David	Executive3	206/684-7874
N1440	Lemay,Patrick E	StratAdvsr2,General Govt	206/684-7872
N1440	Monni,Florence	Admin Spec III	206/684-7875
N1440	Jones,Dawn Lenee	StratAdvsr2,General Govt	206/684-0810
N1440	Wilson,John Thomas	Plng&Dev Spec,Sr	206/684-0280
N1440	Latham,Kimberly Jo	StratAdvsr2,General Govt	206/684-7941
N1440	Matheson,Joan P	StratAdvsr2,General Govt	206/684-7818
N1440	Jewell,Steven	StratAdvsr2,General Govt	206/684-7873
N1440	Fields,Michael R	StratAdvsr2,General Govt	206/684-7818
N1440	Butler,Sarah Blossom Darby	Labor Relations Spec	206/684-7929
N1440	McCarty,Julia S	StratAdvsr2,General Govt	206/684-7871

Function: Creating & Maintaining Employee Personal Contact Information

Responsible Director: Management Services Director
Designated Alternate: HR Manager

Action by	Action
HR Manager	**1. Sends** a current list of all employees to Division Directors. **2. Updates** personal contact information for each employee in the division. Required information: Name of Employee Work Phone Number Home Address, City, State, ZIP Home Phone Number Emergency Contact Name Emergency Contact Address Emergency Contact Phone Number **3. Returns** the updated list to the Senior Personnel Specialist in Human Resources. **4. Enters** the updated information in HRMS. **5. Generates** a hard copy of the Personal Contact Information Log. **6. Distributes** the hard copy of the log to Personnel Director and all Division Directors. (Division Directors distributes appropriate lists to Managers) **7. Sends** out a notice to all Personnel employees routinely asking employees to notify their supervisor of any changes in their address and/or phone number or the address and/or phone number of their emergency contact. **8. Updates** HR-Senior Personnel Specialist of any changes in personal contact information. **9. Generates** and **distributes** the updated log with other regular HR reports.

5. HOW TO COMMUNICATE WITH THE RESOURCE SUPPORT OPERATING CENTER (ROSC)

The following information pertains to communication features at the Resource Support Operating Center (RSOC):

A. Telephones

The RSOC is equipped with numerous telephone lines, including a hotline (direct connection) to the EOC. This line is located on the telephone in the RSOC Director's office (Telecommunications Director Office). To use the feature, punch the button marked *Hotline* and you will ring the EOC.

There are numerous extra internal City telephone lines and telephone sets stored at the RSOC. They are stored in a marked cabinet near the area assigned to Contracting Services. Instructions for setting them up are contained in the cabinet.

Basic telephone procedures (conference call, call transfer, etc.) are listed on a laminated sheet at the central desk (occupied by the Assistant to the RSOC Director).

B. 800 MHz Radios

The RSOC has at least two 800 MHz radios, assigned as follows:

1. RSOC Director (to communicate with the EOC).
2. Staff Assistant (to communicate with other department operating centers across the City).

Within the RSOC, 800 MHz radios should be used only when the telephone system and cellular phones are inoperable.

C. Fax Machines

There are three fax machines in the telecommunications area of the ROSC:

Location in Telecommunications Area	Fax Number
East Side (near Conference Room #2)	(206) 684-0187
Northwest Corner (by Help Desk)	(206) 684-7378
Southwest Corner (by elevator)	(206) 684-0779

D. AM/FM Radio

A portable AM/FM radio is located in a marked cabinet. Turn to the Emergency Broadcast System station, KIRO AM 710 for emergency information.

CITY OF SEATTLE
PERSONNEL DEPARTMENT

Appendix to ESF-7
EMERGENCY RESPONSE PLAN

SECTION 4 RESPONSE PROCEDURES

1. EMERGENCY RESPONSE PLAN FUNCTION OR SERVICE DETAILS

Function 1	***Designation of Personnel Department staff to respond to the EOC to support the EOC Director with technical advice on emergency personnel and compensation matters.*** **Rating**: Fatal

Action by	Action
Personnel Director *Designated Alternate: Director of Labor Relations* *Designated Alternate: Management Services Director*	**1. Responds** to Emergency Operations Center (EOC). **2. Gives** technical advice to EOC regarding personnel and compensation issues. **3. Notifies** alternate if back-up is needed.

Function 2A Overview and Definitions	***Administration of procedures for classifying registering, and identifying of emergent volunteers*** **Rating:** Fatal Part 1 of 4 Parts

Action by	Action
Responsible Director: Director of Employment Services *Designated Alternate: Management Services Director*	**1. Classification** • All individuals who are current City employees and working (paid or volunteer) for a department of the City of Seattle at the time this plan is activated are considered registered emergency workers under Washington State's Emergency Worker laws. • It is the responsibility of each organization utilizing a City employee to ensure the individual has the capability and skills to perform the task being assigned. If special licenses are required, the employee must provide the necessary documentation to the using organization before they can be used in that capacity. **2. Registration** • All individuals, who are current City employees at the time this program is activated, are considered registered emergency workers under the State's Emergency Worker program. • City employees working on paid status are covered by the City's Industrial Insurance program. • City employees not on paid status and volunteering their time performing some authorized function for a city department are protected under the State's Emergency Worker program.

- A City employee working on paid status, with approval of their supervisor, with some other organization is covered by the City's Industrial Insurance program.

- City employees, who volunteer their time and efforts with another city, county or state organization, are also considered registered and have the protection of the State's Emergency Worker program.

3. Compensation:

- All City employees will receive their normal compensation while working in authorized regular overtime status.

4. City employees who volunteer their time will be eligible only for the compensation allowed by the State's Emergency Worker program.

Function 2B	Administration of procedures for classifying registering, and identifying of emergent volunteers **Rating:** Fatal Part 2 of 4 Parts

Action by	Action
Responsible Director: Director of Employment Services *Designated Alternate: Management Services Director*	These responsibilities apply to all officials authorized to register and use emergency workers. 1. An authorized official who registers emergency workers has the responsibility to ensure those emergency workers meet the basic qualifications as stated in WAC 118-40-180. 2. An authorized official who organizes and uses emergency workers is responsible for assembling the proper combination of emergency workers with the skills and abilities to accomplish the mission being undertaken. 3. An authorized official must use judgment and experience to assess the scene and the requirements of the mission and then to ensure each team has, among its members, the skills and expertise necessary to safely accomplish the mission. 4. An authorized official may require emergency workers to demonstrate proficiency in the skills required to carry out the assignment. 5. An authorized official shall ensure that all emergency workers are made aware at the time of registration of their duty to comply with the personal responsibilities contained in WAC 188-40-200 and should reemphasize the requirement at periodic intervals. 6. An authorized official shall ensure that emergency workers are not needlessly endangered by not placing emergency workers in unnecessarily hazardous situations and by using all prudent and reasonable safety procedures, techniques, equipment and expertise while going to, preparing for, performing, recovering from, and returning from missions or training events.

Function 2C	**Registering of Emergent Volunteers** Rating: **Fatal** **Part 3 of 4 Parts**
Action by	Action
City Department-Personnel	**1. Register recruits** permanent volunteer emergency workers when there is a known need for volunteers that possess special skills during emergencies or other circumstances. **2. Maintains** a current list of all permanent volunteers. **3. Provides** a copy of the current list of all permanent volunteers to the Personnel Department, Employment Services Director at the end of each quarter. (Mail-Stop SMT-55-01)
Personnel Department – Employment Services Director	**4. Maintains** a master list of all individuals who are classified as permanent volunteers. **5. Provides** a standardized registration and City Identification Card to each registered permanent volunteer. **6. Retrieves** a record of registration should a permanent volunteer be injured so that benefits will be granted by the State.

*This procedure is used in emergency situations requiring immediate on scene recruitment of "volunteers" to assist in time-critical or life-threatening situations. All City of Seattle employees are authorized to **register** and use citizen volunteers to help them in their emergency work.*

Function 2D	**Registering Emergency Volunteers During Time-Critical or Life Threatening Situations** Rating: **Fatal** Part 4 of 4 Parts
Action by	Action
Volunteer Assignment Coordinator	**1. Identifies** citizen volunteers to help with emergency work. **2. Completes** the *Time-Critical Emergency Worker Registration* form (City Form #_____) with required information for each emergency volunteer. The form must be filled out before volunteers can be used in the emergency situation. (***Note:*** Emergency Worker Identification Cards are NOT issued at this time.) **3. Notes** the time the worker began working. **4. Provides** the City Employee who is recruiting them with name, social security number, date of birth, address, and phone number. **5. Reports** to a Registration Center as soon as possible after services are no longer needed to register as a volunteer and if they want to continue working as

a volunteer.

6. **Obtains** a *Temporary Emergency Worker Identification Card* (City Form #_____).

7. **Notes** the time the volunteer ended his work.

8. **Forwards** the Time-Critical Emergency Worker Registration to the City of Seattle Personnel Department, Employment Services, Mail-Stop: SMT-55-01.

Function 3	**Administration of centers where emergent citizen volunteers can be registered, classified and assigned jobs that match individual skills to the emergency needs of City Departments (Volunteer Assignment Coordinator)** Rating: **Fatal**
Action by	Action
Responsible Director: Employment Services Director *Designated Alternate: Labor Relations Negotiator*	1. **Establishes** Registration Centers throughout the City. 2. **Places** Registration Kit at the pre-determined sites for use in an emergency situation. Registration Kit Includes: • Registration Materials a. Time Critical Emergency Registration Sheets b. Emergency Worker Registration Cards c. Emergency Worker Card • Other Forms a. Medical Expenses Claim Form (#DEM-084) b. Property Loss or Damage Form (#DEM-086) c. Fuel, Toll & Ferry Reimbursement Form (DEM-036) d. Extraordinary Expense Form (#DEM-089) e. Emergency Worker Daily Activity Report (#DEM-078) • Instruction Sheets a. How to Register Emergent Workers b. How to Use Volunteers, A Supervisors Guide c. How to File an Injury Claim d. Guide for the Emergency Worker • Signs a. Direction Signs for the Community Center • Supplies a. Pencils b. Note Pads c. Tape d. Stapler 3. **Provides** training to City employees who are regularly assigned to the locations where the Registration Centers will be established. 4. **Activates** the Emergency Volunteer Registration Centers with the approval of the Director of Emergency Operations. (**Note:** Individuals assigned to operate the Registration Centers will have the authority to begin registering volunteers if it is evident that the severity of the disaster is such that communications with

	the EOC are not possible and that emergency workers will be needed.)
Employment Services Director	**5. Establishes** communications with the EOC or the Personnel Department's Operations Center to determine if they are to begin the registration process. If communication cannot be established, **decides** whether or not to begin registration based upon the severity of the emergency
Volunteer Registration Coordinator	*If the registration process is to be implemented*: **6. Removes** the emergency volunteer registration kit from storage. **7. Installs** signs identifying the location as a Registration Center. **8. Posts** the registration procedure information and various informational signs about the emergency worker program. **9. Arrives** at the Registration Center. **10. Fills** out Temporary Emergency Worker Registration Card (Personnel Form #_____) **11. Returns** the completed card to a Registration Coordinator. **12. Reviews** the card and **asks** specific questions to determine the suitability of the individual for emergency volunteer work. **13. Assigns** the volunteer with the Emergency Worker Classification "*General Duties*." This classification will allow the volunteer to perform any category of work as long as the using department or organization determines that the volunteer has the proper training, licenses, skills, etc. to do the work safely **14. Assigns** the volunteer to an appropriate department or organization in need of volunteer workers **15. Notifies** volunteer of job assignment **16. Issues** a "Temporary Emergency Worker" Identification Card. (Personnel Form #_____) **17. Provides** information on transportation arrangements and instructions on where, when and whom the volunteer should report.

During emergency situations, whenever possible, the Personnel Department will assist City departments in replacing essential personnel who are unable to fulfill their work assignments as well as obtaining additional personnel to accomplish specific missions.

Function 4	**Assistance to departments in replacing essential personnel that have become casualties or are otherwise unable to fulfill their work assignment.** Rating: **Fatal**
Action by	Action
	If additional emergency workers are needed, City of Seattle employees should contact the following entities: *(Listed in the most to least desirable way of obtaining additional workers)*
Responsible Director: Employment Services Director *Designated Alternate*	**Employee needing additional human resources:** • **Contacts** his/her departments operation center; or, • **Contacts** his/her departments Emergency Workers Job Coordinator; or, • **Contacts** the Personnel Department's Operations Center; or, • **Contacts** the City's Emergency Operations Center (EOC) directly; or, • **Contacts** the nearest Emergency Worker Registrations Center; or • **Seeks** volunteers and **registers** them using the *Time Critical Emergency Worker Registration* sheet; or, **Note:** This method should only be used during emergency situations requiring immediate or on-scene recruiting of volunteers to assist in time critical or life threatening situations. • **Commandeers** individuals to help. **Note:** This method should only be used during emergency situations requiring immediate or on-scene recruiting of volunteers to assist in time critical or life threatening situations.

Function 5: Coordination of workplace safety and health agenda and mitigation initiatives with the Director of Emergency Management.

Rating: Fatal

Responsible Director: ***Employee Health Services Director***
Designated Alternate: ***Citywide Safety Manager***

Action by	Action
Employee Health Services Director/Citywide Safety Manager	**1.** Identify a safety and health initiative for the following year giving plenty of time so that departments can budget if necessary. **2.** Communicate the initiative to the Director of Emergency Management and City Departments **3.** Follow up to insure that the initiative was completed by each department.

Function 6: Oversight for the collection of information on personal injury and casualty claims and the processing of those claims.

Rating: Fatal

Responsible Director: ***Employee Health Services Director***
Designated Alternate: ***Workers' Compensation Manager***

Eligibility Requirement: The injured person must have been a registered emergency worker activated by an authorized official for an authorized activity under the provisions of Chapter 38.52 RCW. The emergency worker must have reported to or been in the process of reporting to the authorized on-scene official.

Action by	Action
State Emergency Management Division	**1. Provides** forms for personal injury claims (*Medical Expenses Claim Form DEM-084.*)
Emergency Worker	**2. Notifies** the responsible on-scene official of the injury as soon as possible after injury occurs.
	3. Seeks medical treatment for injury.
	4. Completes the Claimant section of the *Medical Expenses Claim Form DEM-084.*
On-Scene Authorized City Official	**5. Advises** City Emergency Operations Center (EOC) director of any injuries as soon as possible
	6. Provides appropriate and timely documentation.
City EOC Director	**7. Notifies** the Emergency Management Division of injury as soon as possible.
Emergency Management Division	**8. Completes** the Emergency Management Agency section on the *Medical Expenses Claim Form DEM-084.*
	If the claim exceeds the amount of set by RCW 38.52.220, a compensation board will review the claim.
	9. Assists local Emergency Management Agency director in processing claims.

Function 7: Make Citywide Industrial Hygienist available to give technical advice to the EOC command staff and all City Departments as needed.

Rating: Fatal

Responsible Director: ***Employee Health Services Director***
Designated Alternate: ***Citywide Certified Industrial Hygienist***

Action by	Action
EOC Command Staff or Personnel Director	**1. Identifies** an incident that requires the advice of an Industrial Hygienist. **2. Pages** Citywide Certified Safety Industrial Hygienist (See contact information above)
Citywide Safety Industrial Hygienist	**3. Answers** page. **4. Responds** to the Emergency Operations Command Center or to the site of the specific incident. **5. Gives** technical advice to EOC command staff and all City Departments as needed.

Function 8: Coordination of release and dissemination of information to all City employees.

Rating: Fatal

Responsible Director: ***Personnel Director***
Designated Alternate: ***Manager of Information Management***

Action by	Action
	During a planned event requiring a real EOC activation, such as WTO:
Public Information Officers (PIO)	**1. Develops** and **maintains** a Web site that will be devoted to the event. A link to the event home page is found on www.seattle.gov, the City's primary internet site.
	In the event of a disaster, such as an earthquake:
	2. Builds a disaster web site as events unfold. A link to the disaster web site will be located on the www.seattle.gov home page.
City Department	**3. Decides** what department specific information needs to be conveyed to its department employees.
	4. Contacts City Personnel Director and **gains** clearance (to ensure compliance with City Personnel Rules) to post the information to the City's web site
Personnel Director	**5. Reviews** the proposed information and **verifies** that is consistent with City Personnel Rules. If the information is in conflict with Personnel Rules:
	6. Explains conflicts and **recommends** possible changes to the content to remedy the conflicts.
City Department	**7. Submits** information to EOC PIO for posting: • **Contacts** the EOC PIO supervisor via the EOC PIO e-mailbox • **Flags** email for the supervisor in the subject line of email. • **Indicates** in the email that the Personnel Director has given approval for the message to be posted.
PIO	**8. Posts** information to the City's web page.

Function 9: Advisory consultation to Mayor and Council.

Rating: Critical

Responsible Director: ***Personnel Director***
Designated Alternate: ***Director of Labor Relations***

Action by	Action
Personnel Director	1. **Reports** to the EOC or RSOC as determined by the scope of the disaster/emergency situation. 2. **Notifies** the Mayor's office and the City Council office that he/she is available to consult on Personnel issues. 3. **Remains** available throughout the disaster/emergency on an as needed basis to the Mayor and/or Council.

Function 10: Department leadership, operating decisions and communications

Rating: Critical

Responsible Director: ***Personnel Director***
Designated Alternate: ***Director of Labor Relations***

Action by	**Action**
Personnel Director	1. **Contacts** Deputy Personnel Director and Personnel Department Facilities & Communications Coordinator 2. **Contacts** Executive (E) Team members 3. **Makes** decisions regarding the operations of the Personnel Department 4. **Communicates** decisions that are made to Personnel Department employees via Voicemail Broadcast Messages. (See Procedure for sending Broadcast Voicemail Messages in Section 2)

Function 11: Facility and Communications Coordination

Rating: Critical

Responsible Director: ***Director of Management Services***
Designated Alternate: ***Facility and Communications Coordinator***

Action by	Action
Facility and Communications Coordinator	**1. Coordinates** with CB Richard Ellis Property Management regarding Seattle Municipal Tower concerns and with Fleets & Facilities department for other facility issues. **2. Coordinates** with Department of Information Technology, Telecommunications and HRIS for communication issues. **3.** As directed by the Personnel Director, **organizes,** with Fleets & Facilities Department and other City departments, the procurement of an alternative work space for essential Personnel Department functions. **4. Informs** and **involves** the Management Services Director as needed.

Function 12: Policy interpretation and guidance

Rating: Critical

Responsible Director: ***Management Services Director***
Designated Alternate: ***Human Resource Manager***

Action by	Action
HR Manager	**1. Remains** available to the Personnel Department Executive Team, Mayor's Office, Labor Relations, and other s for policy interpretation and guidance. **2. Responds,** as needed, to questions and inquiries from the EOC, RSOC and others.

Function 13: HRIS application support

Rating: Critical

Responsible Director: ***Director of Management Services***
Designated Alternate: ***Manager of Information Management***

Action by	Action
Manager of Information Management	1. **Coordinates** HRIS support with City Departments, Payroll Unit and HRIS by phone or in-person. 2. **Makes** a log of any changes to be made once the HRIS system is operational. 3. **Relocates** to Finance Department or other operational City Office if necessary to facilitate HRIS support.

Function 14: Correction of deduction (Benefit) calculation errors so that payroll can process

Rating: Critical

Responsible Director: ***Employee Health Services Director***
Designated Alternate: ***Senior Personnel Analyst***

Action by	Action
Senior Personnel Analyst	1. **Corrects** deduction calculation errors on a weekly basis. (Note: Action can be done in either in the office or from home using a computer with internet capability. Special access is needed to access the file from home and needs to be set up prior to an emergency or disaster.) 2. **Coordinates** with HRIS, if necessary. If there is no power or internet availability:
Finance Department	3. **Overrides** the error report so that payroll can be processed. (Finance Department will do this action automatically without communication from the Benefits Unit.)

Function 15: Pay time-loss for injured workers

Rating: Critical

Responsible Director: ***Employee Health Services Director***
Designated Alternate: ***Workers' Compensation Manager***

Action by	Action
Worker's Compensation Manager	**1.** If it is not possible to make changes to a claim, **authorizes** HRIS to pay injured workers what they were paid in the last pay period. **2.** If records cannot be accessed, **authorizes** Accounts Payable to pay injured workers who receive the "state-rate" what they were paid in the last pay period. **3.** **Reviews** and **reconciles** overpayments and underpayments after the emergency or disaster is concluded. **4.** **Coordinates** correspondence with injured workers regarding workers' compensation issues.

Function 16: Confirmation of employee coverage; deductions and transmitting files to carriers

Rating: Critical

Responsible Director: ***Employee Health Services Director***
Designated Alternate: ***Benefits Administration Supervisor***

Action by	Action
Benefits Administrative Supervisor	**1.** **Coordinates** with City Departments if HRMS is not available. **2.** **Uploads** or **downloads** the eligibility file on the first day of the month following the procedures for each carrier. (Some carriers require that the file is sent electronically and other require the file be downloaded to a disc and couriered to the carrier's office.) **3.** If it is not possible to access the computer files, **estimates** eligibility. Carriers will accept the estimate for approximately 2 months.

Function 17: Plan administration for COBRA and Retirees

Rating: Critical

Responsible Director: *Employee Health Services Director*
Designated Alternate: ***Benefits Administration Supervisor***

Action by	Action
Benefits Administration Supervsior	Requests COBRA enrollment form Provides monthly checks to Benefits Unit. Processes enrollment forms. Records receipt of checks and forwards them to Personnel Accounting, which in turn sends them to Treasury. Sends monthly enrollment listings to carriers/administrators.

Function 18: Plan administration for deferred compensation

Rating: Critical

Responsible Director: *Employee Health Services Director*
Designated Alternate: ***Assistant Personnel Analyst***

Action by	Action
City Employee	**1. Makes** a request for an emergency withdrawal of their deferred compensation funds. If a disaster/emergency occurs before the board meets to make a decision and the paperwork is destroyed or otherwise unavailable:
Benefits Unit Employee	**2. Contacts** the employee to resubmit the request. **3. Processes** the new request as soon as possible.

Function 19: Plan administration for Flexible Spending Accounts (FSA)

Rating: Critical

Responsible Director: *Employee Health Services Director*
Designated Alternate: ***Benefits Administration Supervisor***

Action by	Action
FSA Administrators	1. **Sends** a weekly check registry on Monday that indicates the plan and the dollar amount for each employee enrolled in the program.
	If the Seattle Municipal Tower is not accessible or the phone system is not functional:
Benefits Employee	2. **Contacts** *FSA Administrators* with an alternate fax number so that the weekly registry can be faxed.
Personnel Dept. Accountant	3. **Receives** the registry and **approves** the amount of funds to transfer to *Zenith Administrators*.
FSA Administrators	4. **Wire transfers** the funds to *FSA Administrators*.
	5. **Receives** the funds and **processes** checks to City employees.

Function 20: Provide medical authorization for injured workers

Rating: Critical

Responsible Director: ***Employee Health Services Director***
Designated Alternate: ***Workers Compensation Manager***

Action by	Action
Workers' Compensation Manager	1. **Assesses** the scope and severity of the emergency and/or disaster.
	2. **Ensures** that HRIS and ATS computer systems are functioning properly, if not, **contacts** the Department of Executive Administration (DEA), Division of Information Technology (DoIT) and/or ATS vendor for assistance.
	3. **Coordinates** with the Personnel Department's Facilities Coordinator to relocate the Workers' Compensation Unit to a location where it is possible to take phone calls from doctor's offices and other medical facilities.
	4. If paper files are destroyed, **coordinates** the process of rebuilding the files.

CITY OF SEATTLE
PERSONNEL DEPARTMENT

Appendix to ESF-7
EMERGENCY RESPONSE PLAN

SECTION 5 RESOURCE INVENTORY

1. RESOURCE INVENTORY - TELECOMMUNICATIONS

PHONE							
UNIT	LOW ORG	PHONE	LOCATION	EQUIPMENT	VOICE MAIL	NCOS	REVERT #
ACCOUNTING	N1390	684-7919	5537-B	2008 DISPLAY	Yes	6	684-7901
ACCOUNTING	N1390	684-7854	5535-A	2008 DISPLAY	Yes	6	684-7919
ACCOUNTING	N1390	733-9175	5552-A	2008 DISPLAY	Yes	6	684-7919
ACCOUNTING	N1390	684-7946	5535-D	2008 DISPLAY	Yes	6	684-7919
ACCOUNTING	N1390	684-7894	5537-D	2008 DISPLAY	Yes	6	684-7919
ACCOUNTING	N1390	684-7751	5537-A	FAX	No		
ACCOUNTING	N1390	733-9153	5537-C	2008 DISPLAY	Yes	6	684-7919
ACCOUNTING	N1390	684-7891	5535-B	2008 DISPLAY	Yes	6	684-7919
ALTERNATIVE DISPUTE RES	N1145	733-9849	5570	2008 HANDS FREE	No		
ALTERNATIVE DISPUTE RES	N1145	684-8470	5581-B	FAX	No		
ALTERNATIVE DISPUTE RES	N1145	615-1692	5581-A	2008 DISPLAY	Yes	6	615-0089
ALTERNATIVE DISPUTE RES	N1145	615-0089	5581-B	2008 DISPLAY	Yes	6	615-1692
BENEFITS	N1240	684-7958	5445-B	2008 DISPLAY	Yes	6	615-1340
BENEFITS	N1240	615-1340	5447-A	2008 DISPLAY	Yes	6	684-4659
BENEFITS	N1240	684-4659	5457-B	2008 DISPLAY	Yes	6	615-1340
BENEFITS	N1240	684-7967	5445-A	2008 DISPLAY	Yes	6	615-1340
BENEFITS	N1240	684-7957	5455	2616 DISPLAY	Yes	6	615-1340
BENEFITS	N1240	684-7950	5441-B	2008 DISPLAY	Yes	6	615-1340
BENEFITS	N1240	684-0823	5445-C	2008 DISPLAY	Yes	6	615-1340
BENEFITS	N1240	684-7928	5447-B	2008 DISPLAY	Yes	6	615-1340
BENEFITS	N1240	684-7833	5447-C	2008 DISPLAY	No	6	615-1340
BENEFITS	N1240	615-0202	5446	FAX	No		
BENEFITS	N1240	684-7832	5457-C	2008 DISPLAY	Yes	6	615-1340
CLASS/COMP	N1430	684-7947	5439-A	2008 DISPLAY	Yes		684-0529
CLASS/COMP	N1430	684-7863	5435	2008 HANDS FREE	No		
CLASS/COMP	N1430	386-9081	5431	2616 DISPLAY	Yes	7	684-7947
CLASS/COMP	N1430	684-7913	5425-B	2008 DISPLAY	Yes	6	684-7947

UNIT	LOW ORG	PHONE	LOCATION	EQUIPMENT	VOICE MAIL	NCOS	REVERT #
UNIT	LOW ORG	PHONE	LOCATION	EQUIPMENT	VOICE MAIL	NCOS	REVERT #
CLASS/COMP	N1430	684-7916	5427-D	2008 DISPLAY	Yes	6	684—7947
CLASS/COMP	N1430	684-7918	5437-B	2008 DISPLAY	Yes	6	684-7947
CLASS/COMP	N1430	684-7925	5427-B	2008 DISPLAY	Yes	6	684-7947
CLASS/COMP	N1430	684-7910	5437-C	2008 DISPLAY	Yes	6	684-7947
CLASS/COMP	N1430	684-7970	5427-C	2008 DISPLAY	Yes	6	684-7947
CLASS/COMP	N1430	684-0828	5439-C	2008 DISPLAY	Yes	6	684-7947
CLASS/COMP	N1430	684-7977	5427-A	2008 DISPLAY	Yes	6	684-7947
CLASS/COMP	N1430	684-7917	5439-B	2008 DISPLAY	Yes	6	684-7947
CLASS/COMP	N1430	684-0840	5425-A	2008 DISPLAY	Yes	6	684-7947
CLASS/COMP	N1430	684-7878	5429-A	2008 DISPLAY	Yes	6	684-7947
CONTINGENT WORKFORCE PROGRAMS	N1370	684-5809	5403-C	FAX	No		
CONTINGENT WORKFORCE PROGRAMS	N1370	684-7986	5403-C	2008 DISPLAY	Yes		233-8749
CONTINGENT WORKFORCE PROGRAMS	N1370	684-7937	5403-A	2008 DISPLAY	Yes	AC	684-7986
CONTINGENT WORKFORCE PROGRAMS	N1370	233-8749	5403-E	2008 DISPLAY	Yes		684-7986
CONTINGENT WORKFORCE PROGRAMS	N1370	684-7996	5403-B	2008 DISPLAY	Yes	6	684-7986
CONTINGENT WORKFORCE PROGRAMS	N1370	684-7264	5403-D	2008 DISPLAY	Yes	AC	684-7986
CONTINGENT WORKFORCE PROGRAMS	N1370	684-8051	5403-F	2008 DISPLAY	Yes		684-7986
CONTINGENT WORKFORCE PROGRAMS	N1370	684-5188	5403-F		Yes		684-7986
DIRECTOR'S OFFICE	N1315	684-4157	5506-A	FAX	No		
DIRECTOR'S OFFICE	N1315	684-7966	5502	EASY TOUCH	No	0	
DIRECTOR'S OFFICE	N1315	684-4637	5559-B	2616 DISPLAY	Yes	7	684-7901
DIRECTOR'S OFFICE	N1315	615-1634	5559-A	FAX	No		
DIRECTOR'S OFFICE	N1315	684-7999		MENU SERVICE	No		
DIRECTOR'S OFFICE	N1315	386-4001	5550	2008 DISPLAY	No	1	

UNIT	LOW ORG	PHONE	LOCATION	EQUIPMENT	VOICE MAIL	NCOS	REVERT #
DIRECTOR'S OFFICE	N1315	684-3578	CIR2-A	EASY TOUCH	No	0	
DIRECTOR'S OFFICE	N1315	375-6415		BLACKBERRY	Yes		
DIRECTOR'S OFFICE	N1315	615-1622	5557	2616 DISPLAY	Yes	7	684-4637
DIRECTOR'S OFFICE	N1315	684-4781	5536	2008 HANDS FREE	No	1	
DIRECTOR'S OFFICE	N1315	684-7841	5460	2008 HANDS FREE	No	1	
DIRECTOR'S OFFICE	N1315	684-4701	5538	2008 HANDS FREE	No	1	
DIRECTOR'S OFFICE	N1315	615-1436	5420	2008 HANDS FREE	No	1	
DIRECTOR'S OFFICE	N1315	684-0829	5402	EASY TOUCH	No	0	
EMPLOYMENT SERVICES	N1190	684-7952	5407-C	2008 DISPLAY	Yes	6	684-0529
EMPLOYMENT SERVICES	N1190	684-7962	5407-D	2008 DISPLAY	Yes	6	684-0529
EMPLOYMENT SERVICES	N1190	386-9083	5407-A	FAX	No		
EMPLOYMENT SERVICES	N1190	684-0728	5411-B	2008 DISPLAY	Yes	6	233-7190
EMPLOYMENT SERVICES	N1190	684-7943	5413-B	2008 DISPLAY	Yes	1	684-7922
EMPLOYMENT, TRAINING & EEO	N1190	386-1577	5407-E	2008 DISPLAY	Yes	6	684-0529
EMPLOYMENT, TRAINING & EEO	N1190	684-0529	5416-C	2008 DISPLAY	Yes	6	233-7190
EMPLOYMENT, TRAINING & EEO	N1190	684-7923	5417	2616 DISPLAY	Yes	7	684-0529
FINANCE & TECHNOLOGY	N1390	684-3697	5549-B	2008 DISPLAY	Yes	1	684-7901
FINANCE & TECHNOLOGY	N1390	733-9149	5559-C	2008 DISPLAY	Yes	6	684-7901
FINANCE & TECHNOLOGY	N1390	684-3775	5552-B	2008 DISPLAY	Yes	6	684-7901
FINANCE & TECHNOLOGY	N1390	684-7965	5547-B	2008 DISPLAY	Yes	1	684-7901
FINANCE & TECHNOLOGY	N1390	684-7940	5549-A	2008 DISPLAY	Yes	6	684-7901
FINANCE & TECHNOLOGY	N1390	684-3691	5547-A	2008 DISPLAY	Yes	6	684-7901
FIRE & POLICE EXAMS	N1150	684-7990	5407-B	2008 DISPLAY	Yes	6	684-0529
FIRE & POLICE EXAMS	N1150	615-0581	5413-D	2008 DISPLAY	Yes	6	684-0235
FIRE & POLICE EXAMS	N1150	733-9150	5413-A	FAX	No		
FIRE & POLICE EXAMS	N1150	386-1303			No		684-0235
FIRE & POLICE EXAMS	N1150	684-0235	5413-C	2008 DISPLAY	Yes	6	615-0581

UNIT	LOW ORG	PHONE	LOCATION	EQUIPMENT	VOICE MAIL	NCOS	REVERT #
UNIT	LOW ORG	PHONE	LOCATION	EQUIPMENT	VOICE MAIL	NCOS	REVERT #
H/R - PERSONNEL	N1311	684-0177	5553	2008 DISPLAY	Yes	AC	684-7901
H/R - PERSONNEL	N1311	684-4783	5555	2616 DISPLAY	Yes	6	684-7901
INFORMATION MGMT	N1360	684-7884	5505-B	2008 DISPLAY	Yes	6	684-7901
INFORMATION MGMT	N1360	684-7905	5509-A	2008 DISPLAY	Yes	6	684-7901
INFORMATION MGMT	N1360	684-7904	5507-A	2008 DISPLAY	Yes	6	684-7901
INFORMATION MGMT	N1360	615-1435	5509-B	2008 DISPLAY	Yes	6	684-7901
INFORMATION MGMT	N1360	684-7907	5511-B	2008 DISPLAY	Yes	6	684-7901
INFORMATION MGMT	N1360	684-7901	5507-B	2008 DISPLAY	No	1	
INFORMATION MGMT	N1360	733-9431	5507-C	2008 DISPLAY	Yes	6	684-7901
INFORMATION MGMT	N1360	684-7991	5511-A	2008 DISPLAY	Yes	6	684-7901
LABOR RELATIONS	N1440	375-6589		CELL PHONE	Yes		
LABOR RELATIONS	N1440	684-7927	5519-C	2008 DISPLAY	Yes	6	684-7875
LABOR RELATIONS	N1440	375-6724		CELL PHONE	Yes		
LABOR RELATIONS	N1440	684-7929	5519-B	2008 DISPLAY	Yes	6	684-7875
LABOR RELATIONS	N1440	375-6590		CELL PHONE	Yes		
LABOR RELATIONS	N1440	384-1614		CELL PHONE	Yes		
LABOR RELATIONS	N1440	684-7873	5521-A	2008 DISPLAY	Yes	6	684-7875
LABOR RELATIONS	N1440	684-5750	5530	2008 HANDS FREE	No	1	
LABOR RELATIONS	N1440	684-3695	5500 CIR4	EASY TOUCH	No		
LABOR RELATIONS	N1440	375-6735		CELL PHONE	Yes		
LABOR RELATIONS	N1440	684-0810	5515-A	2008 DISPLAY	Yes	6	684-7875
LABOR RELATIONS	N1440	684-7941	5514-B	2008 DISPLAY	Yes	6	684-7875
LABOR RELATIONS		684-4198	5520	2008 HANDS FREE	No	1	
LABOR RELATIONS	N1440	684-7874	5525	2616 DISPLAY	Yes	7	684-7875
LABOR RELATIONS	N1440	684-7872	5515-C	2008 DISPLAY	Yes	6	684-7875
LABOR RELATIONS	N1440	684-7860	5521-B	2008 DISPLAY	Yes	6	684-7875
LABOR RELATIONS	N1440	684-7871	5515-D	2008 DISPLAY	Yes	6	684-7875
LABOR RELATIONS	N1440	684-7875	5523-A	2008 DISPLAY	Yes	6	684-0907

UNIT	LOW ORG	PHONE	LOCATION	EQUIPMENT	VOICE MAIL	NCOS	REVERT #
UNIT	LOW ORG	PHONE	LOCATION	EQUIPMENT	VOICE MAIL	NCOS	REVERT #
LABOR RELATIONS	N1440	684-0280	5519-A	2008 DISPLAY	Yes	6	684-7875
LABOR RELATIONS	N1440	684-0907	5528-C	2008 DISPLAY	Yes	6	684-7875
LABOR RELATIONS	N1440	684-7818	5523-C	2008 DISPLAY	Yes	6	684-7875
LABOR RELATIONS	N1440	684-7912	5523-B	2008 DISPLAY	Yes	6	684-7875
MANAGEMENT SVCS & POLICY	N1390	391-3676		BLACKBERRY	Yes		
MANAGEMENT SVCS & POLICY	N1390	684-7921	5547-C	2008 DISPLAY	Yes	6	684-7901
MANAGEMENT SVCS & POLICY	N1390	684-0945	5551	2616 DISPLAY	Yes	7	684-7901
MANAGEMENT SVCS & POLICY	N1390	733-9149	5559-C	2008 DISPLAY	Yes	6	684-7901
RECORDS MANAGEMENT	N1390	684-7906	5503-A	2008 DISPLAY	Yes	6	684-7901
RECORDS MANAGEMENT	N1390	684-7969	5581-C	2008 DISPLAY	Yes	6	684-7901
SAFETY	N1230	409-1878		CELL PHONE	Yes		
SAFETY	N1230	233-8741	5457-E	FAX	No	6	
SAFETY	N1230	684-7944	5457-F	2008 DISPLAY	Yes	6	684-7855
SAFETY	N1230	684-7959	5457-E	2008 DISPLAY	Yes	6	684-7855
SAFETY	N1230	684-7942	5459-C	2008 DISPLAY	Yes	6	684-7855
SAFETY	N1230	375-6588		CELL PHONE	Yes		
SAFETY	N1230	605-4324		CELL PHONE	Yes		
SAFETY	N1230	684-7862	5457-D	2008 DISPLAY	Yes	6	684-7855
SUPPORTED EMPLT	N1190	684-7922	5416-B	2008 DISPLAY	Yes	6	684-0529
TRAINING & DEVELOPMENT	N1160	615-1439	5411-D	FAX	No		
TRAINING & DEVELOPMENT	N1160	684-7924	5409-C	2008 DISPLAY	Yes	6	233-7190
TRAINING & DEVELOPMENT	N1160	684-5830	5409-D	2008 DISPLAY	Yes	6	233-7190
TRAINING & DEVELOPMENT	N1160	684-7993	5411-A	2616 DISPLAY	Yes	1	233-7190

UNIT	LOW ORG	PHONE	LOCATION	EQUIPMENT	VOICE MAIL	NCOS	REVERT #
UNIT	LOW ORG	PHONE	LOCATION	EQUIPMENT	VOICE MAIL	NCOS	REVERT #
TRAINING & DEVELOPMENT	N1160	684-7994	5409-E	2008 DISPLAY	Yes	6	233-7190
TRAINING & DEVELOPMENT	N1160	684-8138	5411-C	2008 DISPLAY	Yes	6	233-7190
TRAINING & DEVELOPMENT	N1160	684-3386	5531	2008 HANDS FREE	No	1	
TRAINING & DEVELOPMENT	N1160	233-7190	5409-F	2008 DISPLAY	No	1	
TRAINING & DEVELOPMENT	N1160	684-5264	1660	2008 HANDS FREE	No	1	
TRAINING & DEVELOPMENT	N1160	684-3643	1650	2008 HANDS FREE	No	1	
TRAINING & DEVELOPMENT	N1160	684-7931	5409-B	2008 DISPLAY	Yes	6	233-7190
WORKERS' COMP	N1250	684-4646	5469-D	2008 DISPLAY	Yes	6	684-7855
WORKERS' COMP	N1250	684-5987	5463-E	2008 DISPLAY	Yes	6	684-7855
WORKERS' COMP	N1250	386-4025	5464	FAX	No		
WORKERS' COMP	N1250	684-7859	5469-B	2008 DISPLAY	Yes	6	684-7855
WORKERS' COMP	N1250	684-4191	5465-B	2008 DISPLAY	Yes	6	684-7855
WORKERS' COMP	N1250	684-7960	5465-D	2008 DISPLAY	Yes	6	684-7855
WORKERS' COMP	N1250	684-7886	5463-D	2008 DISPLAY	Yes	6	684-7855
WORKERS' COMP	N1250	684-7857	5463-C	2008 DISPLAY	Yes	6	684-7855
WORKERS' COMP	N1250	684-7856	5463-B	2008 DISPLAY	Yes	6	684-7855
WORKERS' COMP	N1250	684-7855	5465-E	2008 DISPLAY	Yes	6	684-7960
WORKERS' COMP	N1250	684-7852	5475-B	2008 DISPLAY	Yes	6	684-7855
WORKERS' COMP	N1250	684-7637	5469-D	2008 DISPLAY	Yes	6	684-7855
WORKERS' COMP	N1250	684-7968	5465-A	2008 DISPLAY	Yes	6	684-7855
WORKERS' COMP	N1250	684-7831	5475-C	2008 DISPLAY	Yes	6	684-7855

2. RESOURCE INVENTORY - NON-COMPUTER EQUIPMENT*

	Essential Items	Supplier Name
	Copier –	Ricoh
	Copier — TDE	Ricoh
	Copier –	Ricoh
E	Copier — Copy Room	Ikon
	Antique Paper Cutter	Unknown
	Folding Machine	Olympic Distributors
	Folder Inserter Machine	Olympic Distributors
E	Postage Machine	Ascom Hasler
E	Electronic Scale	Ascom Hasler
E	Postage Meter	Ascom Hasler
E	Fax – Model 3500 – Main –	Ricoh
	Fax – Model 3500 – Benefits –	Ricoh
	Fax – Model 3700 – SEP –	Ricoh
	Fax – Model 3800L – PRG –	Ricoh
	Fax – Model 2700 – Worker' Comp.	Ricoh
	Fax – Model 2000L – Director's Office	Ricoh
	Fax – Model R5000 – Employment	Ricoh
	Fax – Model 1900L – EOP	Ricoh
	Micro Fiche Reader – Worker's Comp	
	Micro Fiche Reader - Records	
	InFocus LP 425z LCD Projector	InFocus
	Notevision LCD Projector (1)	Sharp
	Notevision LCD Projector (2)	Sharp
	VHS Video Camera	Panasonic
	Calibrator	
	5 M-27	
	Type I Sound level Meter with Octave Band Analyzer	B&K
	Bio-Acoustic Simulator & Octave Monitor	
	429 Anemometer	Solomat
	2 Q-Trak Model 8551	
	P-Trak: Model 8525	TSI
	Dust-Trak	
	Biosystems: Ultra	Biosystems
	Dri-Cal Calibrator DC-L 2030	

*The Personnel Department's Facilities and Equipment Coordinator has all of the Vendor/Supplier information and will manage telephone contacts and other communication with the suppliers/vendors.

3. RESOURCE INVENTORY - FURNITURE AND FIXTURES

In the event that an employee's work station or area was destroyed and had to be replaced, each Personnel Department employee would require a standard Steelcase Work Station consisting of the following items:

Standard Steelcase Work Station for the Personnel Department

1. 30" x 70" Desk with Box/Box/File drawers and Center Drawer
2. 25" x 45" Return with File/File drawers
3. Adjustable keyboard tray
4. Ergonomic desk chair
5. Guest chair
6. 60" Binder Bin with dividers and light shelf
7. 4-drawer, 42" W lateral file with rails
8. Bookcase with 2 Adjustable Shelves
9. PC Stand (optional)

CITY OF SEATTLE
PERSONNEL DEPARTMENT

Appendix to ESF-7
EMERGENCY RESPONSE PLAN

SECTION 6 RECORDS

5. Records

Each Director or Manager is responsible for maintaining a list of records that are essential to your work, because of operational, legal, or other reasons. Identify where these records are normally located, including off-site storage facilities. Include who would be responsible for retrieving them during emergency.

Type of Record	Storage Location	Responsible Employee

CITY OF SEATTLE
PERSONNEL DEPARTMENT

Appendix to ESF-7
EMERGENCY RESPONSE PLAN

SECTION 7 EMERGENCY OPERATIONS CENTER (EOC) & RESOURCE SUPPORT OPERATING CENTER (RSOC)

1. EOC & RSOC

A major emergency or disaster may require a multi-agency response that is centrally managed through the City's Emergency Operations Center (EOC). The EOC becomes the City's central headquarters for exerting civil leadership over any major crisis that imperils the safety and welfare of the public.

A. Purpose

The EOC provides a setting for interdepartmental coordination, where team members work and communicate across departmental boundaries to locate resources to the highest emergency priorities.

B. Organization

- ESF-1 Emergency Management
- ESF-2 Law Enforcement
- ESF-3 Public Works
- ESF-4 Fire, Rescue and Emergency Medical Service
- ***ESF-5*** *Emergency Public Information*
- ESF-6 Human Services
- ***ESF-7*** *Logistic Services*
- ESF-8 Health, Medical and Mortuary
- ***ESF-9*** *Long-term Recovery and Unmet Needs*

Departments participate in the following ESFs:

ESF	Function	Department/Division	Role
3	Public Works	• Facility Services, Facility Maintenance Section	• Support DPD emergency functions.
5	Emergency Public Information	• *Personnel Department Director* Office, PIO Section	• Serve as member on PIO team
6	Human Services	• Finance, Animal Control Section	• Board household pets
7	Logistic Services	*DEA, FFD, Finance and Personnel*	• Lead multiple support functions
9	Long-term Recovery and Unmet Needs	• Finance • Contracting • Facility • Finance • *Personnel*	• Perform multiple support functions CBO leads Public Assistance Unit. • Finance leads Fiscal Unit.

2. ACTIVIATION

In an emergency, the Personnel Department may need the help of other departments and agencies to keep operations running. At first, the emergency response may be coordinated through the Resource Support Operating Center (RSOC). If the RSOC becomes overloaded with response activities – but the emergency remains confined to a small localized area and multi-agency resources remain manageable – the RSOC Director calls the Emergency Management Division Staff Duty Officer to the scene.

The Personnel Department Director requests EOC activation if the emergency escalates to a wider geographical area or resource needs become increasingly complex. The EOC prepares for full activation in up to three phases.

Phase 1 Alert
The Emergency Management Staff Duty Officer is notified of a potential interdepartmental emergency. The Emergency Management Division monitors the threatening situation as it emerges and prepares the EOC for activation.

Phase 2 Alert
The Personnel Department Director (or Mayor, or other department director, or EOC Director) initiates this phase. The EOC becomes a central coordination site. Representatives from all actively involved departments meet there to confer on the implications of imminent events. They determine contingency priorities and resource needs. They provide direction to the RSOC.

Phase 3 Alert
The Mayor or legal successor initiates this phase. The EOC is fully activated, and the King County and State Emergency Management Division Duty Officers are notified.

3. EMERGENCY SUPORT FUNCTION (ESF)

A response to a severe emergency or disaster (affecting multiple departments) will be managed centrally from the EOC. This broad level response is organized into Emergency Support Functions (ESFs), as described in the *City of Seattle Disaster Readiness and Response Plan*.

ESF responsibilities will more than likely involve duties beyond the Personnel Department's normal emergency response activities because we will be supporting a citywide emergency response. Detailed plans have been created to accomplish the Personnel Department's ESF responsibilities.

The following employees (and alternates) are assigned to and responsible for the Personnel Department's role in the Emergency Support Functions outlined below:

ESF#	Employee Name	Employee Responsibility
5	**Personnel Director**	The Personnel Director will respond to the EOC and will be responsible for the dissemination of information to all City employees regarding personnel and compensation issues.
	1st Alternate	Director of Labor Relations
	2nd Alternate	Director of Management Services
7	**Personnel Director**	The Personnel Director or designee will direct Personnel Department employees in all support functions in disaster and emergency situations.
	1st Alternate	Director of Labor Relations
	2nd Alternate	Director of Management Services

ESF#	Employee Name	Employee Responsibility
9	**Personnel Director**	The Personnel Director or designee coordinates Long-term recovery efforts as needed.
	1st Alternate	Director of Labor Relations
	2nd Alternate	Director of Management Services

Function: RSOC Call-Out and Staffing

Rating: N/A

Responsible Director:	**Personnel Director** Mark McDermott	Work Phone: 206-615-1622

1st Alternate:	David Bracilano	Work Phone: 206-684-7860
2nd Alternate:	Raquel Gonzalez	Work Phone: 206-684-0945

Procedure:

Action by	Action
Logistics Functional Group Leader	**1. Ensures** that the "call-out" lists for the Logistical functional group and the RSOC are current. **2. Creates** and **updates** a wallet card that all responders and will carry with them at all times with work, home, cellular phone and pager numbers identified. Following an emergency or disaster, when the Logistics functional group leader is called: **3. Contacts** the appropriate staff to respond to the EOC. If a decision is made to activate the RSOC: **4. Contacts** one of the RSOC Directors identified on the emergency call-out card. When the Personnel Director is notified:
Personnel Director	**5. Notifies** the appropriate Personnel Department staff to report to the RSOC. **6. Contacts** the 1st and 2nd alternates identified and **plans** for shift changes as needed for the duration of the event.
Personnel Director/ Alternates	**7. Briefs** oncoming shift personnel about the status of the event and the response to it.

ESF 8

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Health and Medical Services

ESF COORDINATOR: Public Health, Seattle and King County

PRIMARY DEPARTMENT: Public Health, Seattle and King County

Support Agencies:

Region 6 Hospitals - Seattle and King County
Public and private Emergency Medical Services providers
King County mental health care providers American Red Cross, Seattle Chapter
King County Department of Community and Human Services
King County Department of Natural Resources and Parks
King County Department Transportation
King County Fire Chief's Association
King County Office of Emergency Management
King County Sheriffs Office
Law enforcement agencies
Puget Sound Blood Center
Seattle Office of Emergency Management
Seattle Human Services Department
Washington State Hospital Association
Washington State Poison Center

Purpose

The purpose of Emergency Support Function 8 - Health and Medical Services (ESF-8) is to provide for the organization, mobilization, and coordination of health and medical services in an imminently threatening health emergency or during other emergencies or disasters that require the involvement of or activation of ESF 8.

Scope

The health and medical services of ESF-8 include Public Health Seattle & King County (PHSKC), regional hospitals, health care providers and facilities, community mental health services, emergency medical services (EMS), and the King County Medical Examiner. Health and medical services are supported by key community response agencies. Activities within the scope of health and medical services include:

- Organizing, mobilizing, coordinating, and directing health and medical services in the event of an emergency or disaster

- Supporting the delivery of mass care to trauma victims consistent with the Central Region EMS and Trauma Council Plan

- Coordinating or providing medical and environmental surveillance and monitoring activities with other medical service providers and support agencies

- Coordinating the surveillance for and treatment of communicable or other diseases in an emergency or disaster.

- Implementing measures designed to prevent the spread of disease or environmental contamination

- Coordinating the recovery of fatalities, conducting forensic investigations, and determining the cause and manner of death

- Establishing and maintaining effective and reliable means of communication with health services agencies, health care providers, support agencies, the general public, and the media

- Coordinating and supporting crisis intervention and mental health services during and following an emergency or disaster event.

Authorities

- RCW 70.05.060 Authority of Local Board of Health and Local Health Officer
- RCW 70.070 Mandates of Local Health Officer
- WAC 248-100 Duties and Responsibilities of Local health Officer, Isolation and Quarantine Authority
- WAC 246-100-036 Communicable and certain other diseases
- RCW 68.50 Role, responsibility and authority of the Medical Examiner
- RCW 70.58.020, 030 Local Health Officer is Registrar of Vital Statistics
- RCW 43.20.050(4) Enforcement of Isolation and Quarantine Orders by law enforcement.
- RCW 18.71 Physician's Trained Mobile Intensive Care Paramedic
- RCW 18.73 Emergency Medical Technicians, Transport vehicles
- RCW 70.168 State-wide Trauma Care System
- Seattle Municipal Code Chapters 10.02, 10.26 and 12a.26
- King County Code Chapters 1.28, 2.26 and 12.52

Policies

Guiding policies for health and medical services responding to a health emergency or other emergency or disaster in King County include:

- ESF-8 will be activated when an emergency or disaster occurs and a coordinated, regional response of health, medical and environmental response agencies is required.
- PHSKC will assign appropriate staff to ESF-8 functions in the Seattle and King County emergency coordination or operations centers (EOC/ECCs), and incident command posts.
- A National Incident Management System (NIMS) compliant Incident Command System will be utilized for direction and control of ESF-8 response agencies.
- ESF-8 agencies will commit resources, expertise, and experience as needed in an emergency or disaster.
- ESF-8 agencies will collaborate with local, state, tribal, federal agencies, and local community based organizations to assure and effective and efficient response to health, medical, and environmental emergencies or disaster

- The King County Healthcare Coalition will serve as the health system's clearinghouse for information during a major health care emergency or disaster. The Coalition will establish a standardized communication and resource coordination mechanism for information sharing and management of medical resources and response activities during emergencies through the Regional Medical Resource Center. The Coalition will serve as a coordinating body to organize county-wide healthcare assets and provide consultation to public officials through the Healthcare Coalition Executive Council.

- In coordination with the Health Care Coalition, PHSKC will provide leadership in coordinating health, medical services, and environmental response policy and decision making, the acquisition of medical resources, and development of information for health care providers, the public and the media in a disaster or emergency

- The Local Health Officer (LHO) may implement such measures as necessary to protect the public's health as authorized by state law.

- Harborview Medical Center (HMC) will function as Hospital Control for King County. In this capacity, HMC directs the distribution of EMS patients to appropriate hospitals in King County in an emergency or disaster. HMC will also maintain voice and data communications with regional hospitals. Overlake Hospital Medical Center is the designated back up Hospital Control facility.

- Private and public EMS basic and advanced life support response in an emergency or disaster will be coordinated by the King County Fire Chiefs' Association, Fire Zone Coordinator at the King County ECC) and the Seattle Comprehensive Emergency Plan ESF-4 Fire Rescue and EMS at the Seattle EOC.

- The King County Department of Community and Human Services will coordinate community mental health needs in an emergency or disaster according to the King County Mental Health Response Plan. The American Red Cross and other disaster assistance agencies provide additional resources needed to address community mental health needs.

- PHSKC will be the primary expert source of public information regarding health, medical, and environmental response to emergencies and disasters in King County. PHSKC will work with JICs in the Seattle EOC and King County ECC to coordinate all releases of public information with the public, media, and with appropriate response partners.

- The King County Medical Examiner's Office (KCMEO) will be lead agency for planning and responding to fatalities resulting from an emergency or disaster. The KCMEO is the lead agency in determining and certifying the cause of deaths in King County (confirming disaster related deaths) and for coordinating the final disposition of the victims of an emergency or disaster.

Situation

Emergency/Disaster Conditions and Hazards

The King County region will periodically experience naturally occurring or deliberately caused emergency or disaster conditions that will result in illness, injury or death. Emergencies or

disasters may also result in harm to the environment. These conditions may include natural disasters, accidents, acts of terrorism, and outbreaks of disease as identified in local Hazard Identification and Vulnerability Assessments (HIVA), Homeland Security Region 6 Bio-Terrorism Response Plan, King County Hazard Mitigation Plan, and Public Health Emergency Operations Manual.

Planning Assumptions

The ability of ESF-8 health and medical services agencies to respond to an emergency or disaster is based on the knowledge that:

- PHSKC, regional hospitals, EMS and the KCMEO have the capability to respond to an emergency 24 hours a day, 7days a week.
- Regional ESF-8 support agencies also have 24 hour a day, 7 day a week response capabilities.
- Health care providers and facilities that do not have 24 hour a day, 7 day a week response capabilities will be incorporated into an emergency response as needed.
- The Healthcare Coalition - Regional Medical Resource Center has the capability to respond 24 hours a day, 7 days a week.
- Health and medical services agencies have planned and prepared to maintain emergency response capability under emergency or disaster conditions to the best of their abilities. ESF- 8 agencies have evacuation and relocation plans for their health care facilities should they become unusable because of damage or other conditions.
- Public health, medical services, and environmental emergency response agencies will collaborate to assure a coordinated response within ESF-8.
- A significant emergency of natural or intentional origin has the potential to impact the region in a manner in which a central, region-wide coordination of health, medical, and environmental activities is required to assure an efficient and effective response.
- Health and medical emergencies may involve casualties requiring varying levels of treatment.
- Access to assessment, transport and treatment facilities may be limited. During the first 72 hours of a large scale disaster event, the public should not anticipate that routine emergency medical services will be accessible by calling 911.
- Health care facilities may be over taxed, over utilized or inaccessible. Hospitals and other medical facilities may be taxed to their maximum capacity and ability to receive patients.
- The public should not anticipate routine public health services, such as immunizations, special nutritional programs for children, or public health nursing services, routine dental care for at least the first 72 hours of a large scale disaster event.

- Health care related supplies may be over utilized or unavailable.

- Hospitals, nursing homes and other critical care in-patient facilities will rely on existing emergency service contracts with medical supply, pharmaceutical and pharmaceutical vendors to the maximum extent possible, and will maintain back up supplies stored on site, (including food, water and basic medical supplies) to maintain operations for a minimum of three days..

- Support agencies will provide emergency services to the best of their abilities. Personnel available to provide full support functions may be limited by injury, illness, personal concerns/needs or by limited access or compromise of the facilities where they work.

- Infrastructure supporting health care facilities may be interrupted so that water, power, gas, food and other supplies and services may be impaired.

- ESF 8 Coordinators may need to arrange for the use of other facilities such as gymnasiums and community centers as temporary treatment facilities. Staffing and supply of temporary treatment facilities will be consistent with the ability to mobilize and transport staff and supplies from other medical facilities, temporary employment agencies, or private medical suppliers and may take up to 72 hours.

- An emergency may pose a threat to the psychological and emotional well being of citizens that will result in a significant increase in demand on community mental health agencies. Local mental health resources, coordinated through King County Community and Human Services, represent a limited response capability and will require early supplementation with state and federal resources.

- An emergency may result in casualties that significantly exceed daily capabilities of the KCMEO for identification, documentation and disposition of fatalities.

- An emergency may require the triage and treatment of large numbers of individuals which will have a direct impact on regional hospitals and health care facilities.

- An emergency may require the isolation or quarantine of individuals in their home or in temporary facilities.

- An emergency that may require the isolation or quarantine on tribal lands would be coordinated with the affected tribal authority and the CDC, and will be detailed in the Public Health-Seattle & King County Emergency Response Plan, Infectious Disease Isolation and Quarantine Annex.

- An emergency that may require the isolation or quarantine of passengers on ships or planes will be coordinated with the appropriate authorities and the CDC, and is detailed in the Public Health-Seattle & King County Emergency Response Plan, Infectious Disease Isolation and Quarantine Annex.

- An emergency may require implementation of public health measures to contain and control a communicable disease or spread of environmental hazard.

- An emergency may also impact neighboring counties and health departments thereby limiting the availability of mutual aid.

- Each agency responding to emergencies under ESF-8 will contribute to the overall response capability but will retain control over its own resources and personnel.

- State and federal emergency response assets may be limited and deployment may occur well after the initial local request has been made.

- Emergency medical, health and medical examiner services will be restored to normal during the recovery period as soon as practical and within the limitations and capabilities allowed of affected agencies following the emergency.

- In monitoring the scalability of an incident that is likely to exceed the surge capacity of local capabilities, it will be necessary to maintain close contact with the Washington State Department of Health (WA DOH) and the Washington State EOC (WA EOC) to expedite requests for outside assistance.

Concept of Operations

General

While incidents may vary in size and significance, the population density of King County can magnify the potential impact of the event. An effective and efficient response to an event in King County requires coordination among health, medical services, and supporting agencies.

PHSKC is the central point for notification of an event requiring response by ESF-8 agencies. As needed, PHSKC will conduct a situation assessment, initiate surveillance and monitoring activities as needed, and notify appropriate ESF support agencies. When the King County ECC), Seattle Emergency Operations Center (SEOC), or other EOC's are activated, PHSKC will coordinate staffing of these facilities by appropriate ESF 8 representatives.

If an emergency or disaster requires response by public health, PHSKC may activate the Public Health EOC (PHEOC). PHSKC will establish an incident command model consistent with the response and resources required by an event.

Incident response will be guided by plans such as PHSKC Emergency Response Plan, the Central Region EMS and Trauma Care System Plan, *Region 6 Hospital Emergency Response Plan(under revision),* and the response plans of supporting agencies.

PHSKC will coordinate with ESF agencies to assure the effective use of local medical resources and determine additional medical resource requirements. If needs cannot be met locally, PHSKC will transmit a request for assistance through the King County ECC or other Multi-Agency Coordination Center in King County to the State of Washington. If the State is unable to meet these needs, the state will forward the request to the Federal government. Examples of request that might result in a Federal response are the resources represented by elements of the National Disaster Medical System or the Strategic National Stockpile.

Government, private and non-profit organizations will be requested to support the regional medical health, mental health and environmental emergency response by providing resources and support consistent with their capabilities.

Investigation into the means and cause of death resulting from an emergency or disaster is the domain of the King County Medical Examiner's Office (KCMEO). KCMEO will supervise the recovery and final disposition of all fatalities.

PHSKC is the primary agency for developing the message and determining the timing for release of accurate and consistent health and medical information to the public, media, and community response partners.

ESF-8 agencies will support recovery activities aimed at restoring health and medical services to pre-event status. PHSKC will coordinate with emergency management and response agencies in providing assistance to community recovery efforts.

Procedures

- Emergency operating procedures for Public Health are maintained in the Public Health Emergency Response Plan.

- Procedures for emergency medical services are identified in:
    - Internal procedures for each city and fire district procedures;
    - King County Emergency Management Plan ESF 4, Fire Services.
    - King County Multiple Casualty Incident Operations, King County Fire Resource Plan.

- Procedures for other organizations are outlined in individual agency disaster plans.

- Additional regional procedures are further identified in the response activity section of this document.

Organization

Public Health – Seattle & King County will lead the response of ESF-8 health and medical services in an emergency or disaster in coordination with the Health Care Coalition. The specific command structure established for a given incident and the role each ESF-8 agency will play within that structure may vary depending on the type of incident, threat and risk posed, jurisdictions involved, suspected criminal activity, and legal responsibilities and authorities of participating agencies. The application of ICS may progress as follows:

Single Command

- A Single Command will be used to establish ICS and conduct the initial situation assessment. The situation assessment will determine whether a Single Command led by an ESF 8 agency Incident Commander can meet the direction and control requirements of an incident. The response needs of these incidents can be met primarily by the resources of individual ESF 8 agencies.

- Public Health may assume the role of Incident Commander for health or medical incidents under specific circumstances:
    - Legal authorities identify Public Health as the lead agency for the response
    - Specific health consequences require the leadership and expertise of Public Health in the command function
    - Public Health is the only responding agency to the incident

- Response to a food borne outbreak at a known location is an example of the application of a Single Command.

- If a Single Command cannot meet the response needs of an incident, Incident Command will transition to Unified Command or Area Command.

Unified Command

- ESF 8 agencies may form Unified Command during incidents involving overlapping responsibilities, authorities or jurisdictional boundaries. Response agencies will contribute members to fill positions within the Unified Command. The Unified Command will be responsible for the analysis of incident information and establishing a common set of objectives and strategies in a single Incident Action Plan. An example of an incident requiring the establishment of Unified Command is an act of bioterrorism where PHSKC will be the lead health agency and the FBI and local law enforcement leading the criminal investigation. Other agencies with responsibilities or jurisdiction may become part of the Unified Command as needed.

- Public Health and EMS agencies may be identified as participants within a unified command and Joint Information Center during multi-agency incidents. Public Health and EMS agencies will identify and train staff to serve in a Unified Command.

- Health Care Coalition members may serve as an ESF 8 unified command during emergencies with significant health and medical impacts that exceed regional capabilities.

Area Command

- The size, complexity and geographic dispersion of response activities may require the establishment of an Area Command. Area Command is established when multiple incident or response sites, each being managed by an ICS organization, require central coordination and direction. Area command will set overall strategy and priorities, allocate critical resources, ensure that response activities are properly managed, objectives are met, and strategies are followed.

- An example of an incident that might result in the establishment of an Area Command is the need to distribute antibiotics across multiple jurisdictions. An incident management strategy might include dividing the county into geographically defined areas and establishing Incident Command within in each area. Area Command will direct the overall response of each established Incident Command.

When a supporting agency assumes Incident Command

- ESF 8 agencies may be requested to serve as liaisons to the Incident Commander (usually a Fire Department or Law Enforcement agency) at a site specific incident command post during incidents that include health and medical consequences.

- Incident Command may be established at an EOC or incident site and Public Health, Hospital and EMS agencies may serve as the lead for the health and medical response within the Operations Section, or may staff various positions within the Planning Section. An example may be a health and medical response to an incident and a port facility where the local fire department has established Incident Command and Public Health and EMS may serve as Operations Section participants.

Emergency Communications

- Emergency communications for health, hospital, EMS, and regional support agencies are described in the Central Region Trauma Council Communication Plan, approved May 2005. The Plan also addresses interoperability, assignment of talk groups, and alternative communications resources such as Hospital Emergency and Administrative Radio (HEAR) the Hospital Capacity website, and Amateur radio.

Responsibilities

The following organizations will endeavor to the best of their abilities the objectives listed below:

Public Health Seattle & King County (PHSKC):

- Establish and maintain ongoing communication through the PHEOC and with health, medical, environmental, and response partners during an emergency.

- Facilitate and coordinate with the Healthcare Coalition to effectively manage policy decisions and health and medical resources during emergencies and disasters.

- Assess the Public Health impact and potential consequences posed by an emergency and determine appropriate course of action.

- Provide leadership and direction in responding to a health emergency in the community consistent with the authority of the Local Health Officer.

- Support and advise regional and tribal leaders and elected officials making policy decisions during incidents with public health consequences.

- Direct the development and dissemination of health messages to the public, media, and response partners. PHSKC will engage the PIOs of regional response agencies in these efforts.

- PHSKC PIOs will support regional and tribal leaders and elected officials in responding to local public information and media relations needs.

- Coordinate and direct isolation, quarantine, and other control measures required by an outbreak of disease.

- Coordinate and direct mass vaccination and antibiotic dispensing operations during public health emergencies.

- Coordinate the health assessment and response to food safety, water quality, and sanitation.

- Coordinate and collaborate with community response agencies in identifying environmental impact, remediation, and recovery activities necessitated by the emergency or disaster.

- Coordinate medical resource requests from the Healthcare Coalition -Regional Medical Resource Center to supplement local capacity, such as the National Disaster Medical System (NDMS), Strategic National Stockpile, state and federal sources.

- Provide medical advice and treatment protocols to EMS, hospital, and health care providers during a public health emergency.

- Support King County Community Mental Health and the American Red Cross in meeting regional mental health services in an emergency or disaster.

- Coordinate regional critical incident stress management for first responders through PHSKC's Emergency Medical Services Division.

- Provide epidemiological surveillance, case investigation, and follow-up to control infectious disease, including acts of bioterrorism, and outbreaks of food borne illness.

- Establish surveillance systems to monitor health and medical conditions in the community, conduct field investigations, provide health, medical and environmental consultation, and develop appropriate prevention strategies.

- Support evacuation plans throughout the county in coordination with the American Red Cross and ESF-6 Mass Care, Housing and Human Services agencies. Public Health's role in evacuation planning and response will focus on assisting with environmental health provisions at temporary shelters.

- Coordinate and provide laboratory services for identification required to support health, emergency medical services, and first responders

- Coordinate the response of regional veterinarian services and animal care groups in an emergency.

- Direct response activities to vector-borne public health emergencies.

- Coordinate with and provide technical assistance to organizations that provide services and support to vulnerable populations on an ongoing basis. Assist these organizations with planning and response activities to ensure the services they provide to vulnerable populations are maintained during emergencies.

- Through the Public Health Office of Vital Statistics, coordinate with local funeral directors and the King County Medical Examiner's Office regarding the filing of death certificates and issuing of cremation / burial transit permits for fatalities resulting from an emergency or disaster.

- The Public Health Office of Vital Statistics will develop a system for keeping records of incident related deaths resulting from an emergency or disaster.

- The King County Medical Examiner, within PHSKC, will:

    - Investigate and determine the cause and manner of deaths resulting from an emergency event
    - Coordinate the disposition of casualties resulting from an emergency or disaster
    - Maintain the official log of reported and confirmed deaths resulting from an emergency incident
    - Serve as the lead agency for the release of information regarding deaths resulting from an emergency.

<u>Region 6 Hospitals</u>:

- Provide primary medical care in an emergency consistent with the Region 6 Hospital Emergency Response Plan and the Central Region EMS and Trauma System Plan.

- Follow communications protocols outlined in the Central Region Trauma Council Communications Plan, which includes updating the Puget Sound Hospital Capacity Website daily and every four hours during an event or more frequently if possible. Maintain communications with 'Hospital Control' and provide information upon request.

- Collaborate with PHSKC and Hospital Control to assure the effective use of available hospital bed capacity.

- Activate regional surge capacity plans and capabilities to meet trauma and burn patient care needs

- Activate regional surge capacity plans to meet initial isolation of hospital patients with communicable disease.

- Incorporate facility evacuation as a component of hospital emergency plans. Coordinate development of hospital facility evacuation protocols with Hospital Control, local public health and first response agencies.

- Advise the Healthcare Coalition - Executive Council on policy decisions that may arise during emergencies and disasters.

- Coordinate with the Healthcare Coalition - Regional Medical Resource Center to ensure appropriate assessment and distribution of medical resources.

- Collaborate with PHSKC in developing and releasing information about the incident to the public and media.

- Coordinate directly with EOC's of the cities in which they are located for non-medical equipment, supply or service needs.

Region 6 Hospital Control (HMC):

- Update Hospital Capacity web site during emergencies.

- Coordinate communications among regional hospitals based on the Central Region Trauma Council Communications Plan.

- Direct EMS transport of patients from the field to regional hospitals in a mass casualty incident.

- Notify PHSKC Duty Officer of emergencies impacting the hospital system.

- Coordinate with all hospitals in King County to identify medical equipment and supply needs and communicate those needs to the PH EOC or Regional Medical Resource Center as appropriate.

- Identify and communicate to the PH EOC regional hospital capacity issues that may arise during emergencies

- Coordinate facility evacuation plans and protocols with all hospitals in King County. Direct the planning and response components of patient transport during evacuation events. Request through the PH EOC activation of the NDMS to evacuate patients out of King County, as needed.

- Activate the "All Call Alert" and notify Region 6 hospitals that a multiple casualty incident or other system wide emergency has occurred. Hospital control will also notify the Public Health Duty Officer of:

  - Nature of the emergency or problem
  - Projected number of patients, if known
  - Hospital status or needs

Emergency Medical Services (EMS):

- Respond to emergency medical incidents in the field

- Provide initial patient assessment, treatment triage and transport of ill or injured patients.

- Utilize the King County Multiple Casualty Plan to prioritize treatment and transport of patients from an incident involving multiple patients. Hospital Control will identify the designated trauma center hospital or other hospital able to receive injured patients.

- Support Hospital Control, as needed in planning for and responding to evacuations of hospital facilities.

- Follow the patient care procedures established by the King County EMS Medical Program director. Paramedics will receive on-line medical direction from their Medical Control Hospitals

- Coordinate Critical Incident Stress Management program support to emergency medical service providers.

- In accordance with RCW 68.050, EMS will report fatalities to the King County Medical Examiner, before moving or transporting fatalities from an incident site. The King County Medical Examiner will provide specific guidance on preserving the incident site and the disposition of victims.

Airlift Northwest:

- Provide rapid emergency and inter-hospital air transport service to ill or injured patients in King County

American Red Cross:

- Assist in disseminating official information or warnings, when feasible.

- Assist in coordination of volunteer agencies relief efforts.

- Provide support to King County Department of Natural Resources and Parks, ESF 6 operation in providing food and drinking water to support emergency workers at temporary treatment centers and incident sites as volunteer staffing and resources allow, consistent with the Regional Disaster Plan ESF 6-Mass Care, Housing and Human Services protocols.

- Provide emergency first aid and Disaster Health Services, as availability, training, and skills allow according to Red Cross Health Services protocols.

- Assist with emergency medical support needs at temporary treatment centers, as availability, training, and skills allow according to Red Cross Health Services protocols.

- In coordination with King County Department of Community and Human Services, provide Disaster Mental Health Services to the community as volunteer staffing allows.

King County Department of Community and Human Services:

- Coordinate the delivery of community mental health services and crises response consistent with the King County Mental Health Disaster Response Plan.
- Coordinate with the Seattle Chapter of ARC regarding the provision of American Red Cross Disaster Services.

Puget Sound Blood Bank:

- Accept and process properly identified requests for blood.
- Process, type and cross match blood samples.
- Coordinate with the Regional Medical Resource Center regarding blood needs for hospitals.
- Provide for the return delivery of blood to the requesting agency.
- Coordinate blood donation from the public.
- Assist local health care facilities with decisions about blood allocation and with planning transfusion support.
- Assure adequate blood supply to meet demand and coordinate with other blood centers and national agencies for acquisition if additional resources, as needed.

Washington State Hospital Association :

- Assist PHSKC and the Healthcare Coalition with preparedness and administrative activities including coordination of preparedness planning and communication among Region 6 hospitals.

Washington State Poison Center :

- Provide 24 hour telephone information to health care providers and the public with information regarding any and all chemicals, “poisons”, and suspected poisonings.
- Provide on-line poison information and first aid intervention to non-English speakers in 140 languages utilizing Language Line Services.
- Provide information regarding environmental and toxicological concerns to ESF-8 response agencies.

Local Law Enforcement :

- Be responsible for assuring the safety and security of PHSKC field operations including EMS and community based dispensing and vaccination activities.
- Provide crowd control at scene of an emergency or at the site of health and medical field operations.
- Provide emergency traffic routing information and establish a traffic control plan at the scene of an emergency or site of health and medical field operations.
- Participate with PHSKC in the development of a regional PHSKC-Law enforcement team to assist the delivery and enforcement of isolation and quarantine orders.
- Coordinate with the King County Medical Examiner's Office regarding incident site preservation, crime scene investigation, and remove of victims and remains.

King County Department of Transportation, Metro Transit Division:

- In support of hospital facility evacuations, provide vehicles to transport ambulatory patients between hospitals, as needed.
- Provide transportation for medical personnel, supplies and equipment to locations as needed.
- Provide busses to serve as antibiotic dispensing stations during public health emergencies, as needed.

King County Department of Development and Natural Resources, Parks and Recreation Division:

- Make parks facilities and equipment not otherwise occupied as shelters available for use as temporary treatment facilities for injured patients, as requested by Public Health.
- Staff will not be expected to provide medical care above and beyond their level of training of their staff which may be limited in most cases to the provision of first aid.
- Assist PHSKC in creating alternate care facilities or dispensing, vaccination or treatment clinics at suitable park facilities.

Seattle Parks and Recreation Department will:

- Make parks facilities and equipment not otherwise occupied as shelters available for use as temporary treatment facilities for injured patients, as requested by Public Health.

- Staff will not be expected to provide medical care above and beyond their level of training of their staff which may be limited in most cases to the provision of first aid.

Seattle Fleets and Facilities Department will:

- Assist PHSKC in creating alternate care facilities or dispensing .vaccination or Treatment clinics at suitable park facilities.

REFERENCES

Region 6 Homeland Security BioTerrorism Response Plan

Public Health Seattle & King County Emergency Operations Plan.

Public Health – Seattle & King County Emergency Operations Center Procedures Manual

Region 6 Hospital Emergency Response Plan (under revision)

King County Regional Disaster Plan for Private & Public Organizations

King County Medical Examiner Mass Fatality Plan

King County Multiple Casualty Incident Response Plan

Central Region EMS and Trauma System Plan

Central Region EMS and Trauma Council Communication Plan

King County Isolation and Quarantine Plan

King County Strategic National Stockpile / Mass Vaccination / Mass Dispensing Plan

King County Pandemic Influenza Response Plan

King County Epidemiological Response Plan

King County Mental Health Disaster Response Plan

King County Healthcare Coalition Charter

ESF 9

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SEARCH & RESCUE/TECHNICAL RESCUE

ESF COORDINATOR: **SEATTLE FIRE DEPARTMENT**

PRIMARY DEPARTMENT: **SEATTLE FIRE DEPARTMENT**

SUPPORT ORGANIZATIONS:
Seattle Police Department
Seattle-King County Public Health Department
Seattle Public Utilities
King County Office of Emergency Management
Pierce County Department of Emergency Management
Washington State Emergency Management Division
Federal Emergency Management Agency

I. INTRODUCTION

A. Purpose

1. To describe the policies and procedures administered by the Seattle Fire Department during disasters.

2. To describe the policies and procedures of the Seattle Fire Department Management Team during an EOC activation.

B. Scope

This annex applies to Fire Department personnel, uniformed and non-uniformed, on and off duty. The focus is on the policies and procedures, resources, and objectives to address issues before, during and after major citywide emergencies or disasters.

C. Mission

To minimize the loss of life and property resulting from fire, medical emergencies and other disasters.

II. Situation

A. Throughout the normal course of daily commerce and recreation in the City of Seattle, incidents occur where citizens are trapped, buried, stranded or otherwise unable to extricate themselves. These events are usually caused by a trauma event requiring the intervention of technically trained professionals. Examples of these types of technical rescues are:

- Construction site cave-in events
- Window washer trapped multiple stories above the ground
- Catastrophic building collapse
- Transportation vehicle collision with trapped patients
- Falls over steep cliffs

B. A Fire Department Technical Rescue Team will be dispatched to these high-risk incidents in order to apply special knowledge, skills and equipment to safely resolve unique and complex rescue situations

III. Assumptions

A. The Fire Department plans and trains regularly for these types of rescues. Most of the training is locally, state and/or federally mandated.

B. In addition to the specialty teams, " all firefighters are trained at a level to begin the initial phases of the rescue.

C. The Fire Department will be the lead in the mitigation of large-scale emergencies to include the rescue of trapped people.

IV. Definitions

Confined Space: Space large enough for a body to work with limited entry and egress. Not designed for continuous habitation.

High (low) Angle: Using rope and other associated rescue devices in above- and below grade situations.

Structural Collapse: Structures whose ability to remain self-supporting have been compromised.

Technical Rescue Teams:

Unit 78 Mass Decontamination Team
Unit 85 Dive/Water Rescue Team
Unit 87 Heavy Rescue Team
Unit 88 High Angle Rescue Team
Unit 89 Confined Space Rescue Team
Unit 99 Marine Response Team

Transport Vehicle/Machinery Rescue: Transportation equipment, vehicles, industrial machinery and other mechanical devices in which stabilization, disengagement and extrication may require special tools and techniques.

Trench Rescue: Narrow excavation below the surface of the earth where the depth is greater than the width at the bottom.

Water Rescue: Locating and removing persons from moving or standing bodies of water (to include ice, salt and fresh) both surface and sub-surface.

V. Operations

A. Local Response by the Fire Department

(1) Engines and ladder trucks arriving first at the location will perform a size up, triage the incident and initiate appropriate incident stabilization and life safety actions.

(2) Victims will be triaged into two categories:

- Viable patients – ones who have a chance of survival
- Body recovery – ones who have already expired

(3) Priority and speed of rescue is determined by the level of acceptable risk taken from the "risk/benefit analysis" conducted by the on-scene Incident Commander and/or Safety Officer.

TYPES OF RESCUE RESPONSES:

UNIT 78	UNIT 85	UNIT 87	UNIT 88	UNIT 89	UNIT 99
Decontamination	**Water**	**Heavy**	**High Angle**	**Confined Space**	**Marine**
Example: Workers exposed to hazardous material	Example: Overturned boat. Victims in water	Example: Forklift overturns. Worker pinned	Example: Window washer unable to get down	Example: Construction worker falls down narrow shaft	Example: Ship taking on water

(4) Additional units will be dispatched with the Technical Rescue Team to provide support at the scene to include:

- Engines
- Ladder Trucks
- Fireboats
- Aid Cars
- Medic Units
- Battalion Chiefs
- Deputy Chief of Operations
- Staffing Officer
- Air Unit
- Public Information Officer
- (Fire Buffs)

B. Tactical Procedures

The first responding units and/or the Technical Rescue Team will:

- Identify the hazards
- Size up – Incident Command System (ICS) tasks
- Conduct a resource assessment
- Isolate the hazards
- Evacuate non-involved patients
- Conduct a risk-benefit analysis
- Perform “lockout – tagout” (preventing the accidental powering up of involved machinery or equipment)

C. Regional Response - Urban Search and Rescue (US&R) Team

Overview

The City of Seattle EOC may request the Washington State Urban Search and Rescue Task Force through the State of Washington Division of Emergency Management.

The US&R Team is composed of firefighters, paramedics, physicians and other support staff from around the Seattle and Puget Sound region.

Numerous trained US&R Task Forces are available for service throughout the United States under the control and direction of the Federal Emergency Management Agency (FEMA).

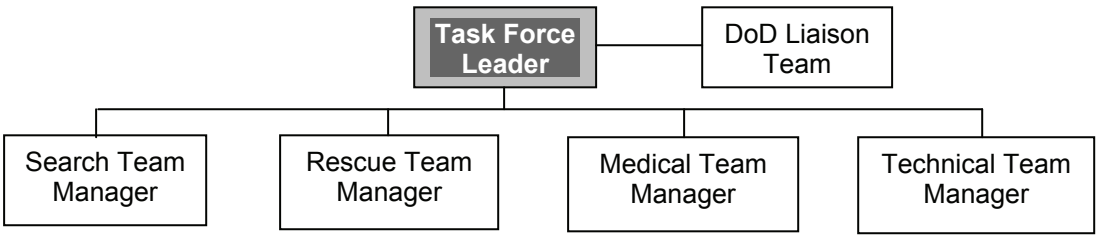
Activation

At the request of the Incident Commander, the EOC is authorized to contact the Washington State Emergency Management Division to request the local US&R Team.

The Washington State US&R Task Force may be called out first for any catastrophic event in the City of Seattle or neighboring region. They have the ability to mobilize quickly for local response.

Management

US&R Basic Organizational Chart



Equipment

The Seattle Fire Department maintains a US&R cache of equipment and supplies, in tractor/trailers at Seattle Fire Stations.

Among the myriad of search and rescue tools, the US&R Team will train and maintain:

- Shelters
- Communications equipment
- Respirators and SCBA
- Emergency Medical Supplies
- Shoring and cribbing materials
- Heavy rescue tools
- Food and water for 72 hours for 62 members
- Breathing and breaking tools

Operations - Tactics

Phase One
Assessment of the collapse. The area is scanned for possible victims (surface and/or buried). Evaluate the structure's stability. Shut off utilities.

Phase Two
Removal of all surface victims. Rescuers must be cautious as not to become victims themselves. Watch for secondary collapse.

Phase Three
Voids and accessible spaces searched and explored for viable victims. Only specially trained canines and trained personnel should be employed in this process.

Phase Four
Selected debris removal, using special tools and techniques, may be necessary after locating a victim. Gather information on the location of other possible victims.

Phase Five
General debris removal is conducted after all known victims have been removed.

Rescue Site Set Up
When establishing the perimeter of the operational work area, the needs of the following support activities will be provided and properly identified:

- Operations Post
- Medical Treatment Area
- Personnel Staging Area
- Rescue Equipment Staging Area
- Cribbing/Shoring Working Area
- Access/Entry Routes
- Decontamination corridor(s)

Search Tactical Operations
The US&R will employ the following strategy and tactics in an effort to rescue trapped victims:

- Physical void search (visual and vocal)
- Audible call out/knocking method

- Use of fiber optics
- Use of infrared and thermal imaging
- Use of electronic listening devices
- Use of search canines (dogs)

ESF 10

HAZARDOUS MATERIALS SPILL – RELEASE

ESF COORDINATOR: **SEATTLE FIRE DEPARTMENT**

PRIMARY DEPARTMENT: **SEATTLE FIRE DEPARTMENT**

SUPPORT ORGANIZATIONS:
Seattle Police Department
Seattle-King County Public Health Department
Seattle Public Utilities
King County Office of Emergency Management
Pierce County Department of Emergency Management
Washington State Emergency Management Division
Washington State Patrol
Federal Emergency Management Agency
US Coast Guard

I. INTRODUCTION

A. Purpose

1. To describe the policies and procedures administered by the Seattle Fire Department during disasters.

2. To describe the policies and procedures of the Seattle Fire Department Management Team during an EOC activation.

B. Scope

This annex applies to Fire Department personnel, uniformed and non-uniformed, on and off duty. The focus is on the policies and procedures, resources, and objectives to address issues before, during and after major citywide emergencies or disasters.

C. Mission

To minimize any loss of life and property and/or the contamination of the environment that may result from the accidental or intentional release of hazardous materials.

II. Situation

A. The City of Seattle encompasses an array of structures and occupancies engineered to serve the transportation, occupational, recreational, and residential needs of a day time population of over 723,00.

B. Among the daily activities in the City's business and industrial community, it is recognized that various amounts of hazardous materials (HazMat) are used in a myriad of processes. In addition to the normal and regulated amounts used and stored, larger bulk quantities are transported in and through the City over the highways and major arterials, the railroad system, in pipelines, and on ships through Elliott Bay and the Port of Seattle. Examples of Hazardous Materials incidents may include:

- Transportation incidents
- Clandestine drug labs
- Fixed site incidents
- Spill or release
- Multiple incapacitated patients
- Visible environmental

C. Despite modern life safety and fire protection systems, federal, state and municipal laws governing the use, transportation and storage of hazardous materials, the possibility exists that natural, mechanical or human caused disasters could result in releases, spills, fires and other catastrophic events. These events would require immediate and effective response of fire protection, emergency medical and hazardous materials services provided by the Fire Department.

D. The City of Seattle has been designated an Emergency Planning District by the State Emergency Response Commission (SERC) as prescribed in WAC Section 118-40-150. As such and consistent with WAC Section 118-40-170, the Seattle Fire Department is primarily responsible for administering and supporting the requirements of the City's Local Emergency Planning Committee (LEPC), to include maintenance of the City's Hazardous Material Emergency Response Plan as set forth in WAC Section 118-40-180.

III. Assumptions

A. The Fire Department will be responsible for the stabilization of all hazardous materials incidents that threaten the public safety, except

those incidents that are normally resolved by the Seattle Police Department's Explosives Disposal Unit or other federal/state response group.

B. The Hazardous Materials Response Team (Unit 77) will respond to incidents inside the city limits and in support of jurisdictions where current mutual aid agreements exist with the City of Seattle.

C. The Fire Department maintains strategically located fire stations and equipment to address fire, medical and other emergency needs of the public. Among these resources is the Hazardous Materials Response Team, otherwise known as Unit 77. Unit 77 is comprised of firefighters specially trained in the mitigation of hazardous materials events. Unit 77 Team members are trained to a Technician level (highest possible).

D. In situations of major proportions that exceed the physical limitations of the Fire Department, help from outside the City shall be provided through other fire departments by way of mutual aid agreements, the King County Fire Resource Plan, and from other state and federal agencies arranged through the City of Seattle EOC.

E. In addition, should there be a radiological emergency, technical assistance and specialized resources from the State Department of Health, State Military Department, US Department of Energy, and the Federal Nuclear Regulatory Commission can be made available through the Seattle EOC or Emergency Management Staff Duty Officer. (A catalog of supplemental radiological assistance is maintained by the Seattle Office of Emergency Management).

F. Despite the best efforts of the Fire Department and other outside agencies that respond to assist, a catastrophic disaster could cause delays in response by emergency personnel and equipment.

G. The Fire Department trains and plans regularly for HazMat events. Training is locally, state and federally mandated and certified.

IV. Definitions

HazMat: Hazardous Materials

Unit 77: Hazardous Materials Response Team

Decon corridor: An on scene, temporary structure designed to provide emergency decontamination of the victims

V. Operations

A. Overview

The foundation of any HazMat response is the Hazardous Materials Response Team (Unit 77). A Unit 77 response will place the following fire resources at the scene:

- Unit 77: Engine
  Ladder Truck
  Aid Car
  Battalion Chief
  HazMat Van
  Medic Unit

- Additional Engines
- Additional Ladder Trucks
- Medic Unit
- Additional Battalion Chief
- Deputy Chief of Ops
- Safety Chief
- Staffing Officer
- Air Support Unit
- Command and Control Van
- Public Information Officer
- (Fire Buffs)

B. Tactical Procedures

<u>First in units</u>
The first arriving units (usually non-Unit 77 engines or ladder trucks) will:

- Establish command and scene control
- Identify the product spilled or released
- Isolate the chemical establish control zones: Hot, Warm, and Cold
- Evacuate or shelter in place potential victims
- Rescue those unable to evacuate themselves
- Establish emergency decontamination procedures
- Set up a decon corridor and flush patients with water for 15 minutes
- Establish command through the ICS

<u>Hazardous Material Response Team</u>

Unit 77 personnel, upon their arrival, will interface with the first-in companies and:

- Confirm the identification of the product
- Plot the travel of the chemical plume if applicable
- Mitigate by: Containing, Neutralizing, Diluting, Shutting off at the source
- Facilitate clean up
- Release the scene

Chemical Release With Fire

A chemical release has its own challenges. These become more complex with the addition of fire. In this situation, additional tactics will be implemented:

- Positioning of hose streams to cool the fire
- Confinement of the fire
- Application of fire fighting foam to extinguish

CAMEO

A hazardous materials product identification and mitigation program is utilized by the Seattle Fire Department. The HazMat Response Van (Unit 77) is equipped with a mobile computer that runs the Computer Aided Management of Emergency Operations (CAMEO) program. This program was developed through the cooperation of the Seattle Fire Department and the National Oceanic and Atmospheric Administration (NOAA) and is considered to be the standard among the Fire Service.

Many chemicals or hazardous products produce a plume or cloud of potentially lethal gas. CAMEO is able to plot the plume based on the chemical, quantity, wind direction and speed through ALOHA (Aerial Location of Hazardous Atmospheres). Evacuation or shelter in place of the surrounding community may be accomplished with more direction and clarity with a projection of the toxic cloud travel.

Warning and Notification

Public warning and official notification for all types of hazards, including a hazardous materials incident, are described in the Public Warning Support Annex of the Seattle Disaster Readiness and Response Plan, Volume II.

Clean Up

The clean up of a HazMat scene will be coordinated with the Fire Marshal and the Seattle EOC who may contact the:

- Washington State Department of Ecology
- Washington State Emergency Management Division
- Washington State Patrol
- US Environmental Protection Agency
- US Coast Guard
- City of Seattle Fleets and Facilities Department for City-owned property
- Private licensed contractors

Patient Care

Patient care will be conducted after emergency decon per EMS guidelines. If necessary, an MCI response will be requested.

ESF 11

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THIS ANNEX IS NOT USED BY THE CITY

For explanation refer to Page 7 of the Basic Plan

ESF 12

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ENERGY

ESF COORDINATOR:	**SEATTLE CITY LIGHT**
PRIMARY DEPARTMENT:	**SEATTLE CITY LIGHT**
SUPPORT ORGANIZATIONS:	**SEATTLE PUBLIC UTILITIES** **SEATTLE DEPT. OF TRANSPORTATION** **SEATTLE DEPT. OF PLANNING AND DEVELOPMENT** **SEATTLE PARKS DEPARTMENT** **SEATTLE POLICE DEPARTMENT** **SEATTLE FIRE DEPARTMENT** **PUGET SOUND ENERGY** **SEATTLE STEAM** **NORTHWEST PIPELINE COMPANY** **SEATTLE HEALTH & HUMAN SERVICES**

I. INTRODUCTION

A. Purpose

This annex describes the roles and responsibilities of Seattle City Light during a disaster or major emergency. It further describes SCL's role and responsibilities in coordinating and communicating the efforts of the support organizations listed above.

B. Scope

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

Seattle City Light has plans in place and is the lead agency in the execution of the following services:

- Restore power outages
- Coordinate power restoration priorities with the EOC
- Coordinate electrical related emergency initiatives with other city departments and jurisdictions

SCL essential services are accomplished by maintaining these critical functions:

- Conduct damage assessment of City's power system and service areas
- Vegetation management along City Light's Right of Way

- Transmission lines assessment, maintenance and repair

II. REFERENCES

- City of Seattle Disaster Readiness and Response Plan, Vol. I. and II.
- Seattle Municipal Code (SMC) 10.02. Civil Emergencies
- SMC 12A.26. Mayor's Emergency Powers
- SMC 21. Utilities
- Revised Code of Washington
- National Response Plan

III. DEFINITIONS

Seattle City Light - DOC: SCL's Interim Department Operations Center. The Interim DOC is located at the Seattle Municipal Tower in Room 3345. This is the operations center from which key personnel are assigned to effectively coordinate and manage the response and restoration of power as a result of damages to City Light's facilities.

Utility Providers For the purposes of this annex the term utility providers will be used interchangeably with the term energy providers and will be interpreted to mean any organization, public, private, county, municipally or investor owned that provides energy services (electricity, gas (natural and LP), fuel for transportation or use in homes and industry.

IV. SITUATION

A. Overview

The Seattle City Light is responsible for operating and maintaining the city's electrical infrastructure including:

- Constructing, maintaining and operating generation plants and electrical substations;
- Planting and maintaining trees, vegetation and landscaping in public rights of way;
- Coordinating initiatives with other agencies

The City of Seattle Disaster Readiness and Response Plan specifies which agency shall be lead when more than one agency responds to an emergency. SCL is specified as lead agency for:

- Power Failures
- Breeches, breaks, or dangerous over-spilling at SCL owned dams

In those situations where more than one agency on the scene has jurisdictional responsibility, a Unified Command will be established.

B. Planning Assumptions

1. The Seattle City Light will likely be an important participant in any major disaster affecting this city and will be the lead primary agency in responding to energy emergencies in the City of Seattle.

2. Accidents and natural events evolve in a generally predictable pattern whereas the effects of deliberate criminal acts are more difficult to predict and may include steps to hinder the response.

3. During a disaster or major incident supplies and mutual aid may have difficulty reaching the scene.

4. During periods of abnormal weather or in the event of multiple unanticipated outages there may be occasional times when generating capacity is limited or falls below customer demand.

5. There will likely be an urgent need for restoring power at critical facilities

6. While emergency responders may focus on a particular impacted area, the need remains for efficient use of the city's transportation system.

7. There may be widespread and prolonged electrical power failure. With no or little electrical power, communications will be effected and traffic lights will not operate, causing surface gridlock. Such outages will impact other public health and safety services, including the movement of petroleum products for transportation and emergency power generation

V. CONCEPT OF OPERATIONS

When energy supplies, such as electric, natural gas or automotive transportation fuels, are disrupted or when there is an imminent possibility of curtailment, an appraisal of the situation is made by the primary and support agencies within this ESF. Emergency organization personnel are notified and mobilized to coordinate relief efforts, to communicate with the public and appropriate government agencies and to restore normal service once the incident is over. These actions are executed to efficiently restore energy and minimize the effects of the habitants of the City of Seattle.

Seattle City Light is the primary agency and therefore assumes responsibility for ESF 12 activity. Every support organization as defined above, has a predetermined emergency plan to follow depending on the type of incident and the amount of damage done to their respective facilities.

Upon activation of the EOC the EOC Director will determine staffing levels and will notify the ESF 12 coordinators who will respond to their predetermined locations for activation of their individual Emergency Plans.

VI. ASSIGMENT OF RESPONSIBILITES

A. Preparedness Phase:

Supporting Organizations

1. Coordinate the establishment of priorities to repair damaged energy services and coordinate the provisioning of temporary, alternate or interim sources of portable generators and other utilities.
2. Prepare and update energy supply contingency plans for implementation in the event of energy shortages or emergencies.
3. Maintain alert rosters, COOP's Restoration plans and any SOP's necessary to implement this annex.
4. All ESF-12 personnel will integrate NIMS principles into all planning and response activities.
5. All key ESF-12 personnel will complete ICS100, ICS200 ICS300 and ICS700 Incident Command courses.
6. Insure all personnel that will be using WebEoc have had the proper level of training.
7. All departments and agencies who will have personnel in command of various incidents will take ICS400 in addition to the above.
8. Annually review the Department of Homeland Security Universal Task List and integrate tasks as appropriate.
9. Conduct at least annually an exercise designed to validate this annex.
10. Identify, train and assign personnel necessary to execute missions in support of this ESF.
11. Develop and maintain a complete directory of all utility services and products associated with this ESF.
12. Establish a liaison with all support activities identified in this annex.
13. Periodically insure Mutual Aid or Mutual Understanding agreements are up to date and remain in effect.
14. Periodically test WebEoc.

Primary Department

1. Maintain best practice vegetation program.
2. Make changes to plans and procedures after exercises if appropriate.

B. Response Phase

Support Organizations

1. Perform a size up at the effected areas to determine operational priorities and emergency repair procedures with field personnel. Provide a status report to the EOC.
2. Prioritize utility restoration processes.
3. Implement any Mutual Aid or Mutual Understanding agreements in effect, as needed.

Primary Department

1. Apply as necessary, local, state and federal resources in accordance with established priorities.
2. Provide emergency information, education and conservation guidance to the public in coordination with the PIO.
3. If required, assist local, state and federal agencies with obtaining fuel for transportation in support of emergency operations.
4. Coordinate with law enforcement for security and protection of supplies.
5. Work with ESF-3 to coordinate delivery and installation of emergency generators at critical facilities when outages exceed tolerable levels

C. Recovery Phase

Support Organizations

1. Continue to conduct restoration operations until all utility services have been restored.

Primary Department

1. Monitor utilities organizations and the repair and restoration of utility services.
2. Implement load shedding if required.
3. Maintain coordination with all supporting agencies. Departments and organizations on the operational priorities of the repair and restoration.
4. Continue to provide emergency information, education and conservation to the public in conjunction with the PIO.

D. Mitigation Phase

Support Organizations

1. Insure all documentation has been completed.
2. Perform an After Action Report and revise existing plans or procedures as deemed.
3. Review respective mitigation plan and determine potential strategies for inclusion in future ESF plan revisions

VII. LOGISTICS

A. Logistical Support

1. SCL maintains service facilities at:
South Service Center – 3613 4th AVE S. Seattle, WA. 98134
North Service Center – 1300 N. 97th Seattle, WA. 98103
System Control Center – 614 NW 46th Seattle, WA. 98107
Seattle Municipal Tower – 700 5th AVE. Seattle, WA 98124

B. Communications

1. SCL utilizes a 450 MHz radio system for internal operations. The 450 MHz radios are monitored 24/7 through SCL dispatch operators.

2. SCL has 800 MHz radios in supervisor vehicles and a cache of hand held radios for use in the event of an emergency or disaster.

3. Key SCL personnel have access to satellite phones.

4. SCL has a direct line to SPD dispatch for rapid bi-lateral notification of significant events.

   a. E-mail, traditional “land line,” cellular phones, and Nextel 2-Way, are typical communications tools used on a day-to-day basis.

C. Information Technology Support (IT)

1. The City Department of Information Technology provides technology leadership for the City enterprise, developing common standards, architectures, and business solutions to deliver City services more efficiently and effectively. For additional information and detail see ESF-2 Telecommunications and Information Technology.

2. SCL has an “internal” Information Technology Section. This section is within SCL’s Resource Management division and is responsible for the on-going development, acquisition, support and maintenance of SCL applications and infrastructure.

VIII. APPENDICES

Support Organizations	Resources
Seattle Public Utilities	Personnel – 2nd job Vehicles
Seattle Department of Transportation	Personnel – 2nd job Vehicles Fuel Generators Architectural engineering services Vegetation Management Heavy equipment – lifts, dozers, barricades, etc.
Seattle Department of Planning and Development	Permits Demographic – maps, emergency routing, etc. Personnel – 2nd job
Seattle Parks Department.	Equipment – trucks, Personnel – 2nd job
Seattle Police Department	Communications Equipment Fuel Transportation Security Crowd Management
Seattle Fire Department	First aid Assistance Fire Assistance
Puget Sound Energy	Equipment – service trucks, etc. Personnel – 2nd job Restoration Assistance
Seattle Steam	Restoration of steam
Williams Northwest Pipeline Company	Restoration of natural gas

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LAW ENFORCEMENT

ESF COORDINATOR:	**SEATTLE POLICE DEPARTMENT**
PRIMARY DEPARTMENT:	**SEATTLE POLICE DEPARTMENT**
SUPPORT ORGANIZATIONS:	**DEPARTMENT OF INFORMATION TECHNOLOGY** **FLEETS AND FACILITIES DEPARTMENT** **SEATTLE FIRE DEPARTMENT** **SEATTLE TRANSPORTATION DEPARTMENT** **MUTUAL AID LAW ENFORCEMENT** **WASHINGTON STATE PATROL** **SEATTLE FIELD OFFICE, FBI**

I. INTRODUCTION

A. Purpose

This annex describes law enforcement roles and responsibilities during a disaster or major emergency, which include: Threat mitigation, Security, Investigation, Intelligence, Logistics, EOC Operation, Seattle Police Operations Center (SPOC) operations, Department Operating Center (DOC) Coordination, and Information management within the Police Department and among other government agencies.

B. Scope

1. This annex applies to all members of the Seattle Police Department, sworn and civilian.

2. It serves as department guidance for situations that require the department to become the lead agency in managing a major emergency or disaster, or when the department supports another City department in a major emergency or disaster.

C. Mission

Prevent crime, enforce the law and support quality public safety by delivering respectful, professional, and dependable police services.

II. REFERENCES

- City of Seattle Disaster Readiness and Response Plan, Vol. I. and II.
- Seattle Terrorism Annex
- Seattle Police Department Manual
- Seattle Police Department Training Manual
- Seattle Police Department Emergency Operations Manual
- Seattle Municipal Code
- Revised Code of Washington Title 9A
- National Response Plan

III. DEFINITIONS

Seattle Police Operations Center (SPOC): Department Operating Center used in disasters, unusual occurrences and special events to coordinate planning, strategy and resources. The SPOC communicates directly with the City EOC, and other City DOCs.

Duty Commander: The Duty Commander is the senior law enforcement commander on duty during nights and weekends.

IV. SITUATION

A. Overview

1. The Seattle Police Department is the primary law enforcement agency in the City, providing services on a 24/7 basis. The 2000 Census lists the population of Seattle at 563,374. During the day commuters increase the population to 723,000. In addition, the City hosts approximately 7 million tourists each year.

2. The Department responded to 848,737 calls for service in 2001. These calls were for a wide variety of services ranging from in-progress emergencies, criminal investigations, and marine response to searching for lost children.

3. The City of Seattle Disaster Readiness and Response Plan specifies which agency shall be lead when more than one agency responds to an emergency. In those emergencies where criminal acts are the cause the police department shall be the lead agency.

4. In those situations where more than one agency on the scene has jurisdictional responsibility, a Unified Command will be established.

B. Assumptions

1. The Seattle Police Department will play a lead or major role in any response to large-scale incident or disaster.

2. Calls for service may overwhelm the City's primary Public Safety Answering Point (PSAP).

3. Accidents and natural events evolve in a generally predictable pattern whereas the effects of deliberate criminal acts are more difficult to predict and may include steps to hinder the response.

4. Due to an already overwhelmed road network, during a disaster or major incident supplies and mutual aid may have difficulty reaching the scene and patients and evacuees may have difficulty moving to hospitals or shelters.

V. OPERATIONS

A. Organization

1. The Seattle Police Department is organized to effectively respond to emergencies each day. Unformed patrol officers are assigned to precincts which are organized into five geographic areas throughout the City. In addition, a Harbor Patrol provides continuous emergency and routine patrol throughout the waterways of the City.

2. The Police Chief reports directly to the Mayor. Deputy Chiefs, Assistant Chiefs, Captains, Lieutenants, Sergeants and Officers constitute the rank structure of the department.

3. Command rank officers are assigned each day to specific emergency positions.

B. Normal Operations

1. Response Priorities

   a. Life Safety

   b. Incident Stabilization

   c. Property Conservation

2. Patrol

    a. Uniformed patrol staffing is spread over three, nine-hour shifts. Staffing is lowest during the start of First Watch and climbs throughout the day.

    b. Patrol officers are generally deployed in one-officer units. These units are organized into Squads and the Squads into Watches. Each Squad is commanded by a sergeant and each Watch by a Lieutenant.

    c. Although each Precinct generally is responsible for calls for service in its response area during emergencies, a patrol Strike Team can be rapidly assembled.

3. Investigations

    a. Investigative units are generally at work during normal business hours. During emergencies, and following pre-established protocols, investigative resources can respond using on-call personnel.

4. Specialty

    a. Special Weapons and Tactics (SWAT): The SWAT team provides coverage during days, nights and weekends. The team provides tactical support to patrol, responds to barricade/hostage incidents, deploys less lethal capability for crowd control, and provides security for dignitaries. The SWAT team is Personal Protective Equipment (PPE) Level B capable.

    b. Arson Bomb Squad (ABS): The ABS is responsible for the response and investigation of arson and bomb incidents. The squad can deploy to several simultaneous bomb incidents. The ABS is PPE Level A capable.

    c. CBRNE Support Squad (CSS): The CSS is responsible for the operation of the Telecommunications Vehicle, which, as a regional resource, is capable of enhanced communications at the scene using satellite, mobile gateway, and microwave. It also is capable of deploying remote radiation and chemical sensors, and transmitting live video transmission from the scene. In addition the CSS maintains the City Command Mobile Command Vehicle, and maintains the PPE Cache for

the police department and the Seattle/King County Public Health Department. The CSS is PPE Level B capable.

d. Crime Scene Investigation Squad (CSI): CSI supports criminal investigation by providing evidence collection and documentation. CSI typically is assigned under the Investigation team at the scene. CSI personnel are PPE Level C capable.

e. Intelligence Operation Center (IOC): The IOC is responsible for the collection, analysis and dissemination of intelligence related to an incident and serves as the point of contact with other intelligence agencies outside of the City. The IOC is activated as needed to support the response to an incident, disaster or special event. When activated, all City Departments are expected to send intelligence information to the IOC.

f. Harbor Patrol: The Harbor Patrol Unit provides law enforcement, rescue, recovery and firefighting services in the waters in around the City. Harbor Patrol personnel are qualified in firefighting and emergency medical care. The unit is a member of the regional dive team and can deploy a remotely operated vehicle to search or patrol critical infrastructure and high value locations.

g. Mounted Patrol Unit: The Mounted Patrol Unit provides horse patrol throughout the City. Mounted Patrol officers are often assigned to assist with crowd control duty.

h. Prisoner Processing Team: The Prisoner Processing Team is responsible for processing all arrests in support of an Incident Command. The team can deploy van and bus teams to pick-up and transport prisoners. A Precinct team provides for processing and transport to the jail

i. Emergency Support Function 13 Team (ESF-13): ESF-13 personnel are responsible for providing the law enforcement function at the City Emergency Operations Center (EOC) during emergency activations.

j. Seattle Police Operations Center (SPOC): The SPOC is the Operations Center for the Department. When activated the SPOC has command and control over all department

resources. When activated, all mutual aid requests are coordinated through the SPOC.

5. Response

   a. The response to disasters, incidents, and special events will follow the National Incident Management System (NIMS) Incident Command System (ICS), and maintain the capacity to effectively receive, integrate and support supplemental and outside assistance from other jurisdictions, in addition to the state and federal governments.

   b. In addition to responding to patrol emergencies the Department also is responsible for evaluating threats and developing a response strategy.

   c. All City originated 9-1-1 calls for service are first received through the Seattle Police Department Communications Center. Those that relate to fire, hazardous materials (HAZMAT) releases, and emergency medical calls are routed to the Fire Alarm Center (FAC), the City's secondary PSAP. Law enforcement calls are classified by priority and referred to a dispatcher who will coordinate a response by patrol officers.

   d. Each Precinct has an assigned dispatcher.

   e. The Seattle Police Department has numerous procedures that guide the response to an emergency. These include when to request supervisory personnel and when to activate specialty and investigative units.

   f. The Chief Dispatcher supervises the response activity throughout the City and is authorized to activate additional command personnel, request mutual aid, and mobilize on-duty resources and specialty units.

   g. During normal business hours the Precinct Captain or Watch Commander will be the law enforcement Incident Commander at incidents. During non-duty hours the Duty Commander is responsible for commanding the police response in support of the Watch Commander.

h. For most SPD responses, a Single Command will be formed with Command and General Staff functions staffed to match the requirements of the incident.

i. Whenever there are overlapping jurisdictional issues to contend with in a multi-agency incident, the senior on-scene officials from those departments or agencies that are part of the initial response will jointly decide if and when a Unified Command will be established.

j. The SPOC may be activated as part of daily response emergencies.

C. Disaster Response

1. Overview

a. The Seattle Police Department has three Stages of Alert. Each Stage has detailed procedures for Department personnel to follow.

<u>Stage I Alert</u>
Normal Operations

<u>Stage II Alert</u>
In a Stage II Alert either:
- The City has received a threat that is assessed as credible or
- The Department has modified normal dispatch protocol in response to a special event or incident involving two or more Precincts

<u>Stage III Alert</u>
In a State III Alert:
- The Mayor has declared at State of Civil Emergency or
- To meet the needs of the Department an emergency mobilization of Department personnel is needed

2. Command Assignments

a. The Police Department maintains a roster (day and night shifts) of law enforcement command personnel for the following assignments:
- SPOC Assistant Chief

- ESF-13 Captain
- EOC Director
- DHS OPS Captain
- Intelligence/JTTF Liaison
- Duty Commander

3. Threats

   a. The Criminal Intelligence Section will be responsible for evaluating and notifying command personnel of any threats.

   b. The Police Department will coordinate the response to threats. The Chief of Police or the Homeland Security Bureau Assistant Chief will determine which department(s) will be notified. Notification may be limited to protect the investigation.

   c. For significant threats the SPOC will be activated and an Incident Action Plan written.

   d. Potential strategies for addressing a threat:
      - Increasing security at likely targets;
      - Conducting an investigation;
      - Increasing intelligence collection, analysis and dissemination;
      - Staging key resources;
      - Activating command centers;
      - Close coordination with other response partners;
      - Dispersal of key resources;
      - Closure or limitation of access to certain critical infrastructure;
      - Modification of the transportation network security measures;
      - Closure of schools;
      - Cancellation of public events;
      - Activation of mutual aid;
      - Requests for state or federal resources;
      - Public information.

4. Notification of Seattle Police Department Personnel

   a. Seattle Police Department SPOC personnel are authorized to respond during disasters and large-scale incidents.

b. Off-duty department employees are to monitor television and radio for activation instructions.

c. If the television and radio are inoperative sworn personnel have instructions on how to report.

5. SPOC Operations

When activated, the SPOC will:

a. Monitor resources;

b. Coordinate mobilization of on-duty and off-duty resources;

c. Arrange for mutual aid;

d. Provide command with situational awareness;

e. Provide logistical support to incident commands and patrol operations;

f. Implement deliberate plans;

g. Organize communications;

h. Coordinate with other department Control Centers;

i. Provide updates to EOC via ESF-13;

j. Arrange for protection of critical infrastructure as needed.

6. Mass Fatality

a. No human remains, personal items or other evidence will be removed from the scene.

b. The Medical Examiners Office will, in coordination with the Seattle Police Investigation, be responsible for processing fatalities.

7. Response

a. The response to a major incident or disaster will build on the initial response listed above in normal operations.

b. Law enforcement will secure the incident scene.

c. Establish ingress and egress routes for responders.

d. Operate a credentialing system.

e. Protect critical infrastructure.

f. Evacuate involved areas.

g. Conduct an investigation.

h. Provide bomb sweeps and render safe procedures.

i. Coordinate public information.

j. Provide traffic control.

VI. LOGISTICS

A. Logistical Support

1. The Department maintains a Quartermaster supply system based out of the Park 90/5 complex. The Quartermaster is responsible for supplying all operational activities.

2. Each Precinct has an assigned Stationmaster who coordinates all support activity at their precinct.

3. When the SPOC is activated the Quartermaster and Stationmasters report to the Logistics Section in the SPOC.

4. In support of Incident Command, mobile Logistic Support Teams provide delivery of batteries, beverages and snacks.

5. The SPOC maintains a cache of essential supplies capable of supporting two platoons in an emergency.

6. The Logistics Section regularly provides hot meals, snacks and beverages to officers deployed at emergencies and special events.

B. Communications

1. The Police Department Communications Center is the Primary PSAP for the City.

2. The 800 MHz radio system is the primary communication system for operations. This system can be patched to other communication networks through a fixed gateway installed in the dispatch console.

    a. The Telecommunication Interoperability Communications Plan governs the patching of radio systems in King, Snohomish and Pierce Counties.

3. The Police Department Communications Vehicle has a mobile gateway to patch radio systems.

4. The Community Notification System (CNS) can be used to notify either the public or responders over telephone lines.
    a. The CNS will be deployed in late 2006.
    b. The Police Communication Center will be able to access this system for activating Police Department personnel.

5. Alternate Communications:

    a. Blackberry

    b. Pagers

    c. Text Message

    d. Cell Phones

    e. Satellite Phones

    f. Military Communication Systems

C. Information Technology Support (IT)

1. The City Department of Technology maintains the CNS and assists with Cyber threat response.

2. The Police Department Information Technology Section maintains a department wide computer network that includes desktop and portable computers.

a. IT personnel assist the CBRNE Support Squad with the Communication Vehicle.

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Long-Term Community Recovery and Mitigation

ESF COORDINATOR: **Department of Finance**

PRIMARY DEPARTMENT: **Department of Finance**

SUPPORT ORGANIZATIONS: **Seattle Police Department**
(Other departments listed below)

I. INTRODUCTION

A. Overview of Recovery

The focus of the Long-Term Community Recovery and Mitigation Annex is to build a framework for decision-making to manage the disaster recovery process effectively. Elements include anticipating resources needs, establishing procedures, and identifying a range of strategies and policies to guide recovery activities during the chaotic environment of disaster recovery.

The concept of recovery is often understood as the process of returning to pre-disaster or improved levels with reference to buildings and homes, life-line services and infrastructure, as well as economic and community vitality. Disaster recovery requires a broader expectation, including attention to a range of human needs and recognition of the vital role communications capability plays in the recovery process.

Recovery is a complex process, requiring a systems-approach. No problem exists in isolation; for example, housing restoration, economic rebuilding and infrastructure repair are all intrinsically interrelated. The recovery process inevitably takes much longer than anticipated, possibly years longer, costs much more than expected, and can involve more staff time. As an agency or community makes decisions to accomplish recovery activities, elected officials and department administrators experience public pressure to expedite decisions and quickly return to pre-disaster status, though that may be undesirable or impossible. Significant disasters may forever alter the community, creating a "new" normal.

This plan is designed around three recovery functional areas that encompass many of the expected problems and issues that may arise:
Economic Recovery involves economic impact assessment to the City and the business community, support to small businesses from federal and other sources, and economic revitalization planning;
Infrastructure Recovery includes repair and reconstruction of the physical plant – facilities, infrastructure, utilities, communications and other life-line services;

Human Needs Recovery encompasses disaster-related community outreach, long-term housing, health (physical and mental), human services, assistance to non-profit agencies, and problem-solving to address unusual circumstances generated by the disaster for which no existing programs provide assistance.

B. Definitions

1. **Short-term recovery** involves 1) immediate restoration of services and government functions as well as 2) assistance to residents in resuming essential life activities.

   Activities may include: sheltering, debris clearance, damage/impact assessment, temporary service provision, traffic control, temporary space for displaced government/business/community functions, public information, inspections and permitting for repairs, volunteer and donations management, and initiation of state/federal assistance programs. Immediate mental health, public health or other community issues may also be addressed.

   There can be no definitive time period for short or long-term recovery as the process is dictated by the type and scope of event. Typically a moderate incident may require 6 - 12 months to bring circumstances back to normal functionality.

2. **Long-term recovery** involves 1) permanent repair and reconstruction of infrastructure, facilities, or property, 2) area-specific or city-wide redevelopment planning, 3) economic and business recovery, and 4) social/community restoration.

   Long-term recovery topics include temporary and permanent housing, transportation, economic development, historic preservation, and community revitalization.

   Due to the nature of restorative activities involved, long term recovery often requires years. A typical timeframe would be 1 – 10 years.

3. **Mitigation** refers to a range of both structural and non-structural strategies designed to reduce exposure to disaster damage. Mitigation actions taken before disaster moderate damage, and thus reduce the recovery burden on a community. Post disaster, the recovery period often offers unique opportunities to protect against future damage and save lives by integrating mitigation, e.g. through seismic retrofits or building codes/zoning, into repair and reconstruction plans.

C. Purpose

This Recovery Annex is designed for the following:

1. To describe a framework in which the City can facilitate disaster recovery city-wide, reduce the burden of disaster, and return to normal operations as soon as possible.

2. To describe the roles and responsibilities of the City Finance Department, Seattle Police Department's Emergency Management Division, and other supporting departments in Emergency Support Functions (ESFs) in both short and long term recovery activities.

3. To guide interactions with external partners in recovery, including other jurisdictions, county, state and federal agencies, as well as community organizations and citizens.

It is not the intent of this document to anticipate all possible contingencies resulting from potential disasters. Rather, the purpose is to establish a flexible framework from which, at the time of a disaster, City managers will assess recovery needs and develop a recovery strategy, based on the nature and scope of the event.

D. Scope

This annex applies to the City Department of Finance ESF-14 Coordinator, Seattle Police Department's Office of Emergency Management, and all departments tasked to assist with short and long term recovery issues.

II. POLICIES

- The Mayor is committed to making Seattle the best prepared City in the nation, fully capable of recovering from natural, technological, and human-caused disasters;

- The City will make the best use possible of key post-disaster opportunities to improve, strengthen and revitalize the city, and will go beyond using "back to normal" as the main disaster recovery goal. Specifically, the City will strive to:

  - Integrate cost-effective hazard mitigation principles into repairs and reconstruction

  - Be guided by policies and visions set forth in the City's comprehensive plan and neighborhood plans to guide redevelopment

- The City is committed to expediting restoration of public services including utilities restoration of critical facilities, infrastructure and life-lines services necessary to City continuity of operations and community recovery.

- Accurate damage and impact assessment is key to effective recovery. Assessment provides a macro-framework for decision-making and allows the City to mark progress towards recovery. Systematic damage assessment protocols will be in place.

- In the recovery process, in addition to repairing physical damage, the City will emphasize community goods such as affordable housing, environmental quality, a vibrant economy, and the health of social & community networks.

- Strive to help low and moderate income citizens to stay in city and in their homes.

- Support local economic recovery. Assist with the recovery of the small businesses, which may be more vulnerable to disaster-related failure, by promoting the use of local workers & firms in the reconstruction process and other actions that stimulate the local economy.

- Support the provision of human services to disaster victims, even where the City is not a direct provider. Partner with external agencies and organizations to get people the help they need.

- The City will endeavor to use State and Federal disaster recovery assistance strategically to support its recovery goals, and be driven by it. Funding from FEMA and other agencies have constraints and guidelines that can narrow the range of solutions considered. Rather, the City will focus on long-term recovery goals and seek to maximize external resources towards those ends.

- See individual Appendices for topic-specific policies;

- Refer to Seattle Municipal Code as specified in the Basic Plan.

III. REFERENCES

- Chapter 10.02, Seattle Municipal Code, Civil Emergencies

- Revised Code of Washington Chapter 38.52, Emergency Management

- Washington Administrative Code Chapter 118-30, Local Emergency Management/Services Organizations, Plans and Programs

- Washington Administrative Code 118-04-180, Registration and utilization of emergency workers

- I/A/W 44 Code of Federal Regulations 206/171(d) and 44 Code of Federal Regulations 206.171(f), Crisis counseling assessment, mental health application process

- Public Law 93-288, as amended, Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1974 as amended, 42 U.S.C. 5121 et seq. Public and private disaster assistance.

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IV. SITUATION

A. Emergency/Disaster Conditions and Hazards

1. Seattle faces a range of natural and human-induced hazards that can create disaster conditions. The most common recovery issues include those resulting from the primary disasters likely to occur in Seattle. According to the Seattle Hazard Identification and Vulnerability Annex (SHIVA), the highest risk hazards, considering both frequency and potential impact, the City faces are:

a. Earthquakes

b. Wind Storms and Snow Storms

c. Landslides

2. Each type of disaster incident has unique characteristics and commonalities that affect the recovery process. The City can anticipate typical recovery activities, but should be also be prepared to respond to a-typical events and unexpected impacts.

Many frequent events (winter storms, localized urban flooding, power failures, etc.) may result in interruption of utilities, communication, and traffic without affecting underlying service provision capabilities or causing extensive damage. Landslides, often a secondary hazard to winter storms, can damage buildings and infrastructure, block roads, and can create city-wide problems if there are numerous, simultaneous ground failures.

Earthquakes are the most destructive hazard Seattle is likely to encounter. Earthquakes can generate widespread structural and non-structural damage to buildings and infrastructure, and may result in injury and death. Extensive damage assessment is required, and even so, hidden damage may be found years later.

Terrorist incidents may or may not cause significant physical damage, but can result in prolonged psychological and social impacts on the individual and community levels. Civil disorder may precipitate limited damage to the built environment but require law enforcement intervention or raise political concerns that delay recovery.

B. Planning Assumptions

1. As a result of a disaster event, there may be long-term economic, physical, and social/psychological impacts and other hardships that face the City government, individuals, businesses and non-profits;

2. Short-term recovery begins immediately following a disaster event; long-term recovery may take several years;

3. The extent and type of recovery activities will be driven by the impacts of the disaster event. Appropriate city departments and external organizations will be involved at different times and at different levels in the recovery process;

4. Decisions impacting recovery will be made under great pressure of competing priorities, limited resources and the desire to bring the community quickly back to "normal".

5. Personnel may not return to their normal assignments for a period of weeks or months, depending on the level of effort required.

6. Extent of damage to surrounding jurisdictions may affect availability of response phase mutual aid resources. This can, in turn, delay the City's recovery operations;

7. Depending on the extent of damage to infrastructure, housing stock, and business centers, the long-term recovery phase may provide opportunities to implement economic or redevelopment strategies that enhance portions of the City;

8. The City of Seattle leads recovery activities for its jurisdiction. Support from neighboring jurisdictions and from State and Federal agencies will be requested as needed. Some city agencies with infrastructure outside the City of Seattle boundaries may be required to work with other entities to restore service and receive the full benefit of recovery funding.

9. The State of Washington Emergency Management Division (EMD) and the Federal Emergency Management Agency (FEMA) offer grant assistance programs to help offset the burden of disaster recovery of public and private interests following appropriate disaster declaration procedures. It is recognized that the terms and funding levels may change.

10. The City is qualified as a state "recognized separate emergency management organization," and applies directly to State/FEMA for disaster assistance without going through King County.

V. CONCEPT OF OPERATIONS

A. General

Recovery operations begin immediately after a disaster event, concurrent with response operations. ESF-14 will be activated to the level required by the incident. It will be expanded into the Interdepartmental Recovery Team for large incidents, as determined by the ESF lead.

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Initial Recovery operations will be structured around National Incident Management System (NIMS) principles where possible. Although recovery differs significantly from response in many respects, the organizational structure can be adapted to serve the recovery process.

Recovery operations will take place within the EOC as space permits. It is assumed that as response operations scale down, recovery operations will scale up. The EOC will remain open for recovery operations as long as necessary and as agreed to by the ESF-14 lead and the EOC Director.

This same organization will be used to address short term recovery, and expanded to address long-term recovery and redevelopment.

B. Organization

1. **Lead**: Finance Department

   The City of Seattle Department of Finance serves as the lead agency for ESF-14. This department is central to financing repair and recovery of City of Seattle facilities and services, and is a primary link for cross-departmental decision making.

2. **Primary Support**: Seattle Police Department, Emergency Management, Recovery Unit

   Emergency Management staffs ESF-14. The Recovery Unit plays the Applicant Agent role for State/FEMA recovery grant assistance, and links to professional expertise on all phases of emergency management: preparedness, response, recovery and mitigation.

3. **Secondary Support**: All Departments

   Driven by the specific needs of the recovery process, representatives from key departments form part of the ESF-14 structure organized around three elements: *Economic, Infrastructure and Human Needs*. All city departments potentially play a support role. (See Assignment of Responsibilities section.)

   Depending on the severity of the disaster, department staff as well as external organizations may be called to serve on two main recovery teams that may be activated:

   - **Interdepartmental Recovery Team** – expansion of ESF-14 core team (see Section 4 for further details)

   - **Community Recovery Task Force** -- public/private group lead by Mayoral appointee (see Section 5 for further details)

C. Operational Phases

1. Mitigation

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a) Identify mitigation opportunities to reduce the burden of recovery. Coordinate recovery planning efforts with Seattle All-Hazards Mitigation Plan.

b) Apply for Hazard Mitigation Grant program and other sources of State/FEMA mitigation funding made available pre and post disaster.

2. Preparedness

a) Planning

1) Work with members of Disaster Management Committee (DMC) and the ESF-14 support departments to maintain the Long Term Recovery and Mitigation Annex.

2) Assist to incorporate recovery elements into other ESF annexes. Highlight transition points, staffing needs, and flag areas where response decisions may have a significant impact on long-term recovery.

3) Coordinate City's recovery planning efforts with emergency management planners in neighboring jurisdictions, as well as agencies in state and federal government.

4) Review and integrate relevant lessons learned from other disaster recovery experiences into ESF-14 annex.

b) Training & Conducting Exercises

1) Identify and train city department staff for ESF-14 core team, and for possible membership on the expanded Interdepartmental Recovery Team.

2) Conduct periodic training for department project management and fiscal staff on the FEMA Public Assistance Program process in order to maximize recovery grant funding.

3) Coordinate periodic disaster recovery exercises in order to test processes in place work effectively and efficiently.

3. Response

a) Recovery begins immediately following a disaster event. Commencement of the recovery phase is defined for individual City departments by their initiation of respective recovery-related functions.

b) The Emergency Management Recovery Unit immediately takes actions needed to position the City to request state and federal recovery funding.

c) Finance Section Chief: The ESF-14 lead may play the Finance Section Chief role during an Emergency Operations Center (EOC) activation, as requested by EOC Director. This function includes monitoring costs related to an event and interface with appropriate departments on issues related to accounting, procurement, contracting, cost estimating, etc.

4. Multi-Departmental Recovery Phase

a) The ESF-14 lead in the Finance Department, in coordination with the Emergency Management Director, makes the decision to activate this support function.

b) The ESF-14 lead makes notification to appropriate team members. Limited ESF-14 team members may be requested to report to the EOC.

5. Scaling of Effort Based on Magnitude of Event

a) Only those elements of the recovery structure necessary to address damage and/or injuries incurred during a specific event will be activated. (For example, a public health emergency may not require involvement of departments responsible for utilities delivery or infrastructure repair and reconstruction.)

b) The nature and scope of the event will define thresholds for activation and de-activation of recovery elements. ESF leads will determine parameters for activation of their respective functions.

c) The Emergency Management Recovery Unit exists within an operational structure that enables management of small-scale events without requiring extensive involvement of department contacts or activation of ESF-14.

6. Close of Activation

a) For some ESF-14 recovery functions, personnel may not return to their normal assignments for a period of weeks or months, depending on the level of effort required.

b) The Emergency Management Recovery Unit serves as the long-term coordination point with State/FEMA on the Public Assistance Program. This recovery grant function may last several years following a major disaster.

D. ESF-14 Organization

1. Purpose

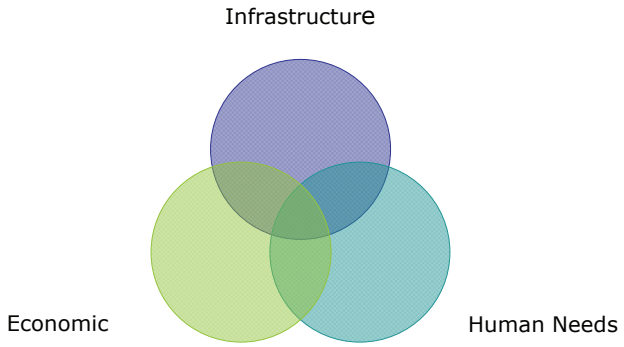
   To facilitate short-term recovery, including prioritization and problem-solving to bring about the orderly restoration and normalization of all City sectors (public and private) that sustained serious disaster damage.

   To facilitate long-term recovery and reconstruction, including formulating recommendations for strategic resolution of issues related to economic, infrastructure (repair, reconstruction as well as redevelopment), and human needs that emerge.

   This is the core city-department structure that can be expanded into the Interdepartmental Recovery Team for larger and or/longer term recovery processes.

2. Recovery Task Areas

   Recovery operations will be organized into three overlapping task areas to address anticipated disaster-related issues: **economic**, **infrastructure**, and **human needs**.



a) **Economic**: Economic recovery and business assistance, with an emphasis on facilitating small business resumption.

   Tasks include:

   - Financial impact assessment and revenue forecasting
   - Economic impact assessment to the business community
   - Small business outreach & support
   - Federal/State public assistance, financial recovery
   - Federal/State assistance to businesses, e.g. SBA
   - Re-entry and "open for business" support
   - Liaison with major industries and employers
   - Economic revitalization planning
   - Tourism promotion

b) **Infrastructure**: Physical repairs and restoration to buildings, infrastructure, utilities, life-line systems and the environment.

Tasks include:

- Damage assessment (continued from response)
- Building inspection and permitting
- Debris management
- Threat abatement
- Restoring government facility functions;
- Utility and transportation service restoration
- Information technology and communications restoration
- Historic Preservation
- Environmental impacts

c) **Human Needs**: Addresses individual and community needs in areas including human services, housing, community recovery events, mental health, and special needs of vulnerable populations.

Tasks include:

- Social and community impacts
- Temporary and permanent housing assistance
- Service to vulnerable populations
- Assistance to Human Service providers
- Public Health, including mental health, issues
- Community Recovery Events
- FEMA Individual Assistance Program

3. Structure

a) NIMS. Recovery operations will be modeled on National Incident Management System (NIMS) principles where possible. Although recovery differs significantly from response in many respects, the organizational structure can be adapted to serve the recovery process.

Following is a brief description of the responsibilities of each section of the organization when activated.

[See ESF-14 Recovery Operations Organizational Chart]

ESF-14 Recovery Lead Position will be staffed by the current lead, or a Mayoral appointee, as determined by the Mayor. The lead serves as the strategic manager of recovery operations and reports to the Mayor. Prioritizes recovery actions and advises on policy. Policy guidance will be issued by the Mayor or a **Policy Group**, as needed, constituted of Department Heads or their designees.

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The **Law function** will be staffed by a City attorney to advise on: code enforcement, civil lawsuits, recovery ordinance development, etc. (See Law Dept. responsibilities section)

The **Public Information function** will be staffed by ESF 15, Public Information/External Affairs to manage press releases, media interactions, etc., to support all aspects of recovery (See Public Information responsibilities section.)

The **Intergovernmental Liaison** function will be staff by the Office of Intergovernmental Relations (OIR), to advise on: interactions with local, state and federal entities outside to complement established department contacts, e.g. Emergency Management and State/FEMA. (See OIR responsibilities section.)

Recovery Operations Section:
Manages short and long-term recovery operations to restore the City around the three major task areas:
Economic;
Infrastructure; and
Human Needs

Uses integrated problem-solving to address disaster-related problems. Essentially, this section is responsible for operations that restore the jurisdiction back to normal day-to-day operations. Tasks may include:

The Recovery lead may appoint managers for these three areas at his/her discretion. Additional point-people will be added for special issues, geographic areas (e.g. heavily impacted neighborhoods) and/or as liaisons to major partner agencies and institutions.

Recovery Planning Section:
Responsible for information analysis to support recovery decision-making by Recovery Lead. Tasks may include:

Collect, evaluate and analyze information;
Develop impact assessments;
Incident action planning;
Documentation of recovery process;
Situation and status reports;
Assist with long-term recovery plan development; and
After-action reports

Recovery Logistics Section:
Assists/fills needs for space, labor, equipment, supplies and services needed for recovery. Specific procurement issues include:

- Emergency contracting for government operations;
- Disaster Recovery Centers set up;

- Volunteer management coordination;
- Donations management operations;
- Utilizing mutual aid, including state-to-state Emergency Management Assistance Compact (EMAC);
- Sourcing recovery supplies and equipment; and
- Sourcing vehicles and personnel.

Recovery Finance and Administration Section:
Financial and administrative support critical to the funding of recovery operations city-wide. "Money" issues include:

- Emergency funding and budgeting
- FEMA Public Assistance Program – application and documentation
- Other state/federal grant sources, e.g. Federal Highways
- Tracking on Risk Management & insurance settlements

b) Core Recovery Team Membership -- ESF 14 is led by the Finance Department.

Core membership includes:
- Seattle City Light (SCL);
- Office of Economic Development (OED);
- Office of Emergency Management Section (OEM/SPD);
- Department of Executive Administration (including Risk Management);
- Department of Finance;
- Fleets and Facilities Department;
- Office of Housing;
- Human Services (HSD);
- Department of Information Technology (DoIT);
- Office of Intergovernmental Relations;
- the Law Department;
- Libraries;
- Department of Neighborhoods (DON);
- Parks and Recreation Department;
- Personnel Department;
- Department of Planning and Development (DPD);
- Seattle Public Utilities (SPU),
- Seattle Department of Transportation (SDOT);

Core ESFs include: ESF-15 Public Information, ESF-7 Resource Support.

Other departments to be involved depending on the situation:
- Fire, Police (besides Emergency Management) – on-going security and public safety issues;
- Seattle/King County Public Health – health issues;
- DPD Comprehensive and Neighborhood Plans Staff, Office of Policy and Management, Office of Sustainability and Environment – long-term recovery and redevelopment planning.
- Office of Policy and Management

- Office of Sustainability and Environment

Core External Partner Agencies (not including county / state / federal partners) with liaison function to ESF-14, depending on issue:

- Port of Seattle;
- Seattle Public Schools (SPS) and private school organizations;
- Seattle Housing Authority (SHA) and other housing organizations;
- University of Washington (UW);
- Seattle Community Colleges
- Public Development Authorities
- American Red Cross
- Salvation Army, United Way and other human service organizations
- Non-profit organizations

4. INTERDEPARTMENTAL RECOVERY TEAM

   a) Purpose: Expansion of core ESF-14 structure to manage a more extensive recovery process involving more partners. Same purpose as ESF-14: to coordinate city activity on short and long-term recovery.

   b) Membership: Chaired by ESF-14 Lead and staffed by core ESF team and additional departments as needed. If severity of event escalates, Executive Department appointee may replace ESF-14 Lead, who will then serve as staff to the appointed chairperson.

5. COMMUNITY RECOVERY TEAM

   a) Purpose: An advisory team coordinated by the City to harness the ideas and resources of the wider community into the recovery effort. This team provides a way to engage participation and an avenue for stakeholders to give input into the post-disaster recovery plan. Convened by ESF-14 lead or Mayor's Office.

      Topics on which the advisory group might provide input include:

      - Long-term community recovery goals & actions
      - Policy development
      - Identification of unmet and/or special needs
      - Community and private sector resources available
      - Neighborhood/district-level impacts
      - Homeowner & renter issues
      - Business issues

      The group remains viable and meets as long as the Mayor deems useful and necessary.

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b) Membership: Chaired by ESF 14 Recovery Lead or Mayor's appointee

Suggested Community Representatives:
- City Council
- Chamber of Commerce/Business Associations
- Private sector
- Building Council/Real Estate
- Environmental Organization
- Community Disability Organization
- Community Cultural Organization
- Neighborhood or community representatives
- Neighborhood District Councils
- Urban League and/or similar community-based organization

VI. ASSIGNMENT OF RESPONSIBILITIES

Responsibilities of City Departments

All Departments

1. Department heads will ensure department designated personnel are ready and able to assume ESF-14 responsibilities when requested by the ESF-14 Coordinator. Where possible, response and recovery phase responsibilities will be assigned to different employees in order to avoid burn-out.

2. Each department that incurs disaster damage in an event that triggers a Presidential Disaster Declaration will assign a recovery coordinator. This person(s) will serve as a departmental point person for Emergency Management/ESF-14 on state/federal disaster recovery assistance. Tasks include providing and updating damage assessment data and serving as a central source of information on all department repair projects eligible for reimbursement under the FEMA Public Assistance Program.

3. Each department will ensure employees are encouraged to develop a family preparedness plan including considerations for children, seniors, pets, school, and people with disabilities, as needed and assemble disaster supplies for home and vehicles. This will help employees feel assured that family members are taken care of, and encourage their availability for government continuity during the response and recovery phases of emergencies.

Specific Responsibilities by Department

City Light
- Oversees restoration of electric power services and repairs to generation and distribution facilities and systems. (See Priorities for Utilities Restoration, Tab - *in development*)
- As part of ESF 3 – Public Works – assists with debris clearance. (See Debris Management Tab X)
- Activates mutual aid agreements with neighboring jurisdictions as needed.
- Tracks service provision to special needs customers who rely on electricity for home health needs.

Office of Emergency Management – Police Department

- Recovery Unit staffs ESF-14 in support of lead in Finance Department
- At the behest of the Mayor, Recovery Unit serves as City's Applicant Agent for State/FEMA Public Assistance and Human Services Programs. (See State/FEMA Public and Human Services Program Process Tab – *in development*)
- Coordinates with all impacted city departments to develop damage assessment information in support of Presidential Disaster Declaration, which may make the FEMA Public Assistance program available to assist City government.
- Coordinates with the Department of Planning and Development (DPD) and other sources to develop damage assessment information in support of Presidential Disaster Declaration, which may make the FEMA Human Services program available to assist private individuals, businesses and non-profit agencies.
- The Emergency Management Director will participate in or chair meetings or other discussions that relate to the City's recovery efforts, as necessary.

State/FEMA Public Assistance

- As Applicant Agent, provides long-term management of State/FEMA Public Assistance process to recover eligible reimbursement for disaster damage.
- Coordinates with identified recovery leads in impacted departments. Advises departments on cost-tracking and project management practices necessary to maximize State and FEMA reimbursement.
- Works with departments and State/FEMA to incorporate mitigation elements into disaster repairs reimbursed under FEMA Public Assistance Program.

State/FEMA Human Services

- As Applicant Agent, coordinates between State/FEMA and Fleets & Facilities on set up of Disaster Recovery Centers. Disaster Recovery Centers are temporary facilities where private citizens and business owners can get information about state and federal recovery assistance available, as well as city services, as needed.
- Works with ESF-5 Public Information to develop messaging on assistance available.
- Works with Neighborhoods, DPD, Libraries, OED, etc., to implement distribution plan for "Getting Help After Disaster" brochure through city facilities & services.
- Tracks and trouble-shoots on unmet needs, i.e. individuals, businesses and non-profit agencies with disaster needs not met through normal assistance programs.
- Coordinates, as needed, with the U.S. Small Business Administration (USBA) on low interest loans available as the first form of assistance in the FEMA Human Services Program.

Community Recovery Forums

- Emergency Management community preparedness staff will organize special public recovery events, such as Community Recovery Forums, as requested by the Emergency Management director or ESF-14 lead, with the support of other city departments. (See Community Recovery Forum Tab – *in development*) These events serve as a source of information on

various topics, such as assistance available, city services, mental health, etc.

Executive Administration

Central Accounting

- In coordination with City Applicant Agent for FEMA Assistance, deposits and distributes disaster recovery reimbursements from State and Federal Agencies.

Contracting

- Manages emergency contracting procedures to ensure rapid procurement of services necessary for recovery.

Purchasing

- Manages emergency purchasing procedures to ensure rapid procurement of resources necessary for recovery.

Risk Management

- Negotiates insurance policies to cover City facilities, contents, machinery, fine arts, etc. from disaster damage.
- Manages insurance reimbursement process following a disaster that causes property damage.

Finance

- Serves as lead for ESF-14.
- Serves as lead for decision making on financing disaster response and repair costs incurred by the City as part of their overall responsibility for developing and monitoring the budget, issuing and managing debt, establishing financial policies and plans, and implementing overall financial controls for the City.
- Budget analysts assist departments to refine departmental post-disaster repair estimates, prioritize projects, determine funding, etc., as needed.
- Assesses financial impact of disaster on city government, forecasts, and advises on strategic decisions related to funding and prioritization of short and long-terms recovery expenditures.
- A City economist provides economic impact analyses of disaster events, including projected revenue losses, at request of the ESF-14 Coordinator, the City Interdepartmental Recovery Team leader, or the Mayor's office.

Fire Department

- During flooding and following fires, assists neighborhoods with sand bagging by providing location for distribution of sand and bags.
- Provides input on debris management plans and procedures relative to hazardous materials.
- Serves as lead on decontamination of hazardous materials, except biological.
- Serves as subject matter expert on hazardous materials abatement, clean up and related recovery issues.
- Conducts fire code inspections in concert with DpD as basis for issuing re-entry building permits.

Fleets & Facilities

- In conjunction with City Applicant Agent, locates, equips and furnishes appropriate facilities to serve as Disaster Recovery Centers (DRCs) as needed following a Presidential Disaster Declaration. DRCs serve as information and

application centers for state, federal and local recovery assistance available. (See Disaster Recovery Centers, Tab - *in development*.)

- Acquire and assign temporary back-up facilities. Maintain list of potential sites for temporary and long-term alternate facilities to ensure continuity of key government functions. (See ESF-7 Logistics, Real Estate Services)
- Co-lead on management of donated goods. (See Donations Management Tab - *in development*.) Citizens who wish to donate to recovery effort will be encouraged to make cash donations to non-profit aid agencies rather than send food, clothing and household goods, unless specific needs are identified. Large scale donations of goods will be managed by local non-profit agencies in coordination with State Emergency Management (if donations management function activated).
- Ensures availability of fuel supply for city fleet of vehicles.
- Ensures skilled personnel, equipment, parts inventory, power to maintain emergency and response vehicles operating continuously for up to 72 hours.
- Develop pre-scripted messages to direct donations appropriately.

<u>Human Services</u>

- Serves as a liaison on recovery needs for special needs populations, including children, physically and disabled, non-English speakers**.** (See Vulnerable Populations Tab – *in development.)*
- Serves as a submit matter expert on needs of elderly.
- Facilitates recovery of non-profit social service providers, which provide important quasi-public service in Seattle community: Assist non-profit service providers find alternate sites to continue operations (e.g. Compass Center); refer to technical assistance and recovery funding available.
- Through Aging and Disability Services division, conducts post-disaster check-in with clients.
- Sources foreign-language interpreters and translators and American Sign Language translators for Community Recovery events and language lines.
  - Determine viability of Crisis Clinic as central location for translation. Also Red Cross, 2-1-1, 9-1-1, speech and Deafness Center, Harborview Hospital, Non-profit Assistance Center
  - Work with Emergency Management and Public Information (ESF-5) to establish protocols and training.

<u>Information Technology</u>

- Ensures impacted city information systems are brought back into service as soon as possible following a disaster event.
- Serves as subject matter expert on damage assessment and recovery for cyber-terrorism incidents.
- Assesses increased recovery telecommunications needs, such as cell phones, pagers, radios, lap tops and hand-held wireless devices.

<u>Law</u>

- Advises the City on legal issues related to, among other things: enforcement of limited access to damaged buildings, civil lawsuits, takings, personal injury or property damage as related to failure of City infrastructure or property.
- Advises Applicant Agent/Emergency Management on issues related to interpretation of state and federal policy and procedures related to FEMA Public and Individual Assistance Programs, including audits.
- Takes part in recovery-related ordinance review and development.

Office of Economic Development

- Serves as lead for assisting local business community recovery (See Economic Recovery/Business Assistance Tab – *in development*.)
- Provides information for the State EMD Preliminary Damage Assessment (PDA) form related to economic activities and populations adversely affected by the loss of public facilities or damage.
- Works with cross-departmental teams community-wide to revitalize neighborhoods and various business sectors economically post-disasters.
- During EOC activation, uses the Business Emergency Network (BEN) to distribute information about disaster assistance available to private business.
- Serves as central point for businesses to direct questions regarding response and recovery.
  - Utilizes BEN to facilitate business-to-business recovery assistance and resource sharing.
- Uses BEN and other surveying means (e.g. contract with U of W or other organizations) to assess indirect economic damage and revenue loss to local business communities.
- Collects business impact data to support request for U.S. Small Business Administration (SBA) Economic Disaster Declaration, as requested by ESF-14 or Emergency Management, particularly when event does not meet threshold for presidential disaster declaration.
- Distributes "Getting Help After Disaster" brochure and/or other information pieces to impacted business district.
- Liaises with neighborhood business districts, 33 Chamber of Commerce and other business or civic organizations on business recovery issues.
- Promotes business retention and short and long-term business recovery through new and existing grants and programs.
- Maintain a list of recovery strategies, audiences, and identify issues that individually and collectively impedes business resumption for immediate reference during disasters.

Office of Housing

- As part of Human Services (ESF-6) Mass Care Group, takes part in planning for temporary and permanent housing of displaced people. (See Temporary Housing Tab – *in development*)
- Supports Economic Development in providing training & advocacy for impacted non-profit organizations and Public Development Authorities that provide quasi-governmental housing services on getting recovery assistance.

Office of Intergovernmental Relations

- Manages interactions with other state and federal entities aside from normal procedures for requesting recovery assistance.
- Reports status and needs of City to State and Federal Congressional delegates.
- Works with Emergency Management and ESF-14 to coordinate dignitary visits, field offers of donations and volunteers from other jurisdictions, and manage special FEMA coordination issues, such as agreement on oversight, scope, timing of FEMA staff deployment in the community, FEMA research requests, etc. (See OIR Protocol Tab - *in development*.)
- Coordinates with Congressional Delegation to resolve impasses between the City and FEMA or other federal funding source on recovery funding.
- In events involving deaths, serves as link for offers of assistance, assists foreign governments determine welfare of their nationals, assists foreign

governments aid survivors and families of deceased, and manages post-event dignitary visits and follow-ups.
- Refers international offers of volunteers and donations to relevant city departments. (See Volunteer Management Tab and Donations Management Tab – *in development*.)

Office of the Mayor
- Makes necessary declarations of City emergency that serve as preliminary steps to applying for Presidential Disaster Declarations.
- Appoints head for City Interdepartmental Recovery Team and/or Community Recovery Team, as needed, depending on scale and impact of event.
- Manages public information needs for recovery through Communications Director. (See Public Information below)
- Serves as lead for special congressional funding requests for disaster damage to city or private property (such as Alaskan Way Viaduct).

Office of Policy & Management
- Serves on City Interdepartmental Recovery Team as requested to advise on recovery and redevelopment policy matters, as needed.

Office of Sustainability and Environment
- Serves on City Interdepartmental Recovery Team as requested to advise on long-term recovery and redevelopment planning relevant to the City's Environmental Action Agenda (EEA), as needed.
- Advises on EEA action plan issues: reduce human and environmental risks and lower City operating costs through increased resource efficiency and waste reduction; protect and seek opportunities to restore ecological function through more sustainable approaches to managing the built environment, urban forest, and green spaces; and improve mobility, environmental quality, and social equity through smart transportation services and solutions.

Neighborhoods
- Takes part as needed in City Interdepartmental Recovery Team as a liaison with impacted neighborhoods.
- Utilizes neighborhood service centers to assist with recovery information distribution.
- As lead for ESF-3 Public Works Volunteer Agencies (VOLAG) Group, coordinates with Emergency Management and ESF-14 on humanitarian assistance programs available through the American Red Cross, United Way, Salvation Army, and other organizations.
- Supports community recovery events sponsored by the City. (See Community Recovery Forum template Tab – *in development)*

Historic Preservation Program
- Serves as a subject matter expert on appropriate repair and reconstruction of historic objects, structures or districts, including compliance with local, State and Federal regulations.
- Works with Historic Seattle, a private non-profit, to advocate for and advise owners of historic properties on recovery funding sources or technical assistance available, e.g. Historic Seattle Loan fund.
- Advises ESF-14 or City Interdepartmental Recovery Team on pursuing discretionary state and federal funds for repair and restoration of historic structures or districts.

- Promotes resolution of differences between the City's Landmark's Preservation Board and owners regarding rehabilitation or demolition of historic properties to avoid protracted disputes. (Advises on developing model legislation?)
- Assists, as needed, to promote rapid recovery in Seattle's seven identified historic districts, which serve as important business and cultural hubs: Ballard, Colombia City, Fort Lawton, Harvard-Belmont, International District, Pike Place Market and Pioneer Square.

Parks & Recreation

- Assists Personnel with the management of emergent volunteers in coordination with Personnel and Voluntary Agencies (VOLAGs) as needed by scale of event. Parks will work in advance with Volunteer Planning Group to identify need for volunteers and appropriate tasks emergent citizen volunteers as well as trained volunteers can perform. (See Volunteer Management Tab – *in development*)
- Assists Housing develop strategies to transition individuals and families displaced by disaster from shelters to temporary housing.

Personnel

- Lead for management of emergent volunteers. (See Volunteer Management Tab – *in development*.)
- Identifies major classifications of volunteers (skilled and unskilled) required for each department
- Ensures adequate personnel guidance in place to accommodate need for essential employee designations, emergency information for employees, etc., relevant to short and long-term recovery processes.
- Ensures essential record retrieval and safe storage of personnel documents.
- Maintains redundant payroll system.
- Addresses impacts of disaster on City personnel, e.g. health & safety concerns of working in a building that sustained damage, mental health issues, change in home & childcare needs.
- Maximizes use of Employee Assistance Program (EAP) to provide assistance and referrals to employees in need.

Planning & Development

- Lead for post-disaster inspections and permitting. (See Building Inspections and Permitting Tab – *in development*)
- Manages volunteer inspectors in coordination with King County program.
- Coordinates with Emergency Management and ESF-14 to provide private damage assessment information, including specific locations and associated cost data collected during building evaluations. Develops, where possible, method to identify damage to city, other public and private buildings.
- Coordinate forwarding of damage reports through ESF 3 to avoid submission of duplicate reports.
- Implements expedited permitting procedures on disaster repairs, as needed.
- Implements plan for large-scale building inspection efforts, including the use of contractors and mutual aid building inspectors from other jurisdictions.
- Procedures identified for reviewing qualifications, hiring, training and managing additional inspectors.
- Monitors "early re-entry" programs (whereby private entities conduct their emergency evaluations) to ensure compliance with safety procedures.

- Serves as information source to public on recovery activities such as building inspection, tagging, zoning and permit assistance, as well as event-specific issues (post-earthquake chimney inspection).
- Enforces policies on non-conforming structures with clear guidance on building codes.
- Posts policies on abandoned/unsafe structures. Works with SDOT regarding enforcement of threat abatement in public right of way.
- In cooperation with property owners and other city departments, expedites resolution of yellow and red tagged buildings.
- Comprehensive Planning and Neighborhood Planning staff will develop long-term recovery plans and strategies to ensure sound post-disaster redevelopment strategies dovetail with other city plans and policies.
- Will develop recovery tab containing canned media messages relative to planning and development issues.
- Will develop scenarios describing variety of challenges likely to arise for public and government agencies related to tagged buildings.

Police

- Enforce limited and no-entry building tagging per DPD.
- Homeland Security section serves as subject matter expert on affects of terrorist incidents.
- Provide security for transport of strategic national stockpile (SNS) within city limits, provide external security at public health mass clinics
- Enforce quarantine orders
- Enforce laws regulating illegal contracting and consumer scams, particularly regarding sale of drinking water, first aid supplies, food, home repairs that may arise following disasters.
- Anticipate increased incidence in domestic violence situations and child abuse that can occur following disasters.

Public Information (ESF-15)

- Lead for public information activities in support of short and long-term community recovery. (See Public Information Tab – *in development*)
- Works with ESF-14 to develop staffing and funding for longer-term recovery public information function as needed, per request from ESF 5 Coordinator or Communications Director identifying need tied to specific project.
- Works with ESF-14 to provide public information messaging related to recovery during the activation.
- Develops standard and specialized topic-specific messaging appropriate to the disaster event to include, among other topics: post-disaster building inspection & permitting, avoiding unscrupulous contractors, state/federal financial recovery assistance available to the public and applications procedures, city services available, mental & public health issues, sheltering & housing, special community recovery events planned, volunteers & donations, etc. Phone number of residents to call (Citizens' Service Bureau, ERC), missing victims/family members
- Interfaces with the media on recovery issues, as requested by the Mayor's Office.
- Works with Business Emergency Network (BEN) to disseminate information regarding recovery assistance available to business community.
- Updates city web page with recovery-related information.

Seattle-King County Public Health

- Serves as source of expert information for all health emergencies, such as epidemics.
- Provides status of hospital/health system/medical examiner operational capabilities
- Serves as lead for isolation and quarantine planning.
- Serves as subject matter experts on post-disaster physical health-related issues, including: air, water & soil quality, food safety, animal & vector control, sanitation, and immunization & testing.
- Assists to arrange for community mental health services/contracts through County Department of Community Services and regional support network for chronically mentally ill as requested by ESF-14 Coordinator.
- Tracks damage to medical facilities city-wide, including private, non-profit and public clinic and hospitals.
- Coordinates with King County on FEMA reimbursement process and status.

Seattle Public Library

- Coordinates with Emergency Management to distribute "Getting Help After Disaster" brochure and other recovery-related information pieces through branch libraries.
- Provides meeting rooms for social service meetings
- Provides computers for community access to on-line FEMA assistance

Seattle Public Utilities

- Oversees restoration of water, drainage & wastewater, and solid waste services and repairs to related facilities and systems. (See Priorities for Utility and Transportation Service Restoration Tab – *in development*)
- Operates the Emergency Resource Center (ERC) in times of disaster, which serves as a secondary source of damage assessment information
- Provides temporary water provisioning to public and community entities in accordance with the Temporary Water Provisioning Plan.
- SPU's Community Emergency Response Team (CERT) employees assist with distribution public information flyers and other community outreach tasks, where possible.
- Supports other departments:
    - DPD. Serve as avenue for coordination with private utilities (list from ESF 3, page 1)
    - Providing Engineering Service assistance as required.
- As part of ESF 3 – Public Works – assist with debris clearance. (See Debris Management Tab – *in development*)
- Activates mutual aid agreements with neighboring jurisdictions as needed. (E.g. Omnibus Agreement with Washington State and Vancouver, B.C. and contractual agreement with vendors)
- Review interim flood response plan for street-specific strategies and new mitigation technologies
- Sand bagging **–** advise on city actions relative to donated goods and volunteer management
- Tracks service provision to special needs customers who rely on SPU services for home health needs.

Seattle Transportation

- Oversees restoration of transportation system and repairs to traffic signals, roads, bridges, and other roadway structures. (See Priorities for Utility and Transportation Service Restoration Tab – *in development*.)

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- Prioritizes traffic management restoration activities and infrastructure repairs.
- Oversees traffic management and implements evacuation management measures.
- Implements post-earthquake bridge inspection procedures.
- As part of ESF 3 – Public Works – assist with debris clearance, including requesting geotechnical assessments and initiating capital improvement projects. See Debris Management Tab – *in development*)
- Activates mutual aid agreements with neighboring jurisdictions as needed.
- Maximizes restoration of street access to business districts within confines of public safety and system integrity.
- Maintains Charles Street customer service center, which fields customer calls
- Manages failure of seawalls and retaining walls
- Advise on private responsibility for sidewalk and private alley repairs
- Applies for and manages Federal Highways Administration (FHWA) Emergency Relief Program, which provides reimbursement for response and repair efforts on arterials roadway structures.

VII. RESOURCE REQUIREMENTS

ESF-14 is being allocated operations floor and break-out space at the new EOC to manage immediate recovery-related activities.

Following activation, ESF-14 activities take place in available meeting space throughout the city convenient for departments that sustained damage and those involved in implementing their recovery strategies for redevelopment or human services delivery.

VIII. INDEX OF TABS *(tabs in development)*

A. Damage Assessment

B. Building Inspections & Permitting

C. State/FEMA Public and Individual Assistance Program Process

D. List of Individual Assistance Programs

E. Disaster Recovery Center procedures

F. Debris Removal & Management – interdepartmental coordination, site selection for storage & disposal, hazardous waste, salvage & recycling procedures

G. Priorities for Utility and Transportation Service Restoration – electricity, water & sewer, gas, transportation

H. Volunteer Management

I. Donations Management

J. Public Information for Recovery

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K. OIR Protocol

L. Community Recovery Forum template

M. Temporary Housing

N. Vulnerable Populations

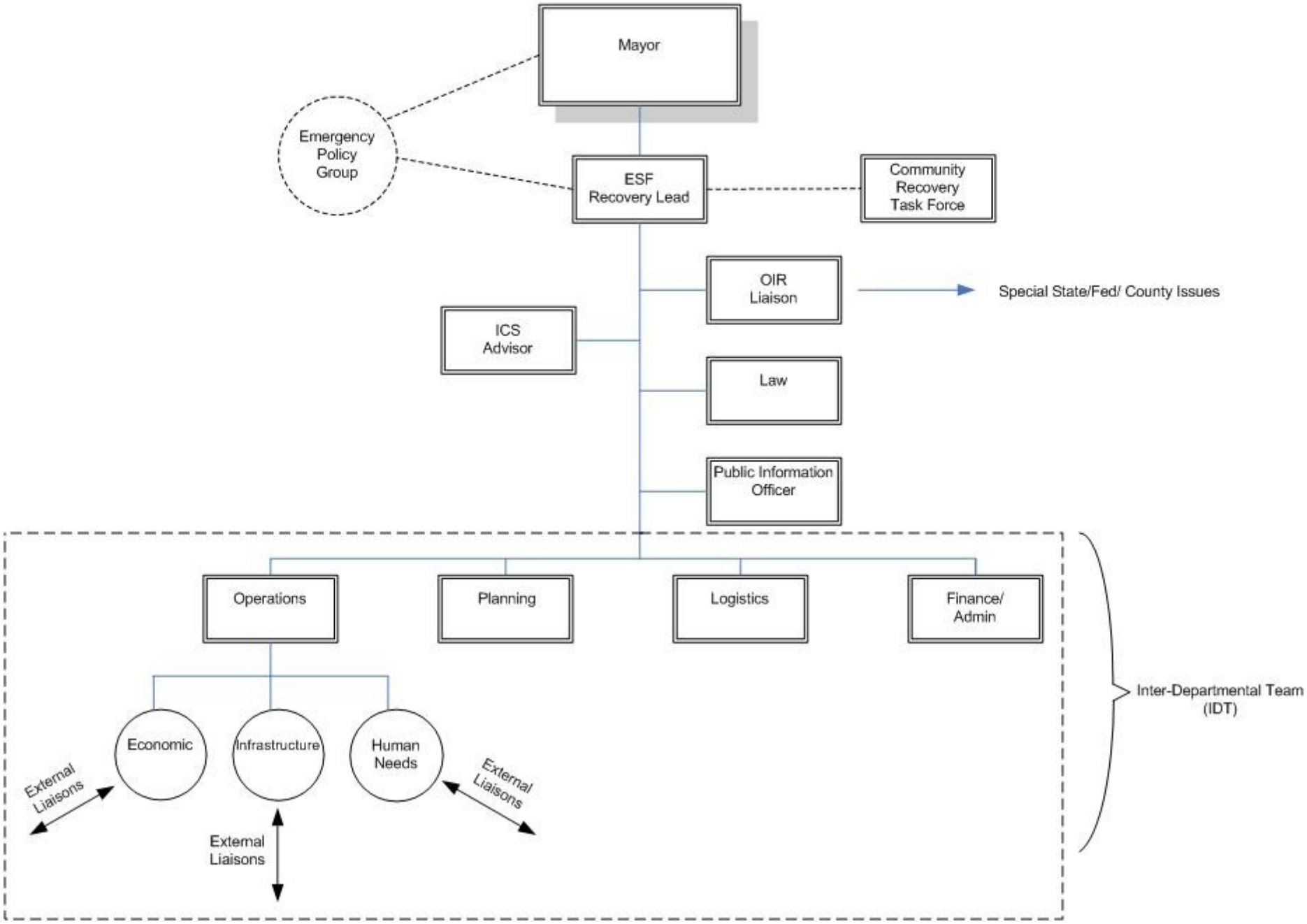
O. Economic Recovery/Business Assistance

P. Emergency Funding Protocols

Q. Historic Preservation

R. Environmental Issues

ESF -14 / RECOVERY OPERATIONS ORGANIZATIONAL CHART



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EXTERNAL AFFAIRS (EA)

ESF COORDINATOR: Mayor's Office

PRIMARY DEPARTMENT: Mayor's Office

SUPPORT ORGANIZATIONS: All City departments

I. INTRODUCTION

A. Purpose

To describe the roles, responsibilities and procedures directed by the ESF-15 Coordinator during activation of the City of Seattle's Emergency Operations Center (EOC) and the External Affairs (emergency public information) function.

B. Scope

This annex applies to all Public Information Officers (PIOs) and other relevant staff from City departments, who come under the direction of the ESF-15 Coordinator upon activation of the EOC.

II. POLICIES

- City of Seattle Disaster Readiness and Response Plan: Volume One

III. SITUATION

A. Emergency/Disaster Conditions and Hazards

In the event of an emergency or disaster occurring in, or affecting the City of Seattle, which requires activation of the EOC, the External Affairs function is activated. The cause of the emergency/disaster could be nature or human, and could be planned or unplanned. Activation of the External Affairs function is contingent on the need to keep the public informed of the status of the emergency/disaster, reassured of the actions taken to respond to the emergency/disaster by the City and other jurisdictions/agencies, and informed on actions the public should take in response to the emergency/disaster.

B. Assumptions

The City provides centralized dissemination of information related to the emergency/disaster within the city limits through a variety of communications channels including, but not limited to, news releases, Seattle Channel, the City's public Web site, Emergency Alert System, citizen information lines, and regional communications channels, such as King County Metro listserves and Govlink.

The City has a roster of PIOs from all City departments who are prepared to, and expected to, come under the direction of the ESF-15 Coordinator upon activation of the External Affairs function at the EOC.

Department directors are aware of the expectation of their PIOs, and are prepared to backfill for them in their departments if the PIOs are called upon to respond to an emergency/disaster.

The PIOs are trained in External Affairs functions, including operation of the PIO Room at the EOC and receive regular updates/training on related issues, e.g., hazards training.

IV. CONCEPT OF OPERATIONS

A. General

In the event of an emergency prompting activation of the EOC, the City of Seattle's PIOs, under the direction of the ESF-15 Coordinator, carry out all aspects of the External Affairs function. The EOC is the primary site and source of emergency public information released from the City of Seattle to the public and City employees, through a variety of communications channels.

The Mayor's Office is the primary agency, with the Mayor's Director of Communications being the Emergency Support Function-15 (ESF-15) Coordinator. When the External Affairs function is activated, the ESF-15 Coordinator will call on any, or all, City PIOs, and other key support staff, to carry out the function. *(See ESF-15 External Affairs Organization Chart, p. 13.)*

1. *Function*
   Directed by the ESF-15 Coordinator from the EOC, the PIOs manage emergency public information. Specific tasks include, but are not limited to:
   - managing emergency public information before, during and after the incident;
   - arranging media briefings and media access to important news stories;
   - preparing the Mayor, and other officials, for media briefings, media advisories and releases;
   - directing PIO interaction with the media at the EOC Media Center and at field sites;
   - arranging for public notice of Mayoral declarations and executive orders;
   - arranging for the preparation of multilingual advisory and informational materials for the public;
   - using City communications to keep City employees informed;
   - controlling the Emergency Alert System (EAS);

- using the Public Access Network (PAN) and the Seattle Channel as dissemination outlets for news bulletins, updates, and/or more general emergency public information;
- working closely with the Citizens Service Bureau (CSB), Emergency Resource Center (ERC) and/or Seattle Public Utilities (SPU) Call Center to ensure that citizen inquiries are answered with accurate and current information; and
- coordinating emergency public information with neighboring EOCs that have been activated by King County, the state of Washington, and the Federal Government.

Other PIO functions, such as community relations, neighborhood outreach, and employee communications that require no immediate action, should continue to be performed by the appropriate City departments. All City departments performing other PIO functions related to the emergency, but not directed by the EOC, such as canceling meetings, must advise the ESF-15 Coordinator, in advance, of the intent of the communications.

2. *PIO Roles and Duties*

There are 25 identified roles that can be involved in the Emergency Public Information function at the EOC. *(See EA "Standard Operating Procedures: 1. Concept of Operations B. Roles and Duties, a.-y.")* Of the 25 roles, seven are support roles: four filled by administrative support staff from either Seattle Public Utilities (SPU), Seattle Department of Transportation (SDOT) and/or Seattle City Light; two filled by staff from the Department of Information Technology to provide multimedia/Web support, and one filled by staff from the Seattle Channel to provide the capacity to cablecast live from the EOC Media Briefing Room (additional Seattle Channel staff support this effort but do not report to the EOC and thus are not reflected on the organization chart).

The specific duties assigned to each of the PIO roles may vary, or may be combined, depending on the activation level and/or the availability of PIOs. With the exception of the ESF-15 Coordinator and the Seattle JIC Director, each role represents one aspect of the general job description for a PIO. At one time or another, professional PIOs perform most of the functions described in each role, e.g., writing news releases, writing scripts, fielding calls from the media, monitoring news coverage, faxing, e-mailing, and recording scripts.

It is important to note that the role of Seattle JIC Director initially falls to the first PIO who reports to the EOC upon activation. Until otherwise directed by the ESF-15 Coordinator, that PIO must begin performing duties as specified in *"EA Standard Operating Procedures 1. Concept of Operations, C. Procedures, 2 - Activating the Public Information Function."*

3. *Levels of PIO Response to Emergencies*

Depending on the severity or breadth of an emergency, there are varied levels of response for the City's External Affairs Function:

Single department – If only one City department is affected by an emergency, that department's PIO(s) handles the External Affairs function from that department's office or operations center. An example of this type of emergency is a localized electrical power outage. The PIO keeps the ESF-15 Coordinator/Mayor's Communications Director and Press Secretary apprised of the progress of the event, which could escalate to the next level.

Multiple departments – This type of emergency involves more than one department, e.g., a rainstorm that causes electrical power outages in some parts of the City and water-related problems in others could involve City Light, SPU and SDOT. The PIOs apprise the ESF-15 Coordinator/Mayor's Communications Director and Press Secretary of, and about, the incident that has required response from multiple departments. The ESF-15 Coordinator/Mayor's Communications Director and Press Secretary coordinate the City's response from the Mayor's Office, working with the departments' PIOs.

(See EA Standard Operating Procedures, 1. Concept of Operations, C. Procedures, 4 – Multiple Departments Response to Emergency Public Information.)

EOC Activation – If the City faces a large-scale event that goes beyond the above levels, requiring a multi-agency response, and warranting the use of the Mayor's emergency powers, the Mayor activates the EOC. The ESF-15 Coordinator coordinates the City's external affairs response from the EOC.

4. *EOC Staffing Levels*

Activation of the EOC, which can operate on a 24-hour schedule, assumes an emergency warranting a multi-agency response. Based on the 24-hour schedule and depending on the level or severity of the emergency that prompted activation of the EOC, the external affairs function can be staffed at one of three levels: full-scale activation requiring three shifts; mid-scale activation requiring two shifts; or minimum activation, also requiring two shifts. PIOs from Police, Fire, City Light, SPU, SDOT, and Health must always be included on each shift to serve as subject matter experts if necessary.

(See Standard Operating Procedures, 1. Concept of Operations, C. Procedures, 5. EOC Staffing Levels for PIOs.)

5. *Alternative Work Sites*

In the event of an after-hours emergency, such as an earthquake, major storm, or other major disruption, it's possible PIOs may need to report to an alternative site for the EOC. (See City of Seattle Disaster Readiness and Response Plan: Volume One, ESF-7 Logistics)

If it is unsafe to try to travel to the EOC, or an alternative work site, PIOs may be required to attempt to work from their offices or homes. All PIOs with home computers and either DSL or cable modem connections to the Internet should ensure they have remote access

to the City's computer network via the Citrix Web Interface remote access server. Please see this InWeb site for additional details: http://inweb/technology/tech_infra/tech_support/forms/DOIT_Citrix_SLA_V1.asp

B. Organization and Responsibilities

Key to the success of activating the EOC is maintenance of an up-to-date list of contact information for all City employees who perform a public information function in their jobs. The list includes each employee's name, home phone number, work phone number, pager number, cell phone number, fax number and home address.

The list also identifies certain PIOs as first responders. The ESF-15 Coordinator will have GIS plot home addresses on a map to determine the order of callout for instances when there is a need to activate the EOC outside business hours. Each employee should be prepared to respond whenever the EOC is activated. *(See Standard Operating Procedures, 1. Concept of Operations, C. Procedures, 7. EOC PIO Contact Information.)*

C. Procedures

When the City activates its EOC, City PIOs report to the EOC and manage the City's External Affairs function from that location.

Depending upon the nature of the emergency, PIOs may or may not be contacted and asked to report to the EOC. When there is an earthquake, for example, PIOs should assume the EOC is activated and if it occurs during the workday, first responders, as identified in *SOP 1.C. 7. EOC PIO Contact Information* should "self report" to the EOC, i.e., report without waiting for instructions to do so. It's possible that more PIOs may report to the EOC than are needed for an initial shift, or additional PIOs beyond first responders may be required to report. If the former is the case, once the Seattle JIC Director determines the staffing needs for the first shift, some PIOs may be sent home with instructions to report back to the EOC for a later shift. PIOs scheduled for such shifts are strongly advised to go home and rest for the later shift, rather than return to work, as they may serve on that shift for several days.

In other circumstances, PIOs may be contacted by someone other than the ESF-15 Coordinator and asked to report to the EOC. When those circumstances arise, the PIO should ask the questions contained in the EOC PIO Call Out Questionnaire. *(Standard Operating Procedures, 1. Concept of Operations, C. Procedures, 1. EOC PIO Call Out Questionnaire.)*

The first PIO on the scene must take on the role of the Seattle JIC Director and bring up the External Affairs function at the EOC. *(See SOP 1.C. 2. Activating the Public Information Function for details.)* These duties include turning on equipment, readying the media phone line, and generally organizing the room and staff reporting for duty for activation.

Office supplies are available in the file cabinet within the room; extra supplies can be found in the Operations Room and the supply room. Copies of information from past activations are available in hard form on the bookshelf in the PIO Room; electronic versions are available in the archive section of ESF-15's section of the EOC LAN.

PIOs reporting for duty must check in with the Seattle JIC Director for their assignments because the Seattle JIC Director is responsible for managing the work flow in the EOC PIO room. (See ESF-15 External Affairs Organization Chart, p. 13.)

In consultation with the ESF-15 Coordinator, the Seattle JIC Director assigns roles according to what needs to be done first, e.g., there may be an immediate need for a writer to draft a press release, so the second PIO on the scene may be assigned to a writer position; or a PIO may be immediately assigned to answer the media phone line. These roles, including that of Seattle JIC Director, may be re-assigned as more PIOs report for duty. See *"Standard Operating Procedures 1. Concept of Operations C. Procedures 3. EOC PIO room Layout"* for work station assignments. See *"Standard Operating Procedures 1. Concept of Operations B. Roles & Duties, a-x"* for specifics regarding each role.

As explained in section IV. A. 3. of this annex (*"Levels of PIO Response to Emergencies"*), an emergency response can range from one directed by a single department, to one requiring coordination among several departments, to one necessitating EOC activation. *"Standard Operating Procedures 1. Concept of Operations C. Procedures 4 Multiple Departments Response to Emergency Public Information"* provides guidelines for managing an emergency response among departments either before or without an EOC activation. At all times, a single PIO from a single department assumes lead PIO responsibility. The PIO assuming the lead role typically works for the agency which has command of the situation, e.g., Police, Fire, SPU, etc. When incident command responsibilities shift, the lead PIO hands off the public information responsibility to his/her counterpart in the department assuming command. That PIO may then continue to provide PIO support for the incident but in a supporting role. Coordination among all PIOs supporting the incident response is key to successfully carrying out the External Affairs Function.

The nature of the emergency drives the staffing levels required to support the Emergency Public Information Function. Staffing levels can range from a skeleton crew of four PIOs to a full complement of 24 required to support a full-scale activation. The Seattle JIC Director is responsible for setting these staffing levels in consultation with the ESF-15 Coordinator. For staffing guidelines, see *"SOP 1. C. 5 EOC Staffing Levels for PIOs."*

Once the staffing levels are determined, the Seattle JIC Director is responsible for filling out a daily schedule for the EOC PIO function. While every role does not have to be filled on all shifts, and in some cases multiple roles may be filled by one person, at a minimum every shift must have a Seattle JIC Director (who may also serve as PIO Continuity), one EOC Media Response

PIO (from Police), one Writer/Media Monitor and one Web Support Person (this support could be provided from a remote location). See *"Standard Operating Procedures 1. Concept of Operations C. Procedures 6. Template WebEOC PIO Daily Schedule"* for details. When required to operate 24/7, with the exception of the Police PIOs (and possibly Fire's), the Emergency Public Information Function is staffed via three 8½ hour shifts that overlap by 30 minutes to allow an orderly transition between shifts. Police PIOs typically work 12½ hour shifts that overlap by 30 minutes.

PIOs' home phone numbers, pager numbers, etc. may be found in *"SOP 1. C. 7. EOC PIO Contact Information."* The Seattle JIC Director uses this information to contact PIOs not in the EOC to alert them to shift assignments.

The first page of *"Standard Operating Procedures 1. Concept of Operations C. Procedures 8. EOC PIO Incoming Communications Channels"* illustrates the flow of information to the EOC PIOs. While staff in the EOC Operations Room, department control/operations centers and PIOs in the field are primary information sources for the EOC PIOs, in most instances the EOC PIOs just receive information from staff in the EOC Operations Room. Pages 2-5 of the aforementioned SOP describe other secondary sources of information for EOC PIOs. WebEOC plays an important role in organizing and displaying this information.

When the EOC is activated, the PIOs' main role is to craft timely messages that provide factual information to the public and minimize inappropriate action, reaction, or behavior. PIOs can use several outgoing communications channels to reach external audiences, including, but not limited to, news releases; Seattle Channel; the City's public Web site; Emergency Alert System; regional communications channels, such as King County Metro listserves and Govlink; and citizen information lines. In addition, while the City Personnel Department, part of ESF-7, has primary responsibility for employee communications, there are times the EOC PIOs may need to assist in this regard. EOC PIOs can communicate with internal audiences through a variety of internal channels. These channels, and special considerations, are explained in detail in *"Standard Operating Procedures 1. Concept of Operations C. Procedures 9. EOC PIO Outgoing Communications Channels."*

"Standard Operating Procedures 1. Concept of Operations C. Procedures 10. EOC PIO Instructions" contain instructions for:

a. Creating and Saving EOC PIO Documents
b. Sending Out News Releases from the EOC
c. Long-Distance Dialing
d. Updating the EOC PIO Citizen Hotline
e. Updating the Employee Information Line
f. Updating the EOC Media Line Phone Tree
g. Updating EOC Media Hotline – Overnight Closure Script
h. Central Web Team Emergency Web Procedures Protocol
i. Posting to the News Release Database
j. Posting to the Regional Public Information Network
k. Posting Broadcast Message to InWeb
l. Seattle Channel Emergency Cablecast Procedures Protocol

m. Using the EOC Television Mixers
n. Passwords for EOC LAN and Voice Mail
o. Updating eoc_pio_info_recipient E-Mail Group
p. How to produce visuals for media briefings
q. How to use the automated outdialing system
r. Accessing Your GroupWise Account via the Web

While references to these instructions are found within other sections of this annex and its SOPs, all instructions are compiled within this section of the SOPs for easy access.

"*Standard Operating Procedures 1. Concept of Operations C. Procedures 11. EOC PIO Templates"* contain templates for the following documents:

a. WebEOC PIO Activity Log – Summary & Detail
b. Public Information Officers' Message Log
c. News Release: EOC Activates
d. News Release: EOC Press Conference Announcement
e. Draft Scripts For Public Address/E-Mail Announcements
f. WebEOC ESF-15 Coordinator Media Matrix
g. EAS Message Form
h. WebEOC Media Monitoring Log

While references to these instructions are found within other sections of this annex and its accompanying SOPs, all templates are compiled within this section of the SOPs for easy access.

When the EOC Director decides the External Affairs function can stand down, the Seattle JIC Director is responsible for deactivating this function. This work includes forwarding phones, changing voicemail messages and generally making the room ready for a future activation. Details can be found in "*Standard Operating Procedures 1. Concept of Operations C. Procedures 12. Standard Operating Procedures: Deactivating the EOC External Affairs Function."*

D. Mitigation/Recovery Activities

The responsibility for mitigation activities (See the Basic Plan for definition of "mitigation") related to emergencies falls to individual departments as part of their day-to-day operations. These activities include outreach activities, articles in customer newsletters, City Light and SPU bill inserts, and providing emergency preparedness information to citizens on the City's public web site. For example, the Department of Design, Planning and Development (DPD) provides information on retrofitting homes for earthquake damage prevention and earthquake recovery at its public Web site: http://www.seattle.gov/dpd/Emergency/Earthquakes/ and City Light, SPU, SDOT and DCLU provide weather emergency tips at: http://www.seattle.gov/transportation/weathertips.htm

Following a discrete event or emergency, the immediate response under the External Affairs function is to respond to, and provide information to the public, via the media, and other channels of communications as detailed

within "*SOP 1. C. 9. Outgoing Communications Channels."* The goal is to ensure that the public is kept informed of the state of the city, including any directions to its residents during, and/or following an emergency.

Once the emergency has passed and the EOC is deactivated, the External Affairs Function at the EOC is deactivated. In this recovery phase, incoming calls to the EOC media line are redirected to the usual media contacts at the Police, Fire and other departments.
(See SOP 1. C. 12. Deactivating the External Affairs Function.)

E. Preparedness Activities

To ensure the ongoing training of City PIOs on emergency public information, the Mayor's Office assigns a PIO to provide oversight of the External Affairs/Emergency Public Information Function, which includes monitoring and updating the External Affairs annex as necessary, meeting with other jurisdictions for coordination, and coordinating regular training of the City PIOs. Training includes the following components:

- **PIO training** – mandatory training of PIOs regarding EOC operations, and emergency PIO roles, responsibilities, and procedures: **twice a year**, including one unannounced call-out and activation of the EOC. Online training and testing on secure Inweb site.

  Hands-on training is important to reinforce written instructions and to better familiarize PIOs with EOC surroundings, equipment and procedures.

- **Dress rehearsal** – if the EOC is activated for large planned event (e.g., WTO), conduct "dress rehearsal" prior to event.

- **Equipment testing** – testing of office machines and equipment, including TVs and remotes, computers, phones, faxes, copy machines, two-way radios, Automated Outdialing System, etc.: twice a year in conjunction with PIO training.

- **Information update** – regular updates of PIO call-out list and news media list.

- **Hazards training** (chemical, biological agents, etc.): PIOs familiar with hazards will coordinate this training in consultation with experts.

- **Review of PIO Annex and SOPs** – thorough reading of External Affairs annex and Standard Operating Procedures by PIOs when EA annex is published and again before coming to work at the EOC, and in preparation for annually scheduled EOC PIO training.

F. Regional Emergency Public Information Coordination

Joint Information Centers and Joint Information Systems
According to the Emergency Management Institute, National Emergency Training Center, Federal Emergency Management Agency, *PIO Guidelines for Emergency Situations*, section 2, page 4:

"For proper coordination in a major emergency or disaster, it is essential that Emergency Public Information be released from a single point to assure consistency and authenticity. Just as the establishment of the ICS (Incident Command System) avoids multiple command posts, the establishment of a JIC will avoid multiple releasing points."

When the City activates its EOC its PIOs assemble at the City's EOC and form a Joint Information Center (JIC) for the City of Seattle. It is called a "joint information center" because the City PIOs at the EOC "jointly" issue public information, something they normally do individually for each of their respective departments when the EOC is not activated.

Under the leadership of the ESF-15 Coordinator, the City of Seattle's JIC manages all emergency public information related to the emergency response Seattle is overseeing. Depending upon the nature and scope of the emergency, other levels of government may also activate their respective EOCs and JICs.

Thus, Seattle's JIC may need to interact with as many as three other JICs: one at the county level, one at the state level and one at the federal level. While each JIC is concerned with developing and delivering messages related specifically to its level of government, e.g., those areas within its jurisdiction, it is important the JICs coordinate their efforts so as to:

- Eliminate or reduce conflicting or competing public information;
- Ensure communications come from the appropriate agencies;
- Ensure accurate information is quickly and thoroughly disseminated to the target populations;
- Strengthen public confidence by demonstrating cooperation among jurisdictions and public officials;
- Share resources; and
- Correct misinformation and resolve rumors.

When the JICs coordinate their efforts, they form a virtual Joint Information System (JIS). As the word virtual implies, the JICs do not have to be co-located to form the JIS, though in the case of the state and federal JICs this often is the case. When an incident occurs within Seattle that requires activation and response on behalf of the City's EOC, as long as Seattle's EOC is functional, is it unlikely the City and County would co-locate their JICs for one main reason: the need to be close to their respective primary sources of information. Because each JIC's primary source of information is its EOC, the PIOs staffing each JIC need to do so from their respective EOCs.

To recap: when a specific level of government activates its EOC, its PIOs working at its EOC form a Joint Information Center (JIC). When all active JICs coordinate their efforts, they form a virtual Joint Information System (JIS). Within that JIS, each level of government continues to be responsible for messages related to its jurisdictional boundaries and any joint messages that need to go out are coordinated among the JICs involved.

Notifications. When Seattle activates its EOC, Seattle's emergency management staff notify the County and State EOCs. Likewise, when appropriate, the ESF-15 Coordinator (or delegate) notifies his/her counterparts in the King County Executive's Office and the Governor's Office that Seattle has activated its EOC and JIC.

Considerations. As an acknowledgment of different jurisdictions, PIOs staffing the City of Seattle's JIC will avoid statements that evaluate or judge other governmental agencies. Public information staff will take care not to provide information beyond the expertise or purview of the City of Seattle. They will refer such matters to the appropriate jurisdiction, most likely via that jurisidiction's JIC.

Methods of Coordination. When appropriate, the City of Seattle's JIC Director may assign public information staff to:

- Send information to other jurisdictions' JICs;
- Monitor other jurisdictions' Web sites, provide links to other jurisdictions' Web sites, and/or post information on joint Web sites;
- Participate in videoconferences among PIOs of other jurisdictions;
- Participate in conference telephone calls among PIOs of other jurisdictions;
- Contact public information officers of other jurisdictions to exchange information or coordinate activities; and/or
- Send a City PIO to another jurisdiction's JIC to serve as a liaison.

Items Most Likely to be Coordinated. The most likely public information items and activities to be conducted jointly or in cooperation with other jurisdictions include:

- News conferences;
- News releases (ensuring information does not conflict);
- Fact sheets or instructions pertaining to such things as public health, road closures, public transportation, school closures, power outages, traffic re-routes, public safety, evacuations, public shelters, etc.;
- Responses to questions from news media;
- Sharing public information resources; and/or
- Proclamations.

Contact Information: please see *"Standard Operating Procedures 1. Concept of Operations D. Regional Emergency Public Information Coordination Seattle EOC PIOs' Emergency Contact List, PIOs of Other Jurisdictions."*

V. RESPONSIBILITIES

The organization chart on page 13 of this annex lists the different positions that can be filled by ESF-15 External Affairs staff during an activation. The responsibilities of each position listed on the organization chart are spelled out in the *"SOP 1. B. a.-y."*

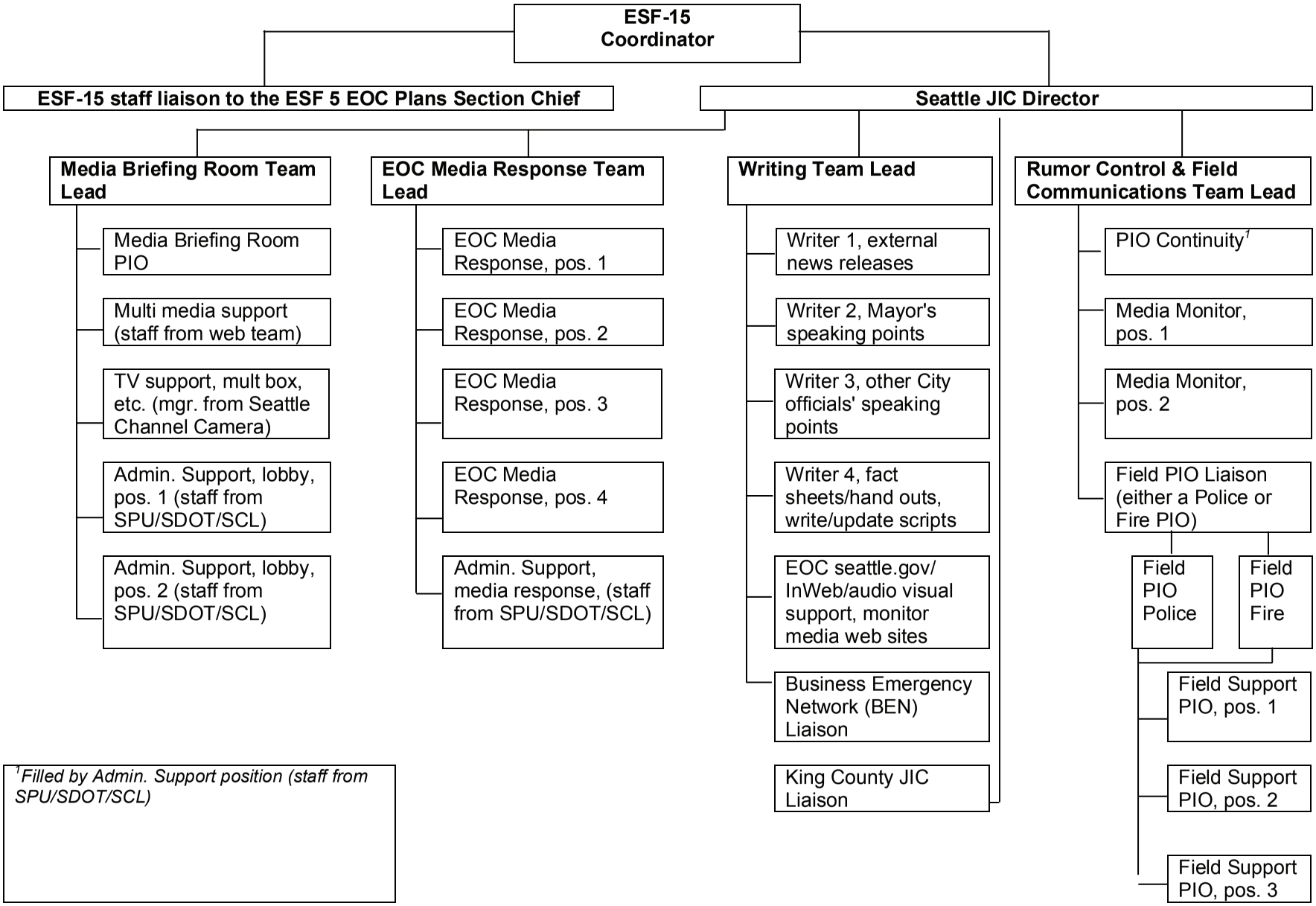
VI. RESOURCE REQUIREMENTS

A. Internal (for PIOs)

- **Office equipment:** Phones with headsets, computers with Internet access, TVs, VCRs, TV control board, copy machines, fax machines, 800 MHz radios, AM/FM radio with headphones.

- **Office supplies:** copy paper, note pads, Post-It pads, manila folders, pens, pencils, pencil sharpener, markers, staplers, paper clips, binder clips, scotch tape, scissors, push pins, flip charts, 3-ring binders, 3-hole punch, floppy disks, blank videotapes, calculator.
- **Reference material:** Internal EOC PIO phone list *(See Standard Operating Procedures, 2. Resource Requirements, A. Internal 1. EOC PIO Phone List)*, City employee directories, telephone books, dictionaries, AP Stylebook, Thesaurus, ESF-15 External Affairs Annex, Thomas Guide, Kroll wall street map, City Light media kit, latest media directory, other resource lists.
- **GIS maps.** GIS staff are on hand at the EOC to produce maps for the entire group, including PIOs. An example of this might be a map showing a quarantine area that needs to go out to the public via the media.
- **Visuals other than maps.** Visual information for use in press briefings. *(See "Standard Operating Procedures, 1. Concept of Operations, C. Procedures, 10 p. How to produce visuals for media briefings.")*
- **Language maps.** See maps in Basic Plan.
- **Logistics Emergency Support Function.** This group takes care of our computers, helps with systemwide voicemail and e-mail, sets up the media briefing room, provides transportation if needed, and more.
- **Canned messages from subject matter experts.** City department mitigation brochures, e.g., power outage brochure, snow/ice brochure, SNAP brochure, City's inclement weather policy, weather brochure, landslide brochure. Other information provided by Seattle King County Health Department. The goal is to have canned messages (and even video clips) available in a "library" at the EOC for PIOs to use. We also have a directory of subject matter experts whom we can consult.

ESF-15 External Affairs Organization Chart



[1] *Filled by Admin. Support position (staff from SPU/SDOT/SCL)*

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STANDARD OPERATING PROCEDURES INDEX

Note: A copy of the Standard Operating Procedures of ESF-15 External Affairs is maintained under separate cover at the Seattle Emergency Operations Center. This copy can be found on the EOC LAN: Eocnw01\VOL1\Data\Shared\Responder\ESF 15 - External Affairs.

1. Concept of Operations

A. ESF 15 External Affairs Organization Chart

B. Roles and Duties

a: ESF-15 Coordinator

b: ESF-15 Staff Liaison to the ESF-5 EOC Plans Section Chief

c: Seattle JIC Director

d: Media Briefing Room Team Lead

e: Media Briefing Room PIO

f: Media Briefing Room Multimedia Support

g: Media Briefing Room Administrative Support (Positions 1 & 2)

h: Media Briefing Room TV Support

i: EOC Media Response Team Lead

j: EOC Media Response Positions 1 to 4

k: EOC Media Response Administrative Support

l: Writing Team Lead

m: Writing Team Writer 1

n: Writing Team Writer 2

o: Writing Team Writer 3

p: Writing Team Writer 4

q: Writing Team "BEN" Liaison

r: Writing Team Seattle.gov/InWeb Support

s: Rumor Control/Field Communications Team Lead

t: Rumor Control/Field Communications PIO Continuity

u: Rumor Control/Field Communications Media Monitors, Positions 1 & 2

v: Rumor Control/Field Communications Field PIO Liaison

w: Rumor Control/Field Communications Field PIOs (Police & Fire)

x: Rumor Control/Field Communications Field PIO Support (1 to 3 positions)

y: King County JIC Liaison

C. Procedures

1: EOC PIO Call Out Questionnaire

2: Activating the Public Information Function

3: EOC PIO Room Layout

4: Multiple Departments Response to Emergency Public Information

5: EOC Staffing Levels for PIOs

6: Template: WebEOC PIO Daily Schedule – Summary & Detail

7: EOC PIO Contact Information

8: EOC PIO Incoming Communications Channels

Primary Sources – General Information

- WebEOC
- Staff in EOC Operations Room
- Control/Operations Centers
- Field PIOs

Primary Sources – Traffic Information

- ESF 2 Law Enforcement

Secondary Sources – General Information

- WebEOC Public Information Officers' Incoming Issues Log
- Citizens Service Bureau & Mayor's Office
- Size-up Summaries
- ESF Action Plans
- Seattle Auxiliary Communication Service
- Media & Internet
- EOC EOCPIO email
- PIOs from other jurisdictions

9: EOC PIO Outgoing Communications Channels

External Audiences

- Media Briefings
- Field PIOs & Field Support PIOs (at scene)
- News Releases
- Citizen Information Line
- Mayor's Office Staff
- Citizens Service Bureau (CSB)
- Seattle.gov Web site
- Seattle Auxiliary Communication Service Group (amateur radio group)
- Emergency Alert System
- Automated Outdialing System
- Metro Traffic Control
- Voice-mail Media Information Line
- Fax Capabilities
- EOC Media Relations Line
- Seattle Channel (live EOC cablecasts & on-screen bulletins)
- King County Metro listserve

9: EOC PIO Outgoing Communications Channels (continued)

External Audiences (continued)

- Gov Link (http://www.govlink.org/)

- Support Center (Emergency Resource Center, SPU Call Center & SCL Trouble Center)

Internal Audiences

- Department Control Centers
- InWeb
- Citywide e-mail
- Employee Information Line
- Building Public Address Systems
- Citywide voicemail

Special Considerations

- Non-English speaking Audiences
- Distribution of Camera-ready Emergency Public Information

10: EOC PIO Instructions:

a) Creating and Saving EOC PIO Documents
b) Sending Out News Releases from the EOC
c) Long-Distance Dialing Instructions
d) Updating the EOC PIO Citizen Hotline
e) Updating the Employee Information Line
f) Updating the EOC Media Line Phone Tree
g) Updating EOC Media Hotline – Overnight Closure Script
h) Central Web Team Emergency Web Procedures Protocol
i) How to Post to the News Release Database
j) Regional Public Information Network
k) How to Post Broadcast Message to InWeb
l) Seattle Channel Emergency Cablecast Procedures Protocol
m) EOC Television Mixer Instructions
n) Passwords for EOC LAN and Voice Mail
o) Updating eoc_pio_info_recipient E-mail Group
p) How to produce visuals for media briefings
q) How to use the Automated Outdialing System
r) Accessing Your GroupWise Account via the Web

11: EOC PIO Templates:

a) WebEOC PIO Activity Log – Summary & Detail
b) WebEOC Public Information Officers' Incoming Issues Log
c) News Release: EOC Activates
d) News Release: EOC Press Conference Announcement
e) Draft Scripts For Public Address/E-Mail Announcements
f) WebEOC ESF-15 Coordinator Media Matrix
g) EAS Message Form
h) WebEOC Media Monitoring Log

12: Deactivating the EOC External Affairs Function

13: WebEOC: Other Relevant Status Boards and Screen Shots

a) Mayor Briefing – Initial & Update
b) Significant Event Log – Summary & Detail
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d) Activity Log – Summary & Detail

D. Regional Emergency Public Information Coordination

SOP 1: Seattle EOC PIOs Emergency Contact List, PIOs of Other Jurisdictions

2. Resource Requirements

A. Internal

1: EOC PIO Phone List

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Direction and Control

DIRECTION AND CONTROL SUPPORT ANNEX

COORDINATING ORGANIZATIONS: **Mayor's Office**
Office of Emergency Management

COOPERATING ORGANIZATIONS: **All City Departments**

I. INTRODUCTION

A. Purpose

1. To explain the process used to prepare civil emergency proclamations and executive orders.

2. To further elaborate on the direction and control system that will be used in the Emergency Operations Center (EOC). Refer to pages 34-39, Basic Plan.

3. To explain the process used in the Emergency Operations Center (EOC) to collect, organize, analyze and prioritize emergency information, and to maintain a coherent EOC Consolidated Action Plan.

II. REFERENCES

- SMC Chapter 10.02, Civil Emergencies
- SMC Chapter 12A.26, Mayor's Emergency Powers

III. ASSUMPTIONS

- It is common for public reports (e.g., E9-1-1 calls) of an incident to be incomplete and even conflicting.
- In a large-scale event, normal telephone-services may be interrupted or the Primary Public Safety Answering Point may be overwhelmed with calls.
- Depending on the complexity of the incident it may take the Incident Commander, Unified Command, or Area Command some time to get an accurate picture of the total situation, to include all the requirements that will be needed to deal with the incident.
- Designated Department Operating Centers (DOCs) serve as central venues for department managers to effectively supervise, control and support the department's overall response and recovery to any major incident or event.
- All public safety, health, transportation, utility, and general services departments have a duty to maintain the ready capacity to activate a DOC, which is organized and equipped so that senior managers have the

means to sort, interpret and validate, and correlate a rational context to information received from:

- ✓ Field units,
- ✓ Department facilities and functions,
- ✓ Other departments and agencies,
- ✓ The community, to include public and private sectors.

The overriding aim is to form a department-wide strategy and action plan that is predicated on the most current assessment of how the department views its overall situation. One that takes into account the scope of dynamic conditions and legal guidelines the department must react to and cope with, while clearly conveying the department's response and recovery goals and objectives, priorities, measured approach, and operational periods for applying available assets and capability.

Of equal importance is for the DOC's leadership to identify and seek help with critical constraints and other issues that may be sensitive, controversial, onerous, exposure ridden, beyond the department's control or purview or outside the sanctioned authority of the department head.

- ♦ The key for those in the EOC and ultimately the Mayor to get reliable and timely information is for the DOCs to successfully perform assigned information management functions specified in the Basic Plan and this annex.

IV. CONCEPT OF OPERATIONS

A. General

1. The Basic Plan gives the circumstances under which the Mayor may declare a "Civil Emergency" and use the Executive's special "emergency powers" to restore the peace, and/or counter threats to the public's safety and welfare. In infrequent instances that can create sudden and extraordinarily heavy demands on City resources, such as a destructive earthquake or violent act of terrorism, the need for a proclamation is readily apparent. Such instances would be categorized as either a disaster or catastrophe (see Tab A of the Basic Plan for definitions). The full impact of some major incidents (again see Tab A for the definition), however, are not nearly so clear cut in the immediate aftermath and can require a more deliberative process to fully understand all the ramifications involved.

2. Emergency information management plays a critical role in facilitating this process, which must stay current with changing conditions in an extended EOC activation. To highlight this transitive state of affairs, the EOC Director establishes what is referred to as "the EOC Briefing Cycle". Its primary purpose is to provide a flexible standard for synthesizing and refreshing substantive details, as soon as they become available from multiple sources, and to reformulate them into a proactive Consolidated Action Plan and meaningful executive

summaries. Each summary or Mayor's Briefing, which normally covers a single 8-12 hour operational period, is intended to capture a discreet snapshot of the City's overall and cross-departmental situation. (This does not preclude more frequent briefings in other formats to the Mayor and City Council to relate time sensitive and prescient updates and circumstances.)

Through this repetitive process, that is more thoroughly explained under Direction and Control (See next section), the Mayor is able to:

- Systematically consider relevant facts and issues -- so decisions on how best to cope with an urgent and sometimes perilous situation can be made at the proper time.
- Document the options, reasoning and justification for Mayoral and department actions,
- Articulate what is known about the crisis at any particular time,
- Rally public confidence and support.

B. Direction and Control

1. Proclamations and Executive Orders

   a. The Mayor or any of those in the formal line of succession who are acting as Mayor are the only persons authorized to declare a "Civil Emergency". Section 10.02.010 of the SMC makes this is a judgment call in an imminently foreseeable disaster or catastrophe or immediately after a sudden disaster or catastrophe, when it becomes apparent that extraordinary measures are required "to prevent the death or injury of persons and to protect the public peace, safety and welfare, and alleviate damage, loss, hardship or suffering". In every case, the Mayor would be presented with the rationale for a proclamation of "Civil Emergency" by the EOC Director, which would also require the activation of the EOC at a Disaster or Catastrophe Mode (refer to page 36 of the Basic Plan).

   b. A proclamation template is maintained by the Law Department and is retrievable on the Emergency Management server. Once initial circumstances are known the Law Department representative in the EOC, assisted as necessary by Emergency Management Plans Section staff, amends the template, and with the concurrence of the EOC Director briefs the Mayor. If the Mayor approves, he/she initials the bottom of each page, completes the signature element, and enters the date and time of his signature. To comply with Section 10.02.100 of the SMC, the Mayor shall cause the proclamation be delivered to the Governor, King County Executive, and all print and broadcast media serving the City. He will also ensure that the Council President and the Council Chair of the Public Safety Committee are briefed.

c. Within 48 hours, or as soon as practical, the original proclamation shall be filed with the City Clerk for presentation to the City Council.

d. Within 48 hours of its presentation to the City Council, the Council President shall endeavor to form a quorum to act on the proclamation, which may result in confirmation, modification or rejection. Any vote of the Council to modify or reject the proclamation becomes prospective only. Such action would not invalidate those measures authorized by the proclamation and taken before modification or rejection, only the ability of the City's departments to continue in any manner or way that would be inconsistent with the intent of the Council's dictates.

e. Sometimes, as explained in the Basic Plan, the Mayor may be compelled to evoke the use of one or more of his 15 emergency powers. Should such action be required, either in conjunction with or after he has signed a proclamation of "Civil Emergency", the Law Department EOC representative drafts one or more "Executive Orders" using the Law Department maintained template stored on the Emergency Management server. Following the practice noted above, the Law Department EOC representative, with the concurrence of the EOC Director, briefs the Mayor. The Mayor indicates his approval by initialing the bottom of each page, signing the signature element, and entering the date and time of his signature.

f. The Mayor will ensure briefings of the Council President and Council Chair of the Public Safety Committee take place. He will also cause each and every "Executive Order" to be delivered to the Governor, County Executive and local media, and the originals be filed with the City Clerk for presentation to the City Council within 48 hours or as soon as practical. Within 48 hours of the time of presentation to the Council, the Council President will endeavor to convene a quorum to consider each "Executive Order", together with the "civil rights protected statements" required by Section 10.02.025 of the SMC. They will then vote on each "Executive Order" to confirm, modify or reject. Any vote for modification or rejection will be prospective only. Such action would not invalidate those measures authorized by the "Executive Order" and taken before modification or rejection, only the ability of the City's departments to continue in any manner or way that would be inconsistent with the intent of the Council's dictates.

g. Once the extraordinary measures, which prompted the Mayor's decision to declare a "Civil Emergency", are alleviated the Mayor may issue a proclamation of "Termination of Civil Emergency". It is also possible for the Council to terminate a "Civil Emergency" by resolution if passed by a vote of not less than 6 of its members. However, before the Council can curtail the Mayor's proclamation it must first consult with the City's Police and Fire Chiefs, the Public Health Director and the Emergency Management Director, i.e., to

determine if there are any fiscal, public safety response or disaster recovery imperatives that would argue against such termination. The originals of the proclamation of "Termination of Civil Emergency" or the Council resolution of cancellation will be filed with City Clerk.

h. Copies of all Proclamations and Executive Orders will be kept under the custodial control of the Mayor's Office and the EOC Plans Section.

2. Three-Tiered Approach to Information Management and Decision-Making

a. The first tier, and most closely involved in managing the incident or event, is the Incident, Unified or Area Command Post -- where tactical plans and tactical decisions are made.

In holding to the tenets of the Incident Command System (ICS), the decision-making process begins with regular "Size-up" reports. These should come from at least the Operations or Plans Section Chiefs, who pass along their insights on:

- Suggested immediate goals and objectives, together with anticipated times for resolution.
- The scope, seriousness and impact of problems they are combating.
- Attendant circumstances they must contend with.
- How they have applied available resources.
- What more needs to be done to resolve immediate and longer-term threat(s), shortages, restrictions, conflicts, and hardships?

With this information, the IC and Command Staff are able to measure, assess, and most importantly support the demands and dynamics of a situation that is typically fluid and evolving. The "Size-up" reports are also used by the Plans Section as source intelligence for forming and incidentally adapting the Incident Action Plan (IAP) -- which is the IC's primary tool for setting forth his or her overall direction for scene management. At the very minimum, the IAP must describe:

- Goals,
- Objectives,
- Priorities,
- Organization,

- Assignments,
- Strategy, which should be based on existing pre-plans, hazard specific plans, protocols and operating procedures,
- Operational periods for stabilizing and containing the incident and bringing all aspects under control.

All of this information must be shared with the lead agency's DOC (i.e., department with primary functional responsibility), which is responsible for supporting the Incident Commander and in further directing how the department will concurrently maintain essential services citywide. If an incident results in a multi-agency response, the other departments that provide aid to the Incident Commander must similarly keep their DOCs informed.

b. The second tier of command and control is the DOC, which should be considered the principal broker of information – ***and thus the pivotal intervening layer between the Incident Command Post and the EOC.*** The Basic Plan under the heading Direction and Control lists the basic duties of the DOC (see page 34). It must be recognized, however, that when a major incident occurs there will be a sudden spike in the demands placed on department dispatch centers. Depending on the scale of the incident and the time of day and week, the staffing patterns of most dispatch centers have a finite capacity to absorb the additional workload. Whenever or preferably before this limit is reached, the department will activate its designated DOC.

Experience has shown that for a DOC to function efficiently it must be administered by senior supervisors and managers. This is especially important because these are the people best suited to analyze the overall business and human impacts of the situation. They are also the ones with the requisite skills, experience and authority to rapidly adjust department goals, discretionary procedures and strategies. Likewise, they can directly support or directly commit the full use of department assets and capabilities to resolve the most pressing issues and concerns facing the entire department, or to interact with or support another department.

Without fail, the pursuit of any of these actions must revolve around a congruent system for information management, which enables timely analysis and decision-making inside and jointly across departments. Toward this end the Size-up Summary Reports (Tab A) were devised as a means of clarifying and organizing the various categories of managerial information needed when the City is confronted with a major incident, disaster or catastrophe.

These reports are prepared by the DOC and sent electronically to the department's EOC representative at specified intervals for the duration of any EOC activation. To fully realize the intended

benefit, it must be submitted as directed, or better, submitted as soon as there is new and significant information to report. If there is an issue with a critical lack of support that cannot be obtained through efforts available to the department, the Request for Outside Assistance form (Tab B) will be filled out and transmitted with the Size-up Summary Report. Each time a Size-up Summary Report is submitted, it shall be the responsibility of the senior person in the DOC to let their respective EOC representative know. For convenience, all report forms reside on the WebEOC.

c. The EOC is the third and most senior tier in the City's hierarchy. It serves as the Mayor's Multi-Agency Coordination Center (MACC) and, as such, becomes the City's centralized seat of executive government in any activation. Anytime the EOC is functioning at major incident, disaster or catastrophe mode, responders called for duty in EOC must be able to clearly understand what the critical issues are -- ***so that necessary executive and senior management actions can occur at the most appropriate time.*** To do this with the degree of precision and comprehensiveness that is expected requires that all three levels work in unison to conscientiously contribute to the process described in this annex.

3. EOC Briefing Cycle

a. The EOC Briefing Cycle is a term that refers to a standardized set of sequential and recurring steps that:

- Turns freshly evaluated information from DOCs and other sources into the most current comprehensive analysis of the City's state of affairs.
- Gives the Mayor the facts, options, and recommendations to support citywide response and recovery operations and public information.
- Enables the Mayor to be proactive in leading the City's unified efforts to curb and overcome the destabilizing and debilitating affects of a crisis.
- Produces a Consolidated Action Plan.
- Produces a state required Situation Report.

Step 1: It begins with the initial briefing given to the General Staff as they arrive for duty in the EOC. Most of the time this is done by the EOC Director, who will explain:

- What is known?
- What can be expected?

- The assignment of EOC Command, General, and other staff positions.
- The initial actions that need to be taken.
- The initial EOC objectives[1] and anticipated operational period.
- Confirmation of the field Command personnel, location of Command Post, preliminary Incident Action Plan (IAP), and the approximate geographic boundaries of the incident.
- Identification of the need for any policy resolution.
- The deadline for completing the initial ESF Action Plans (Tab C), and getting them to the Plans Section (ESF-5).
- When ESF Coordinators and Department representatives will be provided a copy of the EOC Reports Schedule (Tab D).
- The time set for the next General Staff meeting.

Step 2: When the Mayor arrives, the EOC Director briefs him on the available analysis of the facts reported so far, which will as much as possible cover the overall situation of the incident or event and what has been done in the EOC. The EOC Director will further:

- Ask the Mayor to affirm the actions taken to activate the EOC.
- If warranted by the situation, have the Law Department Representative present the proclamation for "Civil Emergency" and necessary "Executive Orders".
- Have the Mayor concur in the frequency of subsequent Mayor's Briefings. Often this is driven by the need to keep pace with public information requirements.

[1] As a rule of thumb, effective objectives contain all of the following criteria, i.e., they are specific, measurable, action oriented, realistic, and time sensitive. The acronym SMART has been used to characterize this standard.

It is important to note that at this early stage many details tend to be sketchy, incomplete, or unknown. Consequently, it should be expected that the initial briefing of the Mayor will probably deal more with what is or should be underway and what the EOC is in the process of determining and when, rather than a definitive discussion of conditions and actions that have already been reported. A clear example of this point was the first briefing of the Mayor that occurred a mere 6 minutes after the ground stopped shaking from the February 28, 2001 Nisqually Earthquake, when the City's reaction was just getting started and the briefing focused on:

1) Preliminary seismograph readings and location of the epicenter.

2) How public safety, utility and transportation departments would gather their rapid "windshield surveys" to learn where people and property were most at risk, what the overall condition of city and county lifelines were, and when results would become available?

Step 3: To meet the deadline for the initial ESF Action Plans, it will be necessary for ESF Coordinators to:

- Call-out those department representatives needed for the ESF to take initial actions ordered by the EOC Director. This step may or may not be necessary for a self-reporting event, which is defined in EOC Call-out procedures as either a destructive earthquake or terrorist event resulting in mass casualties and/or large scale destruction of property.
- Ensure they brief department representatives on the information provided by the EOC Director.
- Establish the initial suspense for involved DOCs to submit their Size-up Summary Reports to their department representatives.
- Establish a time for reviewing the "Size-up Summaries", and corresponding department inputs for the ESF Action Plan.

Step 4: The Operations Section Chief will meet with the appropriate ESF Coordinators, for example: those leading ESFs-1, 3, 4, 6, 8, 9, 10, 12 and 13 to ensure all ESF Action Plans:

- Will clearly address those objectives assigned by the EOC Director.
- Will support department requirements identified in Size-up Summary Reports.

- Will be consistent with the Mayor's established goals (See page 37, Basic Plan, Seattle Disaster Readiness and Response Plan, Volume I).

- Can be combined into a single Consolidated (city-wide) Action Plan that:

  - ✓ Integrates all ESF objectives and corresponding implementation steps and actions;

  - ✓ Assures there are no conflicts, duplications or miscommunications; and

  - ✓ That further assures that all of the Section's ESFs are working in unison and, as much as possible, in mutual support of one another.

- Rank each objective in priority order, or sequentially if certain actions must proceed one another.

- Match each objective to an operational period, or periods.

Step 5: At the same time that the Operations Section Chief is meeting with the Operations Section in Step 4, the Coordinators for ESFs-2, 7, 14 and 15) will similarly reconcile their inputs in contributing to the logistical, public information, and recovery elements to the Consolidated Action Plan.

Step 6: As soon as Steps 4 and 5 are concurred in by the Operations, Logistics, and Finance Section Chiefs and by the Joint Information Center (JIC) Supervisor, the ESF Action Plans will be transmitted to the Plans Section Situation Unit for consolidation.

Step 7: The Plans Section Situation Unit will prepare a final draft of the Consolidated Action Plan. When ready, the Plans Section Chief will advise the EOC Director who will convene a meeting of the General Staff to finalize the Consolidated Action Plan.

Step 8: The General Staff and JIC Supervisor meet with the EOC Director and Plans Section Chief to resolve any conflicts or omissions in the Consolidated Action Plan.

Step 9: Using the results from Step 8 the Plans Section prepares the Mayor's Briefing (Tab E) for the EOC Director.

Step 10: The EOC Director briefs the Mayor and other members of the Command Staff determined by the Mayor. The briefing will:

- Discuss those items contained in the Mayor's Briefing.

- Present the Consolidated Action Plan for the Mayor's consideration and action.

- Discuss any issues that were not covered in the Mayor's Briefing and the Consolidated Action Plan, other questions that might arise, or instructions or modifications directed by the Mayor.

- Discuss the content, format and any support participation for the Mayor's Press Briefing, and the delivery of other public information announcements and materials considered appropriate.

- Discuss issues that need to be coordinated with other elected officials, either in the City, elsewhere in the County, or at the state and federal levels of government.

- Establish the time for the next Mayor's Briefing.

Step 11: The EOC Director briefs the entire EOC, including the next shift, on:

- The status of EOC operations, objectives and plan status.

- The overall status of the City's response and recovery efforts.

- Any special instructions, including any alteration of EOC goals, given by the Mayor.

- The Consolidated Action Plan and the specific objectives for the next operational period.

- The schedule of reporting times (Tab D) for the next briefing cycle.

Shift Overlap: There should be at least 30 minutes of overlap in shifts following the transfer of command briefing in Step 11, during which time the person being relieved shall ensure that his/her replacement is fully briefed on all activity that affects his/her assigned position; thereby facilitate a seamless transition. Starting with this step there is a repetition of the briefing cycle, with the following adjustments:

- Implement the Consolidated Action Plan for the operational period.

- Ensure DOCs are expeditiously forwarding any new information by Size-up report (Tab A), and any new resource requirements by Request for Outside Assistance form (Tab B).

- Contemporaneously monitor ESF staffing levels to ensure they match the level of activity and involvement of the ESF, i.e., in meeting the current goals and objectives of the EOC, as given by the EOC Director.

b. A flow chart tracking the recurrent stream of information from originating sources to decision makers to action agents, to include the resulting information management products can be found in Tab H.

3. Electronic Management of Information in the EOC

a. For efficiency and ease of use, the WebEOC has been set up so that information can be quickly assimilated in prescribed fill-in-the-blank data entry forms that enables them to be shared electronically and permanently stored, and that eliminates the need for duplicating information elsewhere.

As department EOC representatives receive the Size-up Summary Reports and Request for Outside Assistance forms from their DOCs, they should be able to easily convert that information into the ESF Action Plan.

Once the Operations, Logistics and Finance Section Chiefs and the JIC Supervisor approve these forms, they are posted in the ESF file for other ESF Coordinators to view and for the Plans Section to use in preparing the Consolidated Action Plan, the Mayor's Briefing, and the Washington State Situation Report.

b. The WebEOC contains instructional checklists for:

- Logging on to computers.
- Navigation of the WebEOC.
- Use of all forms.
- The discharge of key actions by the EOC Director, General Staff, and ESF Coordinators.

5. Documentation

a. City officials have an obligation to the public trust to ensure that they can accurately track, account for and explain the actions taken to overcome a crisis and return the City to a state of normalcy. Collectively those documents referred to above are the basis for accomplishing this. The originals will either be maintained by the City Clerk for declarations and executive orders, or by the Office of Emergency Management (OEM) for EOC reports. In addition to the forms already described, it is strongly recommended that each department representative in the EOC maintain an Activity Log (Tab F).

b. ESF-5 (through the Plans Section) has an additional requirement under the Washington State Comprehensive Emergency Management Plan to prepare and submit a Situation Report (Tab G). The EOC Director, who is the approving official for the report,

decides how often this form is submitted. Ordinarily, the form, which is prepared only when the EOC is engaged in extended operations, is sent every 8-12 hours. This has customarily coincided with a transfer of command to the relief EOC Director and has proven to be helpful reference in conducting the transfer briefing. Besides the Washington State EOC Telecommunications Section, electronic copies are sent to the King County EOC and other neighboring jurisdiction EOCs if they are activated.

c. While not required except for the Size-up Summary Report, departments should feel free to use or modify the other forms established in this annex for their own purposes in administering their DOC.

d. Additional reports are required to:

- Prepare the Preliminary Damage Assessment (PDA);
- Develop and subsequently manage "Public Assistance" projects for categories of work allowed under FEMA guidelines;
- Determine the scope of needs for "Individual Assistance" to citizens, homeowners, businesses and institutions.

These reports are covered separately under ESF-14 Annex, Long-term Recovery and Mitigation.

V. ASSIGNMENT OF RESPONSIBILITIES

A. Mayor

1. Whenever appropriate, exercise prerogatives for declaring a "Civil Emergency" and using "emergency powers".

2. Ensure both Council President and Public Safety Committee Chair are briefed anytime a "Civil Emergency" is declared, and anytime an executive order is issued.

3. Advise the Governor, King County Executive, and media anytime a "Civil Emergency" is declared, and anytime an "Executive Order" is issued.

4. Provide executive leadership for the EOC, and the overall City effort in dealing with any major crisis.

5. Review and make the final decision on actions contemplated in the EOC Consolidated Action Plan.

B. City Council

Review the Mayor's proclamation for a "Civil Emergency" and any "Executive Orders", and within 48 hours of presentation to the City Clerk act to accept, modify or reject.

C. Department Heads

1. Ensure the department is able to activate and operate its DOC.

2. Ensure the DOC is adequately staffed and equipped to perform all functions described in this annex and the Basic Plan.

3. Ensure that senior managers assigned to the DOC are familiar with all emergency procedures, and receive periodic training to maintain proficiency levels.

4. Ensure that department emergency procedures, including those for DOC operations, are periodically tested to validate the functionality of both the department procedures and the aptitude of department managers to effectively implement them.

D. EOC Director

1. Supervise the preparation of the proclamation of "Civil Emergency" and necessary "Executive Orders".

2. Assign EOC Command, General and any other necessary staff positions.

3. Oversee and control the EOC Briefing Cycle (See steps 1-11, in Section IV above).

4. Approve the Consolidated Action Plan, Mayor's Briefing Report, and the Washington State Situation Report.

5. Conduct the briefing of the Mayor.

6. Provide more frequent updates to the Mayor and City Council as judged necessary to keep pace with the current state of conditions and circumstances that immediately affect or impact executive leadership.

7. Ensure those called for duty in the EOC are periodically briefed so they stay current with the overall situation and collective actions taken by the EOC to support resolution of the crisis. These briefings also are used to convey special instructions from the Mayor.

8. Conduct transfer of command briefing for the next operational period.

E. Law Department Representative (Command Staff)

1. At the direction of the EOC Director, prepare proclamations of "Civil Emergency", "Termination of Civil Emergency", and "Executive Orders" using electronic templates.

2. At the direction of the EOC Director, help the EOC Director brief the Mayor on the requirements and legal aspects of proclamations and "Executive Orders" presented to the Mayor. Also, be prepared to answer any legal questions asked by the Mayor or other Command Staff members.

3. Participate in transfer of command briefing for the next operational period, and provide the relief (incoming) Law Department Representative with any special insights, expectations, or other instructions that may be appropriate.

F. JIC Supervisor (Command Staff)

1. Oversee the directions and administration of the JIC, and specifically the implementation of the ESF-15 Annex.

2. Participate in planning meetings scheduled by the Plans Section Chief.

3. Approve the JIC Action Plan before submitting it to the Plans Section Chief.

4. Participate in General Staff meetings with the EOC Director.

5. Be available to assist the EOC Director in briefing the Mayor.

6. Be present for EOC Director briefings.

7. Participate in transfer of command briefing for the next operational period, and give the relief (incoming) JIC Supervisor any special insights, expectations, or other instructions that would be appropriate, especially as they may relate to the Consolidated EOC Action Plan.

G. Operations Section Chief (General Staff)

1. Based on objectives established by the EOC Director, determine those Operation Section Branch Directors or Group Supervisors (refer to Figure 30, Basic Plan) that need to be alerted for EOC activation duty and make the necessary notifications. Such notifications may require representation from ESFs-1, 3, 4, 6, 8, 9, 10, 12, and 13). The Plans Section Chief can provide support in making and/or following up on any or all EOC Call-out notifications.

2. Once Branch Directors and/or Group Supervisors who have been alerted for duty are in-place, brief them on those facts and conditions that are known, in addition to what is not yet known and needs to be established, and assign each their respective objectives. At the same

time provide each Branch Director and Group Supervisor with a copy of the EOC Reports Schedule (Tab D).

3. Ensure each Branch Director and Group Supervisor has established contact with their DOC, and that each DOC is able to effectively perform all functions prescribed in this annex and the Basic Plan, pages 33-34.

4. Ensure that each Operations Section ESF is following guidelines established in their respective ESF Annex, to include the effective engagement of support organizations.

5. Work with Operations Section Branch Directors and Group Supervisors to develop and maintain the Operations Section contribution to the Consolidated Action Plan. Once consensus is achieved, submit it to the Plans Section Chief.

6. Participate in planning meetings scheduled by the Plans Section Chief.

7. Monitor and make sure suspense times established for the Operations Section in the EOC Reports Schedule are met.

8. Participate in General Staff meetings with the EOC Director.

9. Be available to assist the EOC Director in briefing the Mayor.

10. Be present for EOC Director briefings.

11. Participate in transfer of command briefing for the next operational period, and give the relief (incoming) Operations Section Chief any special insights, expectations, or other instructions that would be appropriate, especially as they may relate to the Consolidated EOC Action Plan.

H. Plans Section Chief (General Staff)

1. Oversee the direction and administration of the Plans Section, including, but not limited to, the Situation and Documentation Units.

2. Schedule planning meetings as required.

3. Manage the EOC Briefing Cycle.

4. Submit approved situation reports to the Mayor's Office, King County, Washington State and other appropriate staff and agencies.

5. Participate in General Staff meetings with the EOC Director.

6. Be available to assist the EOC Director in briefing the Mayor.

7. Be present for EOC Director briefings.

8. Participate in transfer of command briefing for the next operational period, and give the relief (incoming) Plans Section Chief any special insights, expectations, or other instructions that would be appropriate, especially as they may relate to the EOC Consolidated Action Plan.

I. Logistics Section Chief (General Staff)

1. Oversee the direction and administration of the Logistics Section, and specifically the implementation of the logistical contributions to the consolidated action plan.

2. Ensure the Resource Support Operations Center is closely monitoring all DOCs and quickly acting on requests for resources and other assets in accord with the ESF-7 Annex.

3. Participate in planning meetings scheduled by the Plans Section Chief.

4. Approve the Logistics contributions to the consolidated action plan before submitting it to the Plans Section Chief.

5. Participate in General Staff meetings with the EOC Director.

6. Be available to assist the EOC Director in briefing the Mayor.

7. Be present for EOC Director briefings.

8. Participate in transfer of command briefing for the next operational period, and give the relief (incoming) Logistics Section Chief any special insights, expectations, or other instructions that would be appropriate, especially as they may relate to the EOC Consolidated Action Plan.

J. Finance Section Chief (General Staff)

1. Oversee the direction and administration of the Finance Section, and specifically the implementation of all necessary financial and administrative contributions to the consolidated action plan.

2. Participate in planning meetings scheduled by the Plans Section Chief.

3. Approve the financial and administrative contributions to the consolidated action plan before submitting it to the Plans Section Chief.

4. Participate in General Staff meetings with the EOC Director.

5. Be available to assist the EOC Director in briefing the Mayor.

6. Be present for EOC Director briefings.

7. Participate in transfer of command briefing for the next operational period, and give the relief (incoming) Finance Section Chief any special

insights, expectations, or other instructions that would be appropriate, especially as they may relate to the Consolidated EOC Action Plan.

K. Branch Directors, ESF Coordinators, Department Representatives

1. After receiving initial briefing by the EOC Director or Operations Section Chief, decide if additional ESF responders need to be called for duty in the EOC.

2. If so, call-out those needed.

3. When they arrive brief them on what is known so far and the initial requirements established by the EOC Director, or the Operations Section Chief.

4. Ensure contact is made with the DOC and advise the DOC on the schedule for submitting Size-up Summary Reports.

5. Prepare the appropriate contributions to the Consolidated Action Plan.

6. Participate in planning meetings scheduled by the Plans Section Chief, and be present for EOC Director briefings.

7. Participate in transfer of command briefing for the next operational period, and give the relief (incoming) Branch Director or Group Supervisor any special insights, expectations, or other instructions that would be appropriate, especially as they may relate to the Consolidated EOC Action Plan.

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VI. INDEX OF TABS

A. Size-up Summary Reports (Initial, Short-term Follow-up, and Subsequent Updates)

B. Request for Outside Assistance

C. Action Plan

D. EOC Reports Schedule

E. Mayor's Briefing, Initial and Update Versions

F. Activity Log

G. Washington State Situation Report

H. EOC Information Management Flow Chart

TAB A
DOC Size Up: Initial

1. Is the center active and working effectively? No

2. Are all the center's employees accounted for? No

3. Have you begun implementing your department's disaster plan? Yes

4. Is the center able to manage essential functions? Yes

5. Are the center's communications able to support essential operations? Yes

6. Is the center able to effectively coordinate with field units? Yes

7. Is the center receiving calls for help from the public? If yes, summarize into categories and locations. Yes

8. Is the center able to effectively coordinate with other department operations centers? Yes

9. Can the department handle all the apparent operational challenges? Yes

10. Is the department actively responding to incidents? Yes

TAB A
DOC Size Up: Second

1. Will the center operate 24/7? No

2. Are all the center's staffing levels sufficient? Yes

3. Can the department carry out and support essential services and operations? Yes

4. Are department employees accounted for and safe? Yes

5. Are visitors to department facilities accounted for and safe? Yes

6. Have the department's facilities been surveyed for safety by trained personnel? Yes

7. Are department facilities undamaged? Yes

8. Are more definitive technical inspections required to determine if facilities are safe for occupancy? No

9. If the answer to Question 8 is NO, has the DPD Operations Center been notified and asked for assistance. Yes

10. Are all essential department functions able to use their normal facilities? Yes

11. Are department field units involved in response operations? Yes

12. Is the department able to meet its essential needs? Yes

13. If the answer to Question 12 is NO, has a request for assistance form been submitted to the RSOC? Yes

14. Has security been heightened? No

TAB A

DOC Size Up: Third and Every Subsequent Update.

1. Are all department infrastructures intact and safe? If no, describe damage scope and impact. No

2. Is damaged infrastructure repairable in the current operational period? If no, give an estimate of how long. Yes

3. Has your department established detours? If yes, provide details of reroutes, notifications made and how and by whom traffic is being redirected. No

4. Is the public free from risk? If no, explain the nature of the risks and steps taken to mitigate them. Yes

5. Is the department in receipt of information to indicate that residents are able to reach and occupy their homes? Yes

6. Is the department in receipt of information to indicate that businesses are able to continue operating? Yes

7. Is the department supporting the operation of public shelters? No

8. Is the department aware of unmet special needs for people that are homebound or otherwise challenged? Yes

9. Has the department developed its action plan, and has the plan been forwarded to the EOC? Yes

10. Is the department able to handle all response and recovery requirements? Yes

11. Are restorations of damage progressing or completed? If not, what problems are slowing the process? Yes

12. Have there been significant changes in the department's operational status since the last report? If yes, describe. No

13. Is the department tracking emergency expenditures? Yes

TAB B
Request for Outside Assistance

Jurisdiction: City of Seatt

Zone: 5

EOC Role:

Requestor's Name:

Requestor's Title:

Requestor's Phone Number:

Call Taken By:

Request Status: Requested

Resource Priority: Unknow n

Has Resource Been Requested From Any Other Source: Unknow n

If Yes, Describe:

Brief Description of the problem or task to be accomplished:

DETAILED RESOURCE CHARACTERISTICS

Specific Resource requested by Caller to Solve Problem or Accomplish Task (Amount, Type, Size, Capacity, etc.):

Potential Substitute:

Preferred Source for Resource:

Supporting Equipment, Fuel, Water, etc.:

Personnel Required to Operate/Support:

Transportation Needed:

When is Resource Needed (Date/Time)

How long is Resource Needed:

Location(s) where resource will be used:

Staging location(s):

Report to whom (Name, Title, Phone, Radio Channel, Other info, etc.):

Delivery instructions:

Comments:

To Be Filled Out By EOC

Incident Name:

Incident Number:

Is this an Aviation Request? No

If Yes - indicate purpose:

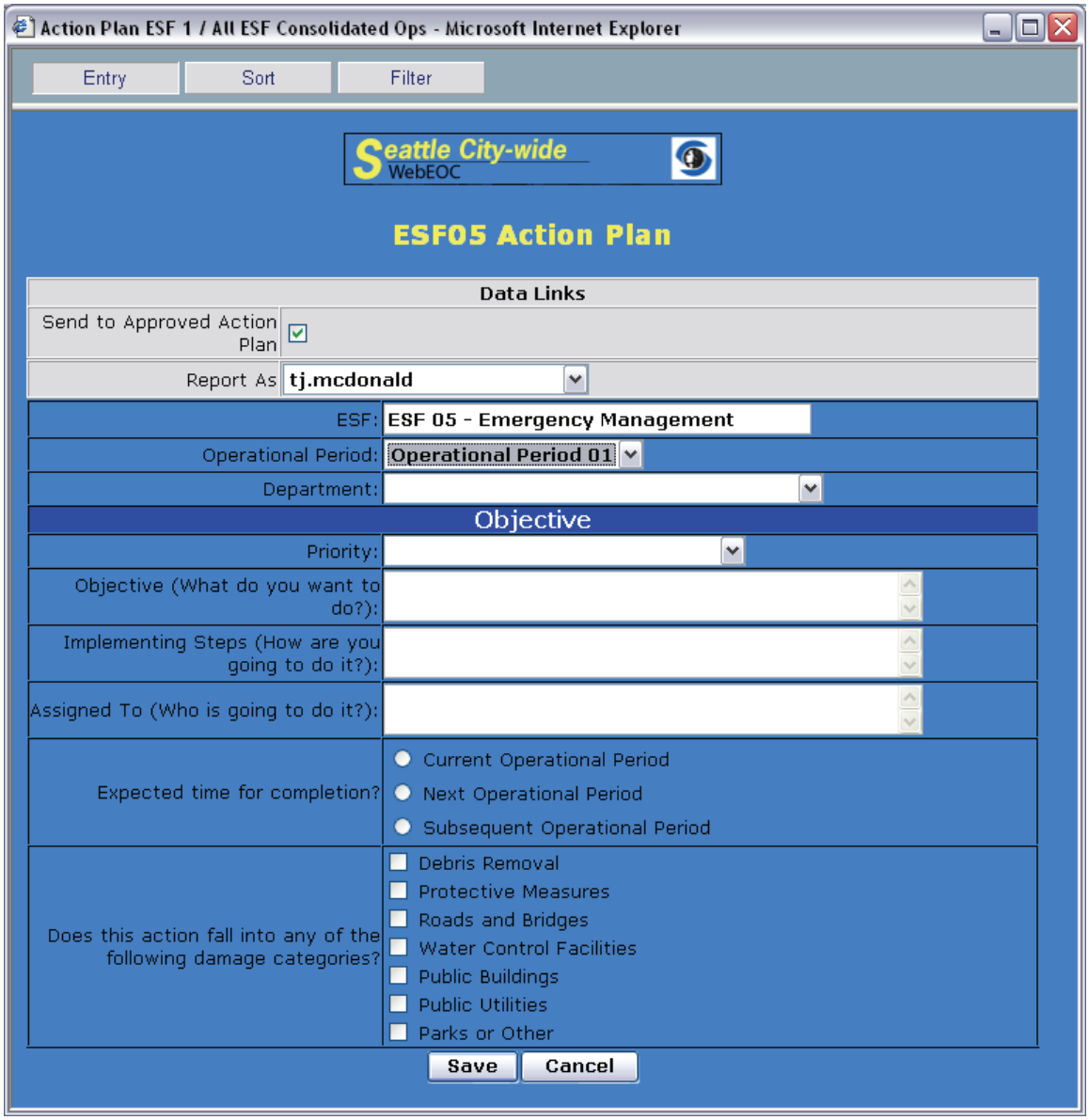
All local municipal or county government resources been exhausted or otherwise committed?

All Reasonably Available Local Area commercial Resources been exhausted or otherwise committed?

Proclamation?

Resource received from: ☐ City ☐ County ☐ State ☐ Federal ☐ Commercial

TAB C
Action Plan



TAB D
Reports Schedule

Reports Schedule Ops - Microsoft Internet Explorer

Entry | Sort | Filter

City of Seattle EOC
Reports Schedule

Report As: tj.mcdonald

Date: 3/1/2007 | Mission #:

Event: PAN Flu Exercise

Time	Control Center Summary	ESF Action Plan	Consolidated Action Plan	Mayor's Briefing	Situation Report
0600	☐	☐	☐	☐	☐
0700	☐	☐	☐	☐	☐
0800	☐	☐	☐	☐	☐
0900	☑	☐	☐	☐	☐
1000	☐	☐	☐	☐	☐
1100	☐	☑	☐	☐	☐
1200	☐	☐	☐	☐	☐
1300	☐	☐	☐	☐	☐
1400	☐	☐	☑	☐	☐
1500	☐	☐	☐	☐	☐
1600	☐	☐	☐	☑	☐
1700	☐	☐	☐	☐	☐
1800	☐	☐	☐	☐	☐
1900	☐	☐	☐	☐	☐
2000	☐	☐	☐	☐	☐
2100	☐	☐	☐	☐	☐
2200	☐	☐	☐	☐	☐
2300	☐	☐	☐	☐	☐
2400	☐	☐	☐	☐	☐

Save | Save | Cancel

TAB E
Mayor's Briefing

Initial

Incident # :

1. What Happened?

a - When?

b – Where?

c - Who or what caused it?

2. Who was affected?

3. How were they affected?

4. How long are they going to be affected?

5. Are there any casualties?

6. What's the extent of damage?

7. What's the impact on the City?

8. How did we learn of the incident?

9. When did we respond?

10. Who's in field command?

11. What's been done so far?

12. What's the situational status with our field response?

13. Are we facing a longer term situation, and if so, what is it?

14. What's the current staffing level in the EOC?

TAB E
Mayor's Briefing – Update

Incident # :

1. How are we progressing?

2. How are those still affected doing?

3. What do they need?

a - Are we able to supply it?

4. What do we plan to do about shortfalls?

5. What's the situational status with our field response?

6. When can we expect conditions to return to normal?

7. What have we done and what more do we plan to do about restoration?

8. What problems are we facing and what are we doing about them?

9. Are we getting all the help we need?

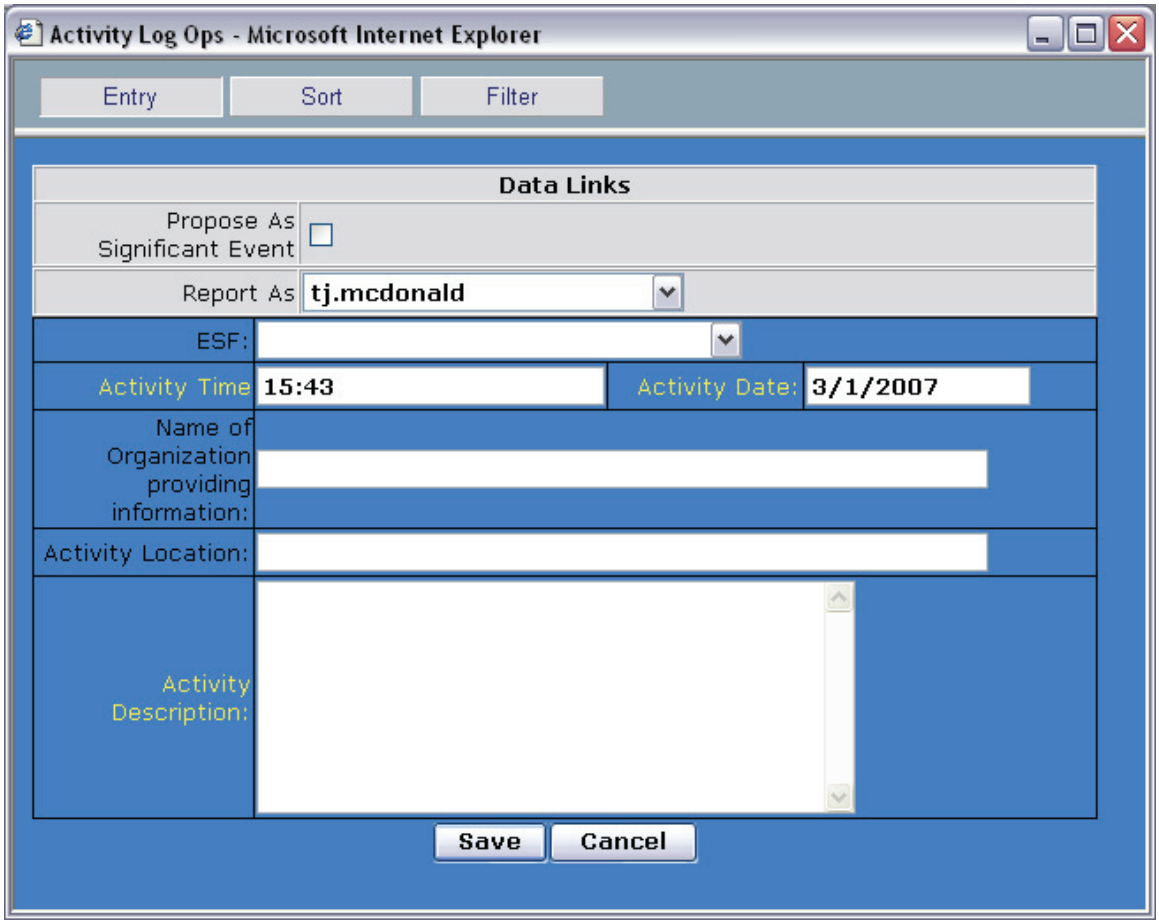
a - If not why?

10. What is our current short-term plan?

11. What is our current long-term plan?

12. What executive actions or decisions need to occur, and when?

TAB F
Activity Log



TAB G
Washington State Situation Report

Report Time: 15:43 Report Date: 3/1/2007

State Mission / Incident #:

Incident Name or Description:

Sitrep #:

Jurisdiction: City of Seattle

Prepared By:

Approved By:

Casualty / Victim Totals:

Injured	Disaster-caused Homeless
0	0
Missing	**Dead**
0	0

2. General Situation / Status :

a. Transportation Routes Closed or Restricted (Air, Land Waterways):

b. Major Utilities Distributed (Water, Gas, Electricity, Phones, Cable TV, etc.):

c. Secondary Incidents (Uncontrolled Fires, Hazmat, SAR, etc.):

d. Other Damage or Losses (Private Property, Agricultural Losses, etc.):

3. Current Evacuation Status :

# Evacuated / From:	General Description of Situation

4. Current Shelter Status :

Shelter Name	Address or Location	Shelter Capacity	Remaining Spaces

5. Current Priority Needs :

6. Future Outlook / Planned Actions :

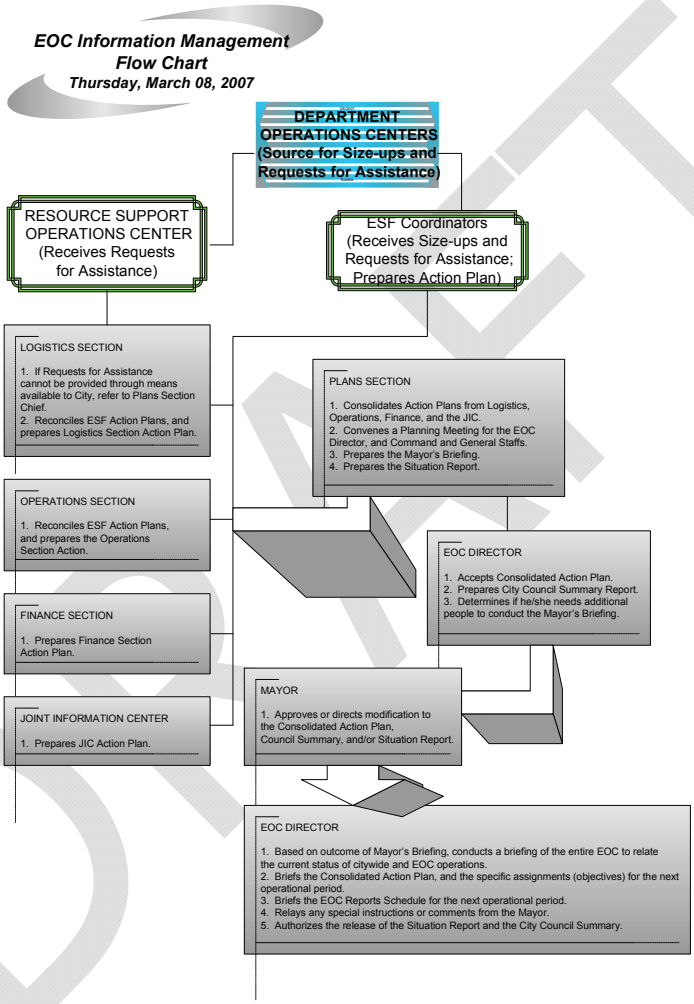
7. Weather at Incident Location:

Time of Report:		Wind FROM:	
Precip Type:		Wind TO:	
Precip Amount:		Wind Speed:	

Forecast:

8. Other Comments :

TAB H
EOC Information Management Flow Chart



DRAFT

Military Support

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COORDINATING ORGANIZATIONS: **Mayor's Office**
Office of Emergency Management

COOPERATING ORGANIZATIONS: **All City Departments**
Washington State Emergency Management Division
Washington State Military Department

I. INTRODUCTION

A. Purpose

1. To describe the circumstances under which units of the Department of Defense (DOD) and the Washington National Guard (WNG) can provide Defense Support of Civil Authorities (DSCA) during disasters and catastrophes.

2. To describe the procedures the City of Seattle government must use to obtain DSCA.

II. REFERENCES

- Department of Defense (DOD) Directive 3025.1
- DOD Directive 3025.15
- DOD Directive 2000.12
- DOD Directive 5525.5
- Defense Production Act of 1950, as amended by the Defense Production Reauthorization Act of 2003
- Posse Comitatus Act
- Insurrection Act
- Defense Against Weapons of Mass Destruction Act
- Emergencies Involving Chemical or Biological Weapons, pursuant to 10 U.S.C. § 383 (2002)
- Emergencies Involving Nuclear Materials, pursuant to 18 U.S.C. § 831(e)(2002)

- Chairman Joint Chiefs of Staff (JCS) CONPLAN 0300-97
- US Government Interagency Domestic Terrorism CONPLAN
- National Response Plan (NRP), Emergency Support Function (ESF)–3, Public Works and Engineering Annex
- NRP, Terrorism Incident Annex
- Washington State Comprehensive Emergency Management Plan (CEMP), ESF–20, Military Support to Civil Authorities
- RCW, Title 38, Militia and Military Affairs

III. ASSUMPTIONS

- Military assistance is a supplemental resource.
- Military support like any other form of outside assistance requires the Mayor's declaration of "Civil Emergency" and an executive order.
- When deployed to provide DSCA, military personnel work under the City's command and control structure, but always retain their unit integrity and chain of command.
- Only under circumstances where the provisions of "Immediate Response" can be applied, or where a National Guard or Reserve unit coincidentally happens to be in a training status, can military support be expected to be a ready source of help. In all other situations, it would probably take at least 48 hours to muster and deploy a response.

IV. CONCEPT OF OPERATIONS

A. General

1. The DOD is comprised of three military service arms: The US Army, US Air Force and US Navy. The US Marine Corps is a branch of the US Navy.
2. The US military operates under a concept called "total force" which means that each service has an active duty and reserve component. An additional component exists in each of the 50 states as a National Guard.
3. Service members on active duty represent the permanent armed forces, i.e., personnel serving extended tours of military service. Reservists and National Guardsmen on the other hand represent a ready standby force of citizen "part timers", who train once a month (Unit Training Assembly) and during a two-week Active Duty period every year. Only a small cadre of technicians is available in reserve and guard units during weekdays. These individuals are primarily

responsible for keeping the unit's administration current; maintaining assigned equipment and if the unit is an installation "host" managing custodial functions.

4. The Governor maintains control of the state National Guard in peacetime. He or she appoints an Adjutant General to command the state Guard, which is a combination of Army and Air Force units. In Washington, the Adjutant General (TAG) is also the head of the state Military Department. More information about the Washington Military Department can be found on their website at http://www.wa.gov/mil/

5. Despite normal placement of the Guard under the Governor, the President retains the authority to federalize guard forces in a major national crisis. Whenever this happens, units affected by the President's mobilization order are transferred from their State Area Command (STARC) to active duty commands in the Army or Air Force. Examples of such mobilizations occurred during wars fought in Korea and Viet Nam and more recently in military actions in the Persian Gulf, Afghanistan and Iraq. It can also happen in natural, technological and human-caused disasters, including episodes of serious civil unrest like the Rodney King riots in Los Angeles in May 1992.

6. The military is capable of providing a wide range of support to local government in a disaster or catastrophe, but the use of military personnel and military assets for DSCA must comply with guidelines set down in DOD Directive 3025.1 and federal law. Within these formal parameters military assistance can be obtained:

   a. *For an "Immediate Response" situation*. In such an event a unit commander can provide immediate assistance to local authority if:

      - There is an imminent threat to life or property, and/or human suffering is at stake, ***and***

      - An exhaustive effort by local government to seek help from public and private resources in the local area has been tried first without success, and the local military unit is the only viable source available, ***or***

      - The local military unit is the only source of help that can respond in time to support the City in countering or alleviating the danger(s) present or imminently expected, ***and***

      - The local military unit is capable of providing the type of support requested without degrading its primary national defense commitments, ***and***

      - The Mayor has declared a "Civil Emergency" and invoked his/her "emergency power" to request outside assistance, ***and***

- The City agrees to assume costs incurred by the military unit to provide the requested support, ***and***

- The City, through the Washington State Emergency Management Division (EMD), conveys the following details to the Commander, USARMYNORTHCOM through the Defense Coordinating Officer attached to the Federal Emergency Management Agency (FEMA) Region X Defense Coordinating Element in Bothell, WA:

  - ✓ The reason(s) and circumstances necessitating the request for "Immediate Response".
  - ✓ The name of the Commander and unit aiding the City.
  - ✓ The type(s) of asset(s) requested.
  - ✓ An affirmative acknowledgement of the City's compliance with the above process, as prescribed in DOD Directives.

- In certain circumstances where response time is critical, a unit commander can act in anticipation of official receipt of authorization from the Commander, USARMYNORTHCOM. The unit commander can also decide to forego reimbursement from the City, but the City should always be prepared to assume the costs, which in the past have been paid by the state when the above steps have been followed.

b. After emergency declarations have been made by both the Mayor and Governor, the Mayor may request assistance from the Commander of the Seattle District of the US Army Corps of Engineers (USACE) to provide flood fighting and rescue support authorized under Public Law 84-99. The Governor, based on a request from the Mayor, can also ask the USACE to provide emergency supplies of clean water when contamination of normal sources endangers public health.

c. After the Mayor has declared a "Civil Emergency" and based on the Mayor's request for supplemental assistance made by executive order, the Governor may –- if support can best be provided through special resources possessed by the Washington National Guard --, task available units and/or activate units not on duty.

d. After the Governor has proclaimed a "State of Emergency" and formally requested federal assistance, the President after declaring an "Emergency" or "Major Disaster" may – through FEMA or the through the Joint Field Office (JFO) if established and the Defense Coordinating Officer (DCO) if in-place – task the DOD to provide specific support identified in the NRP. DOD participation could be used for:

- Disaster Medical Assistance Teams (DMATs)

- Disaster Mortuary Teams (DMORTs)
- Patient evacuation to National Disaster Medical System (NDMS) hospitals
- Urban fire suppression
- Communications equipment
- Debris clearance
- Structural evaluation
- Damage Assessment
- Stabilization or demolition of damaged structures
- Water supply
- Restoration of critical public facilities
- Contracting and construction management
- Electric generation

d. *To defend against a "credible threat" of a terrorist attack, or to respond to a terrorist attack.* In either of these instances, the FBI or the Department of Homeland Security could task the DOD to provide military support identified in the Terrorism Incident Annex to the Seattle Disaster Readiness and Response Plan, Volume II.

B. Closest Support

a. In general the types of support that may be provided by the Washington National Guard could include, but not necessarily be limited to:

- Weapons of Mass Destruction Civil Support Team
- Limited mass feeding
- Civil disturbance operations/area security patrols
- Roadblocks/traffic control
- Perimeter security/quarantine
- Limited military engineering
- Mobile/fixed communications

- Emergency evacuation (land/air/water)
- Delivery of supplies
- Emergency shelter
- Limited emergency electrical power
- Light urban search and rescue
- Limited emergency medical aid
- Limited potable water
- Aerial reconnaissance

b. In or near Seattle are a number of military organizations that have the capacity to provide various types of assistance in an "Immediate Response" situation. A directory of military addresses and telephone numbers is maintained by the Seattle Office of Emergency Management (OEM) Staff Duty Officer (SDO).

c. Related support (outside the purview of this annex) can be obtained from the 13th US Coast Guard District in Seattle and the 54th Medical Detachment at Ft Lewis.

- For details regarding the Coast Guard, which is an agency of the Department of Transportation (USDOT) during peacetime, refer the ESF–4 (Firefighting) and ESF-10 (Oil and Hazardous Materials Response) Annexes of the Seattle Disaster Readiness and Response Plan.
- For details regarding the 54th Medical Detachment, which flies helicopter ambulance missions under a special program for Military Assistance to Safety Traffic (MAST), refer to ESF-4 (Firefighting) and ESF–8 (Public Health and Medical Services) Annexes of the Seattle Disaster Readiness and Response Plan.

C. Direction and Control

1. Whenever City departments find they have an urgent requirement for emergency resources that cannot be met with internal assets and capabilities, help from other departments, pre-existing agreements or through mutual aid, they should contact the Emergency Management Staff Duty Officer (SDO). The SDO may be contacted directly at any time of the day or week by telephone by calling (206) 233-5147 or with the help of the Seattle Police Department Communications Center by calling (206) 583-2111.

2. Once the EOC is activated, departments will follow resource management guidance given in the Basic Plan (Volume I) of the Seattle Disaster Readiness and Response Plan, and the ESF–7 (Resource Support) Annex.

3. Should outside assistance be the only recourse left to the City, the Mayor will decide on exercising his emergency power to make such a request from the Washington State EOC. Through the Seattle EOC Plans Section Chief, the Mayor's request (WebEOC Request of Outside Assistance Form) will be electronically transmitted to the state EOC by the Seattle EOC Plans Section Document Unit (ESF-5). The Documentation Unit Leader will also transmit a copy of the Mayor's Executive Order and a copy of the Mayor's Declaration of "Civil Emergency", if not already sent. Officials at the state EOC will determine how the resource request can best be accommodated and handled. Normally, the Washington National Guard or local Department of Defense (DOD) units and assets are considered an option of last resort.

4. Once DSCA is dispatched to the City, it will be the responsibility of the requesting department to receive, direct, integrate, and sustain this capability for as long as they continue to support the City. Help in supplying the logistics for doing this will be available through the EOC, and should be directed to the EOC Logistics Section (ESF-7) Chief, who will as necessary task the Resource Support Operations Center.

V. ASSIGNMENT OF RESPONSIBILITIES

A. Assignment of Responsibilities during the Mitigation and Preparedness Phases of Emergency Management

1. City departments will:

   a. Ensure their Department Operating Center (DOC) protocols indicate how to obtain emergency resources, including those that could be made available under DSCA.

   b. Establish (with the help of ESF-7) the provisions for receiving, staging, distributing, controlling, and using DSCA.

2. The Emergency Management Director will ensure:

   a. Liaison is maintained with emergency management contacts assigned to local military installations.

   b. A directory is maintained in the EOC that gives the current addresses and telephone numbers of local military installations, and contacts.

   c. This Annex is coordinated with local military contacts, and is kept up to date.

B. Assignment of Responsibilities during the Response and Recovery Phases of Emergency Management

1. The Mayor, as the City's Chief Executive, will:

    a. Determine when circumstances warrant asking the state for outside assistance, which may be provided through DSCA.

    b. After deciding to do so and after declaring a "Civil Emergency", sign an executive order requesting outside assistance.

    c. Direct public-notice, and ensure briefings of the City Council President and Public Safety Chair occur as called for in the Direction and Control Support Annex.

2. The City Council will review and act on all proclamations and executive orders as called for in the Direction and Control Support Annex.

3. The EOC Director will:

    a. Decide when it would be necessary to request a state mission number.

    b. Decide when it would be necessary to request the state EOC to send their Emergency Management Division (EMD) and/or Military Department Liaison to the Seattle EOC.

    c. Based primarily on input provided by the EOC Logistics Section Chief, Operations Section Chief, EMD and Military Department Liaisons, determine if, and when a recommendation will be made to the Mayor to request outside assistance.

    d. As soon as the Mayor signs the executive order requesting outside assistance, direct the Plans Section Chief to transmit it and the Request for Outside Assistance form to the state EOC.

    e. Based on information received from the state EOC (either through Logistics Section Chief or the EMD Liaison), brief the Mayor and as necessary direct the Operations Section Chief to make sure that:

        - Word has been passed to the requesting department.

        - Adequate instructions have been given to the responding military commander, to at a minimum include the name of the official he or she is to report to and their cell phone number, and a map and directions to the staging area.

        - Arrangements are in place to receive and care for the arriving DSCA unit(s).

        - DSCA units are used for approved missions only, and that they are able to withdraw once those missions are completed.

4. The Operations Sections Chief will:

    a. Ensure DOCs for all Operations Section ESFs that are activated (ESFs-1, 3, 4, 6, 8, 9, 10, 12 and 13) are coordinating resource requests with the Resource Support Operations Center.

    b. Work with the Logistics Section Chief, EMD Liaison and the Plans Section Chief to monitor critical resource requests that exceed the City's capability. As soon as it can be reasonably determined that outside assistance is the only suitable recourse, inform the EOC Director.

    c. Follow the EOC Director's instructions in making certain that departments are given an early "heads up" of the arrival of DSCA, and that departments take necessary actions to effectively receive, integrate, direct, and support DSCA units.

    d. Ensure that DSCA units are able to disengage and return to their normal duty station as soon as their assigned missions are completed.

5. The Plans Section Chief will:

    a. At the direction of the EOC Director, request the EMD Duty Officer to issue a state mission number for the major incident, disaster or catastrophe.

    b. At the direction of the EOC Director, request the state EOC to send their EMD and or Military Department Liaisons to the Seattle EOC.

    c. As necessary, make assistance available to the Law Department Representative in preparing the declaration of "Civil Emergency" and the executive order for outside assistance.

    d. Work with the Operations Section Chief, EMD and state Military Liaisons, and the Logistics Section Chief in making recommendations to the EOC Director on the need to seek state assistance in obtaining critical resources.

    e. At the direction of the EOC Director, oversee transmission of the City's request for outside assistance, including the Mayor's executive order and the Request for Outside Assistance form, to the state EOC.

    f. Once word is received from the state EOC that DSCA resources are on the way, advise the EOC Director and the Operations Section Chief.

6. The Law Department Representative will at the direction of the EOC Director:

a. Prepare the declaration of "Civil Emergency" and executive order requesting outside assistance.

b. Be available to answer legal questions arising from or about the declaration of "Civil Emergency" or executive order.

c. Assist in briefing the Council President and Chair of the Public Safety Committee on the declaration of "Civil Emergency" and executive order.

7. Emergency Support Function (ESF) Coordinators for ESFs-1, 2, 3, 4, 6, 8, 9, 10, 12 and 13, under the direction of the Operations Section Chief, will:

   a. Make sure DOCs are working with the Resource Support Operations Center to resolve resource needs that exceed department capabilities.

   b. Make sure that once a department's DOC determines that vital resource requirements cannot be met locally they communicate the shortfall to their EOC department representative through the Size-up Summary Report and Request for Outside Assistance form. (See Direction and Control Support Annex).

   c. As soon as a Request for Outside Assistance form is received, advise the Operations Sections Chief of the details.

   d. As applicable and as soon as the Operations Section Chief advises the ESF Coordinator that DSCA is being provided to a City department ensure:

      - The DOC is informed.
      - The department communicates with the military commander and provides all necessary support.
      - The department coordinates with the Resource Support Operations Center for any support for the military unit it cannot manage on its own.
      - The department uses DSCA for approved missions only.
      - The department releases the military unit as soon as approved missions are completed.

8. Logistics Section Chief (ESF-7 Coordinator) will:

   a. Ensure that within means available to the City, the Resource Support Operations Center is providing all necessary logistical support to DOCs.

b. When consulted by the Operations Section Chief about the receipt of a Request for Outside Assistance form from a department control center, confirm that:

- The request was first coordinated with the Resource Support Operations Center.
- The request is beyond the City's means to obtain with local resources.

c. Ensure the Resource Support Operations Center – when and as requested -- helps City departments with any logistical requirements that may be necessary to support a military unit that is part of an authorized DSCA mission.

9. Department Operating Centers will:

a. As soon as they have exhausted all local means, including assistance that may be provided through the Resource Support Operations Center, inform their ESF representative in the EOC of the details and urgency of any resource shortcomings. This will be done by completing and sending the Size-up Summary Report and Request for Outside Assistance form that is described in Direction and Control Support Annex.

b. When advised that DSCA is being sent to support the department, notify the Incident Commander and ensure the arriving military commander is given:

- All necessary information for safely integrating his/her unit into the department's field operations.
- All necessary support to sustain the military unit while they are supporting the department.

c. For any support requirements needed to sustain the military unit for its assigned mission that cannot be managed with means available to the department, coordinate with the Resource Support Operations Center.

d. Ensure the military unit is being used for its assigned mission only and is allowed to demobilize as soon as the mission is completed.

10. Commanders of local military installations will:

a. As requested and feasible, provide the City of Seattle with DSCA in accordance with guidelines established in DOD Directives.

b. In a Presidentially declared "Emergency" or "Major Disaster" provide "direct federal assistance" or "technical assistance" as tasked by the Defense Coordinating Officer (DCO) under the National Response Plan.

c. For a "credible threat" or act of terrorism, provide "direct federal assistance" or "technical assistance" as tasked by the DCO or the FBI Joint Operations Center that may be operating from the Seattle Field Office or attached to the Joint Field Office (JFO).

11. Commander, Seattle District USACE will:

    a. Provide the City support as outlined in ESF-3 (Public Works and Engineering) Annex to the City's Disaster Readiness and Response Plan.

    b. Provide the City support as outlined in Seattle District USACE Plan for Earthquake Response (NPSOM 500-1-2), which specifies how the district will respond under the Federal Response Plan and ER 500-1-1, Natural Disaster Procedures.

12. Washington State Emergency Management Division will:

    a. Upon receipt of proper notification from the City, issue a state mission number to cover the City's involvement in managing a major incident, disaster or catastrophe.

    b. Provide 24/7 Duty Officer support to assist the City in coordinating with the USARMYNORTHCOM in an "Immediate Response" situation.

    c. As requested by the Seattle EOC Director and as authorized by the state EOC, send a liaison officer to the Seattle EOC.

    d. As provided for in the Washington State Comprehensive Emergency Management Plan, assist the City with any Mayoral request for supplemental assistance.

13. Washington State Military Department will:

    a. As requested and as authorized by the state EOC, send a liaison officer to the Seattle EOC.

    b. Provide National Guard support to the City as coordinated by the state EOC.

VI. ADMINISTRATION

A. Liability

1. So long as personnel of the Washington National Guard are acting under the authority of the Governor (RCW 38.08.040) they are indemnified under the "Emergency Worker" provisions of WAC 114-04-070 and RCW 38.52.

2. Federal employees, including members of the Washington National Guard who may be activated for federal service by the President, are protected under Section 305 of the Stafford Act.

B. Law Enforcement

1. Each state has the general responsibility for law enforcement, using local and state resources, including the National Guard.

2. Should a law enforcement emergency exist anywhere in the state, the Governor may submit an application in writing to the Attorney General of the United States to request emergency federal law enforcement assistance under the Justice Assistance Act of 1984. (See 42 U.S.C., Section 10501-10513 as prescribed in 28 C.F.R., Part 65). The Attorney General will approve or disapprove the application no later than 10 days after receipt. If the application is approved, federal law enforcement assistance may be provided to include equipment, training, intelligence or personnel.

3. In the event that a serious law enforcement emergency or civil disturbance constitutes insurrection against the state government under 10 U.S.C. 331, the state legislature or the Governor (if the legislature cannot be convened) may request, through the Attorney General, that the President call into federal service the National Guard of other states, and use the Armed Forces, as may be necessary, to end the emergency or suppress the insurrection.

4. In the event that a serious law enforcement emergency or civil disturbance make it impractical or otherwise hinder the enforcement of laws of the United States and/or deprives any part of the state's population of Constitutional rights and privileges under 10 U.S.C. 332-333, the President may call into federal service the National Guard of any state, and use the Armed Forces, to end the emergency or suppress the disturbance.

5. Procedures for coordinating DOD and Department of Justice responses to law enforcement emergencies that fit the requirements of 10 U.S.C. 331-333 are set forth in the Interdepartmental Action Plan for Civil Disturbances, dated April 1, 1969.

C. Logistics

1. <u>Staging Areas and Base Camps</u>

   a. In order to effectively merge military units into the City's emergency response and recovery operations, it will be necessary to pre-identify suitable staging and base camp sites and to have arrangements in place to provide basic logistical support. The development of these provisions should be a joint effort between each department that could have need of military personnel and/or equipment in a major emergency or disaster and ESF-7.

b. To start, departments projecting the potential need for military support should determine if bivouacking in field locations or billeting in local hotels, or a combination of both, would be preferable.

- The Fleets and Facilities Department can help with site selection and the Department of Executive Administration's Contracting Services Division is available to set up "B" contracts with local hotels.

- Once desirable tracts of open space can be found, the next step will be for the department to write a memorandum of understanding. This will be done with the help of the Law Department and negotiated with the property owner to secure access and to establish how liability will be handled, i.e., for incidental defacement or other types of damage, the use and payment of utilities, etc.

c. Related considerations should take into account:

- Proximity to operational areas that are intended to be used by departments to employ military support.

- Adequacy of space and parking.

- Ability to provide food or messing facilities.

- Water and sanitation services.

- Fixed wing or helicopter landing strips/zones.

- Docking facilities.

- Accessibility to major highways, roadways and rail lines.

Public Warning

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PUBLIC WARNING SUPPORT ANNEX

COORDINATING ORGANIZATIONS: **Mayor's Office**
Office of Emergency Management
Department of Information Technology

COOPERATING ORGANIZATIONS: **All City Departments**

I. INTRODUCTION

A. Purpose

To provide a common standard for City departments to follow in a major incident, disaster, or catastrophe for:

- Activating a general or selective call-out of emergency essential employees;
- Notifying the Mayor and appropriate senior City officials; and
- Giving the public warning of an immediate, life-threatening danger.

B. Scope

The guidance in this annex shall be used by City departments in any situation that presents the clear near-term potential for, or that suddenly results in, a major threat to life and safety and/or the destruction of property, infrastructure or the environment.

For definitional purposes major means any event that could cause a mass casualty incident (MCI) and/or involve four or more contiguous square blocks.

II. REFERENCES

- Emergency Alert System, Central Puget Sound Area Plan
- Washington State Military Department Emergency Management Division, National Warning System (NAWAS) Operations Handbook
- Washington State Comprehensive Emergency Management Plan, Emergency Support Function (ESF) – 2
- King County Emergency Management Plan, ESF – 2, Appendix 2
- Homeland Security Presidential Directive 3, Homeland Security Advisory System

III. SITUATION

A. Emergency/Disaster Conditions and Hazards

In the Northwest there are natural events and human-caused incidents that periodically expose the public in one or more areas of the City to a serious danger. Such threats can also damage property and infrastructure, and sometimes despoil the environment.

While the City is constantly striving to improve its warning systems to afford the public adequate time to take protective action, some hazards are not evident until after they happen. For example, power failures, high-rise fires and transportation mishaps occur randomly and unexpectedly. Others like earthquakes and volcanic eruptions still elude the capability of contemporary science to predict with any meaningful degree of exactness.

Despite the exceptions, there are instances, particularly with respect to severe weather and flooding, tsunamis and hazardous materials releases, where it is has become almost routine to calculate the projected behavior of an event or incident with a fairly reliable measure of accuracy. And even though anomalies can still occur, the promise of more progress is in the offing. Such refinements and breakthroughs are most notable in the rapid advancement and transformation of terrestrial and space based technologies that have given us or facilitated:

- More comprehensive observations;
- A clearer understanding of the physics of natural phenomena; and
- The development of better algorithms and prediction models.

Overall, as current tools and future capabilities become more and more sophisticated, the ability to produce earlier and more precise forecasts will continue to improve.

Governments, in justifying the capital investments required for modernizing warning hardware, software and telecommunications, have only to look to the academic community for validation. Researchers, after years of studying anecdotal and empirical evidence accumulated in disasters across the country, have generally concluded that -- ***the act of warning can make a decided difference in allowing citizens the opportunity to avoid or deflect an imminent exposure to harm.***

Allied research has additionally found that when individuals combine warning with adequate mitigation and preparedness, they tend to react in a more rational and disciplined manner -- ***enabling them to optimize their chances for survival.*** Moreover, mitigation can reduce the level of property damage, which has the direct cost benefit

of moderating the enormity of social and economic disruptions and hardships that often become the lingering legacy of a disaster's aftermath.

B. Assumptions

1. To alert the greatest audience that could potentially be at risk in a major incident, disaster or catastrophe requires the use of multiple systems.

2. The mix of systems used to warn and inform the public must include provisions to:

   a. Communicate voice and text messages in all languages that represent the primary spoken tongues of the affected community-at-large.

   b. Address the spectrum of special needs that exist for people who are challenged with hearing and sight impairments or other disabilities that would inhibit a clear understanding of the threat and warning message.

   c. Capture people's immediate attention, whether they're inside or out, at home or at work, in transit, or not tuned to a local radio or TV station.

3. As an incident becomes known, and based on the circumstances, conditions, and special requirements that evolve, choices will be made to select:

   a. The best available mediums and modes to use.

   b. The emphasis that must be imparted in each message.

   c. The optimum format and arrangement for each message.

   d. The most beneficial times for releasing and airing each message.

IV. CONCEPT OF OPERATIONS

A. General

Warning is a two-part function that requires the City to maintain redundant systems for:

a. Learning of the prospect or occurrence of a threat, and

b. Alerting officials and citizens of actions to take to counter or blunt the inherent dangers presented.

B. Inter-jurisdictional Warning Practices

Seattle Public Safety Answering Points are available on a 24/7 basis to receive warnings and E911 emergency incident reports and calls for assistance. The City's primary Public Safety Answering Point (PSAP) is the Seattle Police Communications Division, which is housed in the West Precinct at 810 Virginia. The City's secondary PSAP is the Seattle Fire Alarm Center, which is co-located with the City's Emergency Operation Center (EOC) at a new multi-use facility with Fire Station 10 that occupies the 4th and 5th Ave S blocks between the Yesler overpass and Washington St. This modern facility opened in January 2008, and in addition to being built to essential facility standards, provides for 72-hour stand-alone operation.

On a periodic basis warning messages are transmitted from the Primary State Warning Point (PSWP) at the State EOC at Camp Murray, WA, or from the Alternate State Warning Point (ASWP) in the Washington State Patrol (WSP) Communications Center in Yakima, WA.

Warning notification can originate from the PSWP or ASWP, or it can be a retransmission of a national warning message. When issued, it is received over the National Warning System (NAWAS) phone drop at the King County Primary Warning Point (PWP) in the King County Police Communications Center. It is also received over NAWAS drops at the First Duplicate Warning Point (FDWP) in the King County EOC and the Second Duplicate Warning Point in the Seattle EOC.

Once this happens, it becomes the responsibility of the PWP or FDWP to initiate a countywide "fan-out" to circulate the message to those King County jurisdictions that may be affected through their Secondary Warning Point. There are a total of 16 King County Secondary Warning Points; each is a designated 24-hour contact agency. (Agency names and telephone numbers are listed in Tab 4 of the Washington State Military Department Emergency Management Division National Warning System Operations Handbook.)

For events involving Seattle, the "fan-out" calls for contact with the Seattle Police Department (SPD) Communications Division through the Chief Radio Dispatcher. After recording the message, the Chief Radio Dispatcher refers the details to the Emergency Management Staff Duty Officer (SDO), who initiates the City's portion of the warning process by alerting department operations center (DOC) supervisors and on-call emergency contacts.

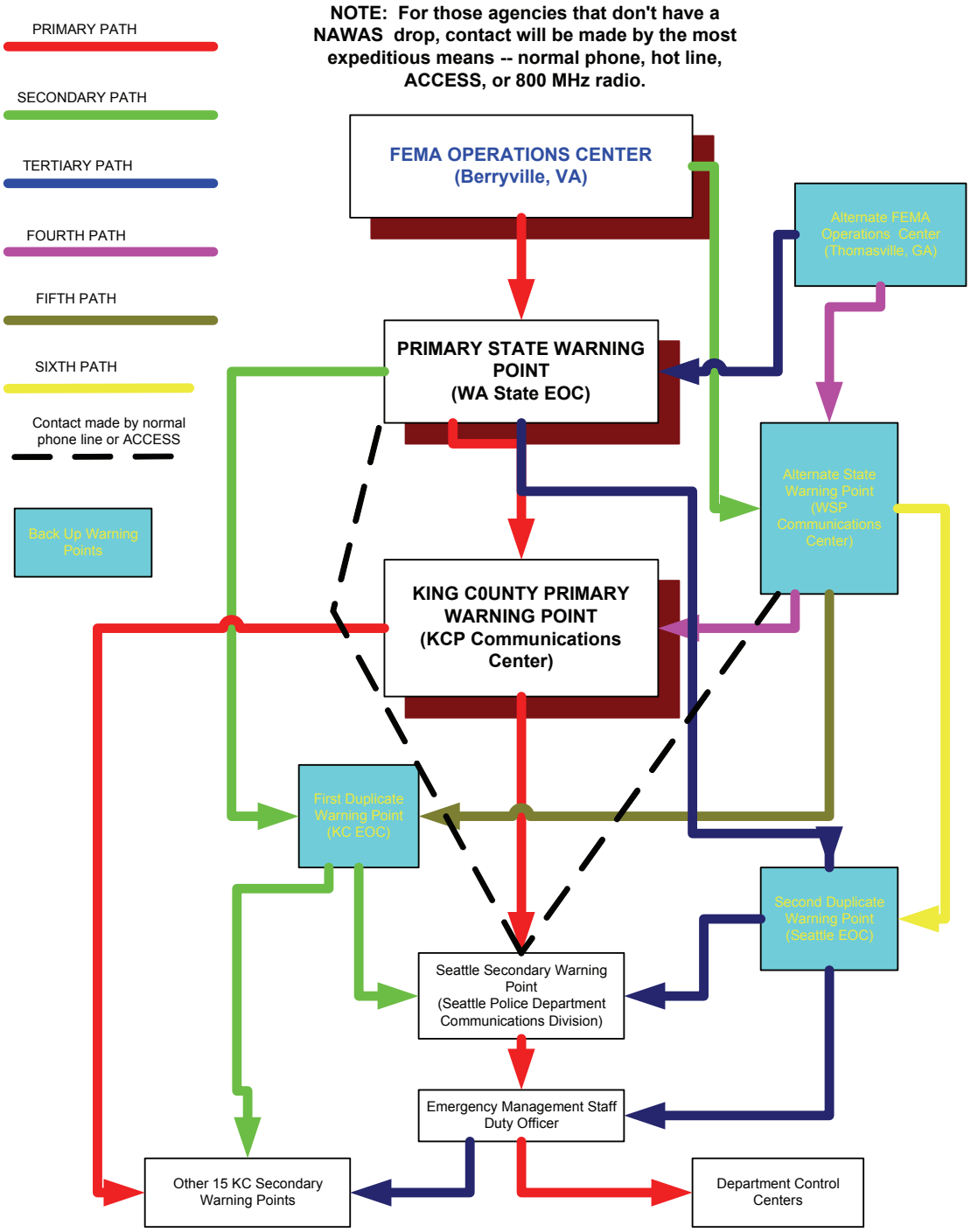
Should an event cause the type of damage that would disable both the King County Primary and First Duplicate Warning Points, so that neither could receive and/or complete the "fan-out" of a warning message, the Seattle EOC would provide backup as the designated

King County Second Duplicate Warning Point. In such a situation the SPD Chief Radio Dispatcher would be advised over normal phone lines by the Primary or Alternate State Warning Point of the warning message and the failure of the King County Primary or First Duplicate Warning Point to acknowledge receipt. Following the procedure described in the preceding paragraph, the Chief Radio Dispatcher would refer the warning to the Emergency Management SDO, who would alert the 15 suburban Secondary Warning Points in King County in addition to City DOC supervisors and on-call emergency contacts.

The diagram on the next page illustrates the redundant communication paths that are available at each of the National, State, and King County levels to assure the timely delivery of NAWAS alerts.

National Warning System (NAWAS)

March 27, 2007



A secondary intra-state method for passing emergency information is by A Central Computerized Enforcement System (ACCESS), which is a law enforcement teletype maintained by the WSP. Warning messages sent over ACCESS are received in the SPD Communications Center and referred by the Chief Radio Dispatcher to the Emergency Management SDO for action.

Available Systems

The following are summary descriptions of inter-jurisdictional warning systems that are available to the City:

a. The National Warning System (NAWAS)

A special purpose telephone that operates on dedicated American Telephone and Telegraph (AT&T) circuits nationwide, and that enables the transmission of emergency information at all levels of government.

Within the federal government there are a number of agencies that monitor the escalation or build-up of various phenomena that can produce national security, technological, or natural disaster events. For almost all, the scope of their surveillance is for the continental US, Alaska, Hawaii and offshore territories, but in the case of the North American Aerospace Defense (NORAD) Command Center under Cheyenne Mountain near Colorado Springs, CO, its reach is worldwide and into the earth's outer space. Whenever one of these special monitoring centers becomes aware of an imminent threat, a NAWAS voice alert message is generated through the FEMA Operations Center in Berryville, VA, or the Alternate FEMA Operations Center in Thomasville, GA. Alerts can relate to a strategic attack, accidental missile launch, tsunami, severe weather, flood or flash flood, radiological hazard, chemical hazard, downed aircraft, civil disorder, volcanic eruption, earthquake, wildland fire, extreme avalanche, or other natural disasters.

The foregoing alerts would be received by both the Primary and Alternate State Warning Points, which are staffed around-the-clock. In turn, the Primary or Alternate State Warning Point retransmits the message to one or more of 31 Local Primary Warning Points that serve counties and 6 installations in Washington State.

Both the Primary and Alternate State Warning Points can also generate warning messages for hazards that affect in-state locations. An example would be to pass a high

wind warning by the Seattle Forecast Office of the National Weather Service (NWS).

b. A Central Computerized Enforcement Service System (ACCESS)

A data/teletype network that is managed by WSP ACCESS Operations and used by law enforcement agencies at all levels throughout the state. Besides law enforcement information, the system is used to transmit emergency alerts related to technological and natural hazards, which most often include retransmissions of local weather watches and warnings received over the National Oceanic Atmospheric Administration Weather Wire. The Primary and Alternate State Warning Points use it as a backup for the NAWAS.

c. Emergency Alert System (EAS)

The sole purpose of the EAS is to alert and warn the population of an immediate life-threatening emergency, when no other means are available and time is critical.

The EAS, which replaced the Emergency Broadcast System (EBS) in 1997, uses digital technology to speed and facilitate the dissemination of warnings to the public. Unlike the EBS, the EAS uses encoders and decoders that eliminate the maintenance of local authentication protocols that complicated and slowed the use of the EBS.

Like the EBS, the EAS is a federally regulated system (See FCC Rules Part 11) that makes it possible to broadcast warning messages over commercial and government subsidized radio and TV, including cable and satellite. While it is generally expected that most local stations will voluntarily interrupt regular programming to carry a live or rebroadcast EAS alert message, they are only required to do so if they are a Participating National (PN) station and the Emergency Action Notification (EAN) is being delivered by the President or other federal authorities. All other stations that are designated Non-Participating National (NN) stations can either broadcast the message or sign off the air for the duration of the President's or federal official's remarks.

For EAS messages that originate with the Governor or local officials, participation is voluntary for broadcasters. Currently there are 59 radio and 5 TV stations in the 5 county Central Puget Sound planning area that have the capacity to monitor the local VHF/UHF radio relay

network and carry an EAS alert message. By agreement, such messages for King County jurisdictions may be inputted by the NWS Seattle Forecast Office (162.55 or 162.425 MHz), the State EOC (155.475 MHz), or by designated dispatch centers or EOCs in Seattle, Bellevue, Lynnwood, and Renton (450.0875 MHz).

At a minimum, warning messages that would affect persons in Seattle should be available over:

- KIRO 710 AM (Local Primary-1 Entry Point),
- KPLU 88.5 FM (Local Primary-2 Entry Point),
- Satellite Radio (XM and Sirius)
- NOAA Weather Radio (162.55 or 162.425 MHz), and
- All cable and satellite TV channels.

In weighing the decision about how to achieve the best possible coverage, it should be borne in mind that some area stations operate in an unattended mode for extended hours at night, on weekends, and holidays. During these periods there would be no one on duty that would be able to monitor the local relay network.

d. Comprehensive Emergency Management Network (CEMNET) Radio

A Washington state Emergency Management Division (EMD) Lo band VHF two-way radio system, which is used as a primary backup link for emergency and administrative communications between the State EOC and local EOCs throughout the state.

Other stations that have CEMNET radio capability in the local area include the Seattle NWS Forecast Office, Washington State Ferries EOC (Colman Dock), Harborview Medical Center Emergency Room, and the University of Washington Seismology Lab. EOCs in Northwest Washington use channel 1, which is programmed to operate on 45.20 MHz.

e. Satellite Phone

Some jurisdictions throughout the state, including the Seattle EOC, have satellite phones. These phones, which are used to backup other means of communications, have both a satellite telephone and

radio capability. Most importantly for Seattle, the phones enable the Seattle EOC to connect with a commercial land line phone outside the local area and with other satellite phones maintained by the Governor's Office, State EOC, FEMA Region X Regional Operations Center (phone only), the King County EOC, City of Kent Emergency Management, Snohomish County EOC, and the Pierce County EOC.

f. National Oceanic and Atmospheric Administration (NOAA) Weather Radio and Internet

The NOAA Weather Radio network has more than 900 stations in 50 states and near adjacent coastal waters, Puerto Rico, the US Virgin Islands and US Pacific Territories. Known as the "voice of the National Weather Service (NWS)", NOAA Weather Radio is provided as a public service by the Department of Commerce, which broadcasts NWS warnings, watches, forecasts and other hazard information 24 hours a day. Starting in the late 1980s, NOAA Weather Radio was made available to help local governments warn the public of all kinds of "civil emergencies".

Today, weather radios can be equipped with site-specific digital programming features that sound an alert tone and at the same time activate the radio to give information about an immediate life-threatening situation. The hearing and visually impaired can also get these warnings by connecting weather radios with alarm tones to other kinds of attention getting devices like strobe lights, pagers, bed-shakers, personal computers and text printers.

The Seattle Forecast Office, whose warning area encompasses 14 counties in Northwestern Washington, is the source for local NOAA Weather Radio. On a continuous basis they serve the Seattle area by reporting updated marine and inland weather information over 162.55 and 162.425 MHz. They also use the radio to supplement coverage for warning dissemination by local government over the Emergency Alert System or by other means.

In addition, NOAA uses the internet to keep the general population and government users apprised of real time weather conditions on a 24/7 basis. Access can be gained by going to their website at http://www.nws.noaa.gov/.

Specific and localized weather alerts for Seattle can be accessed through the aforementioned website or through the URL: http://www.wrh.noaa.gov/sew/

California Integrated Seismic Network (CISN)

Through a distributed network of seismometers and strong motion accelerometers in Washington and Oregon (currently 150 in number), called the Pacific Northwest Seismic Network (PNSN), the Department of Earth and Space Sciences at the University of Washington (UW) monitors and measures seismic activity.

Whenever ground motion equivalent to or stronger than magnitude 1 on the Richter scale is detected, either from an earthquake or volcanic activity, the essential details (e.g., date, time, location, magnitude, depth, and data source) are transmitted in "near" real-time to the Advance National Seismic System (ANSS). In turn, and by using the CISN as the web portal, the information is broadcast globally over the internet. Such internet broadcasts afford registered users, who have CISN Display software down-loaded on their computers, or internet capable portable devices, the ability to receive the information.

In the Seattle EOC, CISN data can be displayed at the direction of the Plans Section Chief on the EOC's main screen, and also on selected work station enabled PCs. Anytime a tsunami watch or warning is issued as a result of a quake, that information to include the coastline(s) potentially at risk and the proximate time of arrival is similarly communicated.

In the not too distant future if funding is available, there are plans for adding other products, such as: HAZUS Input files, ShakeMap, Felt Reports, Focal Mechanisms, Waveform Images, and Aftershock Forecasts.

C. Local Warning Practices

Both the Seattle Police and Fire Departments, either independently or together, can affect a door-to-door warning of residents in a localized emergency. Because this can easily become labor intensive, additional support can be drawn in a reasonably speedy manner from other precincts and stations in other parts of the City. Even under optimal conditions, however, this form of warning is difficult to manage; when resorting to it in the past it has proven to be time consuming, potentially dangerous for responders, and a heavy drain on public safety personnel.

A much better alternative is the Community Notification System, as it can be used to contact geographically specific areas of the community in danger.

Available Systems

The following are summary descriptions of localized warning systems that are available to the City:

a. Community Notification System (CNS)

The CNS enables City departments and the EOC to disseminate recorded and on-the-fly messages that interface with and span the entire spectrum of the City's telecommunications infrastructure.

Specifically, by using Reverse 911 software, (that at present relies on Qwest listings), CNS can allow for rapid telephone contact with City residents -- in targeted geographical areas -- in the event of significant public safety emergencies and for pre-identified non-emergencies. Secondarily, and by using Dialogic Communications Corporation (DCC) software, it is able to alert City employees for both routine and emergency call-outs and mobilizations. Depending on the extent of department or EOC specific data entry, this can enable transmissions by: land-line and cell phones, alpha-numeric pagers, email, and desktop clients.

In an EOC activation the CNS may be used as a primary means for both an EOC activation call-out, and if necessary to warn occupants of residences, institutions, and commercial enterprises of a threat to their safety and/or property, and to convey EOC subject matter expert (SME) recommended protective measures.

b. Washington State Department of Transportation (WSDOT) Highway Advisory System

Along the I-5 and SR 520 corridors in Seattle, the WSDOT maintains a network of five electronic Variable Message Signs (VMSs) that work in tandem with the Highway Advisory Radio (HAR) to provide motorists with traffic information and warnings. There are two HAR transmitters in Seattle, both of which broadcast over KNEZ-390 Radio (530 AM).

The WSDOT Traffic Management Systems Center (TMSC) at 15700 Dayton Ave N in Shoreline, WA controls both systems. From this location they monitor conditions and feed continuous traffic information that is

intended to alert drivers of road conditions, vehicle class and load restrictions, road or bridge closures, or detours.

In an emergency or disaster that affects traffic in or entering Seattle on I-5, I-90 or SR 520, the TMSC would use the VMSs and HAR to warn motorists of obstructions and environmental hazards in addition to giving avoidance instructions.

c. Portable Public Address (PA) Systems

All Seattle Police Department (SPD) marked cars (252), Explorers, vans and other vehicles (50), administrative staff response vehicles (9), patrol boats (9), and all Seattle Fire Department (SFD) apparatus, i.e., pumpers (43), ladders (15), aid vans (19), and Battalion Chief Suburbans and Explorers (15), and administrative staff response vehicles (14) have PA systems installed. The SPD also maintains five hand-held megaphones in each of the four precincts that can be operated by officers on foot or horseback. In a localized emergency these systems are used to alert citizens of an imminent danger, prompt citizens to react in a way that will minimize exposure to harm, give instructions to maintain order and/or direct and control crowds and vehicular traffic.

d. Audible Public Warning System (APWS)

The APWS employs loud speaker arrays that can broadcast multi-directional emergency warning instructions to vulnerable persons that are outside. The intelligible range of these arrays varies depending on wind direction and rain, but under ideal conditions, they can reach up to 3,000 feet away.

Currently, there are 3 sites along the downtown waterfront that provide for public outdoor warning. Given the limited initial funding that was available and to get the maximum effect, they were situated at: Pier 30 (the Southernmost of two Cruise Ship Terminals), Seattle Fire Department Station 5 (adjacent to Colman Dock, the ferry terminal), and at a mid point between the Sculpture Park and Myrtle Edwards Park.

Each of the sites is controlled from the Seattle EOC, and is capable of being operated independently, simultaneously, or in a sequenced series. Depending on the specific circumstances that necessitated the warning, the EOC has the option of generating an

attention-getting alert tone, followed by a live or recorded voice message. Examples that could precipitate such warnings may include: hazardous materials releases, tsunamis, seiches, high winds, downed power lines, subsidence, viaduct destabilization or collapse, etc.

D. Local Notification Practices

Five City departments (SPD, SFD, Seattle Department of Transportation, Seattle Public Utilities and Seattle City Light) have dispatch centers that operate around-the-clock. Should any of these departments experience an emergency, the dispatch center is responsible for alerting department management officials and for notifying other appropriate department personnel. They would also alert other department dispatch centers that could become involved in a joint response or have their infrastructure or field crews affected in some way. Telephone, pager and radio are used for this purpose, in addition to the "All-City Intercom" and CNS.

Should the emergency tax a lead department's (i.e., department with primary functional responsibility) resources to such an extent that a multi-agency response is required; the dispatch center shall notify the Emergency Management Staff Duty Officer (SDO) by telephone or pager. The SDO, in turn, would alert the Director of Emergency Management.

Should circumstances warrant the activation of the EOC, the Emergency Management Director would decide the specific representation that would be needed to initially staff the EOC and would notify the Mayor, Deputy Mayor and the Chief of Departmental Operations, and the Police and Fire Chiefs of the:

- Details surrounding the incident;
- Actions taken so far;
- Projected scale and the nature of the total response needed to stabilize and bring the incident under control;
- Initial staffing levels established for the EOC.
- Mode of EOC readiness or activation.

Notification of EOC responders would be made by the SDO or other emergency management staff, by using the "hot" and "ring" down system in the EOC to request department dispatch centers to call assigned department EOC responders by telephone or pager, or CNS. If dispatch center personnel find themselves in a position where they are too busy or unable to make the calls, the SDO or other emergency management staff would provide assistance by using the CNS to make

the necessary notifications. Emergency management personnel would also make appropriate notifications to the Washington State Duty Officer and the King County Duty Officer. If there is a need to notify other jurisdictions in King County, the King County Duty Officer will be asked to assist.

Available Systems

The following are summary descriptions of notification systems that are available to the City:

a. "Hot" and "Ring Down" Line Telephone Connections

The Seattle EOC is equipped with two types of dedicated push button telephone connections to department dispatch centers and DOCs, and several other non-City operations centers. Those outside the City government are: The UW EOC and Seismology Lab, Seattle School District Security and Transportation Offices, King County EOC, Seattle/King County Public Health EOC, WSDOT TMSC, US Army Corps of Engineers (USACE) EOC, Seattle Forecast Office, and FBI Joint Operations Center.

The distinction between the two types of lines is based on the route of the line connection, i.e., if it travels through the City Network only it is called a "hot line"; if it requires access through Qwest switches and circuits it is called a "ring down line". A vital attribute of the City Network, particularly in contrast to the Public Switched Telephone Network (PSTN) of local central offices, is that it is less susceptible to computer switch shutdowns that can occur when too many people attempt to call at the same time.

In a major emergency or disaster the "hot lines" and "ring down lines" will be used with the CNS as the Seattle EOC's primary voice communication modes for alerting dispatch centers of warning and other emergency information, and for requesting the call-out of EOC responders.

b. Digital Pagers

Key individuals, who have been assigned emergency duties in the Seattle EOC, have been issued digital pagers through the Office of Emergency Management or through their department. A distinct advantage for using these pagers is the digital messaging capability, which allows brief but specific information and/or instructions to be transmitted to numerous responders within a short time span.

In any event requiring activation of the EOC, the digital pagers are one of several modes that can be used for making notification. The decision to use this system will depend on the operability of other notification modes, the circumstances surrounding the event or incident, and the purpose of notification.

c. King County Regional 800 MHz Trunked Radio System

One of the key features of the citywide programming scheme, or fleet map, used for the 800 MHz trunked radio system is the ability for all City dispatch centers and DOCs, and selected outside organization control centers, and the Seattle EOC to talk via dedicated "OPS-INTERCOM" hailing and talk groups. This system also enables two-way voice contact with the Mayor, Deputy Mayor and Communications Director.

In a sudden severe crisis where landline and cellular telephone communications including the City Network are overloaded or interrupted, the Mayor's security detail is expected to switch their 800 MHz portables to the programmed "home" channel (EXEC 1). Both the Deputy Mayor and Communications Director would do the same. Department Operating Centers should at all times have a minimum of one radio monitoring the "OPS CALL" hailing channel. With everyone monitoring assigned two-way channels, warning and notification information can be shared with all operating centers simultaneously, and passed to the Mayor, Deputy Mayor and Communications Director individually.

From the Seattle EOC it is also possible to use the 800 MHz trunked system to communicate with the King County EOC, the Washington State EOC, and suburban EOCs in King County, the UW Seismology Lab, Seattle NWS Forecast Office, and Harborview Medical Center Emergency Room. The primary talk groups used for these communications are "King County EOC Common", "King County EOC Ops", "Seismology Lab", and "King County Emergency Management Zone 5".

d. Community Notification System

See description on page 12, especially the part that speaks to call-outs and mobilizations.

e. "All-City" Intercom

A direct connection intercom system that uses dedicated City fiber circuits. The system allows a person to pick

up a handset, and by simply depressing the voice key, speak to the Seattle EOC and the following department dispatch centers at the same time: Seattle Department of Transportation, Seattle Public Utilities, Seattle Police Department, Seattle Fire Department, and King County Metro Transit.

E. Direction and Control

1. Public Warning

a. When public warning is required by or as a result of a life-threatening incident that originates inside City limits and is confined to a single operational scene, the Incident Commander will be the primary official for determining:

- The necessity for giving public warning,
- The content of public warning messages,
- The extent of coverage required, and
- The mode and timing for delivery of messages.

b. The Incident Commander shall also be responsible for:

- Directing all on-scene efforts that are made to provide public warning and instructions to threatened populations.
- Ensuring the Mayor, Deputy Mayor, Chief of Departmental Operations, and Communications Director are kept in the information loop through the department head and the department Public Information Officer (PIO) respectively.

c. In these situations the department PIO is the person normally assigned to:

- Engage the media if public broadcasting assistance is needed to transmit warning or emergency public information (emergency public information).
- Act as the City's principal field spokesperson with the media.

d. Whenever the Emergency Management Staff Duty Officer (SDO) receives warning or other information passed through Federal, Washington State or King County sources, the Emergency Management Director,

or the Emergency Management Manager (in circumstances where the Emergency Management Director is not immediately available), will determine if notification of other City officials and department operating centers is necessary, and if so, how the notifications will be made. Because there is such a broad range of information that can be referred from these sources, along with varying degrees of associated priorities and urgencies, the Emergency Management Director must have the latitude to interpret, evaluate and decide the appropriate actions, including notifications on a case-by-case basis. Normally, as soon as the Emergency Management Director has had an opportunity to make an assessment, this person will:

- Determine the need to advise or consult the Mayor, the Deputy Mayor, Chief of Departmental Operations, the Communications Director, the Police and Fire Chiefs, or any other department head.

- Instruct the SDO on what notifications to make, to include a priority order if necessary.

e. Once a department receives notification from the SDO, either by contact with the department dispatch center, on-call emergency contact or department head, it will be the responsibility of the department head or persons assigned by him/her to direct the internal notifications that will take place within the department.

2. EOC Activation

a. Once the decision has been made to raise the operational status of the EOC to a Major Incident, Disaster, or Catastrophe Activation Mode, two options become available:

- The Mayor may direct that dissemination of all warning and/or emergency public information releases be centrally coordinated through the EOC under the supervision of his/her Communications Director.

- The Incident Commander may request assistance for the EOC to lend support for any warning handled on-scene, or that is creating an unmanageable burden for field personnel.

- Under either option, the Incident Commander must ensure the EOC is kept fully apprised of all on-scene

requirements for warning and/or emergency public information.

b. The Mayor, or a legal successor acting as Mayor, is the sole authority for release of an EAS message for an incident confined within the corporate borders of the City of Seattle. Acting under his/her direction, an EAS message may be released for dissemination by the Communications Director or EOC Director.

c. Anytime an Incident Commander is confronted with a situation that fits the EAS criteria summarized in the initial paragraph of the EAS section on page 7, this person or a member of the Command Staff will provide the Emergency Management SDO with answers to the following questions:

- What is about to happen?
- When is it expected to happen?
- The specific geographic area of the City that will be affected, to include the specific geographic area of a neighboring jurisdiction if the danger will spread beyond City limits?
- The specific emergency protective measures that should be taken by the public?
- If evacuation is required, identify the inclusive street boundaries of the cold zone? Also, how the evacuees should be directed, i.e., direction of escape, evacuation routes, and mode(s) of travel?

F. Special Contingencies

All high-rise buildings (i.e., those structures that have occupied floors 75 feet or higher above the Fire Department street access), under Article 93 of the Seattle Fire Code, are required to have an emergency operations plan (EOP). The SFD prescribes the contents for the EOP, part of which includes procedures for warning building occupants and for emergency notification of the Fire Alarm Center (FAC) by alarm or through E911. In addition, there are other facilities because of their business need to store reportable quantities of federally regulated "extremely hazardous substances" under Title III, Superfund Amendments and Reauthorization Act (SARA) of 1986, as amended, that must maintain a current emergency response plan. Among the mandated provisions that must be included in this plan are procedures for warning on-site occupants, for notifying the City's PSAPs, and for reporting a toxic release that threatens to spread beyond the facility.

For uniformity this plan builds on the above practices, and adopts the general citywide policy that it is the responsibility of the property owner to develop and maintain a facility plan. This should include provisions for detecting and reporting the occurrence of an internal hazard on the premises, for warning occupants, and for establishing procedures that will enable all occupants to seek safety. Accommodations must further be made to protect those who are physically challenged or who may become immobilized.

In any incident where a hazard cannot be totally contained at its source and threatens to migrate to adjacent areas or facilities, or to infiltrate ecological or utility systems, the Incident Commander will:

- Decide what populations and organizations need to be alerted,
- Determine how and when warning is made, and
- Direct the delivery of warning and notifications.

For occupants of nearby facilities this should be done within the context of the facility plan. Generally this should be interpreted to mean that building management or maintenance officials would be notified by a public safety officer and informed of the need to take precautionary measures that were considered necessary by the Incident Commander. It would then be up to building management or maintenance officials to alert building occupants and to administer those actions directed by the Incident Commander, e.g., sheltering in-place, lockdown, evacuation, etc.

All facility plans should specify that designated persons always be available to monitor KIRO 710 AM radio or NOAA Weather Radio. In this regard, it is strongly recommended that this be done with a battery-powered or hand-cranked radio. Should a requirement exist to disseminate warning to a large area, it will be done primarily through the CNS and EAS, and secondarily through NOAA Weather Radio.

Should a smaller scale incident occur where warning needs to be made to non-English speaking persons, the senior SPD official on-scene would ask for assistance from the Chief Radio Dispatcher. The Chief Radio Dispatcher will determine if there are on-duty officers available, who are fluent in the language(s) needed and who could respond to the scene to make portable PA system announcements. To cover those times when this first and preferred option is not possible, the SPD Communications Division maintains an account for a 24-hour telephone number (800-523-1786) with "Language Line", a private organization that can provide interpreters at any time of the day or week in 170 different languages. Similar procedures would be used to locate individuals proficient in sign through another private organization called "Emergency Sign Language Interpreter Program".

An addition language resource is the "Employee Language Bank", which lists City employees who have volunteered their skills and time to assist with the short-term, immediate language needs of (1) persons seeking access to City services and programs, and (2) City departments. An employee listed in the bank is available for up to one hour to provide interpretation (i.e., to translate a spoken message from one language to another, preserving the intent and meaning of the original message). The interpretation can be done in person, over the telephone, or through e-mail and, depending on the availability of the employee, on demand or through prior arrangement. Under no circumstances should an employee be asked to interpret a message that contains information of a confidential or proprietary nature, that exposes the City to legal action, or that has financial implications for the City or the person being served. For more information refer to http://inweb/languageBank/LB_Guidelines.

Besides the Employee Language Bank, the City has blanket contracts with three agencies and six sole proprietors to provide commercial interpretation services that can be accessed through the telephone. For details consult the Telephone Services page at the above link.

G. Distribution of Camera-ready Emergency Public Information

Emergency instructions on how the public should deal with the effects and/or consequences of various types of hazards can in many instances be pre-drafted. A typical example might involve a safety advisory to help citizens heed a "boil order" in any event causing serious damage to the water distribution system. Such canned messages, which may be stored on the Emergency Management server, are written in advance by technical or professional experts and kept camera-ready for quick reproduction. Additionally, and once an electronic library of boilerplate materials is compiled, it will simplify the sometimes frenetic workload of the EOC Joint Information Center by enabling them to quickly craft and cut and paste scripts for emergency public information announcements.

H. Limitations

At present, there are significant limitations in the City's capacity to warn all those that might be at risk in a hazard that would endanger people over a wide area. One method is the Emergency Alert System (EAS), although to hear the message one would have to be tuned to a local TV or radio station. It also is up to each broadcaster to decide whether or not to carry the warning message or to issue it in a timely fashion. As a measure of good faith by the City's two cable companies, Millennium Digital Media and AT&T Broadband have pledged in their municipal franchise agreements to air City initiated EAS messages, i.e., by overriding the normal audio programming on all video channels when technically feasible.

Another system that may be used would be the National Oceanic and Atmospheric Administration (NOAA) weather radio. Again this would require a person to be in audible or other sensory attracting range, although the daily use and reliance on this radio by people living and working in Seattle is unknown. One advantage of weather radio is that you can buy portable models the size of a cell phone, which can be activated on signal from the National Weather Service.

Supplementing both the EAS and NOAA weather radio would be the commercial broadcast media, who would be counted on to report the City's message as part of the breaking news story.

A final source would be the Community Notification System (CNS). However, depending on the size of the broadcast area selected in addition to the viability of Qwest telephone service at the time, there could be a delay of up to an hour or more in contacting all those members of the public that may be at risk. Currently, the Reverse 911 system has 213 lines that are available for immediate use, with the option of accessing another 2,000 long-distance lines by going to out of state "mass call centers".

Even if all of these systems were used together it still would not guarantee that everyone would receive the message, which may include people engaged in activities that preclude them from hearing a media source, the hearing impaired or people who are not conversant in the English language. A partial solution to offset some of these gaps is the ability of citizens to monitor the news media and phone for emergency messages and share that information with neighbors.

I. Homeland Security Advisory System

The guidance in Homeland Security Presidential Directive 3 is obligatory for the federal government, and at present remains voluntary for state and local governments. The purpose is to establish a national security advisory system that can rapidly and overtly disseminate one of five graduated levels of terrorist threat conditions. Such threats may be aimed at a single target or locality, one or more regions, or the country-at-large. In turn, it is the expectation of the federal government that state and local governments, as well as the general public, will take heed of the warning by raising their security consciousness, or as may be prudent with the information available, take more active measures to thwart a potential terrorist attack or attacks.

Such alert conditions are declared by the Director of Homeland Security, once the source information that serves as the underlying rationale for the warning has been vetted by the intelligence community for probability, creditability, and specificity. Each of the threat levels in ascending order of risk is defined as follows:

1. Low Condition (Green): This condition is declared when there is a low risk of terrorist attacks.

2. Guarded Condition (Blue): This condition is declared when there is a general risk of terrorist attacks.

3. Elevated Condition (Yellow): An elevated condition is declared when there is a significant risk of terrorist attacks.

4. High Condition (Orange): A high condition is declared when there is a high risk of terrorist attacks.

5. Severe Condition (Red): A severe condition reflects a severe risk of terrorist attacks.

Tab A was developed to help departments take the appropriate actions for each of the 5 condition levels, when the threat warning received from the Homeland Security Director has the potential for affecting targets in the City of Seattle.

Should the threat affect the Port of Seattle, the US Coast Guard will declare a Maritime Security Condition (MARSEC) described in Tab B. Each of the 3 MARSEC levels relate to increasingly more guarded security measures that will be undertaken by the US Coast Guard. Depending on the scope and circumstances of the threat, this may require assistance from the Seattle Police and/or Fire Departments.

As noted in the MARSEC description in Tab B, there is a direct correlation with the Homeland Security Advisory System.

V. ASSIGNMENT OF RESPONSIBILITIES

A. Assignment of Responsibilities during the Mitigation Phase of Emergency Management

Disaster Management Committee

Emergency Support Function (ESF) Coordinators in developing annual ESF work plans will consider opportunities that may be available to upgrade department warning and notification systems.

B. Assignment of Responsibilities during the Preparedness Phase of Emergency Management

1. ESF-15 Coordinator and JIC Team

   a. In multiple languages that reflect all of Seattle's main ethnic population groups, continue to develop and update camera-ready emergency public information.

b. Mayor's Communications Director (ESF-15 Coordinator) will ensure the JIC Team maintains its readiness, through training and response to real events, to effectively utilize the EAS and CNS, and to perform all other warning functions set out in the ESF-15 Annex.

2. Department Heads and Support Organization Senior Officials

a. Ensure the Office of Emergency Management is kept updated on any changes affecting persons designated as EOC responders, both primary and alternates.

b. Ensure internal organization notification lists and procedures are kept current and communications systems kept operational at all times.

c. For those departments with the legal responsibility to take control of an incident scene as the lead agency (department with primary functional responsibility), the department head will ensure that personnel assigned to act as Incident Commanders, PIOs and dispatch center supervisors are fully familiar with all warning and notification systems as well as the procedures for using them.

d. Ensure the department's PIO(s) is/are working closely with the ESF-15 Coordinator to craft and maintain media releases that pertain to advisory and warning hazard information falling under the purview of the department, and especially messaging that requires the department's subject matter expertise.

3. Department of Information Technology

a. Communications Section will maintain City-owned and leased telephone and radio communications and warning systems in the Seattle EOC.

b. Office of Cable Communications will maintain language in agreements with locally franchised cable companies to support City activations of the EAS.

4. Seattle Fire Department

a. Ensure PA equipment is regularly tested to check its operational status.

b. Ensure Fire Alarm Center Dispatchers remain familiar with Emergency Management Staff Duty Officer procedures, and responsibilities.

5. Seattle Police Department

   a. Ensure PA equipment is regularly tested to check its operational status.

   b. Communications Division will ensure current emergency telephone numbers are maintained for organizations that can provide foreign language linguists and sign interpreters.

   c. Ensure Chief Radio Dispatchers remain familiar with state and county warning procedures.

   d. Ensure Chief Radio Dispatchers remain familiar with Emergency Management Staff Duty Officer procedures and responsibilities.

6. Office of Emergency Management

   a. The Emergency Management Director will appoint the City's Warning Officer.

   b. OEM staff will represent the City at regional meetings where policy and plans are established for inter-jurisdictional warning systems.

   c. Coordinate with the King County Office of Emergency Management and suburban emergency managers to ensure the "fan-out" list and warning point procedures for King County are kept current.

   d. Take part in or initiate regular tests for EOC based warning and notification systems.

   e. Ensure Auxiliary Communications Service (ACS) EOC responders are proficient in operating EOC warning and notification systems and the procedures for their use.

   f. Provide orientations for Incident Commanders, dispatch center supervisors, Public Information Officers, and Emergency Management staff on City warning systems and procedures.

   g. Oversee the maintenance of EOC call-out procedures and communication systems and the EOC call-out database.

   h. Ensure this Annex is maintained in a current status.

C. Assignment of Responsibilities during the Response Phase of Emergency Management

1. Mayor

   a. In an EOC activation, affirm the decision of his/her Communications Director for when it would be appropriate to centrally coordinate warning and emergency public information activities through the EOC.

   b. Either directly or indirectly through the ESF-15 Coordinator, approve the format, content, timing, and release of all emergency public information.

   c. Decide what emergency public information messages will be conveyed personally.

   d. Either directly, or by delegation to the Deputy Mayor or Council Relations staff person, notify and brief the City Council President of warning and other emergency public information.

2. Mayor's Communications Director

   a. Establish a policy for all department PIOs that when they are dispatched to an incident scene as the lead agency spokesperson, they will keep the Communications Director posted on:

      1) The scope and impact of significant activities occurring at the scene,

      2) The extent of difficulties or complications being encountered,

      3) The progress being made to counter problems and threats,

      4) The level of media interest,

      5) The types of information requests that are being made by the media,

      6) The climate of media relations, and

      7) The requirements for mobilizing additional PIO support.

   b. After evaluating the foregoing information, decide if and when it would be more efficient to centrally coordinate all warning and emergency public information activities from the EOC.

c. Once a decision is made to respond to the EOC, determine the requirements for assembling the JIC Team, and for initiating JIC functions described in the ESF-15 Annex. With regard to notification and warning these will, at a minimum, cover:

1) Notifying and dispatching PIOs to appropriate locations and duties,

2) Supervising the production of required emergency public information, to include materials for non-English speaking populations and the hearing impaired,

3) Obtaining the Mayor's assent for all emergency public information,

4) Determining, in collaboration with the Mayor and EOC Director, the need to use the EAS and CNS,

5) Overseeing the use of the EAS, and

6) Coordinating the release of emergency public information with neighboring jurisdictions, the state and federal governments if appropriate, the media, and with the Citizens Service Bureau and Emergency Resource Center.

3. Department Heads

a. In any emergency where the department assumes control of an incident as the lead agency, but does not need the level of multi-agency coordination afforded by an EOC activation, will keep or ensure a designated person other than the Incident Commander keeps the Mayor briefed on all relevant details, particularly those that could require the Mayor to act by prerogative or law.

b. Notify the Emergency Management Staff Duty Officer or Emergency Management Director, either directly or through the Seattle Police Department Chief Dispatcher, as soon as it becomes necessary to request the upgrade of EOC readiness to at least a Major Incident Activation Mode.

c. Ensure persons designated to respond to the EOC are available at all times and able to effectively perform EOC assigned duties.

4. Incident Commanders

a. For single incident sites, approve the tactical plan for warning and protecting all persons at risk, and oversee its implementation.

b. Direct the notification of:

1) Designated department officials.

2) First and second responders (regardless of the time dispatched to the scene), to include the issuance of instructions for safely approaching the scene, location of the entry control (ingress), and the contact information (name and position, cell phone number, and radio channel and call-sign) and location for the person they are to report to.

c. As needed, request assistance from the department dispatch center to:

1) Coordinate warning information with other dispatch centers and DOCs.

2) Contact the Emergency Management Staff Duty Officer for assistance, to include:

- The use of the EAS.
- The use of NOAA Weather Radio.
- The use of the CNS.
- The use of the APWS.
- The use of the WSDOT Highway Advisory System.
- Activation of the EOC.

5. Department Dispatch Centers

a. As soon as it is recognized that the department will be assuming the role of lead agency (i.e., department with primary functional responsibility), or is being requested to provide units or crews to act in a major supporting role in the incident response, will notify the department head or designee immediately.

b. As requested by the Incident Commander:

1) Make notifications.

2) Dispatch, or arrange delivery of, resources for first and second response.

3) Contact Emergency Management Staff Duty Officer.

c. For incidents that do not require support from the EOC, ensure the department head or designee is briefed on significant details and developments in a regular and timely manner.

d. Whenever information is reported from the scene that indicates the potential for a hazard to threaten or impinge on the infrastructure or operations of another organization, will warn that organization's dispatch center or DOC immediately. It may also be necessary to coordinate a joint response.

6. Chief Radio Dispatcher, Seattle Police Department

a. Contact the Emergency Management Staff Duty Officer as soon as possible after the receipt of verbal alerts and warnings from the state or King County or teletype alerts and warnings from the Washington State Patrol over ACCESS.

b. After normal business hours and/or during weekends and holidays, and at the specific request of the Emergency Management Staff Duty Officer, use the CNS to group-page a pre-designated list of key City officials for an EOC activation.

7. Department of Information Technology

In an EOC activation and under the direction of the ESF-2 Coordinator, will trouble-shoot interruptions experienced with EOC communications and warning systems, and as necessary arrange for and oversee repairs.

8. Office of Emergency Management

a. On a 24/7 basis the Staff Duty Officer (SDO) will be available to interface with the state, King County, and department dispatch centers in carrying out the warning and notification functions described in this annex.

b. Emergency Management Director will, after being briefed by the SDO of a warning message or departmental request for assistance:

1) Evaluate the information.

2) If judged advisable, consult any or all of the following officials to obtain feedback and/or further insights on response(s)/action(s) that could be required:

- The Mayor
- The Deputy Mayor
- The Chief of Departmental Operations
- The Communications Director
- The Police and Fire Chiefs
- Any non-public safety Department Head

3) Supervise Emergency Management staff in implementing decisions made.

9. EOC Director

a. Whenever an EOC activation is required, will determine the initial EOC staffing pattern, and direct ESF Coordinators to determine if additional ESF notifications need to be made, based on initial objectives.

b. In all EOC activations, will:

1) Assume the principal role for keeping the Mayor informed of all significant activities occurring in the field and EOC.

2) Oversee efforts being made in the EOC to monitor field activities, and to anticipate and support requirements for making:

- Notifications to neighboring jurisdictions, King County Office of Emergency Management, and Washington State Emergency Management Division.
- Public warning and Emergency Public Information.

VI. TERMINOLOGY

The following terms and definitions were taken from Washington State Military Department Emergency Management Division National Warning System (NAWAS) Handbook and the National Weather Service Guide to Products and Services for the State of Washington:

EMERGENCY MANAGEMENT TERMS

ALTERNATE STATE WARNING POINT – The State designated and FEMA approved facility located in the Washington State Patrol Communications Center in Yakima, WA. It assumes operational control of the NAWAS as directed by the state Warning Officer and/or Emergency Management Duty Officer. It is capable of communicating directly with the National Warning Center, other FEMA Regions, other states and all Primary Warning Points in Washington.

DUPLICATE WARNING POINT – A locally designated and FEMA approved facility having identical NAWAS equipment as a Primary Warning Point and is usually co-located or in close proximity to the Primary Warning Point. Normally, the Duplicate Warning Point is an EOC. The Duplicate Warning Point will assume the primary responsibility should the Primary Warning Point be non-operational or as directed by local procedures. Criteria for being a Duplicate Warning Point are provided in FEMA Civil Preparedness Guide (CPG) 1-14, Principles of Warning and Criteria Governing Eligibility for NAWAS Service.

PRIMARY STATE WARNING POINT – The State designated and FEMA approved 24-hour facility located in the State EOC at Camp Murray, WA. It is capable of communicating directly with the National Warning Center, other FEMA Regions, other states and all Primary Warning Points in Washington.

PRIMARY WARNING POINT – A locally designated and FEMA approved 24-hour staffed facility having NAWAS equipment capable of receiving warning information from several sources, including the National Warning Center, and disseminating it according to established procedures. Normally a public safety communications/dispatch center will serve as the Primary Warning Point. Criteria for being a Primary Warning Point are provided in FEMA CPG 1-14.

SECONDARY WARNING POINT – A locally designated 24-hour staffed facility that receives warning information from a Primary Warning Point and further disseminates the warning information according to established procedures. A Secondary Warning Point does not have NAWAS capability.

WARNING – Warning is the alerting of government authorities, emergency service agencies and the public to the threat of extraordinary danger and the related effects of natural, technological and human-caused disasters.

WARNING OFFICER – The local Emergency Management staff member, who is responsible for providing for the receipt and further dissemination of warnings of all types and for determining methods of warning citizens and alerting governmental offices. This person is charged with supervising the warning activities and preparing warning plans and developing warning systems.

METEOROLOGICAL TERMS

ADVISORY – An advisory is for a less serious weather event than for those where a watch or a weather warning would be issued. Significant inconvenience is possible from advisory related weather events.

BLIZZARD – Winter storm conditions (See pages 34-35) with the addition of sustained winds greater than 35 mph that cause blowing and drifting snow and a reduction in visibility to less than ¼ mile.

BLOWING SNOW – Wind-driven snow that reduces visibility. It may be falling snow or snow that has already accumulated but is picked up and blown by strong winds.

COASTAL FLOODING – The inundation of land areas along the ocean coast, Puget Sound, and other inland waters that is caused by sea water over and above normal tidal action.

CYCLONE - An atmospheric disturbance consisting of a mass of rapidly rotating air. In the Southern Hemisphere the direction of rotation is clockwise, while in the Northern Hemisphere it is counterclockwise. A cyclone is synonymous with a tornado when it comes in contact with the earth's surface.

DENSE FOG – A thick layer of fog, in which visibility is reduced to less than ¼ mile.

DOWNBURST – A strong thunderstorm-initiated downdraft that induces an outburst of damaging winds.

EXCESSIVE HEAT WARNING – Issued whenever daytime or nighttime temperatures are expected to be high enough for a continuous period of time that is likely to cause fatalities, particularly to vulnerable populations such as the elderly and very young.

EL NIÑO – El Niño is a major warming of the equatorial waters in the Eastern Pacific Ocean. El Niño events occur every three to seven years and are characterized by shifts in the normal worldwide weather patterns. In the Northwest, this causes warmer than normal winters, with slightly less (about 5% less) precipitation on average.

FLASH FLOOD – Flooding caused by heavy or excessive rainfall in a short period, generally less than six hours. Also, at times a dam failure can cause a flash flood, depending on the type of dam and time the break occurs.

FLOOD – Inundation of a normally dry area caused by an increased water level in an established watercourse such as a river, stream, or drainage ditch, or ponding of water at or near the point where the rain fell.

FOG – A ground-based visible aggregate of minute water particles, which reduces horizontal and vertical visibility. In weather observations fog is reported when the visibility drops below 5/8^{ths} of a mile, however this definition is for aviation purposes. When visibility is 5/8^{ths} of a mile or greater the fog is called "mist" for aviation purposes, but in the general public forecasts is called "fog".

FREEZING LEVEL – An altitude in the atmosphere at which the temperature drops to 32°F. It is different from the snow level, which generally is about 1,000 feet lower.

FREEZING RAIN OR DRIZZLE – Precipitation falls in liquid form but freezes upon impact, resulting in a coating of ice glaze on all exposed objects.

FUJITA SCALE – Developed by Theodore Fujita (University of Chicago), it is a scale to classify tornadoes based on wind damage. The scale is as follows:

F Number	Wind Speed	Damage
F-0	Up to 72 mph	Light
F-1	73 to 112 mph	Moderate
F-2	113 to 157 mph	Considerable
F-3	158 to 206 mph	Severe
F-4	207 to 260 mph	Devastating
F-5	Above 261 mph	Incredible

FUNNEL CLOUD – A funnel-shaped cloud extending from a cumulus or cumulonimbus. It is associated with a rotating air column that is not in contact with the ground.

GALE – A wind category in Marine Meteorology defined as a sustained wind velocity of 34-47 knots.

GROUND FOG – Fog with little vertical extent, normally less than 20 feet, which is often patchy and in low-lying areas.

HEAT ADVISORY - Issued whenever daytime or nighttime temperatures are expected to be high enough for a long enough period that could cause widespread discomfort to the population and threaten lives.

HEAT WAVE – Heat waves are caused by high pressure at the middle altitudes, 15-20,000 feet. In high pressure, the air subsides or sinks. It is this sinking motion that traps the heat near the surface and causes the excessive heat. When heat is combined with relative high humidity, the result is a heat wave. Heat is the number one cause of weather-related fatalities in the Seattle area.

HEAVY SNOW – Generally means snowfall accumulating to 4 inches or more in depth in 12 hours or less, or snowfall accumulating to 6 inches or more in depth in 24 hours or less below 2,000 feet. Above 2,000 feet it means snowfall accumulations to 12 inches or more in 12 hours or less, or 18 inches or more in 24 hours or less.

HIGH WIND – Sustained winds greater than 40 mph and/or gusts greater than 58 mph.

HURRICANE (TYPHOON) FORCE STORM WARNING – Issued when a cyclone with heavy rains and winds that is expected to be 64 knots or greater originates in tropical regions of the Atlantic and Caribbean or South Pacific, and proceeds to move in a direction that threatens land.

ICE STORM – Used to describe occasions when damaging accumulations of ice greater than ¼ inch are expected during freezing rain situations. This can pull down trees and power lines, resulting in loss of power and communications.

JET STREAM – Strong winds concentrated within a narrow band in the atmosphere between 25,000 and 35,000 feet. The jet stream often "steers" features such as fronts and low-pressure systems.

KNOT (KT) – Unit of speed used in navigation, equal to one nautical mile per hour or about 1.15 statute miles per hour.

LAHAR – A torrential flow of water-saturated volcanic debris down the slope of a volcano in response to gravity. A type of mudflow.

LA NIÑA – The phase of the El Niño Southern Oscillation (ENSO) where sea surface temperatures in the Central Equatorial Pacific are up to several degrees Centigrade cooler than average. In the Northwest, this causes winters that are cooler and wetter than normal.

LIGHTNING – A luminous flash or discharge of atmospheric electricity as a result of tremendous voltage differences created by charge-pumping thunderstorm updrafts.

MACROBURST – Large downbursts with a 2 ½ miles or larger outflow diameter and damaging winds lasting five to twenty minutes.

MICROBURST – Small downbursts less than 2 ½ miles in outflow diameter, with peak gusts lasting two to five minutes.

OUTLOOK (FLOOD or WEATHER) – The initial message that indicates a significant flood or weather event is possible three and even up to seven days in advance. This statement is intended to raise initial community awareness and preparedness for the event.

PUGET SOUND CONVERGENCE ZONE – This is created when ocean winds are forced around both ends of the Olympic Peninsula into Puget Sound. With the Sound forming a natural channel of least resistance between the Olympic and Cascade Mountain barriers, the winds entering from the Strait of Juan de Fuca and the Chehalis Gap are turned at right angles so that they are funneled towards each other. Normally they converge in an area between Sea-Tac Airport and Everett, with the collision spawning a localized area of clouds and precipitation. At times Sea-Tac and Bellingham may have fair weather while the area in between remains under a constant cover of clouds and rain. Westerly winds moving over the Olympics also play an important dynamical role in the Puget Sound Convergence Zone.

RELATIVE HUMITY – The amount of water vapor in the air (expressed as a percentage) compared to the amount the air could hold if it was totally saturated.

SEVERE THUNDERSTORM – Any thunderstorm containing hail greater than ¾ inch in diameter and/or wind gusts greater than 58 mph. A thunderstorm with winds greater than 40 mph or hail greater than ½ inch is defined as approaching severe.

SLEET – Frozen rain drops that bounce when hitting the ground or other objects. It does not stick to trees and wires, but it can in sufficient depth cause hazardous driving conditions.

SMALL CRAFT ADVISORY – A Marine Meteorology term used to alert small boat (generally a vessel under 65 feet in length) operators of sustained winds on coastal or inland waters of 21-33 knots. Also used to alert for heavy coastal surf.

SNOW ADVISORY – Product issued when total-snow accumulations are expected to be less than the winter storm conditions listed below, or the forecast calls for 1-3 inches of new snow.

SNOW LEVEL – The elevation at which rain turns to snow.

SNOW FLURRIES – A short duration of intermittent snowfall with no measurable accumulation.

SNOW SHOWERS – A short duration of intermittent snowfall with measurable accumulation.

STRAIGHT LINE WINDS – Winds associated with a thunderstorm, most frequently found with a gust front. These winds originate as downdraft air reaches the ground and rapidly spreads out, becoming a strong horizontal flow. Damaging straight winds, although rare themselves, are much more common than tornadoes.

STORM SURGE – The abnormal rise in water level caused by onshore wind and pressure forces.

STORM WARNING – A call to action used particularly in Marine Meteorology when sustained winds (storm force) of 48-63 knots or greater are expected.

SUSTAINED WIND – The wind speed obtained by averaging observed values over a one-minute period.

SWELL – Wind generated waves that have traveled out of their generating area. Swell characteristically exhibit a uniform appearance with more regular and longer periods, and with flatter crests than wind waves.

THUNDERSTORM – A local storm (accompanied by thunder and lightning) produced by a cumulonimbus cloud, usually with gusty winds, heavy rain, and sometimes hail. Non-severe thunderstorms rarely have lifetimes over two hours.

TORNADO – A violently rotating column of air in contact with the ground and extending from a cumulonimbus cloud. It often starts as a funnel cloud and may be accompanied by a loud roaring noise. On a local scale, it is the most destructive of all atmospheric phenomena.

TSUNAMI – A series of traveling ocean waves of extremely long length generated by disturbances associated primarily with earthquakes occurring below or near the ocean floor. Underwater volcanic eruptions and landslides can also generate tsunamis. Tsunamis often are incorrectly called tidal waves, although they have nothing to do with tides.

TSUNAMI WARNING – A bulletin issued after detection of a strong undersea earthquake that poses a threat to a populated area within the Pacific Region.

Warning messages are issued every 30 minutes, or when conditions warrant until cancellation.

TSUNAMI WATCH – A bulletin, issued initially using only seismic information, to alert potentially at risk populations of the probability of a tsunami, and advise that a tsunami investigation is underway. A watch is followed by additional bulletins until it is either upgraded to a warning or canceled.

URBAN AND SMALL STREAM FLOODING – Flooding of small streams, streets, or low-lying areas such as railroad underpasses and urban storm drains. This type of flooding is mainly an inconvenience and generally not life threatening, nor is it significantly damaging to property.

VIRGA – Wisps or streaks of rain falling out of a cloud but not reaching the earth's surface. When seen from a distance these streaks can be mistaken for funnel clouds or tornadoes.

VOLCANIC ASH – A volcanic eruption can send an ash plume into the atmosphere reducing visibility at the ground and in the air. The chemical composition and abrasive characteristics of the particles vary widely, and can seriously affect both people and machinery on the ground and aboard aircraft.

WALL CLOUD – A localized, persistent, often abrupt lowering from a rain-free base. Wall clouds can range from a fraction of a mile up to nearly five miles in diameter, and normally are found on the south or southwest (inflow) side of the thunderstorm. When seen from within several miles many wall clouds exhibit rapid upward motion and cyclonic rotation. However, not all wall clouds rotate. Rotating wall clouds usually develop before strong or violent tornadoes by anywhere from a few minutes to nearly an hour. Wall clouds should be monitored visually for signs of persistent, sustained rotation and/or rapid vertical motion.

WATCH and WARNING – A Flood or Weather Watch is issued when the risk of a hazardous weather event has increased significantly, but its occurrence, location, and/or timing remain uncertain. This is the advance time period for the community to prepare for the event. A Warning is issued when a weather condition, which poses a threat to life or property, is occurring or is imminent.

WATERSPOUT – A violently rotating column of air in contact with a body of water and extending from a cumulonimbus cloud. In simple terms it is a tornado over water.

WIND ADVISORY – Issued when winds 30 to 39 mph and/or gusts 45 to 57 mph are expected under the high wind warning criteria.

WIND WAVES – Waves generated from the action of wind on a water surface (as opposed to swell).

WINTER STORM WARNING – A warning describing the likely occurrence of one or any combination of the following: Heavy snow, blizzard conditions, heavy accumulations of freezing rain, heavy sleet, damaging arctic wind, or any other life-threatening winter hazard.

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WINTER STORM WATCH – Issued when conditions are favorable for hazardous winter weather conditions to develop over all or part of the forecast area, but the occurrence is still uncertain. Winter storm watches evolve into winter storm warnings or advisories, or they are canceled.

WINTER WEATHER ADVISORY – Issued for a mix of winter weather situations such as snow and freezing rain that cause significant inconveniences but do not meet warning criteria. If caution is not exercised, however, it could lead to life-threatening situations.

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TAB A – ***City of Seattle Departmental Actions as They Correspond to the US Department of Homeland Security Alert Levels***

TAB B – ***Marine Security Condition (MARSEC) Levels***

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TAB A

THREAT CONDITION GREEN

Low Risk of Terrorist Attack within the City of Seattle

INITIATING EVENT: Routine measures taken by city departments to maintain the Mitigation and Preparedness Phases of Emergency Management called for in the Seattle Disaster Readiness and Response Plan.

FEDERAL GOVERNMENT ACTIONS:

- Refining and exercising preplanned protective measures.
- Ensuring personnel receive training on Homeland Security Advisory System, departmental, or agency-specific protective measures.
- Regularly assessing facilities with vulnerabilities and taking measures to reduce them.

STATE GOVERNMENT ACTIONS:

- Normal operations with 24-hour EMD operations center and EMD State Operations Officer.

CITY GOVERNMENT ACTIONS:

Action Number	Applicable To:		Recommended Actions
	Lead	Support	
G-1	SPD	All departments	Receive GREEN Advisory through KC Primary Warning Point; pass to department emergency contacts.
G-2	SPD	Fleets & Facilities, SPU, SCL, DEA, SDOT, Parks, SFD, DoIT, Pub Health	Identify critical facilities that may need protection.
G-3	DMC	All departments	Review Seattle Disaster Readiness and Response Plan and department emergency preparedness plans.
G-4	SPD	All departments	Report suspicious circumstances and/or suspicious individuals to SPD.
G-5	SPD	All departments	Business should occur as normal without the imposition of heightened security measures.
G-6	SPD	All departments	Provide training on Homeland Security Advisory System.

G-7	DMC	All departments	Participate in established City exercise program.
G-8	SPD	All departments	Conduct emergency preparedness training for City employees.
G-9	SFD	All departments	Encourage City employees to become certified in first aid and CPR.
G-10	SPD	All departments	Maintain Office of Emergency Management website to provide City employees with a central source for emergency preparedness information. See: www.seattle.gov/emergency/
G-11	Fleets & Facilities	All departments	Maintain stocks of emergency supplies in City facilities, including the rotation of perishable items.
G-12	DoIT, Fleets & Facilities	All departments	As feasible, program for and acquire physical security upgrades or enhancements in critical systems and property.
G-13	Person-nel	All departments	Encourage programs for City employee preventive health care.
G-14	SPD	All departments	SDO will maintain 24/7 readiness to support departments.
G-15	SPD	All departments	Maintain Public Warning Support Annex to Seattle Disaster Readiness and Response Plan.
G-16	SPD	All departments	Maintain COG/COOP Support Annex to Seattle Disaster Readiness and Response Plan.
G-17	SPD	All departments	Maintain warning and communications systems.

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THREAT CONDITION BLUE - GUARDED

General Risk of Terrorist Attack within the City of Seattle

INITIATING EVENT: Received threats that do not warrant actions beyond normal liaison notifications or placing assets or resources on a heightened alert. Agencies are operating under normal day-to-day conditions.

FEDERAL GOVERNMENT ACTIONS:

- In addition to all protective measures of Green (Low Risk).
- Checking communications with designated emergency response or command locations.
- Reviewing and updating emergency response procedures.
- Providing the public with necessary information.

STATE GOVERNMENT ACTIONS:

- All state agencies prepared to staff the EOC as required.
- Normal operations with 24-hour EMD operations center and EMD State Emergency Operations Officer (SEOO), additional staff alerted to the increased threat level.

CITY GOVERNMENT ACTIONS:

Action Number	Applicable To:		Recommended Actions
	Lead	Support	
B-1	SPD	All departments	Receive BLUE Advisory through KC Primary Warning Point; pass to department emergency contacts.
B-2	SPD	All departments	Continue measures listed in GREEN Advisory.
B-3	SPD	DMC	Brief DMC as necessary.
B-4	DMC	All departments	Review Seattle Disaster Readiness and Response Plan and department emergency preparedness plans. Ensure department personnel are familiar with their emergency responsibilities and are prepared to respond as necessary.
B-5	SPD, SFD, Seattle Center, SPU, SCL, Parks, SDOT, DoIT, Fleets & Facilities	SPD	Implement security plans appropriate to the facility. Review callout procedures and ensure that callout lists are current.

B-6	DMC	All departments	Ensure mutual aid pacts are current and that pre-arrangements for emergency resources are current and sufficient.
B-7	Fleets & Facilities	All departments	Secure buildings, unused rooms, storage areas, equipment and vehicles to prevent theft, tampering or destruction.
B-8	SPD	All departments	Review and as necessary update public and private critical infrastructure target lists. Given available information, estimate the threat vulnerability that may affect each critical facility and the countermeasures that would be appropriate to protect them.
B-9	SPD, SFD, SPU, SDOT, SCL, Fleets & Facilities	All other departments	Check all equipment for operational readiness, fill fuel tanks, check specialized response equipment, such as that used by SWAT/HNT, HAZMAT, Bomb Team, marine units, etc.
B-10	DoIT	All departments	Monitor and test communications and warning systems at periodic intervals.
B-11	SPD	ESF-5	Brief Mayor's Director of Communications on appropriate response measures, protective actions, and self-help options appropriate to the threat level.
B-12	DEA, Person-nel	All departments	Ensure established mail handling procedures are being monitored and practiced.
B-13	DMC	All departments	Conduct emergency management training and exercise emergency procedures.
B-14	DMC	All departments	Ensure there is adequate staffing for all essential functions identified in the Seattle Disaster Readiness Plan and department emergency preparedness plans.
B-15	DoIT	All departments	Evaluate information available on public websites that could be misused for criminal activity or compromise security.
B-16	SPD	All departments	Be alert for suspicious activities and report it to SPD.
B-17	Person-nel, Pub Health	All departments	Encourage all employees and citizens to maintain preventive health care.
B-18	SPD	All departments	SDO will maintain 24/7 readiness to support departments.

THREAT CONDITION YELLOW - ELEVATED

Significant Risk of Terrorist Attack within the City of Seattle

INITIATING EVENT: Intelligence or an articulated threat indicates a potential for a terrorist incident. However, this threat has not yet been assessed as credible.

FEDERAL GOVERNMENT ACTIONS:

- Increasing surveillance of critical areas.
- Coordinating emergency plans with related agencies.
- Assessing further refinement of protective measures within the context of the current threat information.
- Implementing, as appropriate, contingency plans and emergency response plans.

STATE GOVERNMENT ACTIONS:

- Weekly briefings of all agency liaisons by the State EOC.
- All state agencies prepared to staff the State EOC as needed.

CITY GOVERNMENT ACTIONS:

Action Number	Applicable To:		Recommended Actions
	Lead	Support	
Y-1	SPD	All departments	Receive YELLOW Advisory through KC Primary Warning Point; pass to department emergency contacts.
Y-2	SPD	All departments	Continue, or introduce measures listed in BLUE Advisory.
Y-3	SPD	DMC	Brief DMC as necessary.
Y-4	DMC	All departments	Implement critical infrastructure facility security plans. Assess potential terrorist targets and develop plans to counteract an attack. Conduct vulnerability assessments of each critical facility and/or government building. Estimate consequences of loss and assign a priority for their protection. Refer to COG/COOP Support Annex of Seattle Disaster Readiness and Response Plan.
Y-5	SPD	All departments	Brief and stress information and operational security issues to elected officials.
Y-6	DMC	All departments	Consider alternative work schedules of operational and staff personnel if the situation escalates. Include plans to maximize staffing and response capabilities with defined work/rest cycles.

Y-7	SPD, SFD		Consider plans and contingencies to assist public safety employees' family members regarding welfare issues if the situation escalates and personnel are recalled leaving their family alone for extended periods of time. Refer to SNAP program.
Y-8	SPD, SFD, SPU, SDOT, SCL, Fleets & Facilities	All other departments	Check all equipment for operational readiness, fill fuel tanks, check specialized response equipment, such as that used by SWAT/HNT, HAZMAT, Bomb Team, marine units, etc.
Y-9	DEA, Person-nel	All departments	Ensure mail-handling procedures are stringently enforced, including receipt of all deliveries.
Y-10	DMC	All departments	Review call-out rosters and recall procedures for currency. Review vacation, sick leave and comp-time schedules to determine if adjustments in staffing essential positions would be necessary if situation escalates. This might require the training of additional personnel.
Y-11	SPD	Parks	Identify any planned community events where a large attendance is anticipated. Consult with event organizers regarding contingency plans, security awareness, and site accessibility and control.
Y-12	SPD, SFD, Pub Health		Meet with appropriate representatives of critical infrastructure facilities to review contingency and evacuation plans and brief employees.
Y-13	DoIT	All departments	Increase the frequency of backups for critical information systems and ensure availability of technical support, i.e. systems programmers, technical personnel, redundancy of equipment, off-site storage of critical data, stockpile of critical spare parts, off-site data recovery site. Refer to COG/COOP Support Annex of Seattle Disaster Readiness and Response Plan, and ESF-2 Annex, Communications.
Y-14	DMC	All departments	Review all plans, procedures and logistical support that would be required to adequately meet a higher threat level.
Y-15	DMC	All departments	Check inventories of critical supplies and reorder if necessary.
Y-16	SPD	All departments	Ensure employees remain vigilant for spotting suspicious activities, articles,

			vehicles, and behavior, and are prepared to immediately report it to SPD.
Y-17	SPD, SFD, SDOT, SPU, SCL		Ensure mutual aid agreements are current and that procedures for obtaining mutual aid are current. Dispatch operators must know when and how to obtain mutual aid.
Y-18	DMC	All departments	In addition to annually scheduled exercises, consider the need for conducting special tabletops, drills and/or functional exercises to test skills that would be needed to deal with a terrorist threat.
Y-19	Person-nel, Pub Health	All departments	Encourage all employees and citizens to maintain preventive health care.
Y-20	SPD	All departments	SDO will maintain 24/7 readiness to support departments. DMC Chair will consider increasing city readiness to at least an Increased Readiness Mode.

THREAT CONDITION ORANGE

High Risk of Terrorism Attack within the City of Seattle

INITIATING EVENT: A threat assessment indicates that the potential threat is credible, and confirms the probable involvement of Weapons of Mass Destruction.

FEDERAL GOVERNMENT ACTIONS:

- Crisis management response will focus on law enforcement actions taken in the interest of public safety and welfare, and is predominantly concerned with preventing and resolving the threat.
- Consequence management response will focus on contingency planning and pre-positioning of tailored resources, as required.

STATE GOVERNMENT ACTIONS:

- If the threat is not specific to Washington State, provide double SEOO staffing of the Alert and Warning Center. If the threat is specific to Washington State, activate the State EOC to Phase III operations, staffed with applicable state/federal agency representatives.
- Prepare to, and if necessary, activate a Joint Information System or Joint Information Center near the threatened area. Coordinate the release of information with appropriate local, county, state, and federal agencies.

CITY GOVERNMENT ACTIONS:

Action Number	Applicable To:		Recommended Actions
	Lead	Support	
O-1	SPD	All departments	Receive ORANGE Advisory through KC Primary Warning Point; pass to department emergency contacts.
O-2	SPD	All departments	Continue, or introduce measures listed in YELLOW Advisory.
O-3	SPD	DMC	Brief DMC as necessary.
O-4	Mayor	All departments	Place all ESFs and specialized response units on full alert status.
O-5	Mayor	All departments	If not already accomplished, implement critical infrastructure facility security plans. Refer to department emergency preparedness plans.
O-6	DMC	All departments	Contact all essential personnel to ascertain their recall availability. Plan modifications where appropriate to ensure staffing schedules can provide maximum recall surge of personnel if needed.
O-7	DMC	All departments	Advise all essential personnel and special team members of requirements that may be called for if a response is necessary, to include shift schedules, assignments, pre-

			drafted action plans, etc.
O-8	ESF-15	All departments	Activate ESF-15 Annex and Emergency Public Information System.
O-9	SPD, DoIT	All departments	Test communications and warning systems to ensure operability.
O-10	SPD, SFD		Ensure personal protective equipment (PPE) and specialized response equipment and supplies are checked, issued, and readily available for deployment, if necessary.
O-11	Mayor	All departments	Suspend tours of critical infrastructure facilities, and consider restrictions in all city buildings and landmarks.
O-12	DoIT	All departments	Limit access to computer facilities.
O-13	DoIT	All departments	Increase staffing to monitor computer and network intrusion detection systems and security monitoring systems.
O-14	DoIT	All departments	Ensure the availability of sufficient technical resources to respond to and mitigate a cyber attack.
O-15	Mayor SPD, Parks		If not already accomplished, identify any planned community events where a large attendance is expected. Consult with event organizers regarding contingency plans, security awareness, and site accessibility and control. Consider recommendations to cancel the event if warranted by the nature of the threat.
O-16	SPD, SFD, SPU, SDOT, SCL, Fleets & Facilities	All other departments	Check all equipment and generators for operational readiness, fill fuel tanks, check specialized response equipment, such as that used by SWAT/HNT, HAZMAT, Bomb Team, marine units, etc.
O-17	DEA		Consider setting up a central off-site mail/package processing and sorting facility to reduce threat to city employees and facilities.
O-18	DMC	All departments	Review all plans, procedures and logistical support that would be required to contend with an imminent threat.
O-19	DMC	All departments	Check inventories of critical supplies and reorder if necessary.
O-20	SPD	All departments	Ensure employees remain vigilant for spotting suspicious activities, articles, vehicles, and behavior, and are prepared to immediately report it to SPD.
O-21	DMC	All departments	City's level of readiness will be increased to at least a Major Incident Activation Mode.

THREAT CONDITION RED

Severe Risk of Terrorist Attack within the City of Seattle

INITIATING EVENT: A terrorism incident has occurred which requires an immediate process to identify, acquire, and plan the use of federal resources to supplement state and local authorities in response to limited or major consequences of a terrorist use or employment of Weapons of Mass Destruction.

FEDERAL GOVERNMENT ACTIONS:

- Response is primarily directed toward public safety and welfare and the preservation of human life, including:
  - Assigning emergency response personnel and pre-positioning of specially trained teams.
  - Monitoring, redirecting or constraining transportation systems.
  - Closing public and government facilities.
  - Increasing or redirecting personnel to address critical emergency needs.

STATE GOVERNMENT ACTIONS:

- If the threat is not specific to Washington State, activate the state EOC to Phase III operations. If the threat is specific to Washington State, activate the State EOC to Phase IV operations, staffed with applicable state/federal agency representatives.
- Following assessment of the situation, if the event threatens or actually affects the State of Washington, issue a declaration of a "State of Disaster" by the Governor.
- Activation of a Joint Information Center (JIC), to include representatives from affected areas and agencies.

CITY GOVERNMENT ACTIONS:

Action Number	Applicable To:		Recommended Actions
	Lead	Support	
R-1	SPD	All departments	Receive RED Advisory through KC Primary Warning Point; pass to department emergency contacts.
R-2	SPD	All departments	Continue, or introduce measures listed in ORANGE Advisory.
R-3	Mayor	All departments	Mayor will declare a state of "Civil Emergency" if the city is directly affected, and the city's readiness will be elevated to a Phase III.
R-4	Mayor	All departments	Activate EOC if not already done.

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R-5	Mayor	All departments	Activate city warning systems as required.
R-6	ESF-5		Maintain contact with KC and state EOCs, and the JOC and ROC when they become active.
R-7	EOC Director	Activated ESFs	EOC Director will implement EOC Director's Guide checklist. ESF Coordinators will implement EOC Guide checklist.
R-8	ESFs	All departments	If not already accomplished, implement critical infrastructure security measures as outlined in department emergency preparedness plans.
R-9	ESF-15	All departments	If not already accomplished, implement Emergency Public Information System.
R-10	SPD, SFD, ESF-1 ESF-6	ESF-5 All departments	Ensure departments are ready to support a major evacuation, large scale congregate care facilities, and quarantine exigencies.
R-11	SPD		Increase police patrols of city and critical areas.
R-12	SPD, SFD, SPU, SCL, SDOT	DoIT, DEA, Fleets & Facilities, Finance	Activate, or place on high alert all specialized response teams.
R-13	SPD		Control access routes serving critical infrastructure facilities.
R-14	Pub Health, SFD	ESFs-7 & 8	As practical and as necessary assist hospitals with security, maintenance of critical systems, pharmaceuticals and supplies, and contamination control.
R-15	SPD, SFD		Stress the possibility of secondary attacks against first responders.
R-16	ESF-5		Activate and maintain communications with neighborhood SNAP Teams.

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TAB B

Maritime Security Condition (MARSEC)

MARSEC Levels align with the five color-coded HSAS Threat Conditions:
MARSEC Level 1 applies when HSAS Threat Conditions Green, Blue, & Yellow are set.
MARSEC Level 2 corresponds to HSAS Threat Condition Orange.
MARSEC Level 3 corresponds to HSAS Threat Condition Red.

Maritime Security (MARSEC) Level: the level set to reflect the prevailing threat environment to the marine elements of the national transportation system, including ports, vessels, facilities, and critical assets and infrastructure located on or adjacent to waters subject to the jurisdiction of the U.S.

MARSEC Level 1: appropriate protective security measures shall be maintained at all times. The "new normal."

MARSEC Level 2: additional protective security measures shall be maintained for a period of time as a result of heightened risk of a transportation security incident.

MARSEC Level 3: further specific protective security measures shall be maintained for a limited period of time when a transportation security incident is probable or imminent, although it may not be possible to identify the specific target.

Continuity of Government and Continuity of Operations

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CONTINUITY OF GOVERNMENT (COG) AND CONTINUITY OF OPERATIONS (COOP) SUPPORT ANNEX

COORDINATING ORGANIZATIONS: **Mayor's Office**
Office of Emergency Management
Department of Information Technology

COOPERATING ORGANIZATIONS: **All City Departments**

I. INTRODUCTION

A. Purpose

1. To establish guidance that will enable the City Executive and City Council to continue to effectively govern in times of a major incident, disaster, or catastrophe.

2. To enable City departments to maintain essential services and operations during times of major incidents, disasters, or catastrophes.

3. To enable City departments to reestablish normal business functions and levels of service after a major incident, disaster or catastrophe.

B. Scope

This appendix applies to all City elected and appointed officials, and all City employees. It represents the City's primary policy guidance for continuity of government (COG) and continuity of operations (COOP).

II. REFERENCES

- The Charter of the City of Seattle
- RCW 35.32A.060, Emergency Fund
- RCW 35.41.050, Revenue Warrants
- RCW 35.58.180, General Powers of Corporation
- RCW 42.14.050, City or Town Officers
- RCW 42.14.070, Officers of Political Subdivisions
- RCW 42.14.075, Meetings of Governing Bodies of Political Subdivisions at Other Than Usual Places
- RCW 40.14.070, Destruction, Disposition of Local Government Records – Preservation for Historical Interest – Local Records Committee, Duties – Record Retention Schedules

- Executive Order re: Inclement Weather – Compensation
- Personnel Department Rules and Guidelines
- Federal Preparedness Circular 65 (www.fema.gov/txt/government/coop/fpc65_0604.txt)
- COOP Self-Assessment Tool (www.fema.gov/government/coop/coopassessment3.shtm)

III. SITUATION

A. Emergency/Disaster Conditions and Hazards

Major incidents, disasters, and even catastrophes are a recurring fact of living and doing business. Both globally and nationally, especially in the past decade, their frequency and costs have increased substantially. Their spectrum of causality can stem from nature, human-induced and technological mishaps, or even from acts of civil unrest, terrorism, subversion and war.

While we do not in most instances have the advantage of knowing when and where future occurrences will occur, nor how much destructiveness they might unleash, we can take prudent steps in advance to mitigate the most harmful effects and outcomes, sometimes substantially. Thus, by combining strong stewardship by City leaders in setting the proper tone, and by using and applying the guidance contained in the Seattle Hazard Identification and Vulnerability Analysis (SHIVA)[1] and the All-Hazards Mitigation Plan[2], together with effective maintenance of the City's emergency management program, we can reduce or moderate:

- Casualties,
- Infrastructure and property damage,
- Loss of services,
- Long-term economic disruptions,
- Human suffering, and/or
- Environmental destruction.

The SHIVA examines Seattle's vulnerability to a range of hazards that can occur locally, all of which represent potential sources for interfering with government's ability to conduct normal business. Further, and given language in The Charter of the City of Seattle and Seattle Municipal Code that confers special responsibilities on the City's public safety, transportation and

[1] www.seattle.gov/emergency/
[2] www.seattle.gov/emergency/

utility departments to respond to these hazards, a "duty" and "standard of care" are implied. It therefore is incumbent on all City departments, as a matter of law and public trust, to assure they do everything that is reasonable to maintain the capacity to sustain and perform essential services and operations at all times. Obligations aside, the ability to meet the many challenges that may arise can not be presumed unless:

- A solid framework of meaningful mitigation and preparedness measures are established,
- Established measures are periodically reviewed and tested for currency and effectiveness, and
- Most importantly, that established measures are made an integral part of every day department business and employee practices.

B. Assumptions

1. Departments will periodically examine the full extent of their exposure and vulnerability to disruptions that may be caused by or result from major incidents, disasters, and catastrophes as defined in Tab A of the Basic Plan, Seattle Disaster Readiness and Response Plan, Volume I.

   Based on this business impact analysis, they will take all reasonable steps to:

   - ✓ Protect critical assets.
   - ✓ Identify and sustain essential services and operations.
   - ✓ Have basic mechanisms in-place to return all services and operations to normal. This should be done in a priority order that wherever possible addresses the most serious and encompassing issues first; with emphasis on relieving the greatest hardships endured by the public.

2. Comprehensive provisions for the safety of employees at work, at home, in transit to and from, and the wellbeing of their immediate families shall be incorporated as a fundamental requirement for all department emergency preparedness planning.

3. Despite the best efforts of government a catastrophic disaster, as might be precipitated by an earthquake, pandemic, or terrorism, could cause delays in governmental response or the normal continuation of government services.

4. To offset any break in public services that may occur in a catastrophic disaster, the City maintains the Seattle Neighborhoods Actively Prepare (SNAP) and Business Outreach programs. Together, their focus is to help citizens, business and property owners, and institutions:

- Be prepared to care for themselves or their occupants for at least the first 72 hours after a disaster or catastrophe.

- Take advantage of current mitigation initiatives that can minimize the immediate and longer-term dangers and damaging and disruptive impacts of a disaster.

IV. CONCEPT OF OPERATIONS

A. General

Continuity of government and continuity of operations rely heavily on the ability of the City's elected and appointed officials to give appropriate emphasis, and to commit the necessary resources to assure that departments and commissions are capable of performing critical services and operations in a crisis. This can be a difficult undertaking as City employees, facilities and other assets are subject to the same dangers and interruptions as the public-at-large, and City employees may become victims too. It also presents the City government with the risk of temporarily losing or encountering significant delays in the delivery of goods and services provided by the private sector.

But, as public servants, all City officials and employees must be prepared to overcome the many potentially serious challenges that may suddenly face them -- ***so that any crisis situation can be stabilized at the earliest possible time, and the severity of adverse consequences and impacts can be minimized and eliminated***. None of this is very likely to happen if there are not well thought out and rehearsed plans and procedures in-place to effect an orderly restoration and recovery of government operations and services to normal levels. It is for this very reason that the Mayor requires each department and commission to maintain a current COOP plan, the generic outline for which (along with a web address for instructions) are represented in Tab A.

B. Continuity of Government and Continuity of Operations Model

Especially in today's environment with the ever-looming threat of terrorism, there are five essential elements for maintaining continuity of government and continuity of operations. These are individual preparedness, family preparedness, physical security, survivable operations, and sustainable command and control.

1. **Individual Preparedness:** The backbone for any emergency response is the people who must be available to perform those duties considered essential to respond to, support and manage a hazardous crisis. Individual preparedness means that the City's work force, particularly those that have been designated by their department head as essential workers, are:

   - Able to quickly recognize a direct threat to themselves or react to a warning of a direct threat,

- Able to take the correct protective actions to ensure their personal safety and to minimize the loss of property and valuables in their work space,
- Knowledgeable of their department's COOP plan and procedures, and
- Equipped with essential supplies for basic comfort and, if absolutely necessary, to enable them to remain in or near or rehabilitate from their work place for at least 72 hours.
- For more detailed guidance see Emergency Management's website at www.seattle.gov/emergency/

2. **Family Preparedness:** In any crisis that affects the community, it is human nature to immediately think about the safety and welfare of family members. That is why a family plan is so important in lowering anxiety levels and giving City workers a sense of confidence that their loved ones know how and are prepared to take care of themselves.

   Family preparedness involves planning for:

   - Making the home more resistant to damage;
   - Maintaining adequate stocks of emergency supplies, including the rotation and replacement of perishables and expendables;
   - How family members at home would seek protection, reduce or avoid further danger, and sustain themselves for at least 72 hours;
   - Relocation if the home is no longer habitable;
   - An out-of-state-contact to report family member status to if separated, and
   - Understanding the school and work place procedures that would be used to protect and care for family members at those locations.
   - For more detailed guidance see Emergency Management's website at www.seattle.gov/emergency/

3. **Physical Security:** The City has numerous variable-use facilities that are managed by six departments: Fleets and Facilities, Parks and Recreation, Seattle City Light (SCL), Transportation, Seattle Public Utilities (SPU), and Seattle Center. Their locations can be found in almost every part of the City. In addition both SCL and SPU own or lease substantial infrastructure outside corporate limits.

   While some of the City's infrastructure and assets are more critical or intrinsically valuable and some facilities more densely occupied or trafficked than others, it is important that every department assess the range of vulnerabilities that pose direct or indirect risk exposures

to their employees, property and work place environment. All potential hazards, including those that could result from criminal activity and in particular terrorism, should be taken into account.

To help departments do their assessment, Emergency Management has distributed multiple copies of the Jane's Facility Security Handbook to Disaster Management Committee members. Another valuable source that offers more in depth advice on infrastructure protection is the US Fire Administration Critical Infrastructure Protection Information Center (CIPIC), whose website is available at http://www.nipc.gov/index.html.

It should be the purpose of these assessments to allow department heads and senior managers to make prudent decisions on how to provide the best level of protection without unduly interfering with the conduct of City business. Whenever departments invest in new technology or equipment, relocate operations, or make capital improvements they need to reassess how they can eliminate or at least minimize any former or new vulnerability that may be created.

Finally, it must be impressed on employees that they are an essential part of physical security, and that they must be careful not act in a way that could compromise or disable the physical measures that are put in place.

NOTE: For an important insight on the vulnerabilities that terrorism may pose to the nation and especially to a major urban center like Seattle, the report by the National Academy of Sciences on Making the Nation Safer: The Role of Science and Technology in Countering Terrorism is recommended reading. It can be found by going to the National Academy Press website at http://www.nap.edu/books/0309084814/html/

A second report released by the U.S. Senate Joint Economic Committee contains two studies on critical infrastructure assurance. The first paper examines critical infrastructure assurance in general; the second looks at assuring critical services, which includes security, from an operational perspective. These documents can be found at http://www.house.gov/jec/security.pdf

4. **Survivable Operations:** Because of the mission and nature of City government and unalterable requirements for convenient public access, it is essential that we:

- Spend our efforts in making security as unobtrusive as possible.
- Ensure the loss of a vital capability in one location will not cripple the City's ability to sustain essential operations.

Departments, therefore, should as much as feasible look for ways to add redundancy to critical systems, and to disperse critical operations and assets in more than one location. Redundancy can include, but

not be limited to, having backup power and onsite fuel tanks, transfer switches, uninterruptible power supplies, hot sites, mirrored server sites, multiple communications links, alternate command and control facilities, laminated windows, caches of emergency supplies and water, etc. Critical assets and spare equipment and parts should be stored in different facilities and wherever possible in those having the highest level of security and protection. In addition, departments should thoroughly think through and practice plans and procedures for using backup systems and for relocating operations to secondary sites.

While first responders have always been mindful of the inherent job risks they face, the increased incidence of terrorism has added a new extreme dimension of danger. Today, when approaching and "sizing up" a scene, especially for suspicious objects or an explosion, or the apparent release of some form of disabling agent, responders must instinctively recognize the potential of a terrorist attack.

With this new and unprecedented level of threat, comes a new set of hazards posed by secondary devices that are intended to make responders, as well as those being rescued, part of the casualty count. Besides inflicting injuries or worse, secondary devices are purposely positioned, concealed and timed, so they interrupt, delay and damage emergency operations. Secondary hazards can also come from an environment that has been rendered unsafe or unstable to operate in, and that exposes responders to unacceptable risks.

Instilling this new mindset in first responders requires special training in new operational methods and strategies, especially in understanding, countering and defeating terrorist tactics and weapons of mass destruction. A central source for finding such training can be found on the US Justice Department Office of Domestic Preparedness website at http://www.ojp.usdoj.gov/odp/whatsnew/whats_new.htm

NOTE: To aid first responders and those in direct support, Emergency Management has distributed a limited number of copies of the Jane's Chem-Bio Handbook and Jane's Unconventional Weapons Response Handbook. This set of compact guides, which is designed for quick reference, contains easy to find information considered very helpful in developing protocols and tactical and operational plans for fire, police, health and hospitals.

5. **Sustainable Command and Control:** In the EOC, each responder position is staffed three deep so the chance of people not being available is minimized. It is also necessary to have multiple alternates to adequately staff the EOC on an around-the-clock basis for any crisis that lasts longer than eight hours. To ensure this is always possible, the Office of Emergency Management relies on ESF Coordinators to validate responder names and contact numbers on a monthly basis, in order to maintain the reliability of the EOC Callout Roster.

   Like the EOC, departments are expected to determine what duties are essential in an emergency. These duties need to be linked to positions

and functions and those persons best qualified to assume these roles must be identified as essential personnel. Again, like the EOC, these positions must have sufficient depth to ensure they can be readily staffed in an emergency, and that staffing levels can be sustained for extended operations.

Whenever authority is delegated, there needs to be specificity about how this is done to include:

- Who can accept what authority,
- When is authority delegated and under what circumstances,
- Boundaries and limitations of authority,
- Length of time authority will be maintained, and how it will be relinquished.

Department COOP plans must be kept current and must address how the department will function in an emergency. Tab A, that is entitled COOP Plan Template, was developed by the Department of Homeland Security to aid local governments organize and develop their department COOP plans.

For operational departments especially, it is of utmost importance that their first responders and field crews be prepared to use the Incident Command System, to include the ability of integrating responders from mutual aid and supporting organizations and where necessary forming a Unified or Area Command. Similarly, it is essential that departments are ready to activate their operations centers, and are capable of effectively managing those operations center responsibilities required on page 32 of the Basic Plan, Volume I of the Seattle Disaster Readiness and Response Plan.

C. Preemptive Actions

1. Warning

As is more thoroughly explained in the Warning Support Annex, there are some hazards that can be forecasted up to days in advance. Others that occur as a random event, but which are discovered at an early stage, can allow for their behavior and pathways to be predicted. It is also possible in some cases to learn of the plans of a terrorist organization, or some other group, to commit criminal acts that would harm the public, damage or destroy property, and/or damage the environment.

Depending on the nature of the threat, departments can receive warning in various ways:

- Weather events are broadcast over the media, websites, and through other more discreet means, and normally allow the greatest amount of time to take protective measures.

- The discovery of an explosive device or the release of a hazardous material offers a much shorter time to react, but there still can be window of opportunity to take actions that will save lives and minimize the damaging effects that could result.

- The federal government in response to the heightened terrorism threat has created the Homeland Security Advisory System (See Homeland Security Presidential Directive (HSPD)-3, as amended in HSPD-5). Its design and implementation signifies five levels of threat conditions, each of which represents a graduated increase in urgency and gravity. With each upgrade in threat level, it is expected that government, business and the public would exercise a greater degree of vigilance for suspicious activities, and in measurable stages take appropriate precautionary actions that would reduce vulnerabilities.

  Depending on the nature and specificity of the threat as it relates to and affects the City, the Warning Support Annex contains the corresponding measures that have been pre-identified for City departments to initiate for each of the five threat levels, once they are authorized by the Mayor.

  More details can be found on the White House website at http://www.whitehouse.gov/news/releases/2002/03/20020312-5.html.

2. Protective Measures

   a. Departments in their COOP plan should specify what they would do to increase their level of preparedness, based on the nature and immediacy of the threat.

   b. Anytime the City receives warning of a threat that could affect Seattle, the Emergency Management Staff Duty Officer will perform those functions required for the EOC to increase readiness to an appropriate mode. (See Basic Plan, Figure 29 of the Seattle Disaster Readiness and Response Plan, Volume I, and the ESF-5 Annex, Volume II).

   c. Anytime the federal government uses the Homeland Security Alert System to announce an Elevated (Yellow) or High (Orange) condition of alert that is likely to involve Seattle, the EOC readiness will be increased to at least an Emergency Management Increased Readiness Mode.

   d. Anytime the federal government uses the Homeland Security Alert System to announce a Severe (Red) condition of alert that

is likely to affect Seattle, the EOC readiness will be increased to at least a Major Incident Mode.

D. Local Policies

1. **Lines of Succession:**

   a. **Mayor:** "In case of the absence of the Mayor from the City, or if he or she from any cause be incapacitated from acting, the President, or in case of his or her disability of absence, the acting president of the City Council shall act as Mayor, and for the time being exercise of all his or her powers."[3]

   b. **Mayor and Other Elective Offices:** "If the office of Mayor shall become vacant, the President of the City Council shall become Mayor; provided, that said President may within five days of such vacancy decline the office of Mayor, in which event the City Council, shall within twenty days thereafter, proceed to select by ballot a person to fill such vacancy, who shall possess the qualifications required for election to such office; such selection to be effective only upon the affirmative vote of a majority of all members of the City Council. If any elective office shall not be filled with twenty days after it becomes vacant, the City Council shall meet and ballot at least once each day, excluding Saturdays, Sundays and legal holidays, until such vacancy has been filled."[4]

   c. **Appointed Officials:** "If any appointive office shall become vacant, the same shall, except as is otherwise provided in this Charter, be filled in the same manner as if at the beginning of the term, and the person appointed to fill the vacancy shall hold office for the unexpired term."[5]

2. **Backup Facilities:** Departments have the responsibility for determining critical functions and facilities that are vital to sustaining their operations, and deciding how best to reconstitute them if necessary. The Fleets and Facilities Department is available for consultation and help in finding suitable facilities, to include the temporary use of existing city sites that can be converted to accommodate essential emergency operations. They also maintain an inventory of space assets that can be used for relocation of the Mayor's Office, the City Council, and the Emergency Operations Center. For more information see the Facilities Appendix to the ESF-7 Annex.

3. **Emergency expenditures:** In any serious crisis departments can find themselves in a situation where they have to purchase or otherwise

[3] Section 9, Article V, Charter of the City of Seattle
[4] Section 6, Article XIX, Charter of the City of Seattle
[5] Section 6, Article XIX, Charter of the City of Seattle

secure services and resources they don't have on hand or in adequate supply. So long as it is possible, departments will use normal and/or emergency contracting procedures. Sometimes, however, an extreme urgency can require the Mayor's intervention to waive normal contracting practices, or require the Department of Executive Administration Director to temporarily increase credit card limits or the City Council to approve an emergency increase department budgetary authority. For specific guidance on how to resolve critical procurement demands, departments should review the Resource Support Operations Center Appendix C to the ESF-7 Annex.

4. **Disaster Response by City Employees:** The ability of the City's work force to staff essential functions during a crisis is vital in enabling the City to effectively respond to the safety and service demands that can be created. Department heads must acquaint themselves with Personnel Department Rules and Guidelines (available on the inweb), which explain how to manage City employees when the safety of the workplace is threatened or when the ability of employees to safely get to and from their workplace is too risky.

5. **Temporary Closure of City Facilities or Curtailments in Access:** There are times when City facilities are temporarily closed because it would be unsafe to expose City employees to hazards that could affect employees getting to and from work, or from a threat that would affect their work place. The Mayor is the primary authority for making such decisions, and when there is adequate forewarning and time the Mayor will announce his decision and use all means available to advise employees and the public. The most easily recognized example has been closures for snowstorms. However, there are other circumstances, which have occurred. During the WTO there was a lockdown of some City buildings to protect employees and prevent damage and occupation by people who had engaged in property destruction. In another instance, the former Seattle Police Department Communications Center was relocated because of air quality concerns in their facility.

   Because the safety of employees and the public who use City buildings is the ultimate concern and because some threats require immediate action, the City's policy is flexible enough to allow department heads or building management officials to order those measures that would be most prudent. At the same time or at the soonest time possible, the facts of the situation and the precautionary steps that were taken must be communicated to the Mayor. It shall be the Mayor's prerogative to concur, or to order another course of action and to ensure the public is given appropriate information.

   The specifics of when and how departments will manage situations that require closing or restricting access to City facilities shall be covered in department COOP plans and the Facilities Support Appendix to ESF-7.

E. Direction and Control

1. The Basic Plan describes the City's emergency management system, which includes the organization, policies and procedures that will be used to direct and control any form of crisis that involves a multi-agency response and/or the activation of the EOC.

2. The Direction and Control Support Annex supplements the Basic Plan, and gives specific guidance on the information management practices that will be used to maintain situational awareness across the City's departments and the EOC, in addition to the management, decision making and inter-jurisdictional coordination practices that will be adhered to in the EOC.

V. ASSIGNMENT OF RESPONSIBILITIES

A. During the Mitigation Phase of Emergency Management

1. All City Departments and Commissions

   a. Will conduct periodic "hazard hunts" and "risk assessments" of all facilities and offices to identify potential sources of harm to occupants and/or property. Typical examples may include:

      - Storage of toxic or flammable substances,
      - Non-structural fixtures or furnishings that could collapse or topple over,
      - Faulty procedures or practices.

   b. Take prudent steps to eliminate or control all existing hazards or risks.

   c. Ensure that protection and survivability of critical assets are given due consideration in the strategic planning and budget process.

2. Department of Executive Administration, Risk Management Division

   In developing policy and guidelines for the City to follow in risk management, ensure due consideration is given to formulating and promoting mitigation opportunities that create safer and pollution-free work environments, and reduce the City's exposure to:

   a. Workplace hazards that could cause injuries/deaths that can result in compensation claims and lost productivity.

   b. Damage and/or destruction of property, which can result in disruptions or stoppages of services and revenues.

c. Maintain the City's catastrophic insurance policy.

3. Finance Department

Maintain the City's Emergency Fund.

4. Fleets and Facilities Department

a. Provide planning assistance to departments in finding and establishing alternate work sites.

b. Oversee an ongoing program to evaluate the structural integrity of City-owned buildings, using standards such as the 2003 iteration of the International Building Code (IBC).

c. In combination with the Department of Planning and Development, develop a citywide strategy to invest in capital improvements that can in an earthquake, civil disturbance or terrorist attack:

- Maximize the safety of building occupants.
- Provide a level of structural soundness and damage resistance that is appropriate for each building's specific function and type of occupancy.

d. Continue to work with City departments in evaluating the need for, siting, and installation of emergency generators and/or transfer switches.

5. Personnel Department

Through the Safety Committee work with and assist City departments with workplace safety and accident prevention policies and programs.

6. Department of Planning and Development

a. Ensure available information on hazards and their probability of risk to the local population and environment are used as planning factors in developing land use and zoning policies.

b. Act as lead in developing a City seismic hazard reduction process.

B. During the Preparedness Phase of Emergency Management

1. City Departments and Commissions

a. Department heads will ensure:

- The department COOP plan is maintained and exercised.

- Emergency duties and essential positions are identified, and assignments including a primary and two alternates are made.
- Delegations of authority are clearly explained as to when they will occur and the extent of authority accorded to each position.
- All persons assigned to an essential position are trained; that necessary monitoring, testing, and refresher training is conducted to assure an adequate level of readiness.
- Provisions are in place to project replacements for persons vacating essential positions, and that this is foreseen early enough to allow replacements to be trained before they assume the essential position.
- Protocols for Operations Center functions are in place and up to date.
- Department materials maintained in assigned file cabinets in the EOC are current, and adequate to enable EOC responders to effectively perform their assigned tasks.
- Adequate mutual aid and/or inter-local agreements are established and maintained.
- Anticipated emergency resources that cannot be met through normal means or aid agreements are identified to the Department of Executive Administration or the ESF-7 Coordinator.
- Appropriate emphasis is given to:

  1) Developing and maintaining a capacity for 72-hour preparedness among employees, and within facilities.

  2) Non-structural mitigation to protect employees, clients and visitors, and to prevent damage to equipment and other property.

2. Law Department

   As requested, assist departments with mutual aid and inter-local agreements.

3. Department of Executive Administration

   a. Based on input received from departments, add to blanket contract list or negotiate other arrangements to obtain emergency resources that are likely to be needed in a serious emergency.

b. Maintain a record storage facility for use by departments.

c. Maintain backup payroll procedures in coordination with ADP, the City's privately contracted payroll service.

d. Maintain emergency check writing plan and ensure continued secure storage of paper checks; be prepared to expand expenditure limits of credit cards issued to departments to accommodate emergency spending needs.

e. Periodically review plans for ensuring emergency cash flow in coordination with the City's banking institutions, including plans to staff accounting functions in alternate locations in the case of a disaster.

f. Maintain backup procedures for Summit, the City's financial management system.

4. Fleets and Facilities Department

a. Be available to advise departments on alternate facilities.

b. Maintain backup facilities for the Mayor's Office, City Council and the EOC.

c. Assist departments with backup power requirements.

5. Department of Information Technology

a. Offer departments the means to obtain protected storage of back-up magnetic data records.

b. Assist departments in securing electronic data systems.

c. Assist departments in making their voice systems more robust and redundant.

6. Seattle Police Department, Office of Emergency Management and Homeland Security Bureau

a. Provide guidance, as requested, to help departments/commissions maintain COOP plans.

b. As requested, assist departments/commissions in delivering training to their employees for 72-hour preparedness and for performing duties in the EOC.

c. As requested, assist departments/commissions with security surveys of their facilities.

C. During the Response Phase of Emergency Management

1. City Departments and Commissions

   a. Be able to take pre-planned precautionary measures upon receipt of warning that a threatening hazard is imminent. Anytime the EOC is activated the measures taken will be reported using the Size-up Summary Report (See Direction and Control Annex, Volume II).

   b. Be able to rapidly assess and report the condition and capability of the department after the onset of a major emergency or disaster. (See Direction and Control Annex).

   c. Be able to reconstitute department resources/services that become impaired or damaged from the effects of a major emergency or disaster.

   d. Be able, as needed, to administer the scheduling of round-the-clock shifts to support periods of extended operations.

   e. Be able to readily mobilize and dispatch emergency personnel to perform mission essential functions, plus be able to monitor, support and document emergency activities for as long as they remain in service.

   f. Be able to recognize situations and requirements that need to be coordinated with, or referred to, other operations centers, or the EOC.

   g. If appropriate, be capable of fulfilling all responsibilities required of a "lead agency" –- (department with primary functional responsibility), including the establishment of the Incident Command System (ICS).

   h. As appropriate and whenever requested, be capable of supporting a multi-agency response, including integration of first and second responders into the ICS.

2. Seattle Police Department, Office of Emergency Management

   a. The Emergency Management Staff Duty Officer will be available on a 24/7 basis to receive warning notification and ensure further dissemination within the City as called for in the Warning Annex, Volume II.

   b. The Emergency Management Director will direct staff to activate the EOC at the appropriate mode, and callout ESF Coordinators using those procedures described in the Warning Annex.

D. During the Recovery Phase of Emergency Management

Refer to guidance in the Basic Plan (Volume I) and the ESF-14 Annex, Long-Term Community Recovery and Mitigation (Volume II) of the Seattle Disaster Readiness and Response Plan.

VI. ADMINISTRATION AND LOGISTICS

A. Administration

1. Every department COOP plan will be reviewed at least once a year or more often if warranted, to ensure it reflects the status of significant changes that have occurred in the department. Special attention should be paid to:

   - Staffing
   - Organizational alignments and assignments
   - Changes in delegations of authority, or the circumstances in which this would occur
   - Facility utilization
   - Equipment, material and stock inventories
   - Disposition of critical assets
   - Mutual aid and inter-local agreements
   - Legal requirements, policies and procedures
   - Introduction of survivability enhancements
   - Upgrades in systems
   - Additions or deletions to mission

2. It will also be updated whenever necessary to ensure consistency and compatibility with the Seattle Disaster Readiness and Response Plan.

3. The department COOP plan will be given ample distribution and notice within the department to ensure it is easily accessible to all employees, and that its locations are common knowledge.

B. Logistics

1. Mutual Aid and Inter-Local Agreements

   a. It has been found in analyzing past disasters that the ability to both readily acquire and apply resources, at the most

opportune time, can have a profound impact on the outcome of events. Most departments, for fiscal reasons, only maintain a level of resources sufficient to support routine daily operations. A major incident, disaster or catastrophe, by its very nature and definition, is an extraordinary event. Consequently, such an event can very quickly exhaust the limit of normal resources. In recognition of this fact, some departments have developed mutual aid compacts with counterpart agencies in neighboring and regional jurisdictions.

b. Because this can be such a crucial issue, all departments must periodically re-examine the adequacy of arrangements they have made to access and apply the full range of resources they could have need of in a major incident, disaster or catastrophe. In most cases, departments will find that they will have to rely on sources that are both internal and external to the department.

External sources must be referenced in protocols, so responsible officials in the department will know where and how to request help that may come from:

- Other city departments, or through the Emergency Management Staff Duty Officer
- Mutual aid and other inter-local agreements
- Pre-arranged contracts with commercial vendors

c. It shall be the responsibility of all departments to identify the external resources needed for their emergency response. In the case of mutual aid or inter-local agreements, the department with the help of the Law Department will negotiate, draft, and formalize acceptable accords.

For commercial pre-arrangements with the private sector, departments will follow the City's standard contracting procedures for procuring goods and services set forth by the Purchasing Services Division of the Department of Executive Administration.

Departments should be aware that, in the event of a Presidential Disaster Declaration (PDD), the City may be eligible for state/FEMA reimbursement of costs related to mutual aid if the following conditions are met:

(1) The agreement is in writing and in effect prior to the disaster;

(2) The City was charged for mutual aid services per the agreement;

(3) The agreement does not include a clause that specifies payment only upon receipt of FEMA funds;

(4) The City can document the payment for services.

d. While mutual aid and inter-local agreements or pre-arrangements with the private sector can provide departments with a much needed boost in capacity, serious thought must be given to considering the effects of a hazard that could impact multiple jurisdictions simultaneously. Obviously, such an event would severely restrict the availability of mutual aid with nearby jurisdictions. It would also likely cause a spiraling competition among governments and the private sector for the same resources. To avoid the shortages that would result, departments and the Purchasing and Contracting Services Divisions of the Department of Executive Administration must give appropriate thought to:

- Looking beyond the Puget Sound Region to locate suppliers.
- Conclude multiple agreements to ensure as much as possible that an available source can be found when needed.

e. For more information, refer to the Resource Support Operations Center Appendix C to the ESF-7 Annex.

2. Safeguarding Critical Assets

a. Real Property, Equipment, and Supply/Inventory Assets

1) Aside from seismic retrofitting of structures and non-structural mitigation of building interiors, additional measures must be taken to ensure physical assets are protected, deployable, and secure. Location and distribution are extremely important. While a building, as well as its contents, may survive unscathed, its utility would be severely diminished if damage to surrounding environs caused access to be blocked. Similarly, and especially because of Seattle's topography and confined geography, departments must take into account how their critical resources are dispersed.

2) Fire is an example of a department that has been farsighted enough to realize there are areas of the City that might become temporary islands in an earthquake. Knowing that in such an eventuality the ability to move apparatus freely would likely be restricted for a significant period, they have repositioned suppression and other specialized units within these probable isolation zones to temporarily operate

without immediate backup. Other departments should take heed of this approach and adjust their situation accordingly.

3) Security is another issue that can arise, and must be planned for. Because of limitations in staffing and because of potential obstacles to travel, it is impractical to think the Seattle Police Department is going to be capable of providing all the necessary support. Departments would be better served to think of security in terms of:

- Barriers that might be constructed
- Installation of security devices such as cameras, electronic security systems, or private security services

b. Records

1) The following vital records storage services are available to City departments:

- For documents and other paper records, the Department of Executive Administration maintains the Record Storage Center at 2029 15th Ave W, Seattle, WA 98119.
- For videos, tapes, disks, etc., the Department of Information Technology can arrange for protected storage with vendors that specialize in magnetic data mediums.

2) Section 40.10.010, RCW, states that: "Local government offices may coordinate the protection of their essential records with the state archivist as necessary to provide continuity of local government under emergency conditions". Section 40.10.020 goes on to further state that: "The state archivist is authorized to reproduce those documents designated as essential records by the several elected and appointed officials of state and local government by microfilm or other miniature photographic process and to assist and cooperate in the storage and safeguarding of such reproductions in such place as is recommended by the state archivist with the advice of the director of community, trade, and economic development".

c. Backup Power

Departments should consult the Fleets and Facilities Department for assistance in determining backup power requirements, and arranging installation of permanently mounted auxiliary generators or transfer switches (preferably with an automatic bypass) for connection with mobile units.

d. Backup Communications

Departments should consult the Department of Information Technology (DoIT) in determining backup radio and telephone communication requirements, hardening vulnerable components of existing systems, and securing any additional equipment that is recommended.

e. Security of Electronic Data Systems

Departments should contact DoIT for help any time there is a question of securing electronic data systems and building adequate firewalls to prevent unauthorized intrusions or cyber attacks. DoIT can also offer help in finding hot sites, in addition to protecting against viruses, hardening servers, and setting up mirror servers.

VII. TAB

TAB A – COOP PLAN TEMPLATE

TAB B – GENERIC CONTENT GUIDE FOR DEPARTMENT COOP PLANS

TAB A

Continuity of Operations (COOP) Plan Template

Federal Emergency Management Agency
500 C ST, SW
Washington, D.C. 20472

FEMA

OVERVIEW

This template provides a structure for formulating a Continuity of Operations (COOP) Plan according to *Department of Homeland Security (DHS) Headquarters Continuity of Operations (COOP) Guidance Document, dated April 2004*. This template is designed to accompany the *Continuity of Operations Template Instructions*, which consists of general guidance and sample language for reference. Organizations are encouraged to tailor COOP Plan development to meet their own needs and requirements. The instructions for the template can be downloaded at the Federal Emergency Management Agency (FEMA) Office of National Security Coordination (ONSC) website at the following address: http://www.beta.fema.gov/test/ns/index.shtm

Questions concerning this template can be directed to:

Office of National Security Coordination

Federal Emergency Management Agency

500 C Street, SW

Washington, DC 20472
(202) 646 3754

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I. Executive Summary
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II. Introduction
Text Here

III. Purpose
Text Here

IV. Applicability and Scope
Text Here

V. Essential functions
Text Here

Priority	Essential Functions
1	
2	
3	
4	
5	
6	

VI. Authorities and References
Text Here

VII. Concept of Operations
Text Here

A. Phase I: Activation and Relocation
Text Here

1. Decision Process
Text Here

2. Alert, Notification, and Implementation Process

Text Here

3. Leadership

a. Orders of Succession

Text Here

Successors

b. Delegations of Authority

Text Here

c. Devolution

Text Here

B. Phase II: Alternate Facility Operations

Text Here

1. Mission Critical Systems

Text Here

System Name	Current Location	Other Locations

2. Vital Files, Records, and Databases
Text Here

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location

C. Phase III: Reconstitution

Text Here

VIII. COOP Planning Responsibilities

Text Here

Responsibility	Position

IX. Logistics

A. Alternate Location

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B. Interoperable Communications

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X. Test, Training, and Exercises

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XI. Multi-Year Strategy and program Management Plan

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XII. COOP Plan Maintenance

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Annex A: Authorities and References

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Annex B: Operational Checklists

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Annex C: Alternate Location/Facility Information

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Annex D: Maps and Evacuation Routes

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Annex E: Definitions and Acronyms

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TAB B
GENERIC CONTENT GUIDE FOR DEPARTMENT COOP PLANS

I. EXECUTIVE SUMMARY

Brief narrative of the goals and objectives (refer to COG and COOP Support Annex for suggestions) of the plan, followed by:

- ✓ ***A short description of the plan's triggers/key features/components/assignments;***
- ✓ ***A summary overview of the plan's application and concept of operations.***

II. INTRODUCTION

In particular:

- ✓ ***Give the underlying rationale and degree of importance for the department to be able to sustain its essential functions;***
- ✓ ***Identify the critical roles the department contributes in enabling the City to effectively contain, stabilize, control, remediate, and recover from exposures outlined in the Seattle Hazard Identification and Analysis;***
- ✓ ***Identify any limitations.***

III. PURPOSE

- ✓ ***To establish guidance that will enable the department to effectively sustain its essential functions during a major incident, disaster, or catastrophe.***
- ✓ ***To enable the department to recover and reestablish normal business functions and levels of service that have been directly or indirectly***

interrupted by the damaging effects of a major incident, disaster, or catastrophe.

IV. APPLICABILITY AND SCOPE

This plan applies to all department personnel, and formally establishes the critical practices, operational procedures, and means for how:

- ✓ ***The department will prioritize and sustain essential functions;***
- ✓ ***Overcome interruptions;***
- ✓ ***Recover and reestablish normal business functions and levels of services;***
- ✓ ***Resolve capability gaps.***

V. ESSENTIAL FUNCTIONS

Those functions that provide for:

- ✓ ***Vital services;***
- ✓ ***The exercise of civil authority;***
- ✓ ***The maintenance and wellbeing of employees and general populace;***
- ✓ ***The ability to sustain critical City services and operations, including infrastructure;***
- ✓ ***The ability to minimize disruptions in the industrial and economic base;***
- ✓ ***The ability to mitigate conditions that adversely affect the social order and environment.***

VI. AUTHORITIES AND REFERENCES

- ✓ ***These are dependent on the department, and the specific legal responsibilities mandated by law or assigned in the Seattle Disaster Readiness and Response Plan.***

- ✓ ***Some of the authorities and references that may apply are listed in the Seattle Disaster Readiness and Response Plan, Basic Plan, and the COG/COOP Support Annex.***

VII. CONCEPT OF OPERATIONS

A. PHASE I: Activation and Relocation

1. Decision Process

- ✓ ***Command and Control organization;***

- ✓ ***Data sources and methodology for assessing and analyzing ("sizing-up") the threat and its immediate and residual impacts;***

- ✓ ***The triggers for implementing this plan, or portions thereof;***

- ✓ ***Critical decision points, and action options;***

- ✓ ***The sources of authority to make each of the critical decisions identified.***

2. Alert, Notification, and Implementation Process

- ✓ ***Explain how alert and notification will be received from sources outside the department (Refer to Warning Support Annex);***

- ✓ ***Explain how the process will be implemented internally.***

3. Leadership

a. Order of Succession

- ✓ ***Should be three deep for every leadership and supervisory position, as well as for critical technical positions.***

b. Delegations of Authority

- ✓ ***Needs to spell out:***
  - ❖ ***Who can accept what authority;***
  - ❖ ***When is authority delegated and under what circumstances;***
  - ❖ ***Boundaries and limitations of authority;***
  - ❖ ***Length of time authority will be maintained, and how it will be relinquished.***

c. Devolution

- ✓ ***Describe the direction and control system (e.g., ICS) that will be used in the department to implement this plan;***
- ✓ ***Describe the process for the management/administration of critical decisions;***
- ✓ ***Specify spontaneous (pre-authorized) actions, to include when and how they will occur;***
- ✓ ***Specify and describe how more deliberate directed actions will be implemented;***

- ✓ ***Specify the procedures and process for quickly and safely implementing a warning alert for building lockdown, shelter in-place, or evacuation;***

- ✓ ***Specify the procedures and process for implementing an emergency order for suspension of operations in non-essential facilities and offices, and for implementing social distancing measures.***

B. PHASE II: Alternate Facility Operations

1. Mission Critical Systems

- ✓ ***Identify what they are;***

- ✓ ***How they will be reconstituted at an alternate site;***

- ✓ ***Arrangements made for external help.***

2. Vital Files, Records, and Databases

- ✓ ***To be determined by the department based on their specific requirements;***

- ✓ ***DoIT is available to provide assistance.***

C. PHASE III: Reconstitution

- ✓ ***Describe how this will be accomplished in the department, and by whom;***

- ✓ ***Identify the specific resources that will be required, and how they will be:***

  - ❖ ***Obtained,***
  - ❖ ***Stored,***
  - ❖ ***Relocated,***
  - ❖ ***Staged,***

- ***Operationalized,***
- ***Deployed, and/or***
- ***Employed.***

✓ ***Determine if certain resources require specific technical skills to set-up and operate, and how this will be made available and supported.***

✓ ***Determine what safety and security requirements will be necessary, and how this will be established and supported.***

✓ ***Explain the fiscal implications; sources of unbudgeted funding/payment, to include record keeping and accountability mechanisms;***

✓ ***Establish how reconstitution efforts will be prioritized, and by whom.***

VIII. COOP PLANNING RESPONSIBILITIES

From the department head on down through the department hierarchy describe the responsibilities assigned to individuals, department sections, or units.

IX. LOGISTICS

A. ALTERNATE LOCATION(S)

✓ ***Identify facility(ies);***

✓ ***Identify functions that will be housed in each facility;***

✓ ***Specify the arrangements for access to each facility, including the provision of utilities or generators (and fuel);***

✓ ***Specify transportation arrangements, and how this will be accomplished and by whom;***

- ✓ ***Develop floor plans with fixture and equipment layouts;***

- ✓ ***Develop maps with driving directions to assure there will be no question about how to get to alternate sites. Plan for multiple routes in the event there is damage or traffic impediments to roadway structures.***

B. INTEROPERABLE COMMUNICATIONS

- ✓ ***Identify those telecommunications and radio systems and redundancies that are available;***

- ✓ ***Establish how, for what purpose, and by whom each of these systems will be used;***

- ✓ ***Designate the primary systems to be used, to include available secondary and tertiary backups.***

X. TESTING, TRAINING, AND EXERCISING

- ✓ ***Describe how this will be accomplished in the department;***

- ✓ ***Identify the types of training that will be required, including courses that may be linked to NIMS.***

- ✓ ***Attach an annual schedule for testing, training, and exercising that is compatible with the City's master schedule. See Training and Exercising Support Annex.***

XI. MUTLI-YEAR STRATEGY AND PROGRAM MANAGEMENT PLAN

- ✓ ***Determine how limitations and shortfalls will be addressed in future years;***

- ✓ ***Explain how the department will determine what their strategy will be, to include those responsible***

for determining needs and for deciding on what actions will be taken, in what order, and when.

XII. COOP PLAN MAINTENANCE

- ✓ ***Describe how and how often this plan will be reviewed and updated.***
- ✓ ***Assign the responsibility for maintaining the plan and the decision making process for approving updates.***

XIII. INDEX OF TABS

A. Operational Checklists
B. Alternate Location/Facility Information
C. Maps and Evacuation Routes

Training and Exercising

< Back to Table of Contents

COORDINATING ORGANIZATION: Office of Emergency Management

COOPERATING ORGANIZATIONS: All City Departments, Commissions, and External Support Organizations

I. INTRODUCTION

A. Purpose

1. To provide guidance on emergency management and homeland security training, and how it will be delivered to develop and sustain the professional development and readiness of personnel from the Office of Emergency Management (OEM) and from cooperating organizations to mitigate, prepare for, respond to, and to recover from a major emergency or disaster -- including one of catastrophic proportions.

2. To provide guidance on how the City's emergency management exercise program will be administered, and how Disaster Management Committee approved exercises will be developed, conducted, and evaluated, to include how improvement plans will be used to redress identified problem areas.

B. Scope

This annex applies to the staff of the OEM and to all City departments, commissions, and to external cooperating organizations that have agreed to provide support and assistance to the city in time of a major emergency or disaster.

II. POLICIES

- Seattle Municipal Code Chapter 10.02.060B2 and 3
- Washington Administrative Code Chapter 118-30-060(2)(x)
- Mayor's Executive Order 02-05, National Incident Management System (NIMS)
- City of Seattle NIMS Implementation Plan
- Homeland Security Presidential Directive (HSPD) – 5, Management of Domestic Incidents
- Homeland Security Exercise and Evaluation Program (HSEEP) Volume I, Overview and Doctrine
- HSEEP Volume II, Exercise Evaluation and Improvement
- HSEEP Volume III, Exercise Development Manual

- HSEEP IV, Sample Exercise Documents and Formats

III. CONCEPT OF OPERATIONS

A. General

Regular training and exercising are core activities that underpin a citywide effort to build the capacity to effectively deal with any major emergency or disaster. Broadly speaking, such training addresses the four traditional phases of emergency management; with the introduction of the National Incident Management System (NIMS), a new and fifth phase of prevention was added.

Training and exercising are intended to be complementary, with training comprising the educational component and exercising serving as the validation component. Both are designed and targeted to achieve greater preparedness of the City's public and private sectors.

The primary objective of public sector training is to empower city employees -- by giving them the tools and knowledge to perform their respective roles and responsibilities for emergency management. Once training is delivered it is expected that its practical application will result in sustained efforts to upgrade department continuity of operations (COOP) and risk management strategies, business practices, resources, and plans. Moreover, in a larger sense, it is expected that departmental efforts will be consistent with and merged into the City's integrated emergency management system (IEMS) -- *thereby moving the City closer to attaining the Mayor's goal for making Seattle "the best prepared city in the nation".*

Department heads must recognize that pursuit and accomplishment of the Mayor's goal are an incremental process that starts with a training needs assessment. From results identified in this assessment, it will be possible to derive the specific requirements for a department homeland security and emergency management training regimen -- that must be programmed and budgeted for. Having done that, it must be made available and delivered in a timely manner to those assigned responsibility to implement the department's emergency management program. An important part of the delivery is to make sure that it becomes a continuous activity, so that over time competencies will be built and proficiency levels maintained. It will also be necessary to take into account the normal cycle of staffing moves and turnovers that affect training maintenance in the work force.

The private sector can be a key asset in aiding the government and the greater community whenever a major response to an emergency or disaster is required. Just like with City government, it is essential for the OEM to exert leadership by advocating and offering the training and exercise opportunities for citizens, institutions, building owners and businesses to enable them, their occupants, employees and their families to be equipped and ready to take care of their basic survivability and business resumption needs. The more firmly this capability can be established in the community, the easier it is for the City to direct its limited resources to do the most good for those who are at greatest risk.

B. Training

While the OEM has the primary coordinating role with respect to NIMS and emergency management training, the OEM – especially because of its limited budget and staffing resources -- must rely on the "good will" of each department head, institutional and business chief executive, and every citizen to work with a common collaborative purpose, i.e., as a community at-large to achieve and sustain the necessary level of preparedness.

With the exception of specialized training given to the City's Emergency Operations Center responders, the following categories of training are currently available and recommended to both public and private sectors:

1. Professional Development Series (PDS) Training: This training is developed and offered by the Emergency Management Institute (EMI) and is designed to train practitioners and other interested people in the fundamentals of emergency management. There are two levels, the PDS and the Advanced PDS, which can be taken in classes offered by the Washington State Emergency Management Division (EMD), or as online independent study. There are seven required courses that comprise the PDS. These are: Principals of Emergency Management (IS-230), Emergency Planning (IS-235), Effective Communication (IS-242), Decision Making and Problem Solving (IS-241), Leadership and Influence (IS-240), Developing and Managing Volunteers (IS-244), and Exercise Design (IS-139). The foregoing are prerequisites for taking the Advanced PDS, which is comprised of the following five required courses: EOC Management and Operations (G-275), Incident Command System/Emergency Operations Center Interface (G-191), Rapid Assessment Workshop (G-250.7), Recovery from Disaster, the Local Government Role (G-270.4), and Mitigation Planning Workshop for Local Governments (G-318). To complete the Advanced PDS an additional five elective courses must be taken (there are a total of 16 elective courses to choose from). The EMI offers a Certificate of Completion for the PDS and the Advanced PDS.

   For those interested in any of the above courses, they are available by:

   - Taking courses through independent study online by going to http://training.fema.gov/EMIWEB/IS.
   - Submitting an enrollment application to the EMD by going to their website at http://emd.wa.gov/3-pet/ent/calendars/trng-calendar.htm.

2. Resident Emergency Management Institute (EMI) Training: The EMI is located in Emmitsburg, MD. Numerous resident courses held at both the EMI campus and the EMI-managed Noble Training Center (NTC) in Anniston, AL are offered to emergency managers and other officials from government, Non-government Organizations (NGOs), and the private sector in the following areas: Integrated Emergency Management, Mitigation, Preparedness and Technology, Disaster Operations and Recovery, Master Trainer, and Professional Development. For more

information to include more background on the EMI and NTC, the EMI Resident Schedule, and the process for enrollment go to http://training.fema.gov/emiweb/.

3. National Incident Management System (NIMS) Required Training: NIMS represents a national standard for the integration and interoperability of emergency management at the federal, state, county and municipal levels of government. When the Mayor committed the City to the implementation of these standards by Executive Order 02-05, on June 6, 2005, it became a mandate for appropriate personnel from all City departments to fulfill these requirements -- which are laid out in the City of Seattle NIMS Implementation Plan.

   One essential component for complying with the NIMS standard, and for continuing the City's eligibility to receive grant funding from the Department of Homeland Security (DHS), is the completion of the following NIMS courses by City personnel, i.e., based on their assignment in their department emergency preparedness plan:

   a. IS-700, NIMS Introduction: All current City employees whose emergency duties require them to perform as first responders, department operating center (DOC) responders, or EOC responders were to have completed this course by September 30, 2005. New employees or other members of a department, who have replaced persons previously assigned to these duties, must complete the IS-700 course within one year of their assignment.

   b. IS-800, National Response Plan: This course is required of OEM professional staff only, and completion is required before September 30, 2006. Any newly hired professional staff will be required to complete this course no later than one year after their date of hire.

   c. IS-100, Introduction to the Incident Command System (ICS): All current City employees whose emergency duties require them to perform as first responders, DOC responders, or EOC responders must have completed this course or an acceptable equivalent by September 30, 2006. Any replacement personnel will have to take this course within one year of their assignment.

   d. IS-200, ICS Basic: All current City employees whose emergency duties require them to perform as first responders, DOC responders, or EOC responders must have completed this course or an acceptable equivalent by September 30, 2006. Any replacement personnel will have to take this course within one year of their assignment.

   e. IS-300, ICS Intermediate: City employees assigned to perform as an Incident Commander or the EOC Director, or as General or Command Staff members at an incident site or the EOC must

complete this course or an acceptable equivalent by September 30, 2008.

f. IS-400, ICS Advanced: City employees assigned to perform as an Incident Commander or the EOC Director, or as General or Command Staff members at an incident site or the EOC must complete this course or an acceptable equivalent by September 30, 2008. Supplementing the ICS regimen are the P400 "All-Hazards" series, which are identified in the NIMS Five-Year Training Plan.

All NIMS IS-700, 800, 100 and 200 courses, in addition to the new IS-701 (Multi-agency Coordination Systems Course), IS-702 (Public Information), IS-703 (Resource Management), IS-704 (Communication and Information Management), IS-705 (Preparedness), IS-706 (Intrastate Mutual Aid, an Introduction), and IS-707 (Resource Typing) are available online, and can be accessed at www.usfa.fema.gov/training/nfa/independent/ or http://training.fema.gov/emiweb/IS/crslist.asp.

Some local classroom training has been periodically offered in the past, but it has mostly been done on a short notice opportunity basis rather than as part of a regularly scheduled training regimen. All of the ICS series is available in residence at the National Fire Academy that is co-located with the EMI. Currently, the IS-300 and 400 are only available through classroom offerings. It is anticipated that online versions will be made available by the beginning of the 2007 calendar year. Acceptable equivalencies for the IS-100, 200, 300 and 400 courses can be found at http://www.fema.gov/pdf/emergency/nims/nsctd.pdf)

4. EOC Readiness Training: The Office of Emergency Management Plans Coordinator and/or Training Coordinator will coordinate and provide training on EOC operations to all relevant City staff and external agency personnel. The OEM Information Technology Coordinator will provide regular training in the use of WebEOC software or other EOC related applications.

5. Mitigation Training: The Office of Emergency Management Mitigation Coordinator will coordinate and/or provide training to relevant City staff on Mitigation Plan responsibilities as well as mitigation program requirements.

6. Community Preparedness Training: The Office of Emergency Management Public Education Coordinator will be responsible for coordinating and/or providing hazard awareness and self-preparedness education for the general public to include City employees.

7. Recovery Training: The Office of Emergency Management Recovery Coordinator will coordinate and/or provide training to relevant City staff

on post-disaster public assistance and individual assistance programs, and recovery plan responsibilities.

8. DHS Approved Training: Other terrorism and technology courses that have been approved by the DHS Office of Grants and Training (OGT) and Office of Domestic Preparedness (ODP) are available to individuals that would have a role in responding to a terrorist event. The current and complete list can be found at http://198.104.156.52ODP_Webforms/index.asp.

9. Other Related Training: There are other City departments and external cooperating organizations that offer training important in performing and managing various aspects of a major emergency or disaster. Examples are the Applied Technology Council (ATC)-120 and 121 building assessment training taught by the Department of Planning and Development (DPD), and mass care training taught through the American Red Cross (ARC). For more information on eligibility and how to access such training, consult the appropriate ESF Coordinator or the OEM Training Coordinator.

   Additionally, the Pierce County Office of Emergency Management (OEM) publishes a yearly training schedule that includes courses in rescue, NIMS/ICS/EOC interface, multi-hazard workshop for schools, and ATC 20. The King County Office of Emergency Management (OEM) also offers varied emergency management training that is advertised on their website at http://www.metrokc.gov/prepare/.

C. Exercising

1. The guidance for how the City will develop, conduct, evaluate, and improve from its exercise program is given in Homeland Security Exercise and Evaluation Program (HSEEP) Volumes I-IV. Such requirements are mandated in the Emergency Management Performance Grant (EMPG) contract with the State of Washington Emergency Management Division (EMD).

2. The EMPG contract is renegotiated with EMD to match the federal fiscal year (FFY). A required attachment to the grant application is the City's Five-Year Exercise Schedule, which outlines how the City will exercise its Disaster Readiness and Response Plan in each of the five years. During this five year cycle the City will be required to conduct a full-scale exercise once every four years and one functional exercise in each of the intervening years. The scenarios must vary from year to year and should reflect the primary hazards addressed in the Seattle Hazard Identification and Vulnerability Analysis (HIVA).

3. Before the Five Year Exercise Schedule is submitted to the EMD, it will be presented to the DMC and approved by majority vote. The DMC Subcommittee for Exercising shall be the interdepartmental body appointed by the DMC for developing, conducting, evaluating, and after-action reporting of all Five Year Exercise Schedule exercises. The Chair for this subcommittee will be the OEM Training and Exercise Coordinator.

4. Within two months of the conclusion of an exercise the DMC Training and Exercise Subcommittee will submit a draft After-Action Report with an Improvement Plan to the DMC for approval. The DMC approved draft will be forwarded to the Mayor for approval. At the Mayor's request, the OEM Director will also brief the After Action Report and Improvement Plan to the Cabinet. In addition the OEM Director will work with each Emergency Support Function (ESF) Coordinator to assure items addressed in the Improvement Plan that relate to the ESF are tracked for resolution.

5. Under several federal and state assistance programs, such as the US Department of Homeland Security Urban Area Strategic Initiative (UASI), there have been and are expected to be grants awarded to Homeland Security Region 6 partners and City departments for the conduct of specialized exercises. These may or may not coincide with exercises listed on the City's DMC approved Five Year Exercise Schedule. Any participation in an exercise not on the exercise schedule shall be optional, and the decision of any City department to participate is discretionary by the department head, or in certain circumstances by the Mayor.

6. Anytime the City's EOC is activated (See Figure 29, Basic Plan) to give executive oversight and support of an actual major incident or event, the City can claim exercise credit from the State as the equivalent of the annual exercise scheduled for that FFY. An After Action Report will still be required, and will follow the established procedure discussed above, with the exception that the After Action Report and Corrective Action Plan will be coordinated by the OEM Plans Coordinator.

IV. ASSIGNMENT OF RESPONSIBILITIES

Training and exercising are functions of the preparedness phase of emergency management. Hence, the following duties apply to the preparedness phase only:

A. Mayor

1. Ensure the cooperation of all department heads in complying with NIMS requirements.

2. Approve the DMC Annual Work Program, including initiatives for training and exercising.

3. Approve After Action Reports, to include Improvement Plans, for all functional and full-scale exercises that are conducted pursuant to the City's Five-Year Exercise Plan.

B. Department Heads

1. Ensure that the department's requirements for emergency preparedness/management training, that are necessitated by assignments made in the department's emergency preparedness plan,

the Seattle Disaster Readiness and Response Plan and NIMS, are reviewed on a yearly basis and that adequate budget is requested to support the training.

2. Ensure that the department and its personnel are complying with all NIMS requirements in accord with the City's NIMS Implementation Plan, and that the results are reported to the OEM in time to meet quarterly deadlines.

3. Provide all necessary support for exercises scheduled in the City's Five Year Exercise Schedule, and ensure that adequate budget is set aside to defray department costs.

C. OEM Director

1. No later than the July meeting of the DMC of each calendar year, submit the Five Year Exercise Plan to the membership for their approval.

2. After receiving DMC approval for the Five Year Exercise Plan, include it as part of the EMPG application with the Washington State EMD.

3. Oversee the development, preparation and DMC approval of the annual emergency management training needs assessment.

4. During the annual update to the OEM Five Year Strategic Plan, include the OEM's goals for training and exercising.

5. During Employee Performance Reviews set out the training deliverables for each employee for the coming year.

6. Consistent with the Five-Year Exercise Plan, Five-Year Strategic Plan and identified staff training requirements, submit OEM budget requests to fully support all expected and associated costs of training and exercises.

7. On a regular basis report to the Chief of Police and the Mayor the status of NIMS compliance for all City departments.

8. Oversee training developed and delivered by the OEM professional staff.

9. Participate in scheduled exercises.

10. Work with department heads and ESF Coordinators to as much as feasible accommodate their requests for emergency preparedness and EOC readiness training.

11. Obtain the Mayor's approval for all After Action Reports submitted to the Washington State EMD for exercise credit.

12. Ensure that Exercise and actual event Corrective Action Plan recommendations are included in the DMC Work Program for resolution by the appropriate ESF, are tracked for completion, and the results

reported to the Chief of Police, the Mayor, and if requested to the Cabinet and City Council.

13. Serve as signature authority for all Washington State EMD and EMI training applications submitted and EMI training applications submitted by City employees through their respective department head. Similarly, with the exception of the Red Cross and Salvation Army, approve and sign all training applications submitted by individuals from external cooperating organizations that have agreed to support the City in a major emergency or disaster.

14. As necessary, deliver Executive Leadership training to the Mayor and his staff, City Council members, and to department heads and senior department managers.

D. ESF Coordinators

1. Annually work with the OEM Strategic Advisor II for Training and Exercising to determine the training requirements that are needed for the ESF to perform roles assigned in the Seattle Disaster Readiness and Response Plan.

2. Based on the training needs assessment that is approved by the DMC, incorporate training that has been targeted for the ESF in the ESF's Annual DMC Work Plan.

3. Ensure that all ESF EOC responders have the necessary training to satisfactorily perform their EOC assignments, or are scheduled to receive necessary training.

4. Assign ESF members to participate in the DMC Exercise Subcommittee.

5. Ensure the ESF provides the necessary participation in exercises scheduled in the City's Five Year Exercise Plan.

6. Include the details of special training required by ESF responders and the sources and scheduling for delivery in the ESF Annex. Contact the OEM Strategic Advisor II for Training and Exercising if it would help to advertise this training on the OEM website.

E. OEM Strategic Advisor II for Training and Exercising

1. Annually, with the participation of the ESF Coordinators, conduct and prepare an emergency management training needs assessment for the DMC.

2. Maintain the City's Five Year Exercise Schedule.

3. Using the online State Integrated Exercise and Training Calendar, enter all City sponsored and/or delivered emergency management training, and work the OEM Information Technology Professional B to maintain a link on the OEM website at http://www.seattle.gov/emergency for the purpose of publicly displaying a current master list of all emergency

management training opportunities scheduled by the Washington State EMD, King County OEM, Pierce County OEM, other state jurisdictions, EMI and other accredited sources.

4. Monitor NIMS compliance training by all city departments, and electronically submit quarterly results to the Washington State EMD.

5. Maintain training records for all OEM personnel.

6. Maintain the Training and Exercising Support Annex to the Seattle Disaster Readiness and Response Plan.

7. Assist the OEM Strategic Advisor II for Operations and Planning in coordinating and/or delivering training to EOC responders and OEM staff.

8. Chair the DMC Exercise Subcommittee.

9. Serve as the City's lead exercise planner for all exercises scheduled in the City's Five Year Exercise Schedule, following the guidelines in the HSEEP manuals.

10. Together with the DMC Exercise Subcommittee, guide the preparation of the After Action Report for each exercise in the City's Five Year Exercise Schedule, or for an actual incident/event, including the Improvement Plan. Once approval is given by the Mayor, submit the After Action Report, together with a cover FEMA Form 95-44, to the EMD Exercise Manager. Exercise After-Action Reports must be received at Washington State EMD no later than 90 days after the end of the exercise (ENDEX).

11. Work with ESF Coordinators to ensure all members of the DMC Exercise Subcommittee are trained in the Exercise Design (IS-139) course.

12. As available and as appropriate, seek and prepare grant applications to support the City's Five Year Exercise Schedule.

F. OEM Strategic Advisor II for Operations and Planning

1. Train EOC responders to perform assigned roles in the EOC. Also, as necessary, train ESF members in maintaining their respective ESF Annexes. (See Tab C, ESF-5).

2. As requested by department heads, train department head designated officials in writing and maintaining their department emergency preparedness plan. Assure Department Plans are up to date in accordance with the City’s Disaster Readiness and Response Plan.

3. Provide necessary training to responders assigned to the EOC.

4. Train OEM professional staff on Staff Duty Officer procedures, including associated communications and warning equipment.

5. Participate in exercises scheduled in the City's Five Year Exercise Schedule.

G. OEM Strategic Advisor II for Community Education and Training

1. Together with the two OEM Community Preparedness Strategic Advisors, work with the greater City community and city employees to deliver individual, family, neighborhood and team emergency preparedness training.

2. Participate in exercises scheduled in the City's Five Year Exercise Schedule.

H. OEM Strategic Advisor II for Recovery

1. Train ESF-14 members in their recovery responsibilities, as outlined in the ESF-14 Annex to the Seattle Disaster Readiness and Response Plan.

2. Participate in exercises scheduled in the City's Five Year Exercise Schedule.

I. OEM Strategic Advisor II for Mitigation and Business Outreach

1. Work with homeowners and the business community to deliver training on home retrofit and business resumption planning.

2. Participate in exercises scheduled in the City's Five Year Exercise Schedule.

3. Coordinator and/or provide training to relevant City staff on the City's Hazard Mitigation Plan responsibilities as well as hazard mitigation program opportunities.

J. OEM Information Technology Professional B

1. Train EOC and department operating center (DOC) responders in the use of the WebEOC application.

2. As necessary, assist the OEM Strategic Advisor II for Training and Exercising keep the master training schedule current on the OEM website.

3. Ensure assigned members of the Plans Section Situation Unit are trained and proficient to perform their assigned duties in an EOC activation.

4. Participate in exercises scheduled in the City's Five Year Exercise Schedule.

K. OEM Manager III

1. Prepare the annual EMPG, to include the Five Year Exercise Schedule received from the OEM Strategic Advisor II for Training and Exercising.

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2. Ensure the biennial City budget submission is prepared to include all necessary OEM costs for training staff and for conducting scheduled exercises.

3. Participate in exercises scheduled in the City's Five Year Exercise Schedule.

V. ADMINISTRATION

This Annex will be updated at least every four years as required by state law and the Seattle Municipal Code. More frequent changes may occur to ensure it reflects actual capabilities, business practices and available resources of the OEM. Other changes may be required as result of new direction from the Department of Homeland Security including EMI and the Washington State EMD.

VI. DEFINITIONS

A. ***Seminars*** are instructional sessions employed to orient participants in, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures. The seminar leader may provide informal discussion, but communication is mostly one way.

B. ***Workshops*** are meetings in which a facilitator guides a group to a conclusion about a specific problem in the form of a recommendation or written product. They are used to develop plans, work on particular issues, or design an exercise. In some cases, a workshop may result in further issues to be examined in a tabletop or other type of exercise.

C. ***Tabletop Exercises*** are designed to assess the adequacy of plans, policies, procedures, training, resources, and relationships or agreements that guide the prevention or response to a hazard. They should serve as the final "punch list" to check that the jurisdiction is ready to test its ability to perform the critical tasks during a full-scale exercise or during a real incident. This assessment is done by a group of officials from the various departments and cooperating organizations in a jurisdiction talking through how they would respond to a simulated incident. In a typical tabletop exercise, players are presented with a scenario that provides information that would be available prior to, during and following the incident. Players discuss the plans, policies, procedures, resources, and agreements that are in place to respond to the scenario and the problems presented by the leader/moderator. Problems are discussed as a group, and the resolution is generally agreed on and summarized by the leader. In more advanced tabletops, players are given pre-scripted messages that alter the original scenario.

D. ***Games*** are simulations of operations that often involve two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or assumed real-life situation. The sequence of events affects, and is in turn affected by, the decisions made by the players. Each episode is moved to the next level of detail or complexity, taking into account the

players' earlier decisions. The decisions made by game participants determine the flow of the game. The goal is to explore decision making processes and the consequences of decisions. Games stress the importance of the planners' and players' understanding and comprehension of interrelated processes.

E. ***Drills:*** Drills are a coordinated, supervised activity normally used to test a single specific operation or function in a single agency. Drills are also utilized to provide training with new equipment, to develop new policies or procedures, or to practice and maintain current skills. A drill focuses on one small part of the overall jurisdictional plan. Drills are a routine part of the daily job and agency training in the field or EOC. The key phrase is "single emergency function". There is no attempt to coordinate agencies or fully activate the EOC.

F. ***Functional Exercise:*** A functional exercise is a fully simulated interactive exercise. It tests the capability of a jurisdiction to respond to a simulated emergency, testing one or more functions of the jurisdiction's Emergency Operations Plan (EOP). It is a coordinated response to an emergency in a time-pressured, realistic simulation. It focuses on policies, procedures, roles and responsibilities of single or multiple emergency functions, either before, during, or after any emergency period. As the name suggests, its goal is to test or evaluate one or more functions in the context of a disaster. The City's emergency functions are specifically addressed in each of the 14 ESF annexes and in support annexes for directions and control, evacuation, warning, continuity of government and continuity of operations.

G. ***Full-scale Exercise:*** A full-scale exercise is as close to a real disaster as possible. It is a field exercise designed to evaluate the operational capability of emergency management systems in a highly stressful environment which simulates actual response conditions. To accomplish this realism requires the mobilization and actual movement of emergency personnel, equipment and resources. It differs from a drill in that it coordinates actions of several agencies, tests several emergency functions, and activates the EOC. Realism is achieved through on-scene actions and decisions, simulated victims, search and rescue requirements, communication devices, equipment deployment, and actual resource and manpower allocation. Ideally, the full-scale exercise should test and evaluate most functions of the EOP.

Evacuation

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EVACUATION SUPPORT ANNEX

COORDINATING ORGANIZATION: **Seattle Police Department**

COOPERATING ORGANIZATIONS:
Seattle Fire Department
Seattle Department of Transportation
Seattle Public Information ESF
King County Metro
Washington State Patrol
Washington State Department of Transportation
Washington State Ferry System
Seattle Parks Department
Seattle Human Services Department
American Red Cross
Seattle Public Schools
Public Health-Seattle and King County
King County Office of Emergency Management

I. INTRODUCTION

A. Purpose

1. To describe the possible evacuation routes from the City of Seattle. (The possibility of evacuees transiting through Seattle or to Seattle from other areas using the same routes is also a consideration.)

2. To describe how such evacuation would be planned and executed in all five phases:

   a. Warning
   b. Preparation to move
   c. Movement of Population
   d. Reception/Support Area
   e. Return

B. Scope

This Annex applies to the Seattle Police Department (SPD), the Seattle Fire Department (SFD), the Seattle Department of Transportation (SDOT), the Seattle Public Information Emergency Support Function (ESF-15), and anticipates the necessary cooperation of King County Metro, the Washington State Patrol (WSP), the Washington State Department of Transportation (WSDOT), the Washington State Ferry (WSF) System, the Seattle Parks Department, the Seattle Human Services Department, the American Red Cross, Seattle Public Schools, Public Health Department-Seattle and King County, and the King County Emergency Management Office. Finally, the ability of the City to accomplish an evacuation

of some magnitude may be additionally dependent on any number of things. Among these factors are: the existing emergency or catastrophic conditions inside and outside the City, the length of time an evacuation is needed, the number of people involved, distance of evacuation, condition of the infrastructure, the condition of the evacuees, the availability of transportation vehicles of various types, etc. Therefore, the City may well require the assistance and cooperation of several counties and municipalities, the State Emergency Management Department (EMD), and any number of federal resources. (See Military Support Annex for assistance that could be rendered by the military.)

II. REFERENCES

- ✓ Seattle Municipal Code, Title 11 (Vehicles and Traffic)
- ✓ Proclamation of Civil Emergency, Seattle Municipal Code Section 10.02.010
- ✓ Emergency Powers, Seattle Municipal Code Chapter 12A.26 and 10.02.020
- ✓ Authority to Enter into Contracts and Incur Obligations, Seattle Municipal Code Section 10.02.030
- ✓ Commandeering Services, Equipment, and Supplies, RCW Chapter 38.52 [Section 110(2)]
- ✓ Emergency Support Function 24, Evacuation and Movement, Washington State CEMP
- ✓ Port-to-Port Transportation Corridor Earthquake Vulnerability Study
- ✓ Alaskan Way Viaduct Emergency Traffic Management and Closure Plan-SDOT
- ✓ Alaskan Way Viaduct Closure Plan-SPD
- ✓ Viaduct Disaster Plan-SPD
- ✓ Husky Stadium Plan-SPD
- ✓ Safeco Field Traffic Plan-SPD
- ✓ QWEST Stadium Traffic Plan-SPD
- ✓ Snow and Ice Plan-SDOT

III. SITUATION

A. Overview

1. The City of Seattle has few major highways or even arterials that could handle North/South routes if it were necessary to evacuate or partially evacuate the City. Seattle's unique setting, with its hourglass geographic

layout flanked on the East by Lake Washington and on the West by Puget Sound, also presents a daunting challenge for East/West evacuation.

a. Vehicular traffic northbound would depend on only three major thoroughfares [i.e. I-5; State Highway 99; and State Highway 522 (Lake City Way/Bothell Way)] to handle larger volumes. Southbound vehicular traffic would probably be limited to five primary routes [i.e. I-5; State Highway 99 (branching to 509); Delridge Way SW (from West Seattle); Martin Luther King, Jr. Way (from Southeast Seattle); and Rainier Avenue South (out of Southeast Seattle)].

   Railroad passenger capability northbound and southbound (e.g. Burlington Northern, Sounder, light rail, etc.) should also be considered.

b. East/West routes are severely restricted because of the bodies of water. Eastbound, Seattle residents could utilize State Highway 520 [i.e. the Governor Albert D. Rosselini (Evergreen Point Floating) Bridge] toward Kirkland. In addition, the Interstate-90 Freeway eastbound across the Lacey V. Morrow Memorial Bridge toward Mercer Island, Bellevue, and the eastside could be utilized. Both State Highway 520 and Interstate Highway 90 also provide link-ups with Interstate Highway 405. To the West, the alternatives are all dependent on boat traffic. People could depart via the Washington State Ferry (WSF) routes to Bremerton or Bainbridge Island from Pier 52, the "passenger only" routes to Vashon and Bremerton from Pier 52, or to Vashon/Southworth route from the Fauntleroy Terminal. The Seattle to Victoria B.C. "passenger only" ferry from Pier 69 is another possibility.

   1) One other thought is utilizing Cruise Ships (e.g. Holland America, Celebrity Cruises, Royal Caribbean, Norwegian, etc.) that might be in the Seattle port (generally stopping briefly in Seattle only from May through October) at the time of an evacuation need. Provided that they are not already loaded to capacity, the Cruise Ships could theoretically take on some additional evacuees. (In addition, the possibility of utilizing the ships' capacity to generate electricity, process clean water, or prepare food might be etc.) might be explored.

B. Assumptions

1. Daily experience demonstrates that motor vehicle exit routes from Seattle are routinely overloaded with traffic during rush hours and peak travel times. In short, it can be safely assumed that any evacuation or even partial evacuation from the City would immediately overwhelm main available escape routes in all directions.

2. **Any City of Seattle large- scale evacuation plan must be considered in the greater context of regional planning.** Seattle's contiguous border areas to the North and to the South are heavily populated and present huge challenges should the need arise to evacuate those areas contemporaneously with any evacuation activity out of Seattle. The

North/South corridors are likely to be already overloaded by citizens living in areas adjacent to the City of Seattle. Certainly, huge volumes of traffic leaving eastbound across the two floating bridges could well be met with mass eastbound vehicular traffic originating from the Kirkland/Bellevue/Eastside areas. Any increased volume westbound via boat or ferry fueled by increased volume would again quickly overload capacity.

3. **The City also recognizes that it may well be the destination for citizens fleeing other areas. Another scenario is the need for citizens from other locales to pass through Seattle en-route elsewhere.**

4. The need for massive evacuation within the City of Seattle is less than it is for other areas of the country where hurricanes or tropical storms are constant threats.

    a. It should also be considered that in the case of hurricanes or tropical storms there is typically a warning of hours or days where it may be possible to evacuate some residents.

    b. With earthquakes looming as one of Seattle's most longstanding threats and terrorism being one of Seattle's most contemporary threats, it is probable that there will be no or little warning providing the opportunity for a staged evacuation.

5. Sheltering in place could be the best alternative in most scenarios within the City. Should huge numbers of residents attempt to evacuate the City at the same time, gridlock will occur.

    a. Thousands of citizens fleeing in vehicles may well put those citizens in greater danger because they would be removed from the shelter provided by even damaged homes, as well as being removed from any useable food stocks/water/bathroom facilities within the home.

6. While mass evacuation planning would only be necessary for a scenario in which the City became totally uninhabitable because of catastrophic destruction caused by natural phenomena or a terrorist Weapons of Mass Destruction (WMD) attack of some kind, it is more likely that only specific areas of the City would have to be evacuated for a much more localized threat such as a limited Hazardous Materials (HAZMAT) situation.

7. Even in a catastrophic scenario where the entire City would need to be evacuated, ***and to the extent that it could be controlled***, logistically it would make more sense to evacuate parts of the City in some prioritized fashion. Such an orderly departure from the City would be absolutely impossible if alarmed citizens are not cooperative, and even under the best conditions it would take many days to accomplish.

8. Even if the mass of the population to be evacuated follows directions and is extremely cooperative, there will be huge human needs to be met during, in the middle of, and after an evacuation.

9. With any evacuation, it is critical that the logistical movement and care for special needs populations and Assisted Living/Hospital facilities be taken into account. Prison populations also need to be considered.

IV. CONCEPT OF OPERATIONS

A. Organization

1. In case of an evacuation, keeping in mind not only the traffic enforcement and planning issues but also the attendant challenges that could well emerge (e.g. civil disobedience, resistance, crowd control, violence, etc.), the Seattle Police Department is the Department with the primary functional responsibility. However, many other Departments may play critical functions. For example, because of their expertise and experience with traffic planning, SDOT would play a key role in the route design of a major evacuation. In the case of a HAZMAT or similar situation, the role of the Fire Department would likewise be crucial. Human Services or the Health Department may also play a pivotal part in an evacuation scenario.

2. Thus, the capabilities of many agencies, as well as their interdependencies, must be recognized. Given certain circumstances, any of several entities may be called to be part of a Unified Command Structure in the field, or utilized in the EOC.

   a. The Seattle Fire Department provides fire suppression, rescue and medical support, HAZMAT capability, as well as windshield survey and plume modeling information.

   b. The Seattle Department of Transportation provides transportation route planning, traffic management, arterial street operations, traffic signal operations, signing, evaluation and repair of streets and bridges.

   c. The Seattle Public Information team provides vital information from the Mayor via the EOC for the broadcast of evacuation and related information.

   d. King County Metro has a role because of their ability to move masses of citizens in busses, thus cutting down on the number of cars clogging the roads. (Private transportation and tour company vehicles may also be considered as resources.)

   e. Washington State Patrol is critical because of the need to coordinate traffic patterns leaving/entering the City via major state and federal highways.

   f. The Washington Department of Transportation provides information on the condition of major state or interstate highways and freeways leaving or entering the City, including bridges that are a part of those systems. WSDOT also is responsible for repairing those roads and bridges under their purview. It should be noted that WSDOT provides messaging via

the Highway Advisory Radio, the 5-1-1 Automated Travel Information System, and operation of movable and fixed electronic message signs.

g. The Washington State Ferry System provides additional evacuation capacity because of the system's ability to carry both "passenger only" and vehicular traffic.

h. For partial evacuations within the City, or for use as a destination within the City for evacuations from other areas, the Seattle Parks Department maintains the Community Centers that could serve to house and feed evacuees.

i. The Seattle Human Services Department may be called upon to provide food and shelter services (sometimes via its liaison with community and private sector entities) for evacuees.

j. The American Red Cross may assist with mass care and sheltering capabilities.

k. Seattle Public Schools have some sheltering resources if the schools are closed down. In addition, they have a ready liaison with the student bus companies to evacuate students; if that mission is complete or is unnecessary, the student busses could be deployed as part of a citizen evacuation program.

l. Public Health-Seattle and King County plays a vital role because of its liaison with the hospitals (monitoring bed capacity), medical information recommendations for the public, monitoring of public health conditions, etc.

m. Interaction with King County Emergency Management is vital because of the impact any evacuation out of or into Seattle would have on the surrounding areas.

n. As noted, liaison with and assistance from other county or City Emergency Operations Centers, the state of Washington's Emergency Management Department (EMD), and even the federal government may be necessary.

B. Direction and Control

1. Mobilization

a. Each City agency has a system to recall or mobilize personnel for field deployment.

b. Each City Department also has a system to recall or mobilize personnel for their Operations Centers.

1) At absolute minimum the Seattle Police Operations Center (SPOC) and SDOT's Operations Center would activate for a large evacuation.

The Fire Department and several other Departments (e.g. Human Services, Health, etc.) may well be called upon to open their Operations Centers, depending on the nature of the event.

c. The EOC has a system for mobilizing personnel within each ESF.

1) Like the potential mobilization of many Operations Centers, several ESFs are likely to be activated within the EOC.

2. Planning considerations

a. The first step in evacuation planning is assessing the danger and determining the need for, size of, and nature of any evacuation.

b. It should be noted that only the Mayor could require a major evacuation after declaring a state of emergency.

c. If it is determined that an evacuation is in order, the next logical step is route planning.

d. Information from the field resulting from the windshield surveys and other sources as to impassable streets or bridges is a critical part of the planning effort. This information must be forwarded to the SPOC and the SDOT Operations Centers.

e. Information from SDOT as to the length of time it would take to repair streets is especially vital. (Estimates for bridge repair take a considerable time and it is not likely that such estimates would be readily available.)

f. SPOC and/or the EOC may consider gathering experts from the SPD Traffic Section and SDOT to participate in strategic route planning.

g. Another factor is the plume modeling accomplished by the Seattle Fire Department. The presence and likely direction of harmful conditions in the atmosphere must be considered in evacuation planning.

h. Depending on the location and the needs at the time, the City could utilize all or parts of the existing traffic templates (See References, Part II):

1) Alaskan Way Viaduct Emergency Traffic Management and Closure Plan-SDOT

2) Alaskan Way Viaduct Closure Plan-SPD

3) Viaduct Disaster Plan-SPD

4) Husky Stadium Plan-SPD

5) Safeco Field Traffic Plan-SP

6) QWEST Stadium Traffic Plan-SPD

7) Snow and Ice Plan-SDOT

Other existing Plans, including the Winter Response Plan for Homeless Persons, could also be employed, depending on the circumstances.

3. Direction

a. Incident Command in the field.

1) As indicated in IV A 1. above, the Police Department has primary functional responsibility in case of an evacuation; however, time permitting and circumstances being appropriate, a Unified Command would be set up (with SDOT playing a key role for route planning in an operation of any size or length). Fire, Human Services, or the Health Department may also play key roles in a Unified Command.

In emergency conditions when it is necessary to take immediate action to save lives, etc. the Incident Commander will immediately take whatever actions are necessary to accomplish some type of evacuation when it is called for.

b. Operations Centers

1) SPOC and any additional Operations Centers needed will be activated in support of a major evacuation.

c. Emergency Operations Center

1) Because the Police Department has primary functional responsibility for an evacuation, an SPD representative would be invited to assume the role as the Operations Section Chief, with support from Public Works, Fire, Human Services, and the Health ESFs.

2) In the case of a major evacuation, there are 5 phases that have been identified as components of evacuation. They are:

a) **Warning**- The evacuation information would be promulgated from the Emergency Operations Center PIO ESF-15 to the public using conventional media outlets. The City could also utilize the community notification system to warn citizens of an impending evacuation notice and to give safety and other instructions as necessary. Police/Fire vehicles equipped with public address systems, Seattle's Audible Public Warning System, and the Emergency Alert System (EAS) could also be employed.

b) **Preparation to Move**- Once the Plan has been approved as part of the consolidated action plan, it is critical that all

details be checked and that back-up arrangements have been made.

c) **Movement of Population**- Because an orderly evacuation of even small parts of the City is an immense undertaking that depends in large measure on the willing cooperation of the population, it is critical that the information put out to the public be both accurate and reassuring. If some residents are requested to evacuate and the information is promulgated over the electronic media, it may be physically impossible to discourage others from leaving (whether or not they are in immediate danger.) While the Mayor would do everything possible to calm fears and the PIOs would accurately and calmly communicate the Mayor's messages, it is always possible for an atmosphere to develop that results in citywide vehicular gridlock. If this does occur, the very best that could be done is to execute a traffic plan with the resources available, and for the PIOs (ESF-15) to continually reinforce the Mayor's messages.

As noted previously, movement of special needs populations and prison populations requires focused planning and many additional resources.

d) **Reception/Support Area-** In the case of a partial evacuation of a small number of people for a relatively limited period of time, it may be possible to hastily set up a reception/support area in a locale or structure with limited facilities. Even in this case, the assistance of the Seattle Parks Department, Seattle Schools, the Seattle Human Services Department, the Red Cross, and possibly the Public Health Department- Seattle and King County would be essential.

Longer-term arrangements or provision for hundreds of people (let alone thousands) would soon prove to be overwhelming. Considerations would include abundant sanitary, food preparation, and secure sleeping facilities, as well as robust logistical support and security. Arrangements with existing hotels/motels, and even the Washington State Convention Center, etc. may be considered. Certainly, provision for large numbers of people would require a regional, statewide, or probable federal coordination effort.

e) Return- The return of people to their homes and businesses can cause as much gridlock and confusion as an evacuation. As such, after the area has been determined to be safe, an orderly phased return is essential.

4. Control

a. SPD is the Department with overall functional responsibility, and at the field level, the Incident Commander will take whatever immediate actions are necessary to save lives or prevent injuries. Unified Command will be assumed whenever it is appropriate, with other Departments playing key roles as indicated earlier. On a Citywide basis, all Departments will follow the strategic direction in the consolidated action plan as approved by the Emergency Management Executive II and the Mayor.

5. Coordination

   a. At the field level, Unified Command, with its attendant coordination requirements, will be utilized if appropriate. SPD is the agency with the overall functional responsibility. Once a consolidated action plan has been prepared and promulgated by the EOC, all agencies will follow the policy direction of the Mayor as indicated therein. The EOC will coordinate appropriately with other jurisdictions and agencies as needed, as well as with the State Emergency Management Department.

6. Deployments necessary to accomplish assignments

   a. All City agencies and ESFs will deploy whatever resources are necessary to accomplish the goals and objectives in the field, in their respective Operations Centers, and within the EOC.

7. Employment/assignment of personnel

   a. In the field, in their respective Operations Centers, and within the EOC, City personnel will be assigned specific duties to fulfill the overall goals and objectives.

8. Sustaining the operation

   a. At the field level, in the Operations Centers, and in the EOC, it is necessary to plan for the sustaining of the operation. In short, while the current operational period may get the focus at the present time, it is necessary that everyone consider upcoming plans, resources, and personnel needs for extended operations. (Areas that evacuate people to Seattle are also responsible to assist with the extended care of those evacuated.)

9. Demobilization

   a. Demobilization is an important phase of any operation, and field commands, the Operations Centers, and the EOC must consider plans for an orderly and coordinated demobilization. That includes accountability for personnel (ensuring that the location and status of all assigned personnel is known), timekeeping, documentation of costs incurred, equipment turn-in, etc.

V. ASSIGNMENT OF RESPONSIBILITIES

A. During the Mitigation Phase

1. It is difficult to reduce or eliminate the threats to Seattle that might make evacuation or partial evacuation necessary. However, work to mitigate the hazards themselves (e.g. retrofitting of bridges, etc.) as well as building code enforcement, public education, stocking of emergency supplies, etc. all act to lessen the need for evacuations. Appropriately increasing transportation capacity to accommodate an ever-increasing population would also assist.

B. During the Preparedness Phase

1. The Seattle Office of Emergency Management is charged with taking the lead in coordinating development of evacuation plans, the exercise of plans, training City workers and educating the public, planning for the continuity of government, etc.

C. During the Response Phase

1. See Section IV. Ultimately, once an overall City plan is prepared, all ESFs will follow the directions and assignments indicated in the consolidated action plan.

D. During the Recovery Phase

1. All City Departments are responsible for restoring their services and operations to normal as soon as possible following an evacuation. In addition, all ESFs are responsible for keeping accurate accounting records and submitting them to the Recovery Coordinator at the Seattle Office of Emergency Management for possible reimbursement.

VI. LOGISTICS

A. Resources

1. The resources of the entire City, as authorized by the Mayor, may be utilized to assist in any evacuation. Seattle may call upon other jurisdictions for assistance via mutual aid, and during a state of civil emergency, the City may also call upon the county and the state EMD. During a City-declared state of emergency, the Mayor is given special powers that are fully explained in the Basic Plan, including the power to enter into contracts; if the governor declares a state of emergency, the Mayor may exercise additional measures. (See Section II, References.)

C. Communications

1. Communications to the public by the Mayor and the PIOs will be accomplished via the regular media outlets or the community notification system. Police/Fire vehicles equipped with public address systems, Seattle's

Audible Public Warning System, and the Emergency Alert System (EAS) could also be employed.

2. Communications among the Operations Centers and with the EOC will be accomplished via the WebEOC software system or other back-up methods such as the 800 MHz radios, Fax, or telephone.

3. To accomplish the tactical movements of the Police Department, SDOT, the Fire Department, etc., communications will be done via 800 MHz Radio. Most Police Units are also equipped with Mobile Data Computers. Here it is critical that a communications plan providing for interoperable communications (including outside agencies if necessary) is prepared as part of the planning process. The Tactical Interoperable Communications Plan is an example of this effort.

D. Damage Assessment

1. Preliminary damage assessment of bridges and streets are accomplished via the Police and Fire Departments via windshield surveys. More detailed and official assessments of City-owned streets and bridges are done by SDOT. WSDOT accomplishes the same thing for State and Interstate highways and bridges.

E. Reconstituting Damaged Capabilities and Resources

1. Damaged City streets and bridges that would be used in an evacuation are the responsibility of SDOT to repair. Damaged State and Interstate highways and bridges are the responsibility of WSDOT to repair. Damaged ferry facilities or boats are the responsibility of the Washington State Ferry System to repair.

F. Supplementing Depleted Capabilities and Resources

1. Supplementing depleted capabilities and resources may be accomplished by any of the following:

   a. Mutual aid.

   b. Assistance with resources gathered from other EOCs.

   c. Asking for assistance from the state government upon a declaration of Civil Emergency by the Mayor.

   d. Federal assistance may become available through a request for assistance after the Governor declares a state of emergency.

   e. Contracting with the private sector and exercising other Mayoral powers during a declared state of civil emergency (See VI. A. above).

F. Supporting other ESFs, and Other Jurisdictions

1. See IV. A., IV. B., VI. A., VI. E.

G. Integrating Outside Assistance

1. Assistance from the outside would be accomplished as is standard within the Incident Command System and Unified Command. Also, within the Command Staff, a liaison position would be appointed to facilitate communications with external agencies.

H. Mutual Aid and Inter-local Agreements

1. In an evacuation operation of any significant size, it will be necessary to invoke mutual aid and any inter-local agreements necessary to give Seattle sufficient resources to carry on this enormous task.

VII. ADMINISTRATION

A. Cost Accounting and Cost Recovery

1. Because of the possibility of cost recovery from the federal government or other sources, it is important that all entities involved in any evacuation or related activity (including sheltering, etc.) track their individual costs. Ultimately, all City Departments will be asked to forward the record of their costs and justifications to the Recovery Coordinator at the EOC.

B. Annex Maintenance

1. The ESF-13 Liaison of the Seattle Office of Emergency Management, with assistance from the Seattle Police Traffic Section and the Seattle Department of Transportation, will maintain this Annex.

Cyber Incident

Pandemic Incident

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City of Seattle Pandemic Influenza Incident Annex

A Preparedness and Response Plan for an Influenza Pandemic

This record is exempt from disclosure under RCW Section 42.56.420 of the Public Disclosure Act. This record contains proprietary information that has been prepared, assembled or is maintained to prevent, mitigate or respond to criminal terrorist acts or to protect against threats to public safety. This record is a specific and unique vulnerability assessment, or response or deployment plan, or is compiled underlying data collected in preparation of, or that is essential to, such an assessment or plan. Public disclosure of this record would have a substantial likelihood of threatening public safety.

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Record of Changes to this Plan[1]

Version Number	Date	Affected Section	Summary of Changes
1.00	01/13/07	All	Pre-production draft
2.00	06/18/07	All	Production ready copy of Annex. All materials included except Appendix I: Pan Flu Personnel Policies and Guidelines.

1 For successive versions of this Annex, increments to the left of the decimal point in the version number indicate major changes in content or organization while increments to the right of the decimal point indicate less significant modifications.

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Acknowledgments

This Annex has been developed through the collaborative efforts of the Office of Emergency Management, its Disaster Management Committee members, and other City agencies. Without their commitment and active participation, the completion of this plan would not have been possible.

A best practices review of the efforts of other governmental agencies was conducted to help provide input to the plan development process. While inspiration and content came from many sources; the work of King County, Washington; Fairfax County, Virginia; the cities of San Francisco, California; Toronto, Ontario; the U.S. Department of Health and Human Services (including the Centers for Disease Control and Prevention); the U.S. Department of Homeland Security (Lessons Learned Information Sharing Web site and other sources); and the World Health Organization (WHO); were leveraged where possible to stimulate and accelerate development efforts.

I. ABOUT THIS DOCUMENT

The purpose of the City of Seattle Pandemic Influenza Incident Annex, or "Annex," is to define the non-medical issues and challenges associated with an influenza pandemic and to provide a planning guide so that the City of Seattle can continue to provide essential services in the event of an influenza pandemic[2]. This Annex supplements the Seattle Disaster Readiness and Response Plan (SDRRP), Basic Plan, and Emergency Support Functions already in effect.

Although the threat of an influenza pandemic is the primary catalyst for development of this Annex, the City of Seattle may undertake some or all of the measures outlined herein to provide an effective response to any contagious pathogen that achieves pandemic proportions.

The goal of this Annex is to minimize the loss of life, economic and societal disruption, and impact on the provision of essential City services in the event of an influenza pandemic or any contagious biological event.

The Annex begins with background on pandemic influenza and the potential impact an influenza outbreak of pandemic proportions could have on the City of Seattle. It goes on to describe how the City of Seattle began its process of planning for such an eventuality and the activities it defined as central to its preparations. Next, the Annex specifies the authorities various state and local officials have with respect to protecting public health and safety. This information is critical to understanding how an influenza pandemic emergency is declared and who has responsibility for activating various emergency plans. Finally, the Annex describes the specific plans of the City, including goals and assumptions, concept of operations, and organization in terms of assignment of responsibilities. The essential services that must be maintained are identified, along with logistical planning, financial management, and reporting requirements that shall be activated in the event of an influenza pandemic. Specific guidance for implementing the Annex is also included.

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[2] The terms "influenza pandemic" and "pandemic influenza" are often used interchangeably. Technically, however, influenza pandemic refers to the increased and sustained transmission of the virus among humans, while "pandemic influenza" or "pan flu" refers to the virus itself. This document adheres to the technical definition of these terms.

II. BACKGROUND

Local emergency preparedness plans at the City of Seattle have traditionally focused on response to natural disasters such as earthquakes. Yet historically, the most significant threat to the world's populations has not been natural disasters, nor war, but disease.

Pandemic influenza is at this time the most significant disease threat we face. Unlike Severe Acute Respiratory Syndrome, or SARS, which first struck between November 2002 and July 2003, where transmission was primarily confined to hospitals and close household contacts, pan flu will spread quickly through a community and across the world. This acute viral illness has an incubation period of one to three days with a period of communicability of up to 24 hours prior to the onset of symptoms to seven days after symptoms develop.

Highly Pathogenic Avian Influenza type A of subtype H5N1 (commonly known as bird flu) is the strain of influenza virus of greatest concern today. While not easily transmitted to humans at this time, the disease has demonstrated that it can be fatal to those who contract it with mortality at approximately 60 percent. There is no vaccine currently available for this strain of influenza virus. (For a more complete description of avian influenza, see **Appendix A: Influenza History and Epidemiology**.)

Because influenza pandemics are recurring events, it is not a question of whether there will be another pandemic; it is only a question of when the next one will occur and how severe it will be. The last two influenza pandemics were comparatively mild, but the pandemic of 1918 killed 40,000,000 people worldwide, including more than 500,000 in the United States.

In many respects, we are more vulnerable to an influenza pandemic today than we were in 1918. We travel internationally more and we come in contact with far more people on a daily basis than people in 1918 did. In addition, our population includes more elderly and immune-compromised people (HIV/AIDS, chemotherapy patients, etc.) than it did in the past. Our ability to respond effectively to a pandemic is also compromised. There is very little surge capacity in our health care system today; "just-in-time" ordering of needed supplies has replaced warehousing critical items onsite for most businesses and governmental organizations; and, unlike citizens in 1918, we are not accustomed to following government restrictions, including the rationing of goods and services.

Potential Impact of a Pandemic on the City

An influenza pandemic today could have far-reaching negative consequences for the health and well-being of Seattle residents and for the economic and social stability of the Puget Sound region.

For example, pandemic influenza has the potential to infect 30 percent or more of the population, with an average of 20 percent of the workforce unable to work for an extended period of time. In an affected community, a pandemic outbreak could last from six to eight weeks.

Multiple waves (periods during which community outbreaks occur across the country) of illness might also occur, with each wave lasting two to three months. Historically, the largest

waves have occurred in the fall and winter, but the seasonality of a pandemic cannot be predicted with certainty[3].

Increased absenteeism among all workers and a requirement to implement social distancing to help delay the spread of a pandemic could place a severe strain on all City services, particularly public safety and health-based services[4]. Alternative methods of operations may be required.

Effective planning and preparation, however, can minimize the negative impacts of an influenza pandemic, according to the U.S. Centers for Disease Control and Prevention. **Figure 1** illustrates how planning can delay disease transmission and diminish overall health impacts.

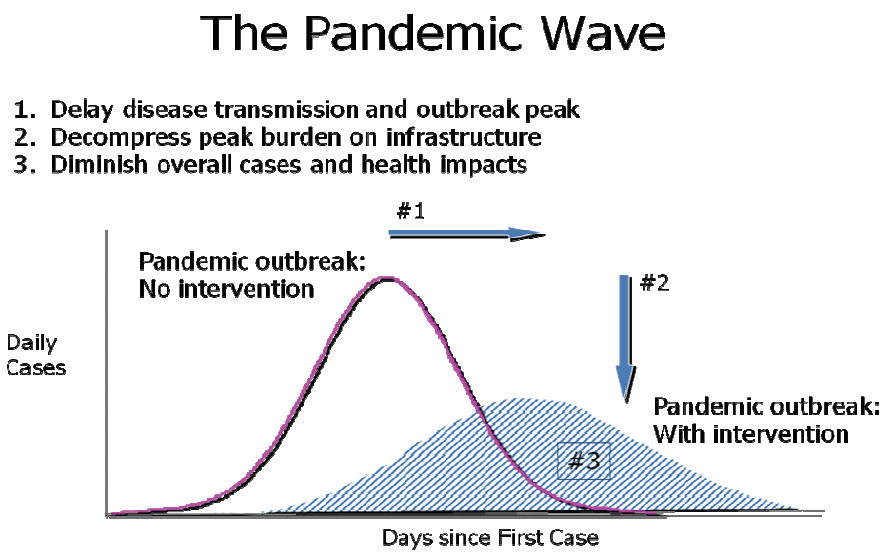

Figure 1: Preparation Reduces Impact of Pandemic

City Preparations

The City of Seattle has a responsibility to maintain critical governmental services to the public during an influenza pandemic. The Office of Emergency Management (OEM) has led the City of Seattle's pandemic flu preparation and planning efforts since 2005 and has directed the preparation of this Annex, which provides the primary framework for incident planning, response, and recovery in support of maintaining the City's essential services.

In the fall of 2005, Disaster Management Committee (DMC) members were asked to begin work on continuity of operations (COOP) plans for their individual departments. By the third quarter of 2006, most major departments had developed a COOP mini-plan or outline and

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[3] http://www.pandemicflu.gov/plan/pandplan.html
[4] Social distancing refers to a wide variety of strategies intended to produce physical separation between individuals to three or more feet, the distance at which there is a significant decrease in frequency of transmission. It can include measures such as telecommuting, closing schools, canceling mass gatherings, and otherwise decreasing close physical contact between people.

named specific positions/employees for lines of succession. Some departments that provide essential services, such as Police, Fire, and City Light, had developed more detailed COOP plans. In the 2007 Adopted Budget, $450,000 was set aside for pandemic flu planning and resource purchases. Up to $200,000 of these monies were allotted for planning and the remainder for the purchase of equipment and supplies, such as personal protective equipment (PPE) for first responders.

In the spring and summer of 2007, OEM concluded its pandemic flu preparation work. The following critical activities, all of which are addressed in this Annex or in the more comprehensive COOP plans of each department, were completed in this second phase of work:

- Define the essential services that must be maintained during an influenza pandemic.
- Identify employee positions that must be staffed and functions that must be maintained during an influenza pandemic.
- Identify a line of succession for all City departments and agencies, with particular emphasis on those departments and agencies that perform essential services.
- Develop a plan and process for both internal and external communication so that everyone will know what they can and cannot expect of Seattle City government during an influenza pandemic.
- Develop draft communications, vetted in advance of a pandemic so that they only require minor technical updates from subject matter experts prior to release.
- Define personnel policies before a pandemic emergency is declared so that the City and its employees will share a clear understanding of expectations and procedures.
- Develop procedures that limit the spread of illness within the work environment.
- Provide appropriate support mechanisms and information for employees regarding self-care and care of family members.
- Work to ensure there is minimal economic loss to businesses and minimal social disruption to the community.
- Ensure that the City's Pandemic Flu Plan is internally consistent and coordinated with King County, the State of Washington, and the federal government where appropriate.

By undertaking these activities now, the City of Seattle is acting responsibly to help minimize the impact of an influenza pandemic on City residents and to mitigate some of the potentially long-lasting social and economic consequences of such an emergency.

III. AUTHORITIES

Developing an influenza pandemic plan at the City level is complicated by the fact that various Washington state and local public officials have overlapping authorities with regard to protecting public health and safety. The Mayor of Seattle, Governor, State Board of Health, State Secretary of Health, King County Executive, local Board of Health, and the Local Health Officer each can issue directives aimed at protecting public health, including increasing social distancing by closing public or private facilities as required to control the spread of the disease.

Following is a description of the relevant authorities of the officials who have a role in protecting public health and safety:

a. **Governor of Washington State:** The Governor has authority to proclaim a state of emergency after finding that a disaster affects life, health, property, or the public peace. RCW 43.06.010(12). The Governor may assume direct operational control over all or part of local emergency management functions if the disaster is beyond local control. RCW 38.52.050. After proclaiming a state of emergency, the Governor has the authority to restrict public assembly, order periods of curfew, and prohibit activities that he or she believes should be prohibited in order to maintain life and health. RCW 43.06.220.

b. **State Board of Health:** The State Board of Health has authority to adopt rules to protect the public health, including rules for the imposition and use of isolation and quarantine and for the prevention and control of infectious diseases. RCW 43.20.050(2). Local boards of health, health officials, law enforcement officials, and all other officers of the State or any county, city, or town shall enforce all rules that are adopted by the State Board of Health. RCW 43.20.050(4).

c. **The State Secretary of Health:** The Secretary of Health shall enforce all laws for the protection of the public health, and all rules, regulations, and orders of the State Board of Health. RCW 43.70.130(3). The Secretary also shall investigate outbreaks and epidemics of disease and advise Local Health Officers about measures to prevent and control outbreaks. RCW 43.70.130(5). The Secretary shall enforce public health laws, rules, regulations, and orders in local matters when there is an emergency and the local board of health has failed to act with sufficient promptness or efficiency, or is unable to act for reasons beyond its control. RCW 43.70.130(4). The Secretary has the same authority as local health officers but will not exercise that authority unless: (a) the Local Health Officer fails or is unable to do so; (b) by agreement with the Local Health Officer or local board of health; or (c) when in an emergency the safety of the public health demands it. RCW 43.70.130(7).

d. **King County Executive:** The King County Executive may proclaim a state of emergency within the County when, in the judgment of the Executive, extraordinary measures are necessary to protect public peace, safety and welfare. K.C.C. 12.52.030.A. Under a state of emergency, the Executive may impose curfews, close any or all private businesses, close any or all public buildings and places including streets, alleys, schools, parks, beaches and amusement areas, and proclaim any such orders as are imminently necessary for the protection of life and property. K.C.C. 12.52.030.B.

e. **King County Board of Health:** The jurisdiction of local Board of Health is coextensive with the boundaries of the county. RCW 70.05.035. The local Board of Health shall supervise all matters pertaining to the preservation of the life and health of the people within its jurisdiction. RCW 70.05.060. The Board shall enforce through the Local Health Officer the public health statutes of the state and the rules promulgated by the State Board of Health and the Secretary of Health. RCW 70.05.060(1). The Board may also enact such local rules and regulations as are necessary to preserve and promote the public health and to provide the enforcement of those rules and regulations. RCW 70.05.060(3).

f. **Mayor of Seattle:** The Mayor of Seattle may proclaim a state of civil emergency within the City when, in the judgment of the Mayor, extraordinary measures are necessary to protect public peace, safety and welfare. SMC 10.02.010.A. Under a state of civil emergency, the Mayor may impose curfews, close any or all business establishments, close any or all public buildings and places including streets, alleys, schools, parks, beaches and amusement areas, direct the use of all public and private health, medical and convalescent facilities and equipment to provide emergency health and medical care for injured persons, and proclaim any such orders as are imminently necessary for the protection of life and property. SMC 10.02.020.

g. **Local Health Officer:** The Local Health Officer acts under the direction of the local Board of Health. RCW 70.05.070. The Local Health Officer enforces the public health statutes, rules and regulations of the state and the local Board of Health. RCW 70.05.070(1). The Local Health Officer has the authority to control and prevent the spread of any dangerous, contagious or infectious diseases that may occur within his or her jurisdiction. RCW 70.05.070(3).

   i) The Local Health Officer shall, when necessary, conduct investigations and institute disease control measures, including medical examination, testing, counseling, treatment, vaccination, decontamination of persons or animals, isolation, quarantine, and inspection and closure of facilities. WAC 246-100-036(3). The Local Health Officer may initiate involuntary detention for isolation and quarantine of individuals or groups pursuant to provisions of state regulations. WAC 246-100-040 through -070.

   ii) The Local Health Officer has the authority to carry out steps needed to verify a diagnosis reported by a health care provider, and to require any person suspected of having a reportable disease or condition to submit to examinations to determine the presence of the disease. The Local Health Officer may also investigate any suspected case of a reportable disease or other condition if necessary, and require notification of additional conditions of public health importance occurring within the jurisdiction. WAC 246-101-505(11).

   iii) The Local Health Officer shall establish, in consultation with local health care providers, health facilities, emergency management personnel, law enforcement agencies, and other entities deemed necessary, plans, policies, and procedures for instituting emergency measures to prevent the spread of communicable disease. WAC 246-100-036(1).

iv) The Local Health Officer may take all necessary actions to protect the public health in the event of a contagious disease occurring in a school or day care center. Those actions may include, but are not limited to, closing the affected school, closing other schools, ordering cessation of certain activities, and excluding persons who are infected with the disease. WAC 246-110-020(1). Prior to taking action, the Local Health Officer shall consult with the State Secretary of Health, the superintendent of the school district or the chief administrator of the day care center, and provide them and their board of directors a written decision directing them to take action. WAC 246-110-020 (2).

v) The Local Health Officer's powers are not contingent on a proclamation of emergency by the county Executive or an executive head of a city or town.

Because these authorities sometimes overlap, there must be close communication and coordination between elected leaders and the Local Health Officer to ensure decisions and response actions are clear and consistent. **Appendix B: Pandemic Influenza Emergency Communications Strategy** clarifies the various thresholds for release of public information and internal guidance around an influenza pandemic. Other sections of this Annex specify as appropriate when City officials must act in coordination with State and local officials to activate or execute on any part of this plan.

IV. PLAN OVERVIEW

The City of Seattle has employed a two-pronged approach to its influenza pandemic planning effort. Public Health - Seattle & King County (PHSKC) has identified the specific activities that must be undertaken by the Health Department and the public health community at a countywide level to prepare for and respond to the medical aspects of a pandemic. The details of that interagency plan are specified in the document titled "Pandemic Influenza Response Plan – Public Heath Seattle & King County." A copy of the current version of that planning document is available at **http://www.metrokc.gov/health/pandemicflu/plan/panflu-response-plan.pdf**.

OEM, through this planning process, has identified the specific activities that must be undertaken by City departments and agencies to maintain essential services during a pandemic and to address the non-medical aspects of the pandemic emergency from preparation through to recovery.

Departmental COOP plans address business continuity, and include lines of succession for key management and leadership positions, resource management and requirements for emergency response, equipment needs, and training. Plan information included in this Annex is based on these COOP plans, which are included in Volume II of this Annex.

A. Plan Activation and Goals

A worldwide influenza pandemic is different from other natural disasters in that it develops over time and over a potentially distant geographic area, and the disease development pattern is tracked by international, national, state, and local health authorities. For this reason, the City of Seattle will not on its own designate a pandemic emergency. Rather, the United States Department of Health and Human Services shall use the Pandemic Alert Levels identified by the World Health Organization (WHO) to determine the extent of disease spread throughout the country. When appropriate, PHSKC shall announce a public health emergency for influenza based on the designated criteria within its Pandemic Influenza Response Plan. At this point, the Mayor of the City of Seattle, working with OEM, shall proclaim an emergency, activate the City's Emergency Operations Center and department operations centers if necessary, and begin implementation of the Response and eventually Recovery components of this Annex.

The Pandemic Alert Levels that serve as a catalyst for this process are specified in WHO's global influenza preparedness plan. The WHO plan defines six phases of increasing public health risk associated with the emergence and spread of a new influenza virus subtype. It also specifies for each phase the response measures WHO will take and the recommended actions that countries around the world should take. The Director General of WHO formally declares the current global pandemic phase and adjusts the phase level to correspond with pandemic conditions around the world.[5]

The City of Seattle has strategically correlated its planning goals and response activities with the six phases identified in WHO's global influenza preparedness plan. **Table 1** provides a

[5] At the time of the drafting of this Annex, the world was between Phase 3 and Phase 4: a new influenza virus subtype is causing disease in humans in Asia, but not yet spreading efficiently and sustainably among humans.

summary of those six phases, along with the public health goals and City of Seattle goals that correspond to each phase.

Table 1: Phases of a Pandemic

Pandemic Phases	Public Health Goals	City Response
Inter-Pandemic Period		
Phase 1 – No new influenza virus subtypes detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered low.	Strengthen pandemic influenza preparedness at all levels. Closely monitor human and animal surveillance data.	During Pandemic Phases 1, 2, and 3, when Seattle is not directly affected, the City's OEM and departments shall maintain normal operations.
Phase 2 – No new influenza virus subtypes detected in humans. However, a circulating animal influenza virus subtype poses substantial risk of human disease.	Minimize the risk of transmission of animal influenza virus to humans; detect and report such transmission if it occurs.	
Pandemic Alert Period		
Phase 3 – Human infection(s) are occurring with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.	Ensure rapid characterization of the new virus subtype and early detection, notification and response to additional cases.	Seattle OEM with regional partners shall assess, evaluate and update their plans as needed.
Phase 4 – Small cluster(s) of human infection with limited human-to-human transmission but spread is highly localized suggesting that the virus is not well adapted to humans.	Contain the new virus within limited foci or delay spread to gain time to implement preparedness measures, including vaccine development.	Assess whether to activate the sections of the Pandemic Influenza Plan. Seattle EOC shall activate to the "Emergency Management Increased Readiness" level.
Phase 5 – Larger cluster(s) of human infection but human-to-human spread is localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).	Maximize efforts to contain or delay spread to possibly avert a pandemic, and to gain time to implement response measures.	Based on guidance from the Local Health Officer, the City shall activate COOP plans for departments maintaining essential City services. Seattle EOC shall activate to the "Inter-Department Coordination & Increased Readiness" level.

Pandemic Phases	Public Health Goals	City Response
Pandemic Period **Phase 6** – Pandemic is declared. Increased and sustained transmission in the general population.	Implement response measures, including social distancing to minimize pandemic impacts.	The City's Office of Emergency Management, directed by the Mayor, shall activate all parts of the Pandemic Influenza Annex. Seattle EOC shall activate to the "EOC Major Activation" level.

B. Plan Assumptions

This Annex is built on the following assumptions:

- An influenza pandemic demands a different set of continuity assumptions from previous emergency planning because it will be widely dispersed geographically, is likely to spread fairly quickly, and typically occurs in two to three waves. Such pandemic waves could last from six to 12 weeks at a time over a three month to 18 month period. The second wave may occur several months after the first and the level of illness is often more severe than in the first wave.
- Because an influenza pandemic is likely to be a global event, mutual aid and federal assistance should not be assumed when a pandemic occurs.
- The Mayor of Seattle, in consultation with PHSKC and the King County Executive, shall proclaim a state of emergency when warranted based on the latest guidance from the World Health Organization, the U.S. government, and Washington State health officials.
- During an influenza pandemic, up to 40 percent of the work force could be absent for an extended period of time (weeks or months depending on family circumstances).
- Through its COOP planning process, the City of Seattle will develop an enterprise level prioritized list of essential services.
- Social distancing, frequent hand washing, work surface cleaning, and additional public education will be the primary actions taken by the City within the government and recommended to all residents of Seattle to help slow the spread of pandemic influenza.
- The City of Seattle will implement alternative work arrangements (e.g. telecommuting) to ensure that strategies to keep the influenza from spreading among employees are successful.
- City systems such as telephones, InWeb, e-mail, Summit, and other applications that support essential City services will remain functional during the pandemic emergency.
- Many City buildings may have to be closed during parts of the pandemic.
- As supply chains are affected, the City will likely have to ration or reallocate its limited resources of fuel, other supplies, and materials to ensure that essential services are sustained.

- The impact of widespread illness and the social distancing imposed to mitigate it may have a severe impact on the City's revenues as businesses curtail their hours or close and construction activity declines.
- Vaccines and anti-viral drugs will be in extremely limited supply and provided on a public health specifically defined basis, with first responders in the high priority group.
- Low income, immigrant, the elderly, and medically fragile populations will be impacted especially hard by the disease itself and by the disruption of the social services on which these groups depend.
- Long-term recovery from a severe pandemic will likely span many months or years. The psychosocial and economic consequences may also be long lasting.

The health planning assumptions included this Annex are based on the most current information available from international, federal, State, and local health agencies at the time of publication. The operational planning assumptions are taken from written material developed by individual departments and agencies, as well as from discussions with the City's Disaster Management Committee.

V. CONCEPT OF OPERATIONS

The Seattle Disaster Readiness and Response Plan, Basic Plan, provides the essential framework for the City's concept of operations for a general emergency and is applicable in the event of an influenza pandemic. The City of Seattle Emergency Operations Center (EOC) will be the focal point of the City's non-medical response and recovery to a flu pandemic emergency. When activated for a pandemic, the Seattle EOC shall include selected representatives of Seattle departments (those providing essential City services and those aiding logistical support), and selected infrastructure owners and private sector representatives.

Activation of the Seattle EOC for an influenza pandemic requires the use of non-traditional procedures in comparison with other disasters. Per the direction of PHSKC, personal protective measures shall be implemented, including social distancing, the use of telecommuting, and enhanced communications systems (video teleconferencing, computer, fax, conference calls, etc.) to reduce the risk of infection to Seattle EOC representatives and staff.

Prior to and during a pandemic, the Seattle EOC shall be responsible for supporting response with selected logistics, assistance in public information and education, and the acquisition of information on the status of essential City services, critical infrastructure, and selected businesses. Normal reporting systems (Situation Reports and WebEOC) shall be used, and a specific influenza pandemic operational status report shall allow agencies to report their operational status based on the impacts of the pandemic. Agencies may also be required to report the number of employees absent on a daily basis to assist in reallocation of resources to support essential services.

The sections that follow describe the organizational structure that will be activated in the event of an influenza pandemic, including who has authority to direct and control implementation of this plan, how City of Seattle processes will be organized during the pandemic, and how responsibilities for critical activities will be allocated between the City agencies and PHSKC.

A. Direction and Control

As indicated in Volume I, Seattle Disaster Readiness and Response Plan, Basic Plan, the City of Seattle and all response partners will operate under the Incident Command System (ICS) for the response to any emergency, including a pandemic. PHSKC will provide unified command for the medical response community. The Seattle EOC will provide incident command for the City's non-medical aspects of its response to a pandemic.

Ultimate authority of the City and the EOC is vested with the Mayor. In a pandemic, this includes determining the most appropriate way to implement guidance on social distancing and directives issued by the Local Health Officer (See **Appendix C: Public Health Emergency Protocol Agreement**.) Available to support the Mayor as Command Staff are the Deputy Mayor, Chief of Departmental Operations, and the Mayor's Communications Director. The Law Department Legal Advisor supports both the Mayor and EOC Director by providing legal counsel and by reviewing all legal documents before they are presented to the Mayor.

B. Organization

The organization of the City of Seattle's government processes during an emergency is based on an ICS that incorporates the National Incident Management System (NIMS) standards. The activation of this Annex will be coordinated and monitored by OEM and other City staff both at the EOC and Department Operations Centers, as well as at remote locations if required for social distancing. In-depth information on EOC operations and Emergency Support Functions (ESFs) can be found in both Volume I and Volume II of the Seattle Disaster Readiness and Response Plan.

Because a pandemic will likely create an emergency over an extended period of time, realized in the absences of City employees, each City department or agency has included a line of succession in its COOP plan. This information is also included in **Appendix D: Line of Succession**.

C. Responsibilities

Responsibilities of the City of Seattle and PHSKC shall be allocated as follows.

The City of Seattle shall:

- Assist PHSKC in educating City employees and the public about how to protect themselves from becoming infected and infecting others.
- Assist pandemic planning and preparedness efforts in conjunction with regional, State, and federal response partners.
- Plan and prepare for the provision of essential City services to the public to ensure continuity of the public health and safety during and after a pandemic.
- Plan and prepare for logistical support of non-medical essentials (supplemental facilities, staff, fuel, other operating supplies, food, transportation, security, etc.) to health care system providers within the City of Seattle.
- Conduct training, drills, and exercises to enhance City readiness to respond to a pandemic.
- Coordinate activation and management of the Seattle EOC.
- Through the Seattle EOC, coordinate planning and response activities with Seattle departments, Seattle EOC representatives, and other entities as required.
    - ✓ Oversee the development of departmental COOP plans.
    - ✓ Support departmental efforts to test and improve plans and update them as required in response to incidents.
- Develop and implement an operational status report that will enable Seattle departments and critical stakeholders to provide rapid, concise situation reporting to the Seattle EOC and via the EOC to PHSKC.
    - ✓ Monitor the status of essential City services and provide for internal and external reporting.

- ✓ Monitor City employee absenteeism to help ensure that City resources are allocated appropriately for the continuity of essential services.

PHSKC shall:

- Implement and provide support for all health care issues during an influenza pandemic as described in ESF-8 Public Health and Medical Services and their Pandemic Influenza Response Plan. This plan is available on the Web at **http://www.metrokc.gov/health/pandemicflu/plan**.
- Identify and communicate health messages and guidance to the City and to the general public through established and agreed upon communications channels.
- Help identify emerging non-medical logistical support requirements for health care providers in the City of Seattle.

City of Seattle and PHSKC shall cooperatively support each other by:

- Providing accurate, timely, and consistent information to the public and other stakeholders regarding preparations for a pandemic; the impacts of an outbreak; local response actions; and disease control recommendations.
- Coordinating public education and public information resources where needed to reach employees, business owners, City residents, and visitors.
- Using selected City Public Information Officers (PIOs), Joint Information Centers (JIC) and regional support systems such as the Regional Public Information Network (RPIN).
- Coordinating special efforts to reach non-English speaking communities and other groups which may pose special communication challenges or which may have increased vulnerabilities to the effects of an influenza pandemic.
- Identifying and deploying non-medical resources required to support essential public health and critical governmental services.
- Managing and deploying medical resources made available through the Strategic National Stockpile.
- Jointly planning and participating in selected influenza pandemic training and exercises.

The respective responsibilities of the City of Seattle, PHSKC, other regional participants, as well as local citizens and businesses are specified in **Figure 2**.

Roles in Pandemic Influenza Preparedness and Response

City of Seattle

Roles:
- Implement Continuity of Operations Plans, monitor and report status of essential City services
- Coordinate closely with the Local Health Officer, County Executive, and other elected officials as required regarding the implementation of social distancing and other health related directives.
- Plan and prepare for logistical support of non-medical essentials to PHSKC and Health Unified Command
- As with other major incidents, conduct an after-action evaluation and coordinate updates to City planning assumptions for subsequent waves.

Public Health Seattle and King County (PHSKC)

Roles:
- Maintain local surveillance
- Coordinate with State and local officials and provide input on medical issues to local COOP decisions
- Distribute anti-viral medication
- Coordinate public health information
- Coordinate Health Care Coalition and implement Unified Command at Phase 4 and above

Note: ESF 8 Public Health and Medical Services provides further elaboration

Citizens and Local Businesses

Roles:
- Become educated on expected impacts, consequences, and preventive measures
- Prepare individually, consistent with emergency management guidelines, to be as self-sufficient as possible during a pandemic
- Respond appropriately by complying with quarantine/isolation directives, vaccination schedules, and other requirements
- Support the needs of vulnerable populations such as the elderly and non-English speaking and assist them with their preparedness planning

Regional Public and Major Private Sector Stakeholders

Roles:
- Support pre-pandemic preparations within and between agencies to ensure common expectations and adequate preparations
- Provide input to Local Health Officer regarding social distancing measures and feedback on impacts
- Provide status of essential services on an as-needed basis

April, 2007

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VI. ASSIGNMENT OF RESPONSIBILITIES

Volume I, Seattle Disaster Readiness and Response Plan, Basic Plan describes appropriate actions to be taken by the City through its departments in the areas of Mitigation, Preparedness, Response, and Recovery during any major threat. Departmental COOP plans (see Volume II of this Annex) are complementary documents that provide more detail regarding actions to be taken at the departmental level.

The sections that follow outline the specific responsibilities of those City of Seattle departments and agencies providing essential services during each of the six pandemic phases described in the WHO influenza preparedness plan.

A. City of Seattle Departments

All City of Seattle departments and agencies shall:

- During Pandemic Phases 1, 2 and 3, develop, review, and update COOP plans and coordinate other work necessary to improve City, resident and local business preparations.
- At Pandemic Phase 3, develop and implement strategies for securing necessary operating supplies, stockpile as needed, and develop agreements with suppliers where practical to do so.
- At Pandemic Phase 4, support PHSKC with the management and deployment of medical resources made available through the Strategic National Stockpile.
- At no later than Pandemic Phase 5, invoke their COOP plans.
- At Pandemic Phase 6, report on workforce and service impacts of the pandemic consistent with direction from OEM.

B. Office of Emergency Management (OEM)

During Pandemic Phases 1 and 2 the Office of Emergency Management shall:

- Conduct meetings of the DMC focusing on influenza pandemic preparations. The group should review identified crucial gaps in local infrastructure and resources and potential legal impediments. State and local laws, if not corrected in advance, may interfere with an effective response.
- Revise the Seattle Pandemic Influenza Annex no less often than every four years or immediately after a severe pandemic. PHSKC shall review and update its pandemic threat assessment on an annual basis.
- Revise the Citywide line of succession list (see **Appendix D: Line of Succession**) and key contact information of partners, resources, and facilities, annually as well as incrementally as changes occur.
- Conduct regular updates to inform EOC staff, DMC members, other key officials, and various stakeholders on the status of influenza pandemic preparedness.

- Conduct conference calls, as indicated, with bordering jurisdictions to coordinate pandemic preparedness activities. Coordinate closely with PHSKC as they are responsible for coordinating the health care system's response.
- Review, exercise, and modify the plan as needed on a periodic basis.

During Pandemic Phase 3 OEM shall:

- Conduct meetings of the DMC and meet with appropriate partners and stakeholders to review major elements of the plan and evaluate level of preparedness.
- Modify the plan as needed on an urgent basis.
- Coordinate with bordering jurisdictions as required.

During Pandemic Phases 4 and 5 OEM shall:

- Activate the EOC to Emergency Management Increased Readiness level at Pandemic Phase 4 and Inter-Department Coordination & Increased Readiness level at Pandemic Phase 5.
- Convene the DMC and meet with partners and stakeholders to review this Annex.
- Activate enhanced communications procedures.
- Activate enhanced plans for operational priorities.
- Arrange for appropriate facilities use.
- Notify key officials of need for additional resources, if necessary.
- Document expenses of pandemic response.

During Pandemic Phase 6 OEM shall:

- Activate the EOC to EOC Major Activation level and coordinate with PHSKC, City agencies, and key external stakeholders the full activation of this Annex.
- Monitor and report status of essential City services.
- Coordinate activities with neighboring jurisdictions and other major institutions (e.g. Seattle School District, Port of Seattle, University of Washington and other institutions of higher learning.)
- Interface with appropriate counterparts at the national level.
- Document expenses of pandemic response.

C. Public Health – Seattle & King County (PHSKC)

Public Health – Seattle & King County shall:

- During Pandemic Phases 1, 2 and 3 where King County residents are not directly affected, lead countywide health-related preparedness and education efforts for pandemic response. This shall include assessing the viability of community

containment options and establish criteria for recommending their implementation to local elected officials.

- During Pandemic Phases 4, 5 and 6, communicate with health system partners through the Health Care Coalition to coordinate and manage health care system resources and information.
- Upon reaching Pandemic Phase 4 (if local area is not affected; Phase 3 if local area is affected), provide regular briefings to the King County Executive, the Mayor of Seattle, other local elected officials, and regional response partners. Briefings shall address the nature of the disease, its communicability and virulence, availability of vaccines and antivirals, actions that are being taken to minimize the impact, and health information being shared with the public and health care providers.
- Upon reaching Pandemic Phase 6, implement response measures, including social distancing.
- Coordinate updates to **Appendix E: Personal and Workplace Hygiene** with input from Personnel and the Fleets and Facilities Department.

D. Fleets and Facilities Department (FFD)

The Fleets and Facilities Department shall:

- Prior to Phase 4, identify and catalog alternative sources of fuel, materials and parts.
- During Phase 4, execute contracts for fuel and essential materials it believes will be in short supply.
- During Pandemic Phases 5 and 6, stockpile fuel and essential materials and conserve and allocate appropriately to ensure that the City's essential services can continue to the greatest extent possible.
- During Pandemic Phases 5 and 6, coordinate with City departments to schedule the opening and closing of City facilities such that health and safety concerns are addressed along with the need to provide service.
- During Pandemic Phase 6, ensure that all City buildings receive adequate fresh air to help slow down the spread of the pandemic.

E. Department of Executive Administration (DEA)

Throughout all Pandemic Phases, the Department of Executive Administration shall:

- Process payroll for departments which are unable to submit biweekly payroll input documents. Consistent with the City's Disaster Readiness and Response Plan, the prior period's payroll shall be rerun for those departments which cannot provide current data.
- Renew contracts as requested by departments to assist with the continuity of their operations and services.
- Assist departments with emergency contracts for essential goods and services.

F. Department of Information Technology (DoIT)

The Department of Information Technology shall:

- Prior to Pandemic Phase 5, enhance the City's infrastructure and licensing to support an increased use of remote access technologies: GroupWise Web, VPN, and Citrix. This expansion shall be based on requirements established and communicated to DoIT by departments as part of the development of their COOP plans and reviews of interdependencies.
- Assist employees who request or ask to work remotely during an influenza pandemic by providing clear instructions on how to use the access tools that have been assigned to them.
- Discuss critical IT support needs and alternative support strategies with those departments that request support.

G. Department of Finance (DOF)

The Department of Finance shall:

- Prior to Pandemic Phase 5, monitor the City's Emergency and related funds and report on the amount of reserves the City has on hand which could be used to help overcome revenue shortfalls during a pandemic.
- During Pandemic Phases 5 and 6, monitor revenues and expenses and notify departments of changes in the City's financial condition to help them prepare for any resulting cut-backs.

H. Personnel Department

The Personnel Department shall:

- Prior to Pandemic Phase 4, assist departments with reviewing their labor contracts, work rules, and practices, and identifying changes which may be needed to respond to an influenza pandemic. Personnel shall also brief business representatives from affected unions to help ensure they are informed.
- During Pandemic Phase 4, coordinate briefings and information sessions for City employees regarding the City's plans and employee options.
- During Pandemic Phase 5, assist departments with final preparations for workforce disruptions and dislocations.
- During Pandemic Phase 6, delegate to departments all responsibilities for hiring, disciplinary actions, and work changes.
- Coordinate updates to **Appendix F: Workforce Resiliency Plan** with input from PHSKC and other agencies as required.

I. Library, Parks and Recreation, and Seattle Center

Library, Parks and Recreation, and the Seattle Center shall:

- During Pandemic Phases 5 and 6, make staff available to support essential services in other departments.
- During Pandemic Phases 5 and 6, open selected facilities, as requested by the EOC (Fleets and Facilities, probably based on input from PHSKC) for public health or logistics support purposes.

J. Citywide Recovery Activities

Since an influenza pandemic is likely to occur in waves, the City of Seattle may need to prepare for and perform recovery activities between each wave. It will be important for all City departments and agencies to take the following actions between each wave of the pandemic:

- Assess all physical, economic, and social impacts of the most recent pandemic wave.
- Adjust recovery actions based upon actual impacts and circumstances.
- Assess costs and prepare for the next wave.
- Monitor international and national health information sources for any updates on future pandemic waves.
- Balance recovery actions with essential preparedness for the next wave.
- Adjust staffing resources where possible.

Long-term recovery for the larger community, especially if the pandemic is severe in terms of loss of life and economic consequences, will be daunting and protracted. In particular, the City of Seattle may find both its revenues and service demands affected by the following conditions as it struggles to return to normal levels of activity:

- Smaller businesses have fewer resources to withstand a pandemic, which is likely leading to business failures. They are also likely to be less competitive than larger firms when it comes to employee retention. The business community as a whole will need to work together to mitigate the impacts of competition and recovery on smaller businesses.
- Lower-income and middle-income workers will be heaviest hit and they are least likely to have sufficient financial reserves. They will need assistance in accessing business and government worker recovery support programs.
- Large businesses will not be totally immune and may encounter plant shutdowns due to loss of staff. Restoring operations could be problematic.

City government, therefore, must approach its own recovery sequence with an understanding of the continuing, long-term impacts of a pandemic on the larger community. Streamlining support and eliminating any non-essential barriers to business recovery will be essential.

VII. ESSENTIAL SERVICES

During a pandemic, there may come a time when all available City resources must be used to provide only the highest priority essential services. In such a situation, the City will not be able to support other jurisdictions or businesses, or provide non-essential City services.

For that reason, as part of the planning process, each City of Seattle department or agency identified all the essential services it provides in its COOP plan. The delivery of these essential services may be prioritized by Department Directors and the Mayor as a pandemic progresses, depending on the severity and nature of its impacts.

Table 2 outlines those services that have been identified as critical to the health and safety of Seattle residents and the continued operation of City government. For more information about the criteria used to define an essential service, see **Appendix G: Essential Services**.

Table 2: Essential Services

Department	Essential Services to Be Maintained
Public Safety	
Seattle Fire Department	✓ Provide emergency mitigation, fire suppression, and life safety services. ✓ Provide emergency medical services. ✓ Provide hazardous materials response. ✓ Oversee Disaster Operations, Fire Alarm Center, Fire Marshal's Office, and Fire Investigations as necessary.
Seattle Law Department	✓ Provide legal support to policymakers and EOC staff. ✓ Draft necessary emergency proclamations and orders. ✓ Provide advice and litigation support on quarantine and isolation issues. ✓ Provide prosecutors for charging decisions, arraignments and prosecutions.
Seattle Municipal Court	✓ Conduct arraignments, bail reviews, trials, payment receipt, and processing.

Department	Essential Services to Be Maintained
Seattle Police Department	✓ Maintain emergency communications through the 911 Center. ✓ Maintain public order. ✓ Respond to priority public safety situations as they occur. ✓ Investigate deaths, violent crimes, and other serious felonies. ✓ Respond to fatal/injury accidents.
SPD's Office of Emergency Management	✓ Serve as Citywide command/resource center. ✓ Integrate local resources. ✓ Coordinate with other EOCs within the region as well as Washington State Office of Emergency Management. ✓ Coordinate public information.
Utilities and Transportation	
Seattle City Light	✓ Maintain power service for customers. ✓ Bill for City Light and SPU utility services. ✓ Coordinate Call Center activities with SPU.
Seattle Public Utilities	✓ Maintain water service for customers. ✓ Support wastewater collection and transmission. ✓ Provide drainage and flood control management. ✓ Manage solid waste collection and transfer station operations. ✓ Provide Call Center and customer service activities for City Light and SPU utility services.

Department	Essential Services to Be Maintained
Seattle Department of Transportation	✓ Provide traffic management and control. ✓ Maintain bridge corridors. ✓ Maintain key arterial corridors.
Health and Human Services	
Public Health Seattle and King County	✓ Guide communications effort and coordinate with the EOC and JICs when activated. ✓ Operate primary care clinical services. ✓ Provide Correctional Health Services. ✓ Operate the Communicable Disease-Epidemiology program. ✓ Serve as Medical Examiner. ✓ Issue death certificates. ✓ Operate the Public Health Laboratory. ✓ Dispense medication for tuberculosis patients. ✓ Provide unified command with other members of the health community when a pandemic is declared.
Human Services Department	✓ Deliver case management for clients. ✓ Provide payments and reimbursements to non-profits. ✓ Coordinate and communicate with non-profits.
Neighborhoods and Development	
Office of Economic Development	Non-essential, but may assist by communicating with businesses and business organizations regarding preparation, status, and recovery.
Office of Housing	✓ Disbursements to nonprofits for maintenance and operation of housing.

Department	Essential Services to Be Maintained
Department of Neighborhoods	Non-essential, but may assist by reporting impacts at the neighborhood level and providing information to neighborhood groups.
Department of Planning and Development	Non-essential but will assist with economic stability and safety by maintaining core permitting, inspection, and enforcement functions.
Arts, Culture, and Recreation	
Office of Arts and Cultural Affairs	Non-essential.
Seattle Public Library	Non-essential but facilities may be required for temporary medical services or distribution of materials and supplies.
Parks and Recreation	Non-essential but facilities may be required for temporary medical services or distribution of materials and supplies.
Seattle Center	Non-essential but facilities may be required for temporary medical services or distribution of materials and supplies.
Administration	
Office of the Mayor	✓ Execute emergency powers as required. ✓ Open/close City government services and agencies. ✓ Make major policy decisions. ✓ Represent Seattle with other elected officials.
Legislative Department	✓ Adopt legislation.

Department	Essential Services to Be Maintained
Department of Executive Administration	✓ Provide City-wide payroll processing. ✓ Conduct revenue collection and distribution. ✓ Establish contracting and emergency procurement. ✓ Provide Animal Shelter and field enforcement services.
Department of Information Technology	✓ Maintain the City's public safety radio network. ✓ Maintain the City's telephone network. ✓ Maintain the City's data network, including e-mail and Web site. ✓ Operate the City's data center for essential IT applications and systems.
Department of Finance	✓ Manage City finances. ✓ Approve emergency funding. ✓ Conduct emergency asset liquidation.
Office of Policy and Management	Non-essential.
Personnel Department	✓ Establish personnel rules and support emergency human resource needs. ✓ Manage labor relations. ✓ Provide temporary staffing and employment.
Office of the City Auditor	Non-essential.
Office of the Hearing Examiner	Non-essential.
Seattle Office of Civil Rights	✓ Investigate discrimination complaints.

Department	Essential Services to Be Maintained
Civil Service Commission	Non-essential, but may assist in ensuring work force sustainability.
Office of Intergovernmental Affairs	Non-essential, but may assist the City in coordinating information and response activities with other local, regional, State, and national entities.
Office of Sustainability and Environment	Non-essential.
Employee Retirement Office	✓ Assist employees in transitioning out of City government.
Ethics and Elections	Non-essential.
Office of the City Clerk	✓ Maintain official records.
Mayor's Office of Film and Music	Non-essential.

VIII. LOGISTICS

While the City of Seattle has a good deal of experience in responding to incidents such as rain and windstorms, it has very little experience in planning for and effectively dealing with a severe pandemic that may be long lasting and have even longer lasting consequences. Volume I of the Seattle Disaster Readiness and Response Plan (SDRRP) provides a good framework for establishing Resource Support responsibilities. ESF 7 of the SDRRP assigns leadership for Resource Support planning and execution with the Fleets and Facilities Department. While this guidance shall apply during a pandemic, the extraordinary demands of an influenza pandemic dictate the need for additional planning and coordination with regard to resources and facilities.

The sections that follow outline additional planning and preparation the City needs to undertake to effectively manage resources and facilities during an influenza pandemic. Information with respect to outside assistance and mutual aid is also addressed in this section.

A. Resource Management

ESF 7 of the SDRRP provides the structure and framework for obtaining additional resources when City departments are unable to meet their needs. During a pandemic event, the Resource Support Operations Center (RSOC) may be stood up, or all resource needs may be administrated through the Resource Support Functional Group in the Seattle EOC.

An influenza pandemic will likely be a long-term event lasting many months, and resource management needs will undoubtedly change throughout that period. The ESF 7 Lead, in coordination with EOC leadership, shall regularly evaluate resource management needs and determine the most effective approach to meet those requirements. Assessments shall be conducted at the end of each wave of the pandemic with the analysis and results informing refined planning for subsequent waves.

Resource Shortages

During a pandemic, common resources may be difficult to obtain or unobtainable for a variety of reasons. Many businesses today maintain “just in time” inventories which will quickly be depleted during a pandemic and difficult to replenish. The supply chain is likely to be disrupted by the pandemic, and vendors and suppliers may be forced to close their doors for an extended period of time due to lack of supplies or staff shortages. Unlike other disasters, obtaining supplies from another city may not be an option. State and federal support will also not be available, particularly in the short term.

In addition, certain supplies will be in high demand, not only among public agencies but also private businesses. Items in short supply may include fuel, food, medicines and medical supplies, toiletries, office supplies, and parts needed to keep equipment in good working order.

It is important that City agencies identify, and secure where prudent to do so, resources that support essential services before a pandemic develops. Obtaining additional resources during a pandemic may be possible, but these resources will likely take extra effort and time to procure and prices could be at a premium.

Resource Reserves

The City of Seattle must remain able to provide essential services for its residents, businesses, and visitors. The ability to provide these services lies not only in staff required to perform the duties, but also in the equipment and supplies needed to support those services. Through the COOP planning process, each City department should identify resources critical to essential operations and consider maintaining a 90 day supply of those resources in reserve. This level is consistent with the likely duration of one of the pandemic waves. The types and quantities of resources kept in reserve will vary by department and be affected by a variety of circumstances, including funding sources, resource lifespan, and storage availability.

Resource Conservation

The City recognizes that multiple solutions are required to deal with resource shortages. Resource conservation should be considered at the beginning of a pandemic so that resources can be shifted from non-essential missions to those that provide essential services.

In preparing for a pandemic, FDD, in close coordination with the EOC and City agencies that provide essential services, shall develop a resource management strategy, including conservation and reallocation guidelines, to help preserve fuel, automotive parts and equipment, sanitation supplies, and other resources. FFD shall also review facility cleaning and maintenance contracts and explore provisions which would help minimize the spread of disease where practicable. This strategy will be executed during the Response Phase; conservation and reallocation activities are likely to continue during the Recovery Phase as supply chain disruptions in some instances are likely to last well after the pandemic. Each City department must also consider alternate methods of doing business during a pandemic that will preserve resources on hand.

Recommended Resource Planning

ESF 7 describes how resources will be procured and who will be tasked to work on logistics when a disaster strikes. The City must be prepared to execute its resourcing strategy and to purchase emergency supplies and equipment immediately upon the indication that a pandemic is at hand. The inability to obtain needed resources during a pandemic event could result in an ineffective response to critical missions. Waiting until supplies are depleted will be very costly at best.

Each City department should include a resourcing strategy in its COOP plan. When developing a resource plan, departments should identify:

- All resources required to support essential services;

- Location of sources within the city that may be used to supplement needed resources;
- A funding mechanism to support resource stockpiles;
- Secured locations for storage of resources;
- How to incorporate rotating resource reserves into their everyday operations.

Once individual departmental needs have been identified, the DMC will review plans and strategies for commonalities and interdependencies so departments can achieve some shared efficiencies and to ensure that one department's plans do not inadvertently disturb essential services of another.

Before an event, each department may also want to identify multiple vendors, including some smaller local companies, that carry parts or supplies that sustain essential services. In some cases, it may be beneficial to develop Memoranda of Understanding with companies identifying specific items that may be needed to support essential services. Though there is no guarantee that a vendor will be able to deliver the part or item, this type of agreement helps build a relationship between the City and businesses that could be beneficial during a disaster.

B. Alternate Locations and New Facilities

The SDRRP specifies processes for identifying and obtaining additional space. Each department must assess its need for alternate or additional work space for employees as well as space for storage of supplies, equipment, or other special needs. If social distancing is implemented during a pandemic or if additional staff is needed to perform essential services, then it may be necessary to obtain additional facility space. (In some cases, the solution may be to utilize work space that is used by work groups that are not supporting essential services.) Security and other support services (e.g., voice and network communications capabilities) for alternate or additional work and storage locations must also be addressed and planned for in advance.

One unusual circumstance that must be considered during an influenza pandemic is the need to have a room or area where persons who become symptomatic of the illness can stay. Employees who become ill at work may either refuse to go home or be unable to go home because of their condition. It is important that those who are symptomatic not be in close proximity to those who are not displaying symptoms, but there may be no medical facility that can immediately receive them. As an alternative, the City may want to establish dedicated rooms for ill employees by individual work group or by building or building floors.

As the health care system (hospitals and clinics) quickly becomes overwhelmed by critical cases, the City will also need to plan for the deployment of neighborhood facilities that can provide basic health care support. Logistics planning must include identifying spaces such as Parks Department community centers, libraries, or neighborhood schools, staffing those facilities, stocking them with operating supplies, food, beds and bedding, and providing security and transportation support.

Because of the potentially high mortality rate of pandemic flu, the management of the remains of deceased persons may also become a logistics challenge. It is the responsibility of PHSKC to identify and resource facilities that can be used to hold the bodies of those who have died during the pandemic. City personnel must work with Public Health staff to determine facility requirements and to conduct assessments to determine candidate locations for temporary storage of remains. Contingency agreements with potential facility providers may be warranted.

C. Integrating Outside Assistance

During a pandemic, City agencies should not expect to receive assistance from other agencies. Any outside assistance that is received will be integrated into existing operations. Staging areas will be established for incoming resources using the Incident Command System.

D. Mutual Aid and Inter-local Agreements

All planning must assume that mutual aid will not be available during a pandemic. A shortage of personnel resources and supplies will dictate that agencies keep their limited personnel resources close to home and that supplies will be fully consumed providing service to their own jurisdictions.

IX. FINANCIAL MANAGEMENT

In addition to the challenges of maintaining essential City services in the face of staffing shortages and supply chain disruptions, the City may also confront significant financial problems during and after a pandemic. The Response and Recovery phases of a severe pandemic are likely to be more prolonged than other disasters, placing additional importance on overall financial planning and fiscal management.

The sections that follow describe some of the specific financial challenges an influenza pandemic is likely to create and steps the City of Seattle should take to prepare for such challenges.

A. Financial Challenges

During an extended influenza pandemic, the City can expect to confront higher than normal costs for the following reasons:

- Supply shortages may drive up the cost of fuel, replacement parts, supplies, and other components essential to service provision. In some cases, “doing without” will not be an option for the City, especially in areas of public safety and basic utility services.
- New functions and services may be required of the City; these might include the operation and maintenance of emergency short-tem medical facilities, the support of children whose parents are ill or have died, or the extended protection of pharmacies whose supplies are being rationed. None of these examples is intended to be a proposal or recommendation for new City activities, but merely a recognition that the City’s role as the unit of government closest to Seattle residents may evolve rapidly and unexpectedly during a pandemic.

At the same time that its costs may rise, the City may find that its revenues are significantly declining. If a pandemic is short-lived or if its impacts are relatively mild, revenue reductions may not become an issue. If, however, a pandemic occurs as a cycle of intense waves as some experts predict, then a serious economic downturn may result, affecting all three primary pillars of the City’s tax base.

- The City’s sales tax revenue could be drastically reduced if supply chains become disrupted and construction activity is curtailed. Residents may also avoid stores and businesses out of fear of coming into contact with infected individuals.
- As businesses see their retail or wholesale sales decline, the City’s business and occupation tax revenue could similarly shrink.
- While property tax revenue should be much more stable, it is possible that by the second year of a pandemic, some property owners, through illness, unemployment, or other circumstances, may no longer be able to pay their property taxes.

B. Fiscal Responsibility

To prepare for the financial challenges created by an influenza pandemic, the City, under the leadership of the Department of Finance, must take the following actions:

- Continue to maintain the City's Emergency Fund and similar reserves at current levels or higher. The fund, as currently constituted, would likely be sufficient to sustain the City through the first two waves of a pandemic without significant disruption.
- Maintain its prioritized list of essential services and identify potential cuts in non-essential activities. Any service cuts that could yield immediate expense relief should be identified and those cuts should be implemented if rapid reductions in expenditure become necessary.
- Explore opportunities for temporary reductions in work hours or salary levels for City employees during a declared influenza pandemic emergency. Such reductions, while unpopular, are preferable to laying off employees.
- Develop revenue monitoring mechanisms that can be implemented quickly when a pandemic emergency is declared.

C. Financial Reimbursement

As with other emergencies, documentation of all activities and costs associated with a pandemic shall follow the guidelines established in the SDRRP. City leadership staff and elected officials will expect to be informed of the cost of a pandemic crisis.

FEMA Disaster Assistance Policy DAP9523.17, Emergency Assistance for Human Influenza Pandemic, describes certain costs associated with an influenza pandemic which may be eligible for federal reimbursement. (For a copy of this policy, see **Appendix H: Federal Non-Medical Guidance**:) While the City of Seattle will work with FEMA and all possible jurisdictions and levels of government for potential cost recovery, it is recognized that a severe influenza pandemic will affect national and local revenues, and that federal assistance may be late in coming. Therefore, City planning is not predicated on rapid or complete reimbursement of expenses from the federal government.

X. HUMAN RESOURCES

A pandemic is likely to have many unforeseen impacts, especially in areas relating to personnel. Human Resource managers from departments across the City have drafted a set of policies intended to guide the City in its response to a pandemic. To review these policies, see **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**. The City will use its established labor relations processes to negotiate proposed changes to personnel practices that affect contracts. The draft policies are currently under review and will be finalized prior to adoption of this Pandemic Influenza Plan.

Guiding Principles

The following principals were applied when developing the draft personnel policies and guidelines included in Appendix I:

- The health and well-being of the City's workforce is of paramount importance. Employees and their family members will need to be supported during what will be very stressful times.
- Maintaining adequate staffing to support essential City services will be of primary concern. Essential services will be staffed first and other functions will be staffed secondarily.
- In the event that an influenza pandemic is proclaimed, management may be required to take actions to protect the public and City employees that conflict with existing Personnel Rules and collective bargaining agreements. It is the City's intent to minimize the number and the duration of these disruptions and to honor all appeal processes to the extent practical.
- Unions will be informed in advance of potential personnel administration changes to the extent reasonably possible.
- The human resource processes may be simplified and the administration of personnel rules and/or collective bargaining provisions narrowed in order to meet the demands of staffing needs during an emergency period.
- The effect of these policies does not grant new privileges, rights of appeal, rights of position, transfer, demotion, promotion or reinstatement of any City of Seattle employees, contract or temporary workers or volunteers. These guidelines and policies do not constitute an express or implied contract. They provide general guidance and cannot form the basis of a private right of action.

A. Social Distancing

In an influenza pandemic, one of the key strategies the City will adopt to prevent the spread of flu among City employees is social distancing. This may require sending individuals home without work to do, having them work at home, having them work extended hours, or having them work overtime. Some or all of these issues have labor relations implications, including potential adverse impacts on employees. These issues have been presented to the Human Resources review group and are addressed in Appendix I.

B. Communicating with Employees

Communicating regularly, directly, and honestly with City employees regarding the City's plans for and response to a pandemic as it occurs will be essential to the success of that response. The City's Communications Strategy covers both internal and external communications and the general timing of their release during the pandemic incident lifecycle. Explicit strategies and responsibilities for communicating with City employees are detailed in **Appendix B: Pandemic Influenza Emergency Communications Strategy**.

XI. ASSESSMENT AND REPORTING

When PHSKC determines that a pandemic threat exists, and the SDRRP and Pandemic Influenza Incident Annex are activated, each City department will be required to assess its current situation. One of the first tasks each department shall undertake upon activation of the SDRRP is an evaluation of its personnel strength, as the performance of essential services depends upon the availability of personnel to perform tasks associated with those missions. Each department must also review and evaluate its Line of Succession to ensure that there is enough depth to maintain a leadership presence at all times. Personnel strength and deficiencies will be reported to the EOC in accordance with standard reporting procedures as identified in the SDRRP.

In addition, any conditions that impair the ability of the department to perform essential services shall be reported to the City EOC as stated in the SDRRP. Personnel strength, absence of managers or supervisors, malfunctioning equipment, inappropriate or insufficient operating space, or lack of supplies or parts may all affect the ability to provide service. Any significant issues that need additional help for resolution should all be reported to the EOC where alternative solutions may be recommended.

The sections that follow describe the type of reporting activities that will be required of all City departments during an influenza pandemic.

A. Impact Reporting

In order to track the impacts of an influenza pandemic on City services and the public, departments will be required to report regularly on any changes in service levels, quality of service, or key performance indicators. Departments can submit impact reports using the impact reporting form available on WebEOC. To view a sample impact reporting form, see **Table 3**.

An impact should be reported as soon as possible after it occurs. Changes in the status of a previously reported impact—either improvements or further degradations in service—should likewise be reported as updates to the original impact report.

It is expected that at its height, an influenza pandemic will create many impacts. Departments should focus on those impacts that are most significant to the public, to City policy-makers, and to other departments. When evaluating whether to report an impact, departments should consider whether the impact:

- Affects an essential service;
- Is expected to be of noticeable duration;
- Poses a significant reduction in service;
- Has policy implications;
- Is related to the department's published key performance indicators;
- Affects large numbers of people or vulnerable groups of people; or

- May require significant additional resources to mitigate.

By maintaining a collective picture of impacts and their expected durations, the City will be in a better position to reallocate resources as needed to restore or retain essential services at acceptable levels.

Table 3: Influenza Pandemic Impact Report

Entry#	Dept.	Name	Description of Change	Normal Service Level	Altered Service Level	Who is Affected	Nature of Impact	Level of Impact	Policy Issue	PIO Info	Start Date	Expected End Date	Action Plan	Resource Request

Explanation of columns

Entry #: This should be generated by WebEOC or whatever automated system is recording these impacts.

Name: Provide a brief, concise name for the change you are reporting, e.g., reduced Permit Counter service hours. In most cases, this should be one of the department's essential services.

Description: Describe the change, including the staffing reductions or other factors which are driving the change. Often a service level change will have multiple causes.

Normal Service Level: Provide the performance metric which identifies normal or baseline service, e.g., Counter open 8 a.m. – 5 p.m. M - F

Altered Service Level: Provide the changed service metric, e.g., Counter open 10 a.m. – 2 p.m. T - Th

Who is Affected: Identify the group or groups most affected by the change, including other City departments; if possible, include the number of people or other measures of the impact.

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Explanation of columns, cont.

Nature of Impact: Describe the impact of the service change on the affected groups, e.g., contractors are being delayed at least two weeks in getting permits.

Level of Impact: Categorize the impact according to the following scale:

5. Service not functional; poses significant health/safety threat to residents
4. Major service delivery problems; poses moderate health/safety risk to residents
3. Serious service delivery problems; creates severe service disruption or inconvenience for residents and/or other City departments
2. Moderate service delivery problems; creates moderate disruption or inconvenience for residents or other City departments
1. Variance within normal range; creates minor or unnoticed disruption or inconvenience

Policy Issue: Are there policy issues involved which require the attention or approval of elected officials? Answer Yes or No.

PIO Info: Have PIOs been fully informed of the situation so they can appropriately inform the public? Answer Yes or No.

Start Date: Provide the date on which the changed service level began.

Expected End Date: Provide your best estimate, if possible, of the date at which you expect service to return to normal.

Action Plan: Describe actions taken or planned, if any, to mitigate the impact. If the change has multiple causes, you should describe the action to be directed at each cause.

Resource Request: Identify any additional resources you are requesting, if any, in order to complete the actions you wish to take

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B. Absence Reporting

Departments and the EOC need to know the resources that each department has available to perform service so that resource shortages can be addressed for essential services. In addition, PHSKC requires this information to help track the magnitude and spread of a pandemic.

Therefore, each department is required to report on a daily basis:

- How many employees, including part-time and temporary employees, the department has on their payroll;
- How many employees have reported to work;
- How many employees are absent;
- And, to the extent known, the reason for absences: sick leave, family sick leave, scheduled absence, or other.

Each department, as part of its COOP plan development, should create a procedure for gathering this information on a daily basis for week-day day shift employees. Typically, a department may establish a simple process for supervisors to report upward to a central point within the department regarding daily staffing levels and absences; that central point, which might be a payroll clerk or DMC representative, will post the results daily to a Web-based absence reporting form available on WebEOC. To view an absence reporting form, see **Table 4**.

Table 4: Influenza Pandemic Absence Report

To be completed daily, Monday through Friday, upon request by EOC

Depart-ment	# Staff	#Staff Reporting	#Staff Absent	Absent Due to Illness	Absent Due to Family Illness	Vacation Leave, other	Unknown Reason for Absence
Arts							
Auditor							
CSC							
DEA							
DOF							

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Depart-ment	# Staff	#Staff Reporting	#Staff Absent	Absent Due to Illness	Absent Due to Family Illness	Vacation Leave, other	Unknown Reason for Absence
DoIT							
DON							
DPD							
Ethics							
Executive							
FFD							
HSD							
Law							
Legislative							
MOFM							
OCA							
OCR							
OED							
OHE							
OIA							
OPM							
OSE							

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Depart-ment	# Staff	#Staff Reporting	#Staff Absent	Absent Due to Illness	Absent Due to Family Illness	Vacation Leave, other	Unknown Reason for Absence
Parks							
Personnel							
Retirement							
SCL							
SDOT							
Seattle Center							
SFD							
SHA							
SMC							
SPD							
SPL							
SPU							
Totals:							

Explanation of columns

 # Staff: The number of staff on payroll and scheduled to work that day.

 # Staff reporting: The number of staff who showed up for work that day.

 # Staff absent: The number of staff who were scheduled to work but did not show up for work that day.

Explanation of columns, cont.

Absent due to illness: The number of staff who were absent due to personal illness.

Absent due to family illness: The number of staff who were absent due to a family member's illness.

Vacation, leave, other: The number of staff who were on a pre-approved vacation, personal leave day, or other paid day off.

Unknown reason for absence: The number of staff reported as absent for whom the reason for the absence is unknown.

XII. PLAN ADOPTION AND TRAINING

This Annex creates some unique implementation challenges. Most disasters are of short duration, yield no more than a few days of disrupted service, and affect only a small and well-defined number of employees or work units. In contrast, during a pandemic, most employees will be affected and many businesses will change their level of service, some more than others. This impact will likely be felt across all of City government for several months or longer.

Because an influenza pandemic will impact employees and services across the City of Seattle, it is critical that all employees be adequately prepared to respond to a pandemic. Every City department should ensure that its employees receive training on those portions of the City's Readiness and Response Plan and the department's COOP plan that directly affect their work or their well-being. Furthermore, the City should conduct a series of drills and exercises to prepare all employees for their role in providing essential services during a pandemic.

The sections that follow provide a schedule for plan completion, adoption, and maintenance, and guidelines for training employees on plan logistics and conducting implementation exercises.

A. Schedule

Because it will take several months for City departments and agencies to develop, coordinate, train, and practice their continuity of operations plans for a pandemic influenza outbreak, it is important that all City agencies remain committed to a schedule for completing the preparation activities outlined in this Annex. Following is the recommended schedule:

- Plan adoption by DMC – July, 2007
- Department COOP plans completed – July, 2007
- OEM training complete – February, 2008
- Department training complete –February, 2009
- Department drills and tabletop exercises complete –July, 2009
- Citywide exercise complete –July, 2009

This timeline may be modified in response to changes in the World Health Organization (WHO) phase of pandemic alert. In the event that a pandemic reaches Phase 4 or higher prior to July of 2009, the City should escalate its training and exercise schedule.

To help departments track their preparedness efforts, a planning checklist is provided in **Appendix J: Pandemic Influenza Emergency Planning Checklist**. The checklist may be modified as departments or the DMC identify additional activities that should be performed; each department's progress in completing all items on the checklist should be monitored and progress reported to and by OEM.

B. Plan Adoption

This Annex becomes effective upon DMC approval and subsequent ratification by the City's Executive and Legislative authorities (the Mayor and City Council respectively.)

C. Responsible City Officials

The Director of the Office of Emergency Management has overall responsibility for the Incident Annex and shall periodically report implementation status to the DMC; Mayor's Office; and the Chair of the City Council's Environment, Emergency Management & Utilities Committee or its successor; and shall coordinate updates to the Annex as required. Given their predominant roles in a pandemic, the Leads for ESFs 2 (Communication), 6 (Mass Care, Housing and Human Services), 7 (Resource Support), 8 (Public Health and Medical Services), 14 (Long-Term Community Recovery and Mitigation), and 15 (External Affairs) shall play major roles in the administrative processes to ensure the Annex is effective.

Department heads, especially those providing essential City services, are responsible for ensuring the adequacy of their COOP plans and departmental preparations.

D. Distribution

It is the responsibility of OEM to ensure proper distribution of the Annex to City department and agency directors and other appropriate parties. The Annex shall be transmitted by OEM to the SDRRP distribution list either electronically or by hard copy as necessary. In addition, because much of this plan impacts all City employees, OEM shall post it on the InWeb and appropriate Internet locations. City department and agency directors are responsible for ensuring that all employees within their departments have access to the sections of this Annex that affect them.

E. Maintenance

OEM staff is responsible for maintaining the Seattle Pandemic Influenza Annex, with input from individual department staff and/or ESF representatives. This Annex and its appendices shall be reviewed every four years following the schedule of the SDRRP reviews.

However, certain portions of this Annex must be reviewed more frequently. **Appendix K: Pandemic Influenza Emergency Information Technology Plan**, for example, should be reviewed at least every two years to ensure that it adequately addresses the most current technologies in use at the City. This is particularly critical in relation to strategies for telecommuting. In the event of an influenza pandemic, it is imperative that all equipment and software used by employees to telecommute be up-to-date and compatible with City systems, as the expectation is that many employees will telecommute during the pandemic.

Similarly, human resource policies may change as union contracts are renegotiated. **Appendix I**, which addresses these issues, should be reviewed at least every two years.

Additionally, when the WHO declares that the influenza pandemic has moved to Phase 4, this Annex should be reviewed and updated as required. Training and exercise schedules may also be accelerated based on WHO and PHSKC guidance.

Finally, PHSKC will update its forecast of pandemic status on an annual basis.

F. Training

Because every City employee will be affected by this Annex, extensive training on the plan is necessary. Methods to conduct training may include Web-based training, video presentations, and direct classroom instruction. Training will vary from general overview materials to detailed procedures. Departments and agencies are expected to contribute to various portions of lesson plans where required.

Training Module Development

Seattle OEM is responsible for developing a basic curriculum that will be available to all City employees. The development of these training materials will require input from other departments and agencies, particularly the ESF Leads identified in Section XII: C.

The purpose of this training is to help employees understand the priorities of City government, including essential services during an event of this type. In addition, the training will identify City employees' roles in providing essential services during a declared pandemic crisis, ways they can help themselves and their families overcome challenges they may face during a pandemic, and ways to help the community and those they serve. General information about pandemic influenza, basic health and safety recommendations, social distancing guidelines, human resource issues, and IT instruction should also be included in the training.

In addition to the initial training module developed by OEM, each department shall develop training that includes specific policies and procedures their employees will use during an influenza pandemic. Training that familiarizes employees with department COOP plans, particularly those areas affected by a pandemic, is critical and should address issues such as Lines of Succession, Delegation of Authority, and which units will cover for others if there is a shortage of personnel.

The ESF Coordinator or a designated team of individuals from each ESF is responsible for reviewing current procedures and modifying them as appropriate for response to a pandemic. The coordinator is also responsible for ensuring that training materials and ESF specific training and drills are developed and delivered, and that after action reports are reviewed with the Director of OEM and the DMC. There are also some unique forms of technical training that may need to be developed. Examples include IT training on remote access for those employees who may be working from home, agreed upon exceptions to union contracts, and modifications to procurement or payroll submissions. OEM staff will coordinate with ESF Leads and work units with technical expertise to ensure that all gaps are identified and training issues addressed.

Training Delivery

While OEM is tasked with developing the basic module of training materials, it is the responsibility of each department to enhance that basic training with department specific information and to ensure that their employees receive training. Methods that may be used to deliver training to City of Seattle employees include train-the-trainer, direct classroom instruction, Web-based training modules, and video presentations.

OEM shall conduct at least one training session for DMC members, all department directors, separately elected officials and their key staff, and selected managers. This session shall include basic information for all staff as well as pandemic specific EOC training. In addition, OEM shall conduct train-the-trainer classes for designated trainers who shall pass the information on to City employees. Finally, OEM shall provide each City department with a copy of the training materials that it develops as a basic training package.

When the WHO declares that the influenza pandemic has moved to Phase 4, training shall be accelerated as much as possible so that every employee receives basic pandemic training prior to the onset of the disease in Seattle. The training schedule may be modified based on the advice of PHSKC.

G. Exercises

Disaster exercises perform three vital functions. They:

- Validate response plans and procedures to the extent that those plans and procedures are adequate in guiding responses to exercise scenarios.
- Expose gaps or shortcomings which can be corrected and validated in the next exercise.
- Reinforce employee behaviors and increase employee confidence in using the plan to respond to a disaster.

Activities typically build from the simple to the complex over time and generally require budgets that increase with the complexity of the exercise.

The Federal Emergency Management Agency (FEMA) provides the following definitions of exercises in its IS 139, Exercise Design training course.

> "… As the name suggests, the **orientation seminar** is an *overview* or *introduction. Its purpose is to familiarize participants with roles, plans, procedures, or equipment.* It can also be used to resolve questions of coordination and assignment of responsibilities.
>
> A **drill** is a *coordinated, supervised exercise activity, normally used to test a single specific operation or function*. With a drill, there is no attempt to coordinate organizations or fully activate the EOC. Its role in an exercise program is to practice and perfect one small part of the response plan and help prepare for more extensive exercises, in which several functions will be coordinated and tested. The effectiveness of a drill is its focus on a single, relatively limited portion

of the overall emergency management system. It makes possible a tight focus on a potential problem area.

A **tabletop exercise** is a *facilitated analysis of an emergency situation in an informal, stress-free environment*. It is designed to elicit constructive discussion as participants examine and resolve problems based on existing operational plans and identify where those plans need to be refined. The success of the exercise is largely determined by group participation in the identification of problem areas.

A **functional exercise** is a *fully simulated interactive exercise that tests the capability of an organization to respond to a simulated event*. The exercise tests multiple functions of the organization's operational plan. It is a coordinated response to a situation in a time-pressured, realistic simulation.

A **full-scale exercise** *simulates a real event as closely as possible*. It is an exercise designed to evaluate the operational capability of emergency management systems in a highly stressful environment that simulates actual response conditions. To accomplish this realism, it requires the mobilization and actual movement of emergency personnel, equipment, and resources. Ideally, the full-scale exercise should test and evaluate most functions of the emergency management plan or operational plan. …"

To ensure an effective response to pandemic influenza, the full range of exercises from the drill to the full-scale simulation will be necessary. These exercises enable the City to test its plans and help employees to understand their roles in the response and to practice critical activities.

Each department shall conduct training, drills, and tabletop exercises that include appropriate managers and selected personnel. Some departments may need to execute multiple exercises in order to cover all business groups. OEM staff will be available to assist with the design or facilitation of these exercise activities. Elected officials and their key staff should also participate in training and exercise activities so they will be prepared when an influenza pandemic occurs.

To practice social distancing, some drills should include employees connecting to City computer systems and departmental applications from home. Other activities that should be practiced in a drill or discussed in a tabletop exercise include testing call down lists, impact reporting, and absence reporting.

Following training, drills and tabletop exercises, a City-wide exercise shall be conducted to test the role of the EOC, the SDRRP and ESFs during a pandemic. This exercise shall also provide a platform for testing department COOP plans as they relate to a pandemic. OEM will take the lead for this exercise which should be conducted within two years of the adoption of this Annex.

This City-wide exercise also provides an excellent opportunity to engage external stakeholders in the testing of their pandemic plans, especially where they interface with the City's plans. The City, through OEM, should work with other jurisdictions,

private businesses, and non-government organizations, to make this City-wide exercise a multi-jurisdictional event. This participation will facilitate greater communication and collaboration among key stakeholders in preparing for an influenza pandemic.

Glossary of Terms

Following are definitions of terms and acronyms used in this Annex. This glossary also includes terms commonly associated with a pandemic or similar health incident.

Acute: Short-term, intense symptomatology or pathology, as differentiated from chronic. Many diseases have an acute phase and a chronic phase.

ALS: Advanced Life Support.

Antigen: Any molecule that is recognized by the immune system and that triggers an immune response, such as release of antibodies.

Antigenic Drift: Influenza viruses continuously undergo small genetic changes (referred to as “antigenic drift”) that require development of new influenza vaccines from year to year.

Antigenic Shift: “Pandemic influenzas” result when strains undergo a more dramatic genetic change caused by genetic re-assortment (referred to as “antigenic shift”).

Antiviral medication: Drug(s) that are used to prevent or treat a disease caused by a virus, by interfering with the ability of the virus to multiply in number or spread from cell to cell. Drugs with activity against seasonal influenza viruses include the neuraminidase inhibitors, oseltamivir and zanamivir and the adamanatanes, amantadine and rimantadine.

Asymptomatic: Without signs or symptoms of disease. May still have infection.

Avian (or bird) flu: Caused by influenza viruses that occur naturally among wild birds. The H5N1 variant is deadly to domestic fowl and can be transmitted from birds to humans. There is no human immunity and no vaccine is available.

CDC: Centers for Disease Control and Prevention. CDC is a U.S. Federal Agency within the U.S. Public Health Service of the U.S. Department of Health and Human Services.

Contact: People who have had close physical contact (less than one yard) or confined airspace contact with an infected person, within four days of that person developing symptoms. These are likely to include family members and/or other living companions, workmates (if in close contact situations or confined airspace environments), and some recreational companions. People, who have not been in close proximity nor have shared a confined airspace with a sick person within four days of that person developing symptoms, are not considered to be a contact. Note that the definition of a contact is likely to change once the nature of the pandemic strain is known.

Continuity of Government (COG): COG is the principle of establishing defined procedures that allow a government to continue its essential operations in case of catastrophic event. COG plans help prevent leaving a vacuum at any governmental

level in the aftermath of major disaster, which could lead to anarchy or to an unlawful assumption of authority.

Continuity of Operations (COOP): In the public sector, COOP planning typically emanates at the department or agency level and refers to the preparations and undertaken to ensure essential services are maintained in the case of catastrophic events.

EMS: Emergency Medical Service.

EOC: Emergency Operations Center, staffed on a 24 hour basis during an emergency.

Epidemic: An outbreak of infection that spreads rapidly and affects many individuals in a given area or population at the same time.

Epidemiology: The study of epidemics and epidemic diseases.

Febrile Respiratory Illness: Patients presenting with cough, and fever. Cough indicates contagion; fever indicates infection.

Flu: Another name for influenza infection, although it is often mistakenly used in reference to gastrointestinal and other types of clinical illness.

Flu Treatment Centers: Alternative sites set up to care for patients with pandemic flu. Schools, churches, public buildings set up through the public health authority or volunteer agencies to care for the sick.

Haz-Mat: Hazardous Materials.

H1N1: A strain of influenza type A virus that caused the pandemic infection of 1918 1919 and that continues to circulate in humans.

H5N1: A strain of influenza type A virus that moved in 1997 from poultry to humans. While the outbreak of this virus was rapidly contained, it produced significant morbidity and mortality in persons who became infected, probably from direct contact with infected poultry.

High-Risk Groups: Those groups in which epidemiological evidence indicates there is an increased risk of contracting a disease.

HomePack: Gloves, gowns, masks, sent home with the employee to allow travel to and from work, and to allow the employee to stay protected from infectious disease away from the work place.

Immunization: A procedure that increases the protective response of an individual's immune system to specified pathogens.

Incubation Period: The interval from exposure to an infectious organism and the onset of symptoms. For pandemic influenza, it is estimated to range from two to ten days.

Infection: Condition in which virulent organisms are able to multiply within the body and cause a response from the host's immune defenses. Infection may or may not lead to clinical disease.

Infectious: Capable of being transmitted by infection, with or without actual contact.

I.D.: Infectious Disease.

Influenza: A highly contagious, febrile, acute respiratory infection of the nose, throat, bronchial tubes, and lungs caused by the influenza virus. It is responsible for severe and potentially fatal clinical illness of epidemic and pandemic proportions.

Influenza type A: A category of influenza virus characterized by specific internal proteins and further sub-grouped according to variations in their two surface proteins (hem agglutinin and neuraminidase). It infects animals as well as humans and has caused the pandemic influenza infections occurring in this century.

Influenza type B: A category of influenza virus characterized by specific internal proteins. It infects only humans, causes less severe clinical illness than type A, and spreads in regional rather than pandemic outbreaks.

Influenza type C: A category of influenza characterized by specific internal proteins. It does not cause significant clinical illness.

LPAI: Low Pathogenic form of Avian Influenza. Classification of avian flu virus based on the severity of the resulting illness. Most avian flu strains are classified as LPAI and typically cause little or no clinical signs in infected birds. However, some LPAI virus strains are capable of mutating under field conditions into HPAI viruses.

Malaise: A feeling of unease, mild sickness or depression.

MCI: Mass/Multiple Casualty Incident.

Morbidity: Departure from a state of well-being, either physiological or psychological illness.

Morbidity Rate: The number of cases of an illness (morbidity) in a population divided by the total population during a specific time interval.

Mortality: Death, as in expected mortality (the predicted occurrence of death in a defined population during a specific time interval).

Mortality Rate: The number of people who die during a specific time period divided by the total population.

MSG: Medical Support Group, provides medical intelligence to public safety responders; links PHSKC-Epidemiology, regional hospitals, Hospital Control, ALS provider groups, regional fire departments, law enforcement, ambulance, and EOC's.

NIMS: National Incident Management System, a national incident management system that allows agencies of different disciplines and jurisdictions to work together during times of crisis or disaster.

N95/N100 Masks: NIOSH rated particulate masks.

Novel Influenza Virus Strain: A new strain of influenza A that has not previously infected humans, but has undergone genetic mutation or reassortment, and has developed the ability to cause illness in humans.

Pandemic: Referring to an epidemic disease of widespread prevalence around the globe; a worldwide outbreak of infectious disease; a virulent human flu that causes a global outbreak, or pandemic, of serious illness. Because there is little natural immunity, the disease can spread easily from person to person.

Pathogen: Any disease-producing micro-organism or material.

Pathogenesis: The natural evolution of a disease process in the body without intervention (i.e., without treatment). Description of the development of a particular disease, especially the events, reactions and mechanisms involved at the cellular level.

PEP: Post Exposure Prophylaxis medication.

PHSKC: Public Health, Seattle & King County.

PPE: Personal Protective Equipment. Respiratory protection, gloves, gowns, shields, eye protection.

Prophylaxis: A medical procedure or practice that prevents or protects against a disease or condition (e.g., vaccines, antibiotics, drugs).

PSA: Public Service Announcements.

Quarantine: The physical separation, including confinement or restriction of movement, of individuals who are present within an affected area or who are known, or reasonably suspected, to have been exposed to a communicable disease of public health threat and who do not yet show symptoms or signs of infection. Purpose is to prevent or limit the transmission of the communicable disease of public health threat to unexposed and uninfected individuals.

Respiratory hygiene (or pan flu etiquette): Personal practices or habits to decrease the transmission of diseases spread through respiratory secretions or airborne droplets or particles. Includes covering the mouth when coughing or sneezing, disposing of tissues, avoiding coughing or sneezing into hands, and washing hands or using hand-sanitizers.

Seasonal (or common) flu: A respiratory illness that can be transmitted person to person. Most people have some immunity, and a vaccine is available.

S&S: Signs and Symptoms.

Surveillance, Influenza: The on-going systematic collection, analysis, and interpretation of disease activity and trend data for quickly detecting the introduction of a novel virus strain in King County and for quickly detecting outbreaks in order to facilitate early public health intervention.

TRP: Telephone Referral Project. A consulting nurse phone line that dispatchers may transfer some non-emergent medical calls to for further information and medical advice.

Vaccine: A substance that contains antigenic components from an infectious organism. By stimulating an immune response (but not disease), it protects against subsequent infection by that organism.

Virulent disease: Highly lethal diseases, e.g. Cholera, Diphtheria, Ebola virus disease, Hemorrhagic fever, Lassa fever, Leprosy, Marburg virus disease, Plague, Smallpox, Tuberculosis.

Virus: A group of infectious agents characterized by their inability to reproduce outside of a living host cell. Viruses may subvert the host cells' normal function, causing the cell to behave in a manner determined by the virus.

World Health Organization (WHO): A specialized agency of the United Nations generally concerned with health and health care.

Zoonoses: Diseases that are transferable from animals to humans.

Appendix A: Influenza History and Epidemiology[6]

Influenza is caused by a virus. What makes the disease especially challenging both to prevent and to treat is that the influenza virus is constantly changing or mutating. This usually results in minor changes (or "drifts") in the virus, which cause flu outbreaks every winter. A new vaccine is typically developed every year based on viral strains identified through world-wide disease surveillance. But when the virus undergoes a major change (or shift), a high proportion of the population has little or no immunity. This can cause serious illness and death in those who are infected; if the virus is transmitted efficiently from person-to-person, the conditions for a pandemic will exist.

Avian Influenza

New cases of H5N1 virus, better known as avian or bird flu, surface quite regularly now through much of Asia. Bird flu is now endemic in the bird population of some Asian countries. Domestic poultry flocks are especially vulnerable to infections that can rapidly turn to epidemics. During 2004-2005, confirmed poultry outbreaks occurred in South Korea, Japan, Cambodia, China, Indonesia, Laos, Vietnam, Thailand, and Malaysia.

At the same time, there has been a rapid evolution of H5N1 in wild migratory birds. These birds, moving from north to south, are spreading the disease from species to species. Bird migration networks could carry the virus around the world. The fact that the disease has now spread beyond domesticated birds means that it can no longer be eradicated by culling.

No one knows if H5N1 will become as virulent and contagious in people as it is in birds. What is known is that this flu virus is mutating and has a remarkable ability to evolve and jump species. Avian flu has now infected not only migratory birds, chickens and ducks, but has moved on to such mammals as pigs, tigers, and domesticated cats. And it is far more potent today than it was in earlier cases in 1977.

In many places in Asia, birds, pigs, and other mammals live in close proximity to people, allowing for the mixing and mutation of viruses, which is technically called "re-assortment" and "recombination". A potentially pandemic strain of influenza can occur through re-assortment as the genes between avian and human strains of influenza are mixed together or re-organized, which can occur during co-infection with both strains. The host for this co-infection might be pigs, which can support the growth of both avian and human viruses, or it might be humans.

Recently, a team of scientists discovered evidence suggesting that during the 1918 pandemic, the virus mutated on its own in birds, gaining the ability to spread from human to human, without mixing with another virus. The 1918 virus did not have a mammalian intermediary like the 1957 and 1968 viruses and was far more deadly. So far, the H5N1 virus is following an evolutionary path similar to the 1918 virus.

Of all influenza viruses that circulate in birds, the H5N1 virus is of greatest present concern for human health for two main reasons. First, the H5N1 virus has caused by

[6] The content of this Appendix is drawn from the Seattle Fire Department Influenza Plan, July 27, 2006.

far the greatest number of human cases of very severe disease and the greatest number of deaths. It has crossed the species barrier to infect humans on at least three occasions in recent years: in Hong Kong in 1997 (18 cases with six deaths), in Hong Kong in 2003 (two cases with one death) and in outbreaks that began in December 2003 and were first recognized in January 2004.

A second implication for human health, of far greater concern, is the risk that the H5N1 virus – if given enough opportunities – will develop the characteristics it needs to be transmitted from person to person. The virus has thus far met all prerequisites for the start of a pandemic except the ability to spread efficiently and sustainably among humans.

All evidence to date indicates that close contact with dead or sick birds is the principal source of human infection with the H5N1 virus. Especially risky behaviors identified include the slaughtering, de-feathering, butchering and preparation for consumption of infected birds. In a few cases, exposure to chicken feces when children played in an area frequented by free-ranging poultry is thought to have been the source of infection. Swimming in water bodies where the carcasses of dead infected birds have been discarded or which may have been contaminated by feces from infected ducks or other birds might be another source of exposure. In some cases, investigations have been unable to identify a plausible exposure source, suggesting that some as yet unknown environmental factor, involving contamination with the virus, may be implicated in a small number of cases. Some explanations that have been put forward include a possible role of semi-domestic birds, such as pigeons, or the use of untreated bird feces as fertilizer.

At present, H5N1 avian influenza remains largely a disease of birds. The species barrier is significant: the virus does not easily cross from birds to infect humans. For unknown reasons, most cases have occurred in rural and peri-urban households where small flocks of poultry are kept. Again for unknown reasons, very few cases have been detected in presumed high-risk groups, such as commercial poultry workers, workers at live poultry markets, cullers, veterinarians, and health staff caring for patients without adequate protective equipment. Also lacking is an explanation for the puzzling concentration of cases in previously healthy children and young adults. Research is urgently needed to better define the exposure circumstances, behaviors, and possible genetic or immunological factors that might enhance the likelihood of human infection.

Clinical features of Avian Influenza

In many patients, the disease caused by the H5N1 virus follows an unusually aggressive clinical course, with rapid deterioration and high fatality. Like most emerging disease, H5N1 influenza in humans is poorly understood. Clinical data from cases in 1997 and more recent outbreaks are beginning to provide a picture of the clinical features of disease, but much remains to be learned. Moreover, the current picture could change given the propensity of this virus to mutate rapidly and unpredictably.

The incubation period for H5N1 avian influenza may be longer than that for normal seasonal influenza, which is around two to three days. Current data for H5N1

infection indicate an incubation period ranging from two to eight days and possibly as long as 17 days. However, the possibility of multiple exposures to the virus makes it difficult to define the incubation period precisely. WHO currently recommends that an incubation period of seven days be used for field investigations and the monitoring of patient contacts.

Initial symptoms include a high fever, usually with a temperature higher than 38°C, and influenza-like symptoms. Diarrhea, vomiting, abdominal pain, chest pain, and bleeding from the nose and gums have also been reported as early symptoms in some patients. Watery diarrhea without blood appears to be more common in H5N1 avian influenza than in normal seasonal influenza. The spectrum of clinical symptoms may, however, be broader, and not all confirmed patients have presented with respiratory symptoms. In two patients from southern Viet Nam, the clinical diagnosis was acute encephalitis; neither patient had respiratory symptoms at presentation. In another case, from Thailand, the patient presented with fever and diarrhea, but no respiratory symptoms. All three patients had a recent history of direct exposure to infected poultry.

One feature seen in many patients is the development of manifestations in the lower respiratory tract early in the illness. On present evidence, difficulty in breathing develops around five days following the first symptoms. Respiratory distress, a hoarse voice, and a crackling sound when inhaling are commonly seen. Sputum production is variable and sometimes bloody. Most recently, blood-tinted respiratory secretions have been observed in Turkey. Almost all patients develop pneumonia. During the Hong Kong outbreak, all severely ill patients had primary viral pneumonia, which did not respond to antibiotics. Limited data on patients in the current outbreak indicate the presence of a primary viral pneumonia in H5N1, usually without microbiological evidence of bacterial supra-infection at presentation. Turkish clinicians have also reported pneumonia as a consistent feature in severe cases; as elsewhere, these patients did not respond to treatment with antibiotics.

In patients infected with the H5N1 virus, clinical deterioration is rapid. In Thailand, the time between onset of illness to the development of acute respiratory distress was around six days, with a range of four to 13 days. In severe cases in Turkey, clinicians have observed respiratory failure three to five days after symptom onset. Another common feature is multi-organ dysfunction. Common laboratory abnormalities include leukopenia (mainly lymphopenia), mild-to-moderate thrombocytopenia, elevated aminotransferases, and with some instances of disseminated intravascular coagulation.

Limited evidence suggests that some antiviral drugs, notably oseltamivir (commercially known as Tamiflu), can reduce the duration of viral replication and improve prospects of survival, provided they are administered within 48 hours following symptom onset. However, prior to the outbreak in Turkey, most patients have been detected and treated late in the course of illness. For this reason, clinical data on the effectiveness of oseltamivir are limited. Moreover, oseltamivir and other antiviral drugs were developed for the treatment and prophylaxis of seasonal influenza, which is a less severe disease associated with less prolonged viral replication. Recommendations on the optimum dose and duration of treatment for

H5N1 avian influenza need to undergo urgent review, and this is being undertaken by WHO.

In suspected cases, oseltamivir should be prescribed as soon as possible (ideally, within 48 hours following symptom onset) to maximize its therapeutic benefits. However, given the significant mortality currently associated with H5N1 infection and evidence of prolonged viral replication in this disease, administration of the drug should also be considered in patients presenting later in the course of illness.

Currently recommended doses of oseltamivir for the treatment of influenza are contained in the product information at the manufacturer's Web site (**http://www.rocheusa.com/products/tamiflu/pi.pdf**.) Oseltamivir is not indicated for the treatment of children younger than one year of age.

As the duration of viral replication may be prolonged in cases of H5N1 infection, clinicians should consider increasing the duration of treatment to seven to ten days in patients who are not showing a clinical response. In cases of severe infection with the H5N1 virus, clinicians may need to consider increasing the recommended daily dose or the duration of treatment, keeping in mind that doses above 300 mg per day are associated with increased side effects. For all treated patients, consideration should be given to taking serial clinical samples for later assay to monitor changes in viral load, to assess drug susceptibility, and to assess drug levels. These samples should be taken only in the presence of appropriate measures for infection control.

In severely ill H5N1 patients or in H5N1 patients with severe gastrointestinal symptoms, drug absorption may be impaired. This possibility should be considered when managing these patients.

Appendix B: Pandemic Influenza Emergency Communications Strategy

The purpose of this appendix is to guide the communication efforts of the City of Seattle to educate and prepare City staff, residents, community and social service agencies, faith-based organizations, and business owners for an influenza pandemic. Effective and timely communication is critical before, during and after a pandemic.

This communications plan includes:

- A strategic framework for communication during an influenza pandemic, including the guiding principles and information approval process for all communications.
- Identification of key influencers and spokespersons and strategies for leveraging these parties to strengthen the City's communication plan.
- A high-level implementation plan that outlines key topics the City must address at each phase of a pandemic and the tools currently available for addressing those topics.

The "Pandemic Influenza Response Plan Public Health -- Seattle & King County" also provides guidance on communications (Sections VIII C and F in Version 13) and related issues. A copy of the current version of the PHSKC plan is available at **http://www.metrokc.gov/health/pandemicflu/plan/panflu-response-plan.pdf**

Scope

The Communications Plan addresses a number of areas critical to successful public and stakeholder communications before, during and after a pandemic. The plan identifies core goals, objectives, strategies, key messages and audiences, key spokespersons, approval processes, media relations and evaluation common to all pandemic periods. It describes specific actions required during the pandemic alert, pandemic, and post-pandemic periods.

The information needs of internal and external stakeholder audiences in each phase are identified and appropriate messages and information products are described for each. Risk (or crisis) communications principles are incorporated in each phase.

Objectives

The objectives of the City's Pandemic Influenza Communications Strategy are as follows:

- To establish a broad network for disseminating information during all phases of a pandemic;
- To provide clear, accurate messaging to all audiences during all phases of the pandemic;
- To communicate transparently, accurately, and in a timely manner through a variety of methods to reach all audiences.

Guiding Principles

To help ensure high quality, credible communications, messaging for the pandemic will be driven by the following general principles:

- Messaging will be informed by research so information is accurate and credible.
- Information will be timely to help ensure that it is trustworthy and helpful.
- All strategies employed will leverage the reach and resources of key influencers to ensure that information is provided to all City staff and Seattleites, including non-English speakers and those with other communication challenges.
- Strategies will use existing communication channels and protocols wherever possible to reduce confusion and maximize efficiency.
- Messages and delivery strategies will be developed through broad collaborations of internal and external stakeholders to ensure that adequate attention is given to the diversity of audiences the City must reach.
- Employee communications will complement departmental Continuity of Operations (COOP) plan messaging.

Appropriate risk communication considerations should be applied before, during and after any major crisis. Effectively communicating complex, scientific or technical information can improve public responses. In this regard, the City will strive to:

- Provide information that is relevant and easily understood.
- Provide information that is specific to the potential threat including, to the greatest extent possible, the nature of the threat, when and where it is likely to occur, over what time period, and guidance on actions to be taken.
- Protect the credibility of the agencies providing information by being honest and direct.
- Avoid over-reassuring or underestimating risk.
- Show empathy; acknowledge fear and hardship.
- Advise people about what they can do to prevent infection or otherwise help.
- Ensure consistency with response partners.

Information Approval Process

Public Health Seattle & King County (PHSKC) serves as the lead agency in King County for risk communications messaging and public education regarding the medical aspect of and medical response to an influenza pandemic. Prior to the activation of the City's Emergency Operations Center (EOC), PHSKC will follow its standard internal information development and approval process as the primary focus is on what residents and businesses need to do to prepare for a pandemic including pandemic health etiquette. The City of Seattle through the ESF 15 Lead will coordinate with PHSKC to ensure consistency of communications and education messaging regarding pandemic influenza on any information the City disseminates internally (to staff and managers) or externally (as part of neighborhood preparedness process, faith-based groups, etc.)

When an emergency has been proclaimed, the PHSKC information management process will be revised. Information will then be forwarded to the Seattle EOC and other EOCs that have been stood up for incorporation into their communications processes based on the requirements of the EOCs.

Figures B-1, B-2, and B-3 depict the public education/public information process before and after EOC activation.

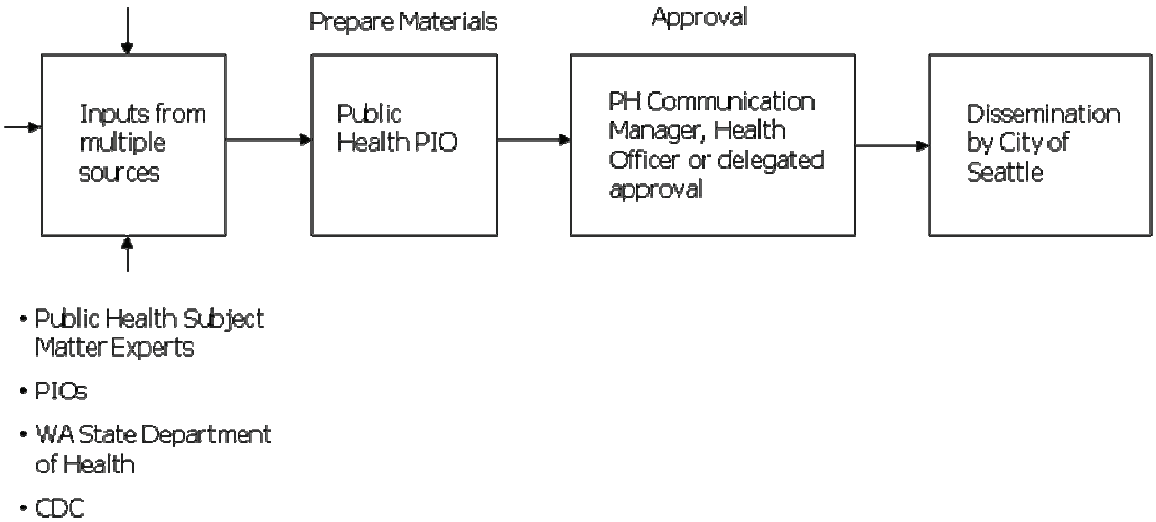

Figure B-1: Communication Flow During Inter-Pandemic Period through Phase 3 of Pandemic Alert (Prior to Activation of City's EOC)

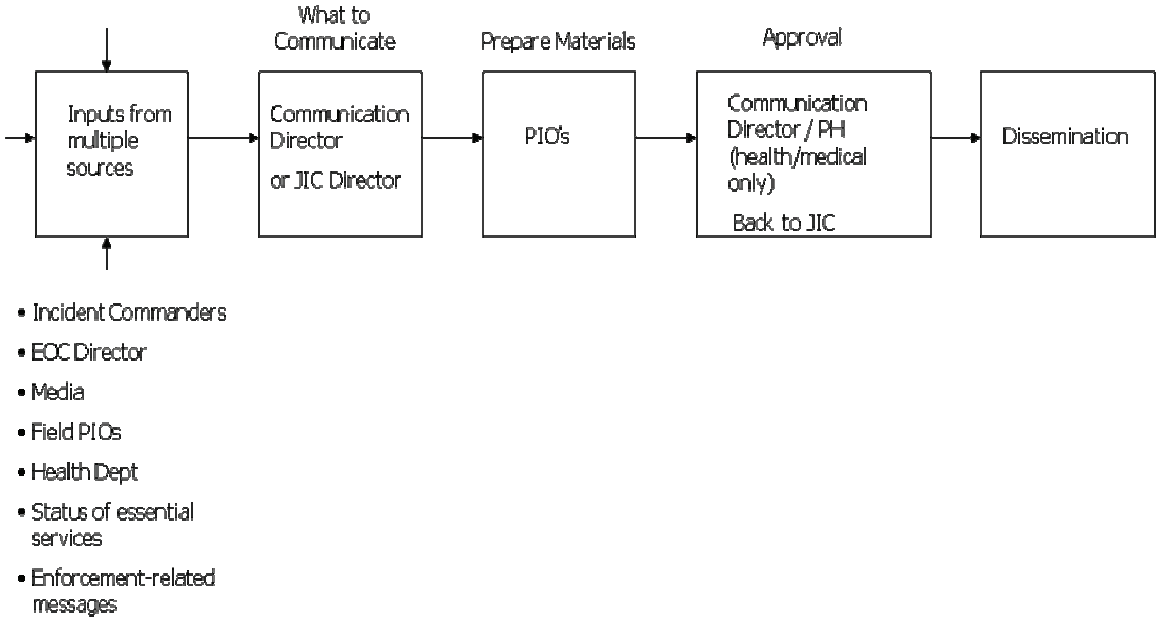

Figure B-2. Communication Flow During Phase 4 of Pandemic Alert through Recovery (after activation of City's EOC)

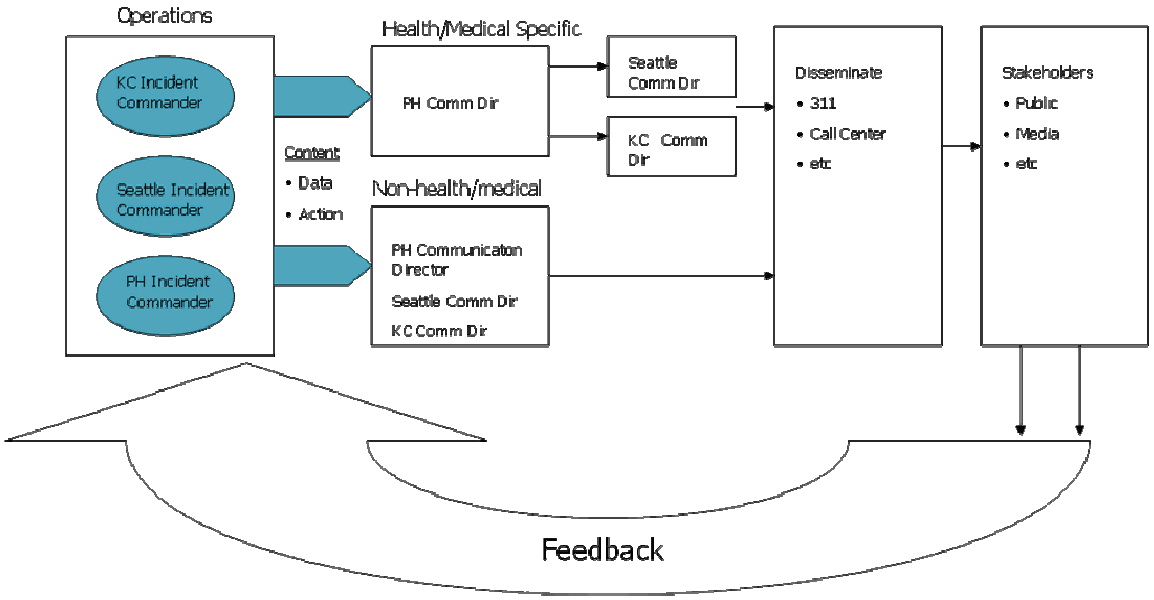

Figure B-3: Health and Non-Health Information Flows

Planning and Preparedness

Communication planning and preparedness for an influenza pandemic is of paramount importance. Because communications in this context are complicated by overlapping authorities, multiple perspectives, multiple stakeholders, and the threat of dire consequences, including loss of life, key issues must be resolved during the early stages when staff and stakeholders are more available for deliberations and development work. The City, in collaboration with King County and PHSKC, must complete the following communications tasks:

- Determine intra- and inter-agency communications roles. A pandemic is distinguished by both medical and emergency management messages that must be communicated throughout the incident, often by different spokespersons representing different organizations. All stakeholders in the process must determine:
  - ✓ Who is responsible for final approval of the content?
  - ✓ How is content vetted for both technical accuracy and psychosocial impacts?
  - ✓ Who needs to be involved in the internal review?
  - ✓ Who is the primary spokesperson?
  - ✓ How do responsibilities change once an emergency is proclaimed?

  The consensus and approval of the Mayor, King County Executive, and Local Health Officer on these processes is important to a successful outcome.

- Develop and disseminate internal and external public education and public information materials through multiple communications channels. This includes:
  - ✓ Translating into other languages suitable for all City residents.
  - ✓ Customizing where necessary for special needs populations.
  - ✓ Following up to ensure communications have been effective.
- At the outset, proactively build and maintain relationships with critical community partners and purveyors of information to Seattleites, including the media, City agencies, other governmental agencies, non-profit and community organizations, elected officials, unions, faith-based organizations, representatives of vulnerable populations and other advocacy groups, the health care community, businesses, and others in the private sector.
- Train key staff and elected officials in crisis communications and the criticality of maintaining credible communications.
- Participate in tabletop and other exercises, drills, and inter-agency discussions to strengthen readiness. Practice emergency communications scenarios with personnel from other City agencies and public sector partners in multiple drills and real-life situations.
- Review and revise where needed emergency management plans to facilitate a fast transition to emergency communications roles when a pandemic occurs.

- Prepare basic template/draft scripts, public service announcements, press releases, fact sheets, and talking points, and vet those with stakeholders in advance of the pandemic.
- Pre-test emergency materials and messages.
- Build trust by regularly communicating with partners and stakeholders who can help with emergency information dissemination.

Key Influencers

Key influencers play a critical role in helping the City prepare for a pandemic and in informing and preparing their own stakeholders and communities. These key influencers are:

- City elected officials, especially the Mayor;
- Public Health representatives and the larger medical community;
- Senior department leadership staff (agency heads, division leaders);
- Labor partners (business representatives, shop stewards);
- Church and other faith-based organization leaders;
- Leaders in non-English speaking communities;
- Community service providers;
- Business associations;
- Daycare and childcare providers.

The City should plan to leverage these key influencers to assist in communicating critical information to Seattle residents, business owners, and staff about the influenza pandemic and how to respond to it. In the early communication stages of an influenza pandemic, key influencers can play a vital role in informing and assisting their own clients and stakeholders to prepare. During the later stages, their equally critical role will be to dispel rumors and misinformation, provide leadership, hope and emotional support, and encourage and reinforce community-sustaining behaviors.

Figure B-4 shows key influencers in the City of Seattle.

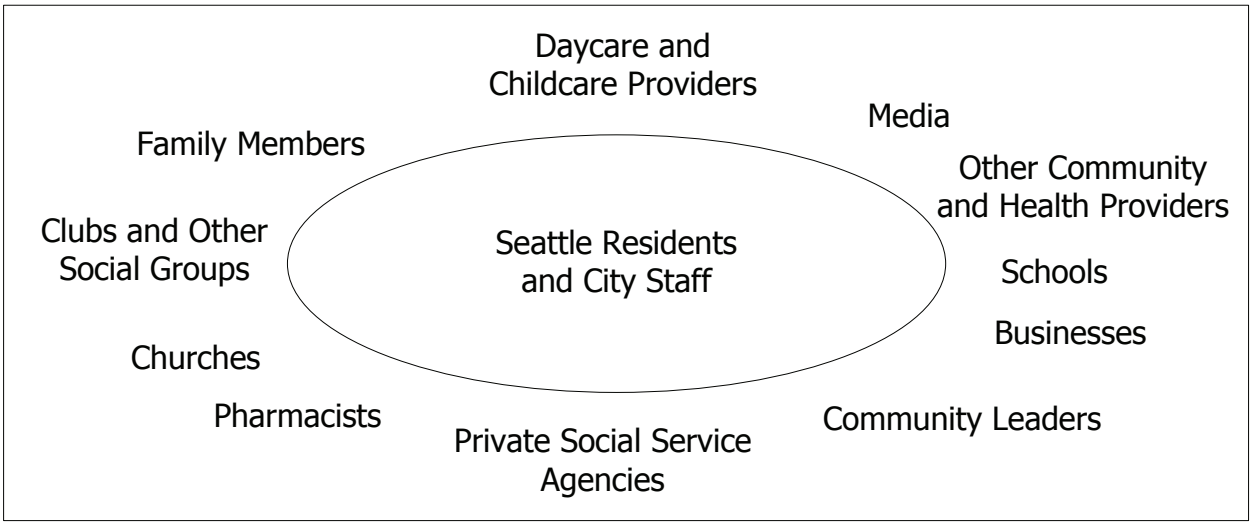

Figure B-4: Key Influencers

Key influencers can help stakeholders, including Seattle residents and City staff, to:

- Recognize the severity of the crisis and its consequences.
- Understand the importance of adhering to prevention and mitigation measures.
- Initiate and maintain a rational response.
- Support medical, community and other primary responders.

Critical Messaging

During a pandemic, the City, in collaboration with King County, PHSKC, and key influencers, must communicate three critical messages:

- What PHSKC and the City of Seattle and others in the region are doing to reduce illness and death and minimize societal disruption;
- What the City of Seattle is doing to monitor and maintain essential services for City agencies and in support of key businesses and neighborhood needs;
- What the public can do to reduce illness and death and minimize societal disruption.

For example, Public Health currently provides timely and helpful information and advice about how individuals can protect their own health and what to do if they, family members, or others become ill. If a pandemic is proclaimed, the City of Seattle will provide timely information on the status of essential City services and how the City is working to help citizens and businesses during this crisis.

Key Spokespersons

PHSKC leadership (the Director of Public Health, the Director of Communicable Disease Control, or comparable PHSKC health authorities) shall be the spokespersons around all health and medical aspects of a pandemic. In that regard,

they shall provide information directly to consumers as well as to key influencers, including the City of Seattle.

As the chief elected official in the City of Seattle, the Mayor, or his/her designee, shall provide information to citizens, employees, and business owners on the status of essential City services and on what the City is doing to help Seattle prepare for and respond to a pandemic. City directors and managers shall use this information both internally with their staff and labor representatives and externally with other key stakeholders in support of the overall public education and information process.

Influencer Strategies

While the City's communications process identifies the primary spokespersons, messaging will not be effective unless it is reinforced by key influencers. Each day consumers are bombarded by 10,000 to 30,000 commercial messages that they skillfully tune out. Instead they rely more on the people they trust for advice — influencers — to help them make decisions.

Table B-1 outlines objectives for engaging the assistance of each of the key Influencer Groups in supporting the communications strategy. The City of Seattle, PHSKC, and King County must work together to engage key influencers. Coordinated efforts will ensure consistency of messages, minimize confusion and make the best use of community partners' time. It also includes the recommended messaging and approach for each group.

Table B-1: How to engage key influencers

Influencer Group	Objectives	Messages	Approach
City Agencies and Elected Officials	Clarify operational responsibilities. Ensure that communications channels are two-way. Mobilize resources to maintain essential services.	Here is the situation status. Here is what we need you to do to help us respond. Your stakeholders will be looking to you for input/direction. You are crucial. Tell us what you need.	Communications at Cabinet level followed up by DMC. Brief key Council members and other separately elected officials. Provide checklists that stress the importance of hand hygiene and cough etiquette. Provide other tools to help with communications. Test communications and distribution channels. Solicit feedback from influencers to confirm that messages are effectively reaching people.
Community Service Providers	Equip them with information related to medical aspects of a pandemic. Work with them on their COOP issues, particularly where there is a funding relationship with the City. Equip them to provide consistent information. Provide reassurance and minimize panic.	Here is the status of the situation. You are crucial in helping to get our communities prepared, especially for those individuals who depend on your organization. Are you prepared or are there places you need support from the City or other governmental agencies?	Provide outreach through the most expeditious means – could be phone calls to individuals, small group meetings and forums. Provide communications tools (bulletins, flyers, etc.) Distribute information in Seattle's dominant languages and other formats to meet the needs of Seattle's diverse communities and vulnerable populations. Provide information on basic influenza hygiene.

Influencer Group	Objectives	Messages	Approach
			Stress the importance of family and neighborhood preparedness.
Labor Partners	Equip them with information related to medical aspects of a pandemic. Equip them to provide consistent information. Minimize panic. Address personnel policies through appropriate channels.	Here is the status of the situation. We understand your members will be under a great deal of stress. We want to support them while they help maintain essential services. Your stakeholders will be looking to you for input/direction. Prepare for changes in workforce policies. You are crucial. Tell us what you need.	Provide outreach through personal 1:1 meetings. (Avoid e-mail, try for face-to-face meetings.) Provide communications tools. Provide information on basic influenza hygiene. Stress the importance of family and neighborhood preparedness.
Business Associations	Raise awareness of the likelihood and impact on their business. Identify areas of appropriate City support. Encourage continuity planning.	Here is the status of the situation. The threat of a pandemic is real. It's not if, but when and how bad. Especially for small businesses, this presents a significant threat to your viability. Workplaces are a key information channel for people. Workplaces cannot give mixed messages about the threat and response.	Develop specific public information for businesses. Distribute information in Seattle's dominant languages and other formats to meet the needs of Seattle's diverse communities and vulnerable populations. Enlist the support and leadership of the Chambers of Commerce. Maintain two-way communication channels. Work through business oriented communications channels to help spread the word.

Influencer Group	Objectives	Messages	Approach
Media	Educate and inform around the basics of current pandemic threat. Share with them how and what type of information will be released by pandemic phase. Provide them with adequate materials from a single, reliable source. Provide them with timely, accurate information.	Here is the status of the situation. You are a critical lifeline between us and the community. Your good reporting will help ensure citizens understand what's going on, what they can do to protect themselves, and what the City is doing. Let's work out the best ways we can communicate with each other during this time. We need you to help remind people what's coming and how to prepare for it. Please let us know if there are ways we can make our messages more accessible and clear and make your job easier. What do you need?	Meet with key staff and editorial boards – broadcast outlets will be absolutely critical due to their ability to provide live, unedited messages directly from the City. Target health writers and get them on board early. Give 24-hour access to key spokespersons. Provide reporters with list of credible information sources (e.g. good Web sites) Develop pre-planned materials to help with timely and consistent communications. Establish a regular daily news conference schedule to provide information updates and reinforce key messages and safety tips. Ensure "live" broadcast reporting is technically feasible at the news conference location. Prep all spokespersons by conducting dry runs prior to news conferences. Ensure key messages are captured in writing and given to all spokespersons. Correct significant inaccuracies right away but don't nitpick.

Influencer Group	Objectives	Messages	Approach
Churches and Other Faith-Based Organizations	Educate and inform around the current pandemic threat. Talk with them about how their parishioners or practitioners will need emotional/spiritual support. Talk with them about their role in maintaining social stability. Maintain two-way communication with their leadership.	Here is the status of the situation. You are crucial in helping to get our communities prepared, especially for those individuals who depend on your organization. You can help people remain calm and stable during times of great stress. Are you prepared or are there places you need support from the City or other governmental agencies?	Provide communications tools and content for bulletins and other announcements. Provide information on basic influenza hygiene. Distribute information in Seattle's dominant languages and other formats to meet the needs of Seattle's diverse communities and vulnerable populations. Stress the importance of family and neighborhood preparedness.
Seattle Community Leaders	Educate. Establish trust. Encourage appropriate responses. Help people cope. Encourage preparedness.	Here is the status of the situation. Take essential hygiene precautions. Prepare to stay at home. Prepare for dramatic changes to health care. Respond to medical directives. Our elected leaders in Seattle, King County and in other jurisdictions have taken this issue seriously. It is very important to become educated so you will know what to expect and how you need to respond. How we all prepare and respond can influence outcomes. City government and	Meet one-on-one with key community leaders. Call them if you don't have time or it's not advisable to meet in person. Build PHSKC credibility – they are a recognized leader in pandemic planning and response. Respond immediately to misinformation. Develop multi-media campaigns, including easy-to-use City and community based Web sites. Distribute information in Seattle's dominant languages and in other formats to meet the needs of Seattle's diverse communities and vulnerable populations.

Influencer Group	Objectives	Messages	Approach
		health officials have been planning for this pandemic for several years. City departments have plans in place to maintain essential services. Those plans are tested to help ensure they work.	

Phasing of Key Messages

Each phase of a pandemic or cycle of pandemics will require a different emphasis in terms of the messages the City conveys. **Table B-2** offers a summary of the key messages to be delivered during each phase. All messages should adhere to risk communications principles.

Table B-2: KEY MESSAGES BY PANDEMIC PHASE

INTER-PANDEMIC		PANDEMIC ALERT	PANDEMIC	RECOVERY
• We have been planning for a pandemic. • We are preparing with business and neighborhood groups. • We are taking this issue seriously. • Our actions can affect the outcomes. • City government is working hard to maintain essential services.	• Public information has been prepared. • We have prepared and disseminated a great deal of information for residents and businesses. • We're responding to myths and rumors with facts.	• Our preparations need to continue. • We all must be responsive. • We have responsibilities to our families, community, and our workplaces. • Being prepared will lessen the impact.	• Acknowledge loss of life and other hardships. • We need to look after one another. • Continue to follow directions from leaders. • Maintaining public order is critical.	• We must asses the initial impacts and prepare for next wave • Full recovery will take a long time • Social service and faith-based organizations are critical • We are working to support businesses

Message Topics and Audience by Phase

The delivery of key messages can best be accomplished by a clear understanding of the topics that must be addressed at each phase in a pandemic and the audiences to whom those topics should be directed.

The four key phases of a pandemic are as follows:

Inter-Pandemic is the time period when there has been very limited or no human-to-human transmissions of the novel virus, however, it is present in animals. During the Inter-Pandemic Period, the City must focus on informing its workforce, the unions that represent its workforce, and citizens and businesses about pandemic influenza personal and workplace preparedness.

The **Pandemic Alert Period** starts with the onset of human infection of a new subtype and concludes with large clusters of localized infections, suggesting the virus is not yet fully transmissible. During the alert time period, the City must focus on informing its workforce and the unions that represent its workforce about pandemic influenza health information and workplace preparedness.

The **Pandemic Period** occurs when increased and sustained human transmission occurs in the general population. At this phase, pandemic influenza emergency measures would be instituted by the Seattle Mayor and/or King County Executive, and the King County Health Officer would provide direction and a date regarding the implementation of social distancing measures or other public health orders. These events may correspond. The first confirmed case in North America could trigger a similar response.

During this stage, the City of Seattle must focus on informing its workforce and the unions which represent its workforce and external constituencies about pandemic Influenza and infection control measures and workplace staffing, compensation and benefits.

Recovery is the time period when the local health care system is handling the load with its own resources and no alternative health care facilities are needed; when the trend of new pandemic influenza cases is consistently receding; when the King County Health Officer provides direction that social distancing measures are no longer needed; and when most employees have returned to work. During Recovery, the City must focus on informing its workforce, the unions which represent its workforce, and citizens and businesses about continued personal health and preparedness and resuming Inter-Pandemic City service levels.

Table B-3 provides a summary of topics by phase and audience.

Table B-3: Pandemic Communication Topics

PHASE	TOPICS FOR GENERAL PUBLIC	TOPICS FOR CITY EMPLOYEES
Inter-Pandemic Period	Pandemic influenza history, overview and response. Healthy behaviors that are effective in limiting the spread of respiratory illnesses. Preparedness steps: ✓ Prepare to get by at home for at	Department/Division leadership lines of succession. Identification of essential services. Compensation and employee pay policies. Benefit plan changes.

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PHASE	TOPICS FOR GENERAL PUBLIC	TOPICS FOR CITY EMPLOYEES
	least one week, ideally longer. ✓ Stock up on food, water, medicine, and other supplies. ✓ Make plans for child care if schools and daycares close. ✓ Know work policies for sick leave and working from home.	Social distancing. Temporary suspension of some collective bargaining agreement provisions. Work rules, including alternative work schedules, telecommuting, and others. Remote access and technical support. Leave administration. Employee Assistance Program.
Pandemic Alert Period	Explanation of change in alert phase. Pandemic influenza overview and response. Healthy behaviors that help to limit the spread of flu. Use of City's plan including continual attention to the circumstances by City leaders. Prepare for changes: ✓ School/daycare closures. ✓ Social distancing. ✓ Health care access and standards of care. ✓ Caring for ill at home.	Social distancing. Work rules, including alternative work schedules, telecommuting, and others. Remote access and technical support. Administration of volunteers (e.g. identification of functions where volunteers could complement City resources with initiatives such as neighborhood preparedness). Compensation and employee pay policies. Leave administration. School and day-care closures. Family care plans and options. Lines of succession. Temporary suspension of some Collective Bargaining Agreement provisions. Mask guidance.
Pandemic Period	Proclamation of a pandemic influenza emergency. Use of City's plan including continual attention to the circumstances by City leaders. Explanation of change in Alert Phase.	Direction for the implementation of social distancing. Temporary suspension of some Collective Bargaining Agreement provisions. Work rules, including alternative work schedules, telecommuting, and others.

PHASE	TOPICS FOR GENERAL PUBLIC	TOPICS FOR CITY EMPLOYEES
	Alternate health care sites. Antiviral medication distribution. Pandemic influenza information and prevention. Healthy behaviors that help to limit the spread of flu. Use of public transportation. Bereavement and mental health support services. Social distancing measures. Mortuary services. Caring for ill at home. Role of law enforcement. Role of Medic 1/9-1-1.	Staff redeployment. Hiring contingent or temporary workers. Administration of volunteers. Facility closure/reduction in force. Compensation and employee pay policies. Benefit plan changes. Leave administration. School and daycare closures. Discipline for conduct including unauthorized absences. Life insurance and other survivor benefits.
Recovery Period	Statement that pandemic influenza emergency is ending. Preparation for recurrences. Normal availability of local health care system. Pandemic influenza prevention techniques. Healthy behaviors that help to limit the spread of flu. Bereavement and mental health support services.	Identification of City functions which may be brought back into full service. Employee return-to-work instructions.

The following sections identify the specific topics that the City, in collaboration with the County and PHSKC, must communicate to various audiences during each phase or time period of the influenza pandemic, and the communication tools that are available for each topic.

TIME PERIOD 1: INTER-PANDEMIC PERIOD

A. PANDEMIC INFLUENZA OVERVIEW AND PERSONAL PREPAREDNESS

During the Inter-Pandemic Period, the City shall inform employees, citizens, and businesses about pandemic influenza, including information as to the potential threat that it poses locally and globally. Informational communications should emphasize how a severe pandemic may affect family life and business activities, and should provide information on the steps that individuals may take to increase their preparedness.

The following communication topics have been identified:

1. **Topic:** Pandemic influenza history, overview and response

   Audience: All

   Communication Tool(s): Pandemic Influenza DVD presentation by Dr. Jeff Duchin, Chief of Communicable Disease for Public Health – Seattle & King County **http://www.metrokc.gov/health/pandemicflu/multimedia**

   Preventing the Spread of Flu
   http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf

   How to Care for Someone with the Flu
   http://www.metrokc.gov/health/pandemicflu/prepare/care.htm

   Appendix E: Personal and Workplace Hygiene

   "Pandemic Flu Personal and Family Planning Checklist"
   http://www.metrokc.gov/health/pandemicflu/prepare/checklist.htm

   "Mask Usage Guidance"
   http://www.metrokc.gov/health/pandemicflu/businesses/masks.htm

   King County Health Matters "Pandemic Influenza: Not Your Ordinary Flu"
   http://www.metrokc.gov/health/pandemicflu/health-matters-panflu.pdf

   Status: Developed; other tools may be developed

2. **Topic:** Healthy behaviors that are effective in limiting the spread of respiratory illnesses

   Audience: All

   Communication Tool(s): "Stop Germs" campaign and materials: **www.metrokc.gov/health/stopgerms**, radio, television and movie theater public service announcements, internal and external bus

advertisements, and posters translated into six languages throughout Seattle and King County

"Preventing the Spread of Influenza"
http://www.metrokc.gov/health/pandemicflu/prepare/prevention.htm

Status: Developed

3. **Topic:** Employee Assistance Program referrals

   Audience: All employees

   Communication Tool(s): The Wellspring Family Services EAP, the City of Seattle's EAP provider, Web site: http://info.wfseap.org/. See specific information about pandemic flu, family planning and business planning.

   Status: Developed; other tools may be developed

B. WORKPLACE PREPAREDNESS

City leadership shall inform managers and employees about how City operations may change in order to provide essential services, should an influenza pandemic occur. Managers, employees and the unions that represent employees shall be informed that their specific roles and responsibilities may change temporarily in the context of the City's emergency response, and their potential operational responsibilities shall be explained.

The following communication topics have been identified:

1. **Topic:** Department/Division leadership lines of succession

   Audience: Managers

   Communication Tool(s): Departmental Continuity of Operations (COOP) plans

   Status: Developed; may be revised; other tools may be developed

2. **Topic**: Identification of essential services

   Audience: Managers

   Communication Tool(s): Appendix G: Essential Services

   Status: Developed

3. **Topic:** Compensation and employee pay policies

   Audience: Managers, employees, and business representatives

Communication Tool(s): **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**

Status: Under development

4. **Topic**: Social distancing (Techniques to decrease close contact between people to reduce the spread of disease)

Audience: All employees and unions, external audiences where appropriate

Communication Tool(s): Department distribution of "Guidance for Non-Health Care Employees on Social Distancing in the Workplace during an Influenza Pandemic," Public Health – Seattle & King County (February 2007) (see Attachment B-1); "Social Distancing and Pandemic Information Telephone Script" (see Attachment B-2)

Status: Guidance developed; other tools may be developed

6. **Topic**: Temporary suspension of collective bargaining agreement provisions to staff and administer the functions of a department, division and/or work unit

Audience: Managers and unions

Communication Tool(s): Meetings with unions and department managers; department distribution of **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**; City of Seattle Mayoral proclamation of a City emergency and resulting directives

Status: Partially developed; other tools may be developed

7. **Topic**: Work rules, including alternative work schedules, telecommuting, out of class assignments and rescission of approved leave

Audience: Managers

Communication Tool(s): **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**

Status: Under development; other tools may be developed

8. **Topic**: Technological communication of the steps which must be taken in order to address the remote network communication needs, access to key business applications, as well as end user support of employees who are anticipated to work at home in the event of a pandemic influenza emergency

Audience: Managers

Communication Tool(s): **Appendix K: Pandemic Influenza Emergency IT Plan**

Status: Developed; may be revised; other tools may be developed

9. **Topic:** Leave administration, including sending ill employees home, family medical and sick leave, return to work authorization and leave donation

   Audience: Managers

   Communication Tool(s): **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**

   Status: Under development; other tools may be developed

TIME PERIOD 2: PANDEMIC ALERT PERIOD

A. PANDEMIC INFLUENZA HEALTH INFORMATION AND PERSONAL PREPAREDNESS

The City shall inform its workforce and others as required that a worldwide pandemic influenza alert has been issued and that a pandemic influenza emergency is expected. Managers and employees will be informed about influenza prevention techniques.

The following communication topics have been identified:

1. **Topic**: World Health Organization explanation of the change of the "Pandemic Alert" phase

   Audience: All employees, external stakeholders as needed

   Communication Tool(s): Pandemic Flu **http://www.metrokc.gov/health/pandemicflu**

   Status: Developed; may be revised; other tools may be developed

2. **Topic**: Pandemic influenza overview, response and changes in health care systems

   Audience: All employees, external stakeholders as needed

   Communication Tool(s): Pandemic Influenza DVD presentation by Dr. Jeff Duchin, Chief of Communicable Disease for Public Health – Seattle & King County **http://www.metrokc.gov/health/pandemicflu/multimedia**

   Preventing the Spread of Flu **http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf**

How to Care for Someone with the Flu
http://www.metrokc.gov/health/pandemicflu/prepare/care.htm

"Pandemic Flu Personal and Family Planning Checklist"
http://www.metrokc.gov/health/pandemicflu/prepare/checklist.htm

"Mask Usage Guidance"
http://www.metrokc.gov/health/pandemicflu/businesses/masks.htm

King County Health Matters "Pandemic Influenza: Not Your Ordinary Flu"
http://www.metrokc.gov/health/pandemicflu/health-matters-panflu.pdf

Appendix E: Personal and Workplace Hygiene

Status: Developed; other tools may be developed

3. **Topic**: Healthy behaviors that are effective in limiting the spread of respiratory illnesses

   Audience: All employees, external constituencies

   Communication Tool(s): "Stop Germs" campaign and materials at www.metrokc.gov/health/stopgerms; radio, television and movie theater public service announcements; internal and external bus advertisements; and posters translated into six languages throughout Seattle and King County.

   "Preventing the Spread of Influenza"
   http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf

B. WORKPLACE PREPAREDNESS

During the Pandemic Alert Period, the City shall inform managers, employees and the unions which represent its employees about how City operations will change in order to provide essential services while confronted with reduced resources. Managers and employees will be informed as to their actual operational responsibilities in the context of the City's emergency response and how their normal roles and responsibilities will change. Communications shall continue with citizens, business owners, community groups and faith-based organizations.

The following communication topics have been identified:

1. **Topic:** Social distancing

   Audience: All employees

   Communication Tool(s): Department distribution of "Guidance for Non-Health Care Employees on Social Distancing in the Workplace During an Influenza Pandemic," Public Health – Seattle & King County (February 2007) (see Attachment B-1)

http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf

"Social Distancing and Pandemic Information Telephone Script" (see Attachment B-2)

Departmental COOP plans

Status: Guidance developed; other tools may be developed

2. **Topic**: Work rules, including alternative work schedules, telecommuting, special duty assignments and rescission of approved leave

   Audience: All employees and unions

   Communication Tool(s): Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines

   Status: Under development; other tools may be developed

3. **Topic:** Technology understanding of the steps which must be taken in order to address the remote network communication needs of employees who are anticipated to work at home in the event of a pandemic influenza emergency

   Audience: Managers

   Communication Tool(s): Appendix K: Pandemic Influenza Emergency IT Plan

   Status: Developed; may be revised; other tools may be developed

4. **Topic:** Administration of volunteers who may be utilized after departments have attempted to staff functions with employees

   Audience: Managers

   Communication Tool(s): Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines

   Status: Under development

5. **Topic:** Compensation and employee pay policies for City employees who may be asked to stay home from work

   Audience: All employees and unions

   Communication Tool(s): Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines

   Status: Under development

6. **Topic**: Leave administration, including sending ill employees home, family medical leave, sick leave, return to work authorization and leave donation

   Audience: City directors and managers

   Communication Tool(s): **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**

   Status: Under development; other tools may be developed

7. **Topic**: Implementation of school and daycare closure as directed by the Seattle Mayor, King County Executive and/or King County Health Officer

   Audience: All employees, residents, business owners, community service providers, churches and other faith based organizations

   Communication Tool(s): Press releases, e-mail messages, Web sites, worksite document distribution/postings, telephone messaging systems

   Status: Will be developed

8. **Topic:** School and day care closure effects on employees necessitating family care plans

   Audience: All employees

   Communication Tool(s): **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**

   Status: Under development; other tools may be developed

9. **Topic:** Department/Division leadership lines of succession providing for predetermined alternates for key leadership positions in each department, division or work unit; lines of succession are three employees in depth per FEMA guidance

   Audience: All employees

   Communication Tool(s): Departmental COOP plans

   Status: Developed; other tools may be developed

10. **Topic:** Temporary suspension of Collective Bargaining Agreement provisions to staff and administer the functions of a department, division and/or work unit

    Audience: Represented employees unions

    Communication Tool(s): Labor relations meetings with unions and department managers; department distribution of **Appendix I: Pandemic**

Influenza Emergency Personnel Policies and Guidelines; and City of Seattle Mayor's proclamation of a City emergency and resulting directives.

Status: Under development; other tools may be developed; proclamation possible

TIME PERIOD 3: PANDEMIC PERIOD

A. PANDEMIC INFLUENZA INFECTION CONTROL MEASURES

During this stage, the City will inform its workforce, citizens and businesses that a pandemic influenza emergency has been proclaimed. The City will continue to provide information about influenza prevention techniques and health information to its workforce and the unions which represent it workforce.

The following communication topics have been identified:

1. **Topic:** Proclamation of a pandemic influenza emergency by the Mayor of Seattle, King County Executive and/or the King County Health Officer

   Audience: All employees and unions

   Communication Tool(s): Press releases, e-mail messages, Web sites, worksite document distribution/postings, telephone messaging systems, newsletters, mass mailings

   Status: Draft developed; will be revised according to the situation; other tools may be developed

2. **Topic:** World Health Organization explanation of the change of the "Pandemic" phase and what that means to City employees, residents, business owners, and others

   Audience: All

   Communication Tool(s): Press releases, e-mail messages and Web sites, including http://www.metrokc.gov/health/pandemicflu

   Status: Partially developed; may be revised; other tools may be developed

3. **Topic:** Alternate health care sites may be available to provide health care to employees, their families, and City residents

   Audience: All

   Communication Tool(s): Press releases, e-mail messages and Web sites, including http://www.metrokc.gov/health/pandemicflu

Status: May be developed depending on the situation

4. **Topic:** Antiviral medication distribution; vaccine development and distribution

   Audience: All

   Communication Tool(s): Press releases, e-mail messages, and Web sites, including http://www.metrokc.gov/health/pandemicflu

   Status: Will be developed depending on the situation

5. **Topic**: Pandemic influenza information and prevention

   Audience: All

   Communication Tool(s): Pandemic Influenza DVD presentation by Dr. Jeff Duchin, Chief of Communicable Disease for Public Health – Seattle & King County http://www.metrokc.gov/health/pandemicflu/multimedia

   Preventing the Spread of Flu
   http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf

   How to Care For Someone with the Flu
   http://www.metrokc.gov/health/pandemicflu/prepare/care.htm

   "Mask Usage Guidance"
   http://www.metrokc.gov/health/pandemicflu/businesses/masks.htm

   King County Health Matters "Pandemic Influenza: Not Your Ordinary Flu"
   http://www.metrokc.gov/health/pandemicflu/health-matters-panflu.pdf

   Appendix E: Personal and Workplace Hygiene

   Status: Developed; may be revised; other tools may be developed

6. **Topic**: Healthy behaviors that are effective in limiting the spread of respiratory illnesses

   Audience: All

   Communication Tool(s): "Stop Germs" campaign and materials at www.metrokc.gov/health/stopgerms; radio, television and movie theater public service announcements; internal and external bus advertisements; and posters translated into six languages throughout Seattle and King County.

   "Preventing the Spread of Influenza"
   http://www.metrokc.gov/health/pandemicflu/prepare/prevention.htm

Appendix E: Personal and Workplace Hygiene

Status: Developed; may be revised; other tools may be developed

7. **Topic:** Encourage the use of public transportation for essential travel only

   Audience: All

   Communication Tool(s): Press releases, e-mail messages and Web sites, including **http://www.metrokc.gov/health/pandemicflu**; **http://transit.metrokc.gov**

   Status: Will be developed

8. **Topic**: Bereavement and mental health support services

   Audience: All employees

   Communication Tool(s): The Wellspring Family Services EAP Web site: **http://info.wfseap.org/**

   Status: Developed; may be revised; other tools may be developed

B. WORKPLACE STAFFING, COMPENSATION AND BENEFITS

During this stage, the City will inform directors, managers, employees, citizens and businesses about the changes in City operations and services with an emphasis on providing essential services while adhering to social distancing. Managers and employees will be informed as to their actual operational responsibilities in the context of the City's emergency response, work rules, staffing requirements, compensation policy decisions and, if any, benefit changes. Citizens and businesses will be advised about how these operational changes may affect their access to City services.

The following communication topics have been identified:

1. **Topic**: The Mayor of Seattle, King County Executive and/or King County Health Officer will provide direction and a date for the implementation of social distancing

   Audience: All

   Communication Tool(s): Press releases, e-mail messages, department document distribution of "Guidance for Non-Health Care Employees on Social Distancing in the Workplace During an Influenza Pandemic," Public Health – Seattle & King County (February 2007) (see Attachment B-1); Web sites such as **http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf**; telephone messaging including the "Social Distancing and Pandemic Information Telephone Script" (see Attachment B-2)

Status: Developed; other tools may be developed

2. **Topic**: Collective Bargaining Agreement provisions may be temporarily suspended in order to staff and administer the functions of a department, division and/or work unit

   Audience: Managers, represented employees and unions

   Communication Tool(s): Labor Relations meetings with unions and department managers; department distribution of **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**; Seattle Mayoral directives

   Status: Under development; other tools may be developed

3. **Topic**: Work rules, including alternative work schedules, telecommuting, out of class assignments and rescission of approved leave

   Audience: All employees and unions

   Communication Tool(s): **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**

   Status: Under development; other tools may be developed

4. **Topic**: Staff redeployment to other agencies in need of staffing

   Audience: All employees

   Communication Tool(s): WebEOC; departmental staff redeployment liaisons; and other tools.

   Status: Under development

5. **Topic:** Hiring contingent workers

   Audience: Managers

   Communication Tool(s): **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**

   Status: Under development; other tools may be developed

6. **Topic**: Administration of volunteers who may be utilized after departments have attempted to staff functions with employees

   Audience: Managers

   Communication Tool(s): **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**

Status: Under development

7. **Topic:** Facility closures\reduction in force

   Audience: All employees

   Communication Tool(s): Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines

   Status: Under development; other tools may be developed

8. **Topic:** Compensation and employee pay policies for employees who may be directed to stay home from work

   Audience: All employees and unions

   Communication Tool(s): Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines

   Status: Under development

9. **Topic**: Leave administration, including sending ill employees home, family medical and sick leave, return to work authorization, leave donation and bereavement leave

   Audience: Directors and managers

   Communication Tool(s): Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines

   Status: Under development; other tools may be developed

10. **Topic**: Discipline for conduct such as unauthorized absences

    Audience: Directors and managers

    Communication Tool(s): Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines

    Status: Under development; other tools may be developed

TIME PERIOD 4: RECOVERY

A. CONTINUED PERSONAL HEALTH AND PREPAREDNESS

During the Recovery time period, the City of Seattle shall inform its workforce and the unions which represent its workforce, and external constituencies as required, about potential subsequent waves of the influenza, which may happen within the next six months to one year of the initial wave. The City will continue to provide information

about influenza prevention techniques to its workforce and provide information on personal/family and business recovery issues.

The following communication topics have been identified:

1. **Topic:** Statement that the pandemic influenza emergency is ending delivered by the Seattle Mayor, King County Executive and/or the King County Health Officer

   Audience: All

   Communication Tool(s): Press releases, e-mail messages, Web sites, worksite document distribution/postings, telephone messaging systems, mass mailings

   Status: Will be developed depending on the specific situation

2. **Topic:** Subsequent waves of the influenza may occur within the next six months to one year of the initial wave and the workforce, residents, business owners, community groups, and faith-based organizations must be prepared for that possibility

   Audience: All

   Communication Tool(s): Press releases, e-mail messages, Web sites including **http://www.metrokc.gov/health**; mass mailings

   Status: Will be developed

3. **Topic**: Changes reflecting that the local health care system is available for all on a regular basis and that no alternative health care facilities are needed

   Audience: All

   Communication Tool(s): Press releases, e-mail messages, Web sites including **http://www.metrokc.gov/health**; mass mailings

   Status: Will be developed

4. **Topic**: Pandemic influenza prevention techniques

   Audience: All

   Communication Tool(s): Preventing the Spread of Flu
   http://www.metrokc.gov/health/pandemicflu/prepare/prevention.pdf

   Appendix E: Personal and Workplace Hygiene

   Status: Developed; may be revised; other tools may be developed

5. **Topic**: Healthy behaviors that are effective in limiting the spread of respiratory illnesses

   Audience: All employees

   Communication Tool(s): "Stop Germs" campaign and materials at www.metrokc.gov/health/stopgerms; radio, television and movie theater public service announcements; internal and external bus advertisements; and posters translated into six languages throughout King County.

   Appendix E: Personal and Workplace Hygiene

   Status: Developed

6. **Topic**: Bereavement and mental health support services

   Audience: All employees

   Communication Tool(s): The Wellspring Family Services EAP, the City of Seattle's EAP provider, Web site: http://info.wfseap.org/. See specific information about pandemic flu, family planning and business planning.

   Status: Developed; may be revised; other tools may be developed

B. RESUMING INTER PANDEMIC CITY SERVICE LEVELS

During the recovery time period, most employees will return to work. Employees and the unions which represent its employees will be informed as to when their work units are expected to be functional, and will be provided return-to-work instructions. Information regarding the resumption of normal City operations will be disseminated externally.

The following communication topics have been identified:

1. **Topic**: Identification of critical City functions that may be brought back into service

   Audience: Directors and managers

   Communication Tool(s): E-mail messages, department meetings, worksite document distribution, telephone messaging systems

   Status: Will be developed depending on the specific situation

2. **Topic**: Employee return-to-work directives and instructions will be provided

   Audience: All employees and unions

Communication Tool(s): Press releases, e-mail messages, Web sites, worksite document distribution/postings, telephone messaging systems, mass mailing, mass mailings, worksite document distribution and telephone messaging systems

Status: Will be developed

ATTACHMENT B-1: Guidance for Non-Health Care Employers on Social Distancing in the Workplace during an Influenza Pandemic

This guidance is intended to assist employers, including governments, businesses, community-based organizations and others in developing policies to decrease transmission of influenza in workplace settings. During an influenza pandemic, additional guidance specific to the pandemic virus may be provided by Public Health – Seattle & King County to health care providers, government agencies, private businesses and the general public.

Overview

In the event of a pandemic, employees will seek guidance about the safety of interpersonal contact in the workplace and ways to protect themselves from infection.

Influenza is transmitted person to person through close contact. Therefore, increasing the distance between people to the extent possible is one way to decrease transmission of influenza during a severe pandemic. Because of the need to keep businesses and society functioning, it will not be possible or desirable to stop all personal close contact during a pandemic. However, there are steps employers can take to reduce the density of people in work areas and reduce the chance for disease transmission.

Interim social distancing recommendation

Social distancing refers to methods for decreasing close contact between people, both in the community and in the workplace. Public Health – Seattle & King County recommends that employers take reasonable steps to minimize close contact among employees and to reduce the overall density of persons within any given workspace. This may involve increasing the physical distance between employees, providing physical barriers between employees or between employees and the public, and reducing the total number of employees occupying a workspace at any one time. Ideally, maintaining at least three to six feet of separation is desirable. In some settings, achieving an overall 50% reduction in worker density may be appropriate.

Rationale

The influenza virus is spread from person to person through small droplets that are expelled into the air when an infected person coughs or sneezes. Infection can also occur when these secretions get on hands and surfaces that then come into contact with mucous membranes in the mouth, nose and/or eyes of another person. Generally, after someone sneezes or coughs, the droplets travel through the air in approximately a three to six foot radius. Separating people from one another by at least this distance may be effective in preventing transmission of the virus. Reducing overall density within any environment will minimize all associated contact, including time spent at work stations, in hallways and inside restrooms.

Assumptions

Social distancing is one part of a multi-pronged strategy to prevent transmission of influenza. In addition to the methods described, employers should also take the following steps to prevent the spread of infection in the workplace:

Disinfect surfaces. Cleaning office surfaces at least once daily may help reduce the spread of infection. Items to disinfect include desktops, telephone keys and handsets, computer keyboards, door knobs and anything else people regularly touch with their hands. If workstations must be shared for multiple shift positions, thoroughly disinfect all surfaces between shifts. Note: people should not share the same cleaning supplies; have an outside vendor conduct this daily disinfection process or purchase individual supplies.

Use hand washing and gel sanitizers. This is particularly important for employees who have frequent contact with the public or frequent contact with objects handled by other people. Employers are encouraged to post signs through the work environment that encourage frequent hand washing with soap and water. Placement of alcohol-based gels for hand washing is also recommended. The pump applicators of gel dispensers in public locations should be disinfected regularly.

Stay at home when ill. Make it an expectation that all persons with a fever or a cough stay home. Employers are encouraged to screen employees for signs of influenza (fever, headache, extreme tiredness, cough, sore throat, runny or stuffy nose, muscle aches, etc.) and to send ill employees home. If an employee becomes ill at work, provide a surgical mask to cover their mouth and nose and send the person home.

Use masks. For more information on the use of masks in the work environment, see "Mask Usage Guidance"
http://www.metrokc.gov/health/pandemicflu/businesses/masks.htm

Social distancing methods

There are many social distancing methods available. Employers are encouraged to assess their work environment and business needs to determine which of the following options are most applicable and relevant. The goal of reducing employee density by 50% may be achieved through a combination of methods. Social distancing methods include:

Telecommuting: Asking employees who can work at home to do so by using telephones and computers linked to employer networks is one simple method of social distancing. Employers must assess whether their business needs can be supported remotely. They must also assess whether individual functions can be performed through telecommuting. This option typically requires advanced planning and organizational permissions to implement. Employees need to be provided access to their work servers through various means. IT staff can identify which applications and processes are best for your environment. See **Appendix I: Pandemic Flu Human Resource Policies**.

Flex shifts or work alternate days: In some environments it may be possible to ask half of a work group to work during the early shift (ex: 5:00 AM – 1:00 PM) and the other half to work during a late shift (1:00 PM – 9:00 PM), rather than having all employees work the same hours. Similarly, it may be possible to shift some staff to work on days that would normally be off days (e.g., weekends). Such strategies should be discussed with the Human Resources professionals. Generally, people who work in offices are sufficiently isolated from one another, but another option would be to have employees work in every other cubicle or work station. See **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**.

Minimize face-to-face meetings and close contact. Public Health – Seattle & King County recommends suspending face-to-face meetings during a pandemic to the extent possible. Teleconferences may become the norm during a pandemic as a substitute for internal meetings. Assess your conference call capacity in advance. If in-person meetings are critical, limit attendance and assure people have as much space as possible (ideally six feet) between one another (e.g., sitting at every other chair). Do not fill up the meeting room.

Develop alternate service delivery methods. Services that are conducted over countertops may not be ideal during a pandemic. Volume will likely be down due to absenteeism and the atmosphere may be quieter. Most business practices are intentionally designed for large volume efficiencies. Consider ways you can slow processes down and also reduce the amount of close contact between employees and customers. For example, where a line may form waiting for service, ask people to wait in line while standing six feet apart from one another and mark placeholders on the floor which may help people comply. Consider placing Plexiglas barriers between employees and the public.

Develop alternate cash handling procedures. Cash can transmit disease, including influenza. There are ways to minimize hand contact. For example, position credit/debit card slide machines so that a customer can swipe his or her own card. Ask employees to wear gloves while handling cash and have them do nothing else but handle cash for specified periods of time.

Frequently Asked Questions

Q. Is distancing a primary component of an influenza prevention plan for employers, employees, individuals and families?

A. YES – The most important ways to decrease the spread of influenza infection for employers, employees, individuals and families are:

- Minimize close contact with other people as much as possible and stay away from ill people.
- Stay at home and away from others when you are ill.
- Wash hands frequently and avoid touching your nose mouth and face unless you have just washed hands.
- Always cover your cough or sneeze. If you use a tissue, put it immediately into a waste receptacle and wash your hands.

Q. How long will social distancing measures need to be in place?

A. Based upon the pattern of previous pandemics, experts anticipate that an influenza pandemic will occur in waves of illness in a given area that last as long as six to twelve weeks.

Q. Are there any other ideas to consider for social distancing?

A. YES – Here are some alternatives to consider:

- Implement existing “building closure day” policies for a longer duration.
- Stagger breaks and meal periods.
- Implement “ghost shift changes” (one shift leaves before another starts to avoid contact between the two groups).
- Consider remote delivery systems, such as drive through service.
- Redeploy workers who have recovered from influenza to perform high-risk essential services; they are likely to have developed some immunity to the virus.

Attachment B-2: Social Distancing and Pandemic Information Internal City of Seattle Telephone and E-mail Script

This is an informational message for City of Seattle employees about the recent pandemic influenza outbreak.

{X} cases of pandemic influenza have been confirmed in greater Seattle area.

- City government functions remain open and operational.
- On {date and time}, all schools and licensed daycare facilities will be closed for {number months} and the City of Seattle will implement social distancing protocols for all employees to help slow the spread of pandemic influenza.
- Ask your supervisor how social distancing will apply at your worksite.
- Stay home if you have contracted flu or if someone in your household has become ill with the flu in the past five days. Inform your supervisor of the situation.
- Check with your supervisor to see if you are authorized to work from home. During the pandemic influenza emergency, telecommuters do not need to provide offsite childcare.

For more information about your responsibilities or about pandemic influenza, go online to **www.seattle.gov/XXX** or **www.metrokc.gov/health**.

You may call the City of Seattle Employee Hotline at: 206-205-8600. Again, that's 206-205-8600. [Don't repeat number in e-mail messages.]

You may also call the Public Health – Seattle & King County Pandemic Flu Hotline at: 206-296-1500. Again, that's 206-296-1500. [Don't repeat number in e-mail messages.]

Thank you for your continued support for one another and your service to the residents of the City of Seattle during this emergency. The quality of our collective response can have a significant impact on the consequences of this pandemic.

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Appendix C: Public Health Emergency Protocol Agreement

PUBLIC HEALTH EMERGENCY PROTOCOL AGREEMENT

WHEREAS, pursuant to RCW 70.08.020 the Director of the Seattle-King County Department of Public Health (Director) serves as the local health officer for King County, including the City of Seattle; and

WHEREAS, pursuant to RCW 70.05.070 and WAC chap. 246-100 the Director is responsible for issuing necessary orders for the control and prevention of any dangerous, contagious or infectious disease, including orders for isolation and quarantine or social distancing measures; and

WHEREAS, pursuant to RCW 43.20.050 (4), WAC 246-100-040 (2) and WAC 246-100-070 (1) local police officers and employees of local jurisdictions, including the City of Seattle, must enforce necessary orders for the control and prevention of any dangerous, contagious or infectious disease, including orders for isolation and quarantine or social distancing measures, issued by the Director; and

WHEREAS, WAC 246-100-036 requires the Director to consult with local emergency management personnel and law enforcement agencies regarding plans, policies, and procedures for instituting emergency measures necessary to prevent the spread of communicable disease or contamination; and

WHEREAS, efficient coordination and communication between the King County Executive Department, the Director, and the City of Seattle's Mayor's Office will be necessary in a public health emergency in order to avoid delays in enforcement of emergency public health orders and to ensure a fully coordinated public response to a public health emergency; and

WHEREAS, circumstances in an emergency situation may prevent the Executive or the Director from informing the Mayor prior to issuing an emergency declaration or order. Under such circumstances, informing the Mayor and the Mayor's Office promptly after any emergency declaration or order intended to be effective within the City of Seattle is issued will enhance coordination and avoid delays in enforcement of the emergency declaration or order within the City;

The King County Executive (Executive), the Director, and the Mayor of the City of Seattle (Mayor) enter into this:

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AGREEMENT

(1). Prior to issuing any emergency declarations or emergency public health orders intended to be effective within the boundaries of the City of Seattle the Director and/or the Executive will inform the Mayor and Mayor's Office of the nature, timing, and content of the emergency declarations or emergency public health orders, unless not practicable. If not practicable to inform the Mayor and the Mayor's Office prior to the issuance of an emergency declaration or emergency public health order intended to be effective within the boundaries of the City of Seattle, the Director and/or the Executive will inform the Mayor and the Mayor's Office of the nature, timing, and content of the emergency declaration or emergency public health order as soon thereafter as practicable.

(2). Neither the Director nor the Executive will issue orders to or make requests for enforcement assistance for emergency orders directly from City of Seattle departments or units unless immediate enforcement assistance is needed because of a serious and imminent risk to public health or for enforcement of a court order. All orders or requests for enforcement assistance for emergency orders to City of Seattle departments or units will be made through the Mayor and Mayor's Office, unless or until the Mayor expressly approves the issuance of orders to or requests for enforcement assistance directly to City of Seattle departments or units or unless immediate assistance is needed because of a serious and imminent risk to public health or for enforcement of a court order.

DATED this 19 Day of MARCH, 2007

Ron Sims, King County Executive

Greg Nickels, Mayor, City of Seattle

David Fleming, Director, Seattle-King County Department of Public Health

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Appendix D: City Department Lines of Succession

The following table identifies the line of succession for each City department.

Department/Office	Line of Succession	Incumbent	Primary Telephone
PUBLIC SAFETY AGENCIES			
Fire	Fire Chief	Gregory Dean	386-1400
	Chief of Staff		
	Asst. Chief, Operations		
Police	Police Chief	R. Gil Kerlikowske	684-5577
	Deputy Chief for Operations		
	Deputy Chief for Administration		
	Asst. Chief, Field Support		
Fire Pension Office	Executive Secretary		625-4355
	Sr. Benefits Administrator		
Police Pension	Executive Secretary	Michael Germann	386-1286
	Asst. Exec. Secretary, Pension Benefits		
	Asst. Exec. Secretary, Health Benefits		
Public Safety Civil Service Commission	Director	Mary E. Effertz	684-0334
Law	City Attorney	Thomas Carr	684-8200
	Chief, Civil Division	Suzanne Skinner	
	Chief, PCS Division	Robert Hood	
Municipal Court	Presiding Judge	Ron Mamiya	684-8709

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Department/Office	Line of Succession	Incumbent	Primary Telephone
	Assistant Presiding Judge		
	Past Presiding Judge		
UTILITIES AND TRANSPORTATION			
City Light	Superintendent	Jorge Carrasco	684-3200
Public Utilities	Director	Chuck Clark	684-5851
Transportation	Director	Grace Grunican	684-5180
	Deputy Director	Anne Fiske Zuniga	
	Chief of Staff	Patrice Gillespie-Smith	
HEALTH AND HUMAN SERVICES			
Public Health	Director and Health Officer	David Fleming, MD	296-4600
Human Services	Director	Patricia McInturff	386-1001
	Alan Painter, Deputy Director	Alan Painter	
	DV & SA Prev	Terri Kimball	
NEIGHBORHOODS AND DEVELOPMENT			
Planning and Development	Director	Diane Sugimura	684-8880
Neighborhoods	Department Director	Bernie Matsuno	684-0464

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Department/Office	Line of Succession	Incumbent	Primary Telephone
Office of Economic Development	Director	Steve Johnson, (Act.)	684-8090
	Communications Director	Karin Zaugg Black	
	Finance Manager	Tim Rash	
Office of Housing	Director	Adrienne Quinn	684-0721
	Deputy Director	Bill Rumpf	
	Multi-Family Lending Program Manager	Joanne LaTuchie	
ARTS, CULTURE AND RECREATION			
Arts and Cultural Affairs	Director	Michael Killoren	684-7172
Parks and Recreation	Superintendent	"BJ" Brooks (Act.)	684-4075
	Deputy Superintendent	Christopher Williams	
	Director of Finance and Administration		
Public Library	City Librarian	Deborah Jacobs	386-4636
	Chief Financial and Admin. Officer		
	Public Safety Director		
Seattle Center	Director	Robert Nellams (Act.)	684-7200
ADMINISTRATION			
Executive Administration	Director	Fred Podesta (Act.)	386-0041
	Business Technology Divn.		

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Department/Office	Line of Succession	Incumbent	Primary Telephone
	Director		
	Accounting/Treasury Services. Division. Director		
Finance	Director	Dwight Dively	233-0031
	Deputy Director	Doug Carey	
	Deputy	Glenn Lee	
Fleets and Facilities	Director	Brenda Bauer	684-0484
	Deputy Director	Mary Pearson	
	Capital Programs Director	Dove Alberg	
Information Technology	CTO	Bill Schrier	684-0600
	Deputy CTO	Erin Devoto	
	Director, Comm. Technologies	Dean Arnold	
Mayor	Mayor	Greg Nickels	684-4000
Personnel	Director	Mark McDermott	615-1622
	Labor Relations Director	David Bracilino	
	Class Comp Director	Nancy Schaefer	
City Auditor	Auditor	Susan Cohen	233-3801
	Deputy Auditor	David G. Jones	
	Asst. City Auditor	Mary Denzel	
Civil Rights	Director	Germaine Covington	684-4500
	Policy and Outreach Coordinator	Julie Nelson	
	Enforcement Manager	Angela Dawson-Milton	
Civil Service Communications	Director	Glenda Graham-Walton	386-1301

Department/Office	Line of Succession	Incumbent	Primary Telephone
Employees' Retirement	Director	Norm Ruggles	386-1293
	Deputy Director	Mel Robertson	
Ethics and Elections	Executive Director	Wayne Barnett	684-8500
	Strategic Advisor	Harley Anders	
Intergovernmental. Relations	Director	Susan Crowley Saffery	684-8055
	Deputy Director	Linda Cannon	
Film and Music	Director	James Keblas	684-0903
Hearing Examiner	Hearing Examiner	Sue Tanner	684-0521
Policy and Management	Director	Mary Jean Ryan	684-8041
Sustainability and Environment	Director	Steve Nicholas	615-0817
	Strategic Advisor	Kim Drury	
	Strategic Advisor	Tracy Morgenstern	
Legislative	Council President	Nick Licata	684-8888

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Department/Office	Line of Succession	Incumbent	Primary Telephone
City Clerk	City Clerk	Judith Pippin	684-8344

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Appendix E: Personal and Workplace Hygiene

Minimizing illness is one of the key strategies for improving resiliency during a pandemic. Well-developed Continuity of Operations (COOP) plans should address how to minimize illness among staff and the public. Strategies include:

- Restricting workplace entry of people with influenza symptoms;
- Practicing good personal hygiene and workplace cleaning habits;
- Increasing social distancing (e.g. enable telecommuting, avoid face-to-face contact);
- Managing staff who become ill at work; and
- Managing staff that travel overseas.

This appendix identifies some issues departments will need to take into account in pandemic flu response plans and offers guidance for to how to address them.

Table E-1 identifies flu protections measures and where they are appropriate to apply.

Table E-1: Summary of Influenza Protection Measures

Protection Measure	Where Applicable
Hand hygiene, cough etiquette, ventilation	✓ Everyone, all the time
Organizational and facilities management policies	✓ Every organization, all the time; maintenance and cleaning contracts
Social distancing	✓ Everyone, where practical
Protective barriers	✓ In situations where regular work practice requires unavoidable, relatively close contact with the public
Disposable surgical mask The latest guidance on this issue can be obtained at **http://www.osha.gov/Publications/influenza_pandemic.html**	✓ Workers in any community or health care setting who are caring for the sick (this includes first responders) in Phase 4 and Phase 5. ✓ Also as a possible adjunct to protective barriers ✓ Should be provided to staff and public who present flu symptoms in the work place
Disposable surgical masks, eye protection, gloves, gowns/aprons	✓ Health care workers participating directly in close contact patient care when there is a high risk of contact with respiratory secretions, particularly via aerosols (mostly inpatient settings). Generally, in patient care within a yard or less.

Restrict Workplace Entry of People with Influenza Symptoms

On declaration of World Health Organization (WHO) Phase 4 or 5 in the Pacific Northwest region, the City shall consider posting notices at all workplace/facility entry points, advising staff and visitors not to enter if they have influenza symptoms.

Employees should be advised not to come to work when they are feeling sick, particularly if they are exhibiting any influenza symptoms. **Table E-2** identifies the differences in symptoms between influenza and a common cold. Workers who are ill should stay at home until symptoms resolve.

Table E-2: Differences Between Influenza and a Common Cold

SYMPTON	INFLUENZA	COMMON COLD
Fever	Usual, sudden onset 100.4-104°F and lasts 3-4 days	Rare
Headache	Usual and can be severe	Rare
Aches and pains	Usual and can be severe	Rare
Fatigue and weakness	Usual and can last 2-3 weeks or more after the acute illness	Sometimes, but mild
Debilitating fatigue	Usual, early onset can be severe	Rare
Nausea, vomiting, diarrhea	In children < 5 years old	Rare
Watering of the eyes	Rare	Usual
Runny, stuffy nose	Rare	Usual
Sneezing	Rare in early stages	Usual
Sore throat	Usual	Usual
Chest discomfort	Usual and can be severe	Sometimes, but mild to moderate
Complications	Respiratory failure; can worsen a current chronic condition; can be life-threatening	Congestion or ear-ache
Fatalities	Well-recognized	Not reported
Prevention	Influenza vaccine; frequent hand washing; cover your cough	Frequent hand-washing; cover your cough

Ill employees must stay away from other people during their period of illness, preferably at home, until their symptoms resolve. Note that staff who have recovered from pandemic influenza are unlikely to be re-infected, as they will have natural immunity to the virus. These employees should be encouraged to return to work as soon as they are well, unless family conditions dictate otherwise.

Personal Hygiene

To minimize potential influenza transmission, these basic personal hygiene measures should be reinforced and all people should be encouraged to practice them:

- Cover nose and mouth when sneezing and coughing (preferably with a disposable single use tissue).
- Immediately dispose of used tissues.
- Adopt good hand washing/hand hygiene practices, particularly after coughing, sneezing or using tissues.
- Keep hands away from the mucous membranes of the eyes, mouth, and nose.
- Avoid contact with individuals at risk (e.g. small children or those with underlying or chronic illnesses such as immune suppression or lung disease) until influenza-like symptoms have resolved.
- Where possible, avoid contact with people who have influenza-like symptoms.
- Ask people to use a tissue and cover their nose and mouth when coughing or sneezing and to wash their hands afterwards.

Ensure that adequate supplies of hand hygiene products are available. This should be planned well in advance of an influenza pandemic, as there may be interruption to the supply or shortages of soap and hand towels during a pandemic. To communicate hand and personal hygiene information to staff and visitors:

- Post hygiene notices in all workplace entrances, washrooms, hand washing stations and public areas.
- Use brochures, newsletters, global e-mail messages, employee bulletin boards, and information included with pay-slips to inform employees of the importance of hand hygiene and environmental cleaning during a pandemic.

Workplace Cleaning

During a pandemic, additional measures will be necessary to minimize the transmission of the virus through environmental sources, particularly hard surfaces (e.g. sinks, handles, railings, objects and counters). Transmission from contaminated hard surfaces is unlikely, but influenza viruses may live up to two days on such surfaces.

Alcohol and chlorine can kill Influenza viruses. Cleaning surfaces with a neutral detergent followed by a disinfectant solution is recommended. Surfaces that are frequently touched with hands should be cleaned often, preferably daily. **Table E-3** suggests the appropriate choice and concentration of disinfectants.

Table E-3: Workplace Cleaning Products

Disinfectant	Recommended Use	Precautions
Sodium hypochlorite(5% household bleach): Use concentrations ranging from 1 part bleach to be mixed with 99 parts of tap water (1:100) or 1 part of bleach to be mixed with 9 parts of tap water (1:10) depending on the amount of organic material (e.g. Blood or mucous) present on the surface to be cleaned and disinfected.	Disinfection of material contaminated with blood and body fluids.	Use this substance in well ventilated areas. Wear protective clothing while handling and using undiluted bleach. Do not mix with strong acids to avoid release of chlorine gas. Corrosive to metals and fabrics.
Granular chlorine: NaDCC (Sodium dicloroisocyanurate) powder with 60% available chlorine. Dissolve 1 ounce in three quarts of tap water.	May be used in place of liquid bleach, if it is unavailable.	Same as above.
Alcohol: e.g. Isopropyl 70%, ethyl alcohol 60%.	Smooth metal surfaces, tabletops and other surfaces on which bleach cannot be used.	Flammable and toxic. Use in well-ventilated areas. Avoid inhalation. Keep away from heat sources, electrical equipment, flames, and hot surfaces. Allow it to dry completely, particularly when using diathermy (the therapeutic generation of local heat in body tissues by high-frequency electromagnetic currents), as this can cause diathermy burns.

Staff should be reminded not to share cups, dishes, and cutlery and to wash these items thoroughly with soap and hot water after use.

Remove all magazines/papers from waiting rooms and common areas (such as coffee rooms, kitchens).

When a person with suspected influenza is identified and has left the workplace, it is important that their work area/office, along with any other known places they have been, are thoroughly cleaned and disinfected.

Departmental plans should identify the basic hygiene practices (including hand hygiene) to be followed by cleaners, the protocols for use personal protection

equipment (if recommended by Public Health - Seattle & King County), and the methods for waste disposal.

Air Conditioning

There is evidence that influenza can spread in inadequately ventilated internal spaces. All internal spaces should be well-ventilated, preferably by fresh air from open windows, or by properly designed and maintained air-conditioning systems.

As part of workplace health and safety monitoring, Fleets and Facilities Department (FFD) shall obtain assurance from the owner of any air conditioned building the City occupies that air conditioning systems are maintained regularly and to the appropriate standard, as per the Building Code.

Increase Social Distancing

Another strategy to protect staff is minimizing their contact with others. Crowded places and large gatherings of people should be avoided, whether in internal or external spaces. A distance of at least three feet should be maintained between persons wherever practical. Larger distances are more effective. Contact with those who are ill should be avoided wherever practicable. Suggestions for how to minimize contact include:

- Avoid meeting people face-to-face – use the telephone, video conferencing and the Internet to conduct business as much as possible – even when participants are in the same building.
- Avoid any unnecessary travel and cancel or postpone non-essential meetings/ gatherings/workshops/training sessions.
- If possible, arrange for employees to work from home or to work variable hours to avoid crowding at the workplace.
- Practice “ghost” shift changes wherever possible, with the shift going off duty leaving the workplace before the new shift enters:
    - ✓ If possible, leave an interval before re-occupation of the workplace.
    - ✓ If possible, thoroughly ventilate the workplace between shifts by opening doors and windows or turning up the air-conditioning.
- Avoid public transport: walk, cycle, drive a car or go early or late to avoid rush hour crowding on public transport.
- Bring lunch and eat at desk or away from others (avoid the cafeteria and crowded restaurants). Introduce staggered lunchtimes so numbers of people in the lunch room are reduced.
- Do not congregate in coffee rooms or other areas where people socialize. Do what needs to be done and then leave the area.
- If a face-to-face meeting with people is unavoidable, minimize the meeting time, choose large meeting rooms and sit at least three feet away from each other if possible; avoid shaking hands or hugging. Consider holding meetings in the open air.

- Set up systems where clients/customers can pre-order/request information via phone/ e-mail/fax and have order/information ready for fast pick-up or delivery.
- Encourage staff to avoid recreational or other leisure classes or meetings where they might come into contact with infectious people.

Managing Staff Who Become Ill at Work

Departmental COOP plans should indicate how the department will manage staff that become ill at work. If a person feels ill, or if someone observes that another person is exhibiting symptoms of influenza at work, the work site manager, supervisor, or floor warden should be contacted **by telephone,** if at all possible.

Supervisory staff shall:

- Avoid visiting the potentially ill person if it can be avoided – manage the process over the phone.
- Check to see if the employee has any of the symptoms outlined in Table E-2.
    - ✓ If the employee does not have any of the symptoms listed in Table E-2, they are very unlikely to have influenza, and should be reassured but advised to see their family physician if they are still concerned.
    - ✓ If the employee does have symptoms that match some of those listed in Table E-2, they should be treated as a "suspect case." It may be helpful to have a staff influenza notification form completed, including details of any staff and/or visitors they have been in contact with. This information will permit the appropriate staff to identify recent movements and monitor well-being during the pandemic.
    - ✓ The employee should be informed where they can find a surgical mask and instructed to wear it immediately. This is to help protect other staff.
    - ✓ The employee should leave work and immediately contact a health professional in the manner advised by Public Health - Seattle & King County (PHSKC) on its Web site at that time. This may involve phoning the person's normal doctor or nurse, or a specially designated center to seek further advice.
    - ✓ The employee's manager should be informed that they have left work.
    - ✓ The employee, should, if at all possible, avoid public transport when leaving work.
    - ✓ The employee's work station should be cleaned and disinfected following the directions provided in **Workplace Cleaning**.

Management staff will need to set up a system to manage the absence and return to work of ill employees and their contacts. Some issues to consider include:

- Advice to the employee on how long to stay away from work (the PHSKC Web site will have advice on this once the characteristics of a pandemic are known).
- Decisions on the leave and cover arrangements.

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- Checking on the staff member during his/her absence from work. This will facilitate treatment and contact tracing.
- Setting up a process in the departmental plan for ensuring that:
  - ✓ The employee is healthy before returning to work;
  - ✓ Employees are encouraged to return to work once they are well.

Appendix F: Workforce Resiliency Plan

Like any disaster or emergency situation, an influenza pandemic can put the physical and emotional well-being of City employees at risk. Employees, particularly first responders such as firefighters and police officers, may suffer from a range of psychosocial issues as a result of an extended influenza pandemic, including fear, depression, and a sense of powerlessness. All of these emotions may be exacerbated by the constant pressure to keep performing.

One of the City's highest priorities is to maintain the health, safety, and emotional well-being of its workforce. It is critical, therefore, that the City establish a Workforce Resilience Program to support the special psychosocial needs of City employees and their families in the event of an influenza pandemic. As much as any legal or logistical plan, a solid Workforce Resilience plan will help the City maintain its essential services during an influenza pandemic.

The Challenges of Emergency Response

As the City develops its strategies for supporting employees during an influenza pandemic, it is important to keep in mind the many challenges of maintaining the mental and physical well-being of workers during an emergency situation.

First, it is impossible to prepare people, particularly first responders, for everything they might encounter and experience during a crisis such as an influenza pandemic. Even seasoned responders can face situations such as the deaths of children that cause distress. Maintaining personal resilience may be particularly challenging in the context of an influenza pandemic because of its duration of months or even years. It is important, therefore, that the City develop a means of regularly checking in on staff and modifying support services as evolving circumstances dictate.

Second, it is likely that many City employees may be asked to work outside their areas of expertise or to take on additional responsibilities due to the illness or death of other employees. If employees are not supported in their efforts, their chance of success will be greatly diminished, and their emotional well-being may also be diminished by a sense of failure. Providing employees with timely, accurate, and candid information about why they are being asked to take on additional responsibilities and what is expected of them will help facilitate their success and alleviate stress caused by a lack of clarity around changing circumstances.

Because of the dedication and commitment of the City's workforce, it is conceivable that they may become so focused on their efforts to maintain City services that they forget about or disregard their own needs. Guarding against this will help reduce employee burnout and improve workforce resilience. Having mental health advocates check in with employees periodically to ensure that they are maintaining important self-care activities, such as eating nutritious meals, sleeping, and taking showers can go a long way toward maintaining employee morale and resilience.

Developing a Workforce Resilience Program

Because stress and stress management are complicated issues, a good deal of planning is necessary if a workforce resilience program is to be of value. The City should make full use of all public health techniques and communication tools at its disposal to help its employees manage emotional stress and build coping skills and resilience. The City must also plan for a long response (up to 18 months) for an influenza pandemic. Having good continuity of support services coordinated around the entire lifecycle of a pandemic is likely to produce the best results.

The sections that follow outline steps the City should take at each stage in an influenza pandemic to prepare and execute a Workforce Resilience Program.

Inter-Pandemic Time Period

Inter-Pandemic is the time period when there has been very limited or no human-to-human transmissions of pandemic influenza. During this time period, the City should conduct an inventory of the support services it already makes available for City employees, and determine where additional services might be required. For example, because firefighters are likely to be greatly impacted by demands for their services, it may be necessary to supplement normal support services by providing access to onsite counselors during the course of the influenza pandemic. The inventory should also include identifying any gaps in resources, such as culturally competent and multilingual providers, that might affect the City's ability to deliver psychosocial support to all of its employees and their families.

The City should also reach out to community-based mental health organizations and non-governmental organizations to determine the types of psychological and social support services and training courses available in their jurisdictions. Training courses in psychological support will be of particular value to City directors and managers who may be called on to provide psychological first-aid for their direct reports. All City administrators, managers, and supervisors should become familiar with the tools and techniques available for supporting staff and their families and actively encourage their staff to use those resources.

Each City department should establish a workforce resilience team. These teams can assist with supporting department employees and fostering cohesion and morale by:

- Monitoring employee health and well-being (in collaboration with occupational health clinics, if possible) through debriefings, surveys, etc.
- Distributing informational material related to stress management and available support services. (See **Appendix B: Pandemic Influenza Emergency Communications Strategy**)
- Reinforcing the value placed in City employees and the extra steps being taken to support their well-being.
- Directing employees to confidential telephone support "hot lines" staffed by behavioral health professionals. (The City's traditional EAP program may not have sufficient capacity to handle the calls they would receive during a pandemic.)

The City should also prepare informational materials for employees and their families about the psychosocial services available to them in the event of an influenza pandemic and how they can take care of themselves during the crisis. For more information about the purpose and content of these informational materials, see **Preparing Workforce Support Materials**.

Alert Time Period

The Pandemic Alert period starts with the onset of human infection of a new subtype and concludes with large clusters of localized infections, suggesting the virus is not yet fully transmissible. Once the City enters this time period, it must act on the information it gathered during the Inter-Pandemic Time Period.

First, the City must establish confidential telephone support lines for its employees that will be staffed by behavioral health professionals.

Second, the City must provide specialized training to all City supervisors and managers to help them support their staff during the pandemic. All managers and supervisors should be provided with information about:

- Cognitive, physiological, behavioral, and emotional symptoms that might be exhibited by employees during an influenza pandemic, including symptoms that might indicate severe, acute (situational) mental disturbance.
- Self-care at work, including actions to safeguard physical and emotional health and maintain a sense of control and self-efficacy.
- Cultural (e.g., professional, educational, geographic, ethnic) differences that can affect communication.
- Potential impact of an event on special populations (e.g., children, ethnic groups, immigrant communities, the elderly, and the physically or cognitively disabled.)

The City should also conduct Citywide briefings and training for employees on behavioral health, resilience, stress management issues, and coping skills. Responders such as police officers, firefighters, and staff assigned to emergency support services should receive training to help them manage citizen reaction to public health measures such as movement restrictions (e.g., quarantine, social distancing) and to abrupt loss of essential supplies and services.

First responders should also be provided with information about what to do if they or their family members experience stigmatization or discrimination because of their role in the influenza event response. City officials should be prepared to address these issues without delay.

Pandemic Time Period

The Pandemic Period occurs when increased and sustained human transmission occurs in the general population. A pandemic influenza emergency would likely be issued by the Seattle Mayor and/or King County Executive; and the King County Health Officer would provide direction and a date regarding the implementation of

social distancing measures. These events may correspond. The first confirmed case in North America could trigger a similar response.

To the extent possible, during the pandemic, the City should:

- Deploy stress control or resilience teams to monitor the occupational safety, health, and psychological well-being of staff.
- Continue to distribute educational and training materials to City employees on how to maintain their psychosocial well-being and how to access support services.
- Provide (and staff, resources permitting) rest and recuperation sites stocked with healthy snacks (fruit, juice) and relaxation materials (music, relaxation tapes, movies), as well as pamphlets or notices about workforce support services.
- Provide psychological and social support services for employees and their families, as requested.
- Provide outreach to employees' families to address psychological and social issues. This may include family support groups, bereavement counseling, and education on resilience, coping skills, and stress management.

The City may want to offer additional services to families of employees who are working long hours, and/or remain in the workplace overnight or indefinitely. These services might include:

- Help or referral for elder care, childcare and the well-being of those with special needs.
- Provision of communication opportunities/devices to allow regular communication among family members and provision of information through Web sites or hotlines.
- Access to expert advice and answers to questions about disease control measures and self-care.
- Information about services provided by community and faith-based organizations. Activities of these organizations can provide relaxation and comfort during trying and stressful times.

Recovery Period

Recovery is the time period when the local health care system is handling the load with its own resources and no alternative health care facilities are needed; when the trend of new influenza cases is consistently receding; when the King County Health Officer provides direction that social distancing measures are no longer needed; and when most employees have returned to work. In the Recovery phase, the City should provide assistance in reintegrating workers that were ill or took a leave of absence to care for ill family members. (See **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**.)

It is also critical that the City continue to monitor its workforce, particularly first responders, during the recovery period for signs of chronic or severe psychological distress. Arranging a series of debriefings with responders and their family members

may be useful. This will enable the City to assess the impact of the influenza pandemic on its workforce and to strengthen support services as needed. Information gathered in these debriefings can also be used to prepare for subsequent waves of the pandemic.

All City employees should have access to psychosocial evaluation and support for at least one year after the pandemic subsides.

Preparing Workforce Support Materials

As part of its Workforce Resilience Program, the City shall obtain or prepare workforce support materials for distribution during an event. These materials should be obtained or prepared where at all possible during the Inter-Pandemic time period as this will allow time for message vetting to ensure content and tone are appropriate.

The City should develop materials that:

- Prepare employees for the mental and emotional challenges they may encounter during an influenza pandemic, including working with highly agitated customers, family illness, and mass fatalities. Strategies for building and sustaining personal resilience in dealing with these challenges may also be useful.
- Educate employees about the emotional responses they might experience or observe in their colleagues and family members during an influenza pandemic, and provide techniques for coping with these emotions and behaviors.
- Identify and describe workforce support services that will be available during an influenza pandemic, including confidential behavioral/employee health and assistance programs. It's important, however, that these materials also prepare employees for the possibility that such services may be reduced or curtailed during the height of the pandemic. Managing employee expectations during a pandemic in which circumstances can change dramatically is important.
- Provide information about infection control practices to prevent the spread of disease in the workplace and employment issues related to illness, sick pay, staff rotation, and other family concerns. (See **Appendix B: Pandemic Influenza Emergency Communications Strategy** and **Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines**.)

Additional Resources

The City may obtain or leverage some useful materials from the following resources:

- DSHS-Disaster Mental Health Services (**http://www1.dshs.wa.gov/mentalhealth/index.shtml**)
- Centers for Disease Control and Prevention (**http://www.cdc.gov/)**
- Health and Human Services Administration (**http://www.hhs.gov/)**
- National Institute of Health (**www.nih.gov**)

- Substance Abuse and Mental Health Services Administration (**http://mentalhealth.samhsa.gov/cmhs/EmergencyServices/** and **http://mentalhealth.samhsa.gov/dtac/default.asp**)
- American Psychological Association's Help Center and Disasters and Terrorism (**http://helping.apa.org/articles/topic.php?id=4**)

In the interest of maintaining the health and well-being of all the citizens of Seattle, the City should also plan to share the information it develops with local businesses, schools, community groups and faith-based organizations to assist them with the development of their overall staff support plans.

Appendix G: City Department Essential Services

The ability of the City of Seattle to provide services will be severely impacted during a pandemic. As part of the departmental COOP planning process, each department or agency identified their essential services. The following factors were used in determining priority service levels:

- Health, welfare and safety of employees;
- Health, welfare and safety of citizens;
- Economic impact of not providing service;
- Impact of performing (or not performing) services;
- Ability to provide services during a pandemic; and
- Availability of alternate methods of delivering services.

Department essential services are identified in **Section VII** of the Annex, but briefly categorized in the following sections.

A. Priority Service One (Immediate threat to public health, safety or welfare)

Priority Service One identifies activities that must remain uninterrupted. Generally, these would include agencies and facilities that operate 24 hours a day and/or 7 days a week. (If the service closes on a weekend or holiday, it is not a Priority Service One function.)

The following activities have been classified as Priority Service One:

- Fire suppression
- Law enforcement; patrol
- Emergency medical operations
- Water treatment operations
- Security
- All dispatch centers
- Emergency and disaster response functions
- Snow removal from roadways
- Emergency road repair
- Maintaining building HVAC systems
- Emergency Operations Center staffing

B. Priority Service Two (Direct economic impact, directly affect Priority One Services, constitutionally or statutorily mandated time frames, or civil disorder may develop if not performed in a few days)

Priority Service Two identifies activities that can be disrupted temporarily or might be periodic in nature, but must be re-established within a few days.

The following activities have been classified as Priority Service Two:

- Processing payroll
- Payment to vendors
- Benefit payment to individuals
- City Council meetings
- Cleaning and disinfecting facilities during a pandemic
- Emergency procurements and contracting
- Disaster recovery assistance
- Time sensitive inspections for construction activities
- Emergency equipment repair

C. Priority Service Three (Regulatory services required by law, rule or order that can be suspended or delayed by law or rule during an emergency)

Priority Service Three identifies activities that can be disrupted temporarily (a few days or weeks) but must be re-established sometime before the pandemic wave is over (<3 months).

The following activities have been classified as Priority Service Three:

- Collective bargaining with labor unions
- License renewals
- Filling job vacancies
- Issuing building permits
- General inspections services (not time sensitive)
- Project management
- Vehicle maintenance services
- Grant and contract management
- Shipping and receiving
- Investigation of complaints

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D. Priority Service Four (All other services that could be suspended during an emergency and are not required by law or rule)

Priority Service Four identifies activities that can be deferred for the duration of a pandemic wave (6-8 weeks).

The following activities have been identified as Priority Service Four:

- Training
- General maintenance programs
- Reception desks
- Internal audit
- General education and outreach programs
- Crime and fire prevention programs
- Grounds maintenance (lawn mowing)
- Youth service programs
- Financial analysis
- Research

Appendix H: Federal Emergency Assistance

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FEMA
DISASTER ASSISTANCE POLICY

I. TITLE: **Emergency Assistance for Human Influenza Pandemic**

II. DATE: March 31, 2007

III. PURPOSE:

Establish the types of emergency protective measures that are eligible under the Public Assistance Program during a Federal response to an outbreak of human influenza pandemic in the U.S. and its territories.

IV. SCOPE AND AUDIENCE:

The policy is applicable to all major disasters and emergencies declared on or after the date of publication of this policy. It is intended for personnel involved in the administration of the Public Assistance Program.

V. AUTHORITY:

Sections 403 (42 U.S.C. 5121-5206) and 502 (42 U.S.C. 5192) respectively, of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), and 44 Code of Federal Regulations (CFR) §206.225(a)(3)(i).

VI. BACKGROUND:

A. The severity of the next human influenza pandemic cannot be predicted, but modeling studies suggest that the impact of a pandemic on the United States could be substantial. In the absence of any control measures (vaccination or drugs), it has been estimated that in the United States a "medium–level" pandemic could cause 89,000 to 207,000 deaths, 314,000 to 734,000 hospitalizations, 18 to 42 million outpatient visits, and another 20 to 47 million people being sick. Over an expected period of two years, between 15% and 35% of the U.S. population could be affected by an influenza pandemic, and the economic impact could range between $71.3 and $166.5 billion. This effect does not include members of the general population that may have to miss work to care for ill family members, potentially raising the population affected by an influenza pandemic to 55% during the peak weeks of community outbreak (Department of Health and Human Services, Centers for Disease Control and Prevention, Pandemic Flu: Key Facts, January 17, 2006).

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B. An influenza pandemic differs from other public health threats, in that:

- A pandemic will last much longer than most public health emergencies, and may include "waves" of influenza activity separated by months (in 20th century pandemics, a second wave of influenza activity occurred 3 to 12 months after the first wave).

- The numbers of health-care workers and first responders available to work is expected to be reduced. This population will be at high risk of illness through exposure in the community and in health-care settings.

- Resources in many locations could be limited, depending on the severity and spread of an influenza pandemic.

C. Assumptions:

1. Three conditions must be met for a pandemic to begin:

a. A new influenza virus subtype must emerge, for which there is little or no human immunity. (For example, the H5N1 virus, also known as bird flu, is a new virus for humans. It has never circulated widely among people, but has killed over half of those infected.)

b. It must infect humans and cause illness; and:

c. It must spread easily and sustainably (continue without interruption) among humans.

2. There will be large surges in the number of people requiring or seeking medical or hospital treatment, which could overwhelm health services.

3. High rates of worker absenteeism will interrupt other essential services, such as emergency response, communications, fire and law enforcement, and transportation, even with Continuity of Operations Plans in place.

4. Rates of illness are expected to peak fairly rapidly within a given community, because all populations will be fully susceptible to an H5N1-like virus.

5. Local social and economic disruptions may be temporary, yet have amplified effects due to today's closely interrelated and interdependent systems of trade and commerce.

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DISASTER ASSISTANCE POLICY

6. A second wave of global spread should be anticipated within a year, based on past experience.

7. All countries are likely to experience emergency conditions during a pandemic, leaving few opportunities for international assistance, as seen during natural disasters or localized disease outbreaks. Once international spread has begun, governments will likely focus on protecting domestic populations.

VII. POLICY:

A. The following Emergency Protective Measures (Category B) may be eligible for reimbursement to State and local governments and certain private non-profit organizations:

1. Activation of State or local emergency operations center to coordinate and direct the response to the event.

2. Purchase and distribution of food, water, ice, medicine, and other consumable supplies.

3. Management, control, and reduction of immediate threats to public health and safety.

4. Movement of supplies and persons.

5. Security forces, barricades and fencing, and warning devices.

6. Emergency medical care (non-deferrable medical treatment of disaster victims in a shelter or temporary medical facility and related medical facility services and supplies, including emergency medical transport, X-rays, laboratory and pathology services, and machine diagnostic tests for a period determined by the Federal Coordinating Officer).

7. Temporary medical facilities (for treatment of disaster victims when existing facilities are overloaded and cannot accommodate the patient load).

8. Congregate sheltering (for disaster victims when existing facilities are overloaded and cannot accommodate the patient load).

9. Communicating health and safety information to the public.

10. Technical assistance to State and local governments on disaster management and control.

11. Search and rescue to locate and recover members of the population requiring assistance and to locate and recover human remains.

12. Storage and internment of unidentified human remains.

13. Mass mortuary services.

14. Recovery and disposal of animal carcasses (except if another federal authority funds the activity – e.g., U.S. Department of Agriculture, Animal, Plant and Health Inspection Service provides for removal and disposal of livestock).

B. Eligible Costs. Overtime pay for an applicant's regular employees may be eligible for reimbursement. The straight-time salaries of an applicant's regular employees who perform eligible work are not eligible for reimbursement. Regular and overtime pay for extra-hires may be eligible for reimbursement. Eligible work accomplished through contracts, including mutual aid agreements, may be eligible for reimbursement. Equipment, materials, and supplies made use of in the accomplishment of emergency protective measures may be eligible.

C. Ineligible Costs. Ineligible costs include the following:

1. Definitive care (defined as medical treatment or services beyond emergency medical care, initiated upon inpatient admissions to a hospital).

2. Cost of follow-on treatment of disaster victims is not eligible, in accordance with FEMA Recovery Policy 9525.4 – Medical Care and Evacuation.

3. Costs associated with loss of revenue.

4. Increased administrative and operational costs to the hospital due to increased patient load.

5. Rest time for medical staff. Rest time includes the time a staff member is unavailable to provide assistance with emergency medical care.

6. Because the law does not allow disaster assistance to duplicate insurance benefits, disaster assistance will not be provided for damages covered by insurance. The PA applicant

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should not seek reimbursement for these costs if underwritten by private insurance, Medicare, Medicaid or a pre-existing private payment agreement.

Note: Ineligible costs remain ineligible even if covered under contract, mutual aid, or other assistance agreements.

D. Coordination with Emergency Support Function (ESF). Coordination among ESFs 3, 5, 6, 8, 9, 11, and 14 will be required.

VIII. ORIGINATING OFFICE: Recovery Division (Public Assistance Branch).

IX. SUPERSESSION: This policy supersedes all previous guidance on this subject.

X. REVIEW DATE: Three years from date of publication.

David Garratt
Acting Assistant Administrator
Disaster Assistance Directorate

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Appendix I: Pandemic Influenza Emergency Personnel Policies and Guidelines

<<Final file to come in late June>>

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Appendix J: Pandemic Influenza Emergency Planning Checklist

The following checklist is intended to assist City agencies in addressing some of the key issues of pandemic planning. This checklist should be periodically updated through the DMC and the status tracked and reported.

Task	Not Started	In Progress	Completed
Business Continuity: Essential Services			
Inventory and prioritize essential services.			
Identify positions required to support essential services and develop overall staffing plans to help ensure maintenance of those services.			
Identify operating and other supplies requirements.			
Identify interdependencies with other agencies (internal and external) and develop a mutual understanding for how a pandemic is likely to affect those interdependencies.			
Develop alternative sourcing strategies where necessary and formalize those strategies through written agreements where practicable.			
Business Continuity: Appropriate Authorities			
Assign key staff to develop, maintain and act upon pandemic influenza preparedness and response plan.			
Determine who will serve as the department or agency pandemic liaison. Be sure to select a critical thinker and facilitator with overall knowledge of the organization.			
Determine the potential impact of a pandemic on the department's usual activities and services. Plan for situations likely to result in an increase, decrease or alteration of services the department or agency delivers.			
Determine the potential impact of a pandemic on outside resources or services the department depends on to deliver its services.			
Business Continuity: Line of Succession			
Establish a written line of succession for key leaders, managers, and essential employees.			

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Task	Not Started	In Progress	Completed
Determine how authority will be delegated or transitioned.			
Identify and train essential staff (including full-time, part-time, retirees, and unpaid or other volunteer staff).			
Outline what the organizational structure will be during an emergency. The outline should identify key contacts with multiple backups, the roles and responsibilities of those key contacts, and reporting structure.			
Determine the skill sets or knowledge required to sustain essential services.			
Evaluate and list positions with skill sets that can be shared or cross-trained and which positions could be reallocated to similar functions elsewhere in the department, agency or City.			
Business Continuity: Logistics			
Update department or agency logistics planning assumptions.			
Coordinate with DOF to ensure the department's strategy is consistent with DOF's financial planning assumptions.			
As feasible, obtain supplies required to sustain essential services during a pandemic. Coordinate with other City agencies that have similar needs and work with DEA and FFD on procurement and storage strategies.			
Business Continuity: Critical Files, Records, or Databases			
Review IT planning assumptions based on revised business priorities.			
Determine which critical systems need to be running to support essential services.			
Identify and prioritize those systems that could be taken off-line to maximize capacity.			
Determine which employees must access vital files, records, and databases needed to support essential services and what access method will be used. Coordinate with DoIT for access.			

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Task	Not Started	In Progress	Completed
Coordinate any additional or special application or end user support needs with DoIT early in the business continuity planning process.			
Business Continuity Testing			
Determine how the department will test its pandemic influenza planning (for example, assess whether a tabletop exercise can test the plan sufficiently.)			
Determine what internal and external partners the departments needs to coordinate testing efforts with to ensure due diligence.			
Determine the frequency of testing.			
Exercise and use the results from the hot wash and after action reports to drive updates to department plans and those of key partners.			
Inform staff and other key stakeholders of the testing results.			
Citywide and Inter-jurisdiction Planning			
Establish a Pandemic Preparedness Coordinating Committee that represents all relevant stakeholders in the City (including governmental, public health, healthcare, emergency response, education, business, communication, community-based and faith-based sectors, and private citizens) to support the development and execution of the City's operational pandemic plan.			
Delineate accountability and responsibility, capabilities, and resources for key stakeholders engaged in planning and executing specific components of the operational plan. Assure that the plan includes timelines, deliverables, and performance measures.			
Ensure that the operational plan is complementary to Emergency Support Function 8 and is compliant with National Incident Management System and supportive of the Seattle Disaster Readiness and Response Plan.			
Formalize agreements with neighboring jurisdictions and address communication, mutual aid, and other cross-jurisdictional needs.			

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Task	Not Started	In Progress	Completed
Determine how PHSKC and OEM staff will coordinate on messaging issues, keeping in mind that the role of managing messaging shifts from PHSKC to OEM once the EOC is activated to "Emergency Management Increased Readiness" level.			
Ensure existence of a demographic profile of the community (including special needs populations and language minorities) and ensure that the needs of these populations are addressed in the operation plan.			
Address provision of psychosocial support services for the community, including patients and their families, and those affected by containment procedures in the plan.			
Department/Agency Communications Strategy			
Determine what and how to communicate with employees and critical staff on a scheduled basis during a pandemic. This includes identifying: ✓ Who needs to be notified or included in communications; ✓ How those communications will occur, and the frequency with which they will occur; ✓ How content will be developed and vetted by subject matter experts and emergency management and senior leadership staff.			
Determine how the department or agency will carry out pulse checks regarding staffing, service demands, and morale. It is critical to establish a feedback loop.			
Determine the number of staff and/or locations that will require access to teleconference or video conference equipment. This will assist the Department of Information Technology (DoIT) in their efforts to address systems capacity.			
Department/Agency Policy Considerations			
Assess department or agency policies for compatibility with the guidance developed by the Personnel Department on leave and compensation during a pandemic.			

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Task	Not Started	In Progress	Completed
Review department- or agency-specific policies that interpret City policy for specific work areas. In the event of a pandemic, flexibility to react to changing conditions is vital for continuation of critical functions and essential services. As a result, departments or agencies must assess their specific policies to ensure they are conducive to protocols introduced during a pandemic as well as compatible to any changes to City policy to respond to a pandemic.			
Evaluate and resolve policy/legal conflicts to ensure recommended responses are capable of implementation. For example, can the City Council telecommute and still conduct official City business?			
Personal Protection and Basic Sanitation			
Ensure alcohol-based hand and workspace surface cleaners (desks, keyboard, telephone handsets, etc.) are deployed, employees trained in their use, and public education materials properly displayed.			
Monitor to ensure proper use of all sanitation supplies occurs no later than Pandemic Phase 4.			
Determine the number of employees who will be performing under conditions that entail unavoidable face-to-face contact. As needed, deploy face masks and eye protection and ensure that devices fit properly and that employees have the necessary guidance to ensure safe usage.			
Evaluate which supplies are critical to maintaining essential services, and take the necessary steps to ensure the availability of these supplies during the pandemic lifecycle.			
Family Support			
Evaluate the depth of employee assistance services currently utilized, and identify how those services might change during a pandemic. A pandemic will have profound effects on all, but employees who remain at work, especially for long periods of time, will be under increasing stress and must be supported at work as well as in their family and community.			

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Task	Not Started	In Progress	Completed
Consider what the department can do to assist employees and their families. It is important to ensure that sick family members do not come to work and that healthy members feel confident their family is cared for so that they are willing to come to work.			

Appendix K: Pandemic Influenza Emergency Information Technology Plan

As a key part of a social distancing response to an influenza pandemic, some City employees may be directed to work from home or may request approval to do so. While telecommuting is not appropriate for all employees, and no employee is automatically entitled to or guaranteed the opportunity to telecommute, the City can expect the number of telecommuters to increase substantially during a pandemic. Most employees who do telecommute will, in order to perform their daily tasks, require access to at least some of the City's information technology resources, such as e-mail, electronic files, and selected business applications. The City must take steps now to ensure that it can meet the communication and access needs of employees working at home during an influenza pandemic.

During an influenza pandemic the City of Seattle may also face difficulty in supporting its extensive and complex IT infrastructure, including hardware, software, and applications. In order to prepare for this challenge and to ensure that it can sustain those systems that support its essential services, the City must prioritize the systems that it will support, and it must document roles, responsibilities, and processes for allocating resources.

To prepare for an influenza pandemic, the City must:

- Ensure that the technology systems required to maintain the City's critical business functions will operate effectively during a pandemic.
- Ensure that City of Seattle employees who have been approved to telecommute can work productively at home by providing them with access to the City IT resources needed to perform their jobs (e.g., telephone conference bridges, files, databases, e-mail and other applications).

This Information Technology Plan supports the City in meeting these objectives by:

- Identifying and prioritizing essential IT systems.
- Allocating responsibilities for system maintenance and operations in the event of an influenza pandemic.
- Providing managers within departments the information they need to determine whether their staff members are good candidates for working remotely, and if so, the best method of providing network connectivity for each staff member.
- Providing the information employees working at home require to connect to the City network and to access City voicemail.
- Outlining responsibilities regarding IT support during a pandemic.
- Describing City strategies for maintaining IT security during a pandemic while enabling more City employees to telecommute.

Allocation of Responsibilities

To ensure that its employees can remotely support its essential services during a pandemic, each City of Seattle department is responsible for completing the following tasks:

- Identification and prioritization of its essential services.
- Identification of the computer applications and systems that are necessary to support essential services (See Attachment K-1.)
- Identification of employees who require access to the applications which support essential services.
- Determination of employee business communication requirements, including selection of those individuals who need remote access and determination of their hardware, application, and voice communication requirements.
- Determination of individual employees' method of access to the City of Seattle's network: Web access to GroupWise only, standard VPN connection and use of Citrix, or non-standard VPN connection.
- Establishment and execution of policies and procedures for its employees who may work at home, consistent with City Personnel Rule 9.2 (**http://www.seattle.gov/personnel/personnelrules/rule_9.2.asp**), regarding:
    - Acquisition of equipment (PCs, laptops, network interfaces, peripherals, accessories, etc.) for employees working at home.
    - Acquisition of software licenses for employees working at home.
    - Establishment of an Internet connection for employees working at home.
    - Support of desktop or laptop PCs for employees working at home.

Seattle City Light and Seattle Public Utilities have the following additional responsibilities to:

- Maintain and support their departmental data networks.
- Maintain and support their departmental implementations of GroupWise and GroupWise Web.
- Maintain and support their departmental Citrix environments.
- Maintain and support their departmental Service Desks.
- Assist in maintaining and supporting the City's VPN services.

The Department of Information Technology has the following additional responsibilities to:

- Maintain and support the City's telephone system, including providing instructions on how to forward telephones and how to access City voicemail boxes remotely.
- Maintain and support the City's backbone data network.
- Maintain and support the City's VPN remote access technology and procedures.

- Maintain and support GroupWise and GroupWise Web for all departments except Seattle Public Utilities and Seattle City Light.
- Maintain and support the City's Citrix environment for all departments except Seattle Public Utilities, Seattle City Light, and the Human Services Department.
- Maintain and support the City's IT Service Desk for all departments except Seattle Public Utilities and Seattle City Light.
- Provide capacity for teleconferencing bridges to support telecommuters.

The Human Services Department has the additional responsibility to maintain and support their departmental Citrix environment.

Remote Communication

There are approximately 12,500 City of Seattle employees. Of these, nearly 5,000 work primarily in City offices and rely on the City's voice and data networks in order to perform their normal work tasks.

The City of Seattle's network infrastructure includes both a voice and data network used primarily for telephony and data communications respectively. The voice network links approximately 11,500 telephones to the public switched telephone network (PSTN) and provides 5-digit dialing for internal calls. The data network provides the connectivity to all employee desktop PCs, data centers, and departmental servers throughout the City.

When working remotely, City employees with GroupWise e-mail accounts can access their GroupWise e-mail and calendar remotely via a Web browser through GroupWise Web at **https://gwweb.seattle.gov/**.

However, those who need access to the City's data files, applications, or other resources require a means of connecting to the City. Such access can be established via the Web using a Virtual Private Network (VPN) connection in concert with Citrix service.

Some City employees who spend a significant amount of time working remotely already have this connection in place. In the case of an influenza pandemic, it is anticipated that many more employees, at their departments' discretion, will require this mode of access to the network in order to remain productive.

During such an emergency, it would be extremely difficult, if not impossible, to obtain new communications services quickly. It is estimated that significantly increasing the number of concurrent City employees who can access GroupWise Web would take three to four months to implement even under normal circumstances. Similarly, increasing the number of Citrix accounts would take three to four months under normal circumstances. Therefore, it is imperative that all preparations for remote network access be made well in advance of an emergency that necessitates the use of these services.

Remote Access Requirements Survey

To support advanced preparations for an influenza pandemic, all City departments were provided with information about the number of their employees currently enrolled for VPN or Citrix access and were asked to complete a questionnaire indicating their expected levels of remote access during a pandemic. Their responses, received in April and May, 2007, are included in **Table K-1**.

Table K-1: Departmental Remote Access Requirements

Dept.	Expected GW Web	Current VPN	Expected VPN	Current Citrix	Expected Citrix
DEA		24	24	3	3
DOF	39	35	39	2	2
DoIT	250	123	123	47	100
DON	60		15		5
DPD		74	74	102	102
Executive		16	16	1	1
FFD	157	20	71	1	3
HSD	320	81	162	0	0
Law		4	4	0	0
Legislative	50		25		10
OIR	10		4		1
OPM					
OSE					
Parks		0	80	0	0
Personnel	17	3	13	0	0
Police Pen		2	2	2	2
Retirement					
SCL	1600	313	313	385	385
SDOT	80	50	60	1	40
Seattle Center		12	12	0	0

Dept.	Expected GW Web	Current VPN	Expected VPN	Current Citrix	Expected Citrix
SFD	1100	29	70	0	0
SMC		31	31	0	0
SPD	250	7	12	1	7
SPL					
SPU	1000	531	510	299	510
Total:	4933	1355	1660	844	1171

The departmental survey indicates that the majority of City of Seattle employees who need remote access will obtain that access via GroupWise Web, which happens to be the easiest application to learn and to support.

Of those employees projected to require VPN or Citrix access, approximately 1,600 will need VPN access, including 1,200 who will use Citrix. The projected number of VPN and Citrix users is expected to be only slightly higher than the number of employees enrolled on those services today. However, the actual number of concurrent sessions is expected to be much higher during a pandemic emergency than it is during a normal business day today.

Assumptions and Findings

The procedures and recommendations contained in this Information Technology Support Plan are based on the following assumptions:

- **City of Seattle voice and data systems and network infrastructure will remain fully operational.** Although an influenza pandemic is an emergency situation and represents an alternative working environment, it would not disrupt the infrastructure as a natural disaster or terrorist attack might. Staffing and supply chain issues are the primary challenges to ensuring the infrastructure remains operational.

- **It will be difficult, if not impossible, to obtain new communication services quickly once a pandemic influenza emergency develops.** During a pandemic, the impact on service providers coupled with the sudden increase in demand will make it difficult to acquire new services (*e.g.* high-speed Internet connection at home). An influenza pandemic will affect everyone in the area—local government, businesses, utilities, and private citizens. Therefore, employees who require an Internet connection, computing or communications device, or other product or service, must acquire, install, and test them well in advance of a pandemic.

- **Technical support will be provided by the same organizations responsible for providing support under normal conditions.** Departments and agencies

that rely on their own staff for desktop, network, or application support will continue to do so during an influenza pandemic and should address the need for back-up through their Line of Succession planning. Such departments may also want to explore contracts with external service providers—other City departments or third-party providers—for additional support. However, those providers will likely be stretched thin during a pandemic while responding to their current customers' needs. Departments and agencies that currently have arrangements for support by other departments or outside vendors should review those agreements and prioritize their applications and services, should reductions in service levels be necessary.

- **No increase in network bandwidth is required.** Because internal network traffic is not expected to exceed normal levels, it will not be necessary to increase the bandwidth of the network links internal to the City network.

A review of survey results and discussions with departments yields the following additional findings:

- **Most remote access users will be e-mail users.** Based on survey results, most employees who need electronic communication access will be served by GroupWise Web. Because it can be used from any PC with an Internet connection, GroupWise Web is the simplest solution for both the City and its employees. The e-mail functions of GroupWise Web do support attached documents of up to 12 megabytes per e-mail, so GroupWise Web users can exchange text documents, spreadsheets, and most other common file types.

- **Most employees who need access to applications and shared files will use VPN to access the City's network and Citrix to access application and file resources.** The City provides Virtual Private Network (VPN) access to the City network (except Police) via the Web. This access method provides a secure means of connecting remote computers to the City's network. In addition, the City provides Citrix services to enable employees to gain access to the necessary applications and shared files.

- **The City has adequate VPN capacity to handle an increased number of VPN users.** The City's current VPN infrastructure can accommodate 2,000 concurrent users, which should be adequate to handle the number of users anticipated by departments to require VPN access. While the City is currently licensed for only 250 concurrent users, additional licenses can be added as needed.

- **The Citrix environment may not have the necessary capacity to handle a large increase in the number of concurrent users.** The Citrix environment is complex and expensive to maintain; DoIT's current configuration can only support 80 concurrent users. An increase in capacity requires the addition of more servers and licenses.

- **Some departments are considering temporary use of a non-standard connection to the City's network using VPN without Citrix service.** Currently, this requires the use of a City-owned and managed computer. In response to this need, however, DoIT, City Light, and SPU are developing a boot

disk or memory stick that will provide VPN access to employees from their personally owned computers with appropriate security automatically provided.

IP Network Communication

The City has established three primary ways of connecting externally to the services of its data network: GroupWise Web access, VPN access, and Citrix access. Each of these methods of access is intended to serve a particular set of user requirements.

Users needing access to e-mail only are good candidates for GroupWise Web, assuming they have the desktop applications they use (e.g. Word, Excel, PowerPoint, Visio, Project, etc.) installed on their computer at home. GroupWise Web users can access the City's GroupWise e-mail/calendar system and any documents and files stored in shared GroupWise folders to which they have been given access.

Users needing secure access to City applications and shared files in order to perform their job-related duties are good candidates for the City of Seattle Standard VPN connection, Virtual Private Network (VPN) access in concert with Citrix service. – These users include, but are not limited to the following:

- Employees regularly using specialized applications such as Summit, HRIS, CCSS, and others.
- Employees needing access to City servers, databases, printers, etc.
- Employees needing a "City identity" to access certain secure external sites.

Users needing secure administrative access to the City's computing and communications infrastructure, systems, applications, and databases in order to perform their job related duties are good candidates for the City of Seattle non-Standard VPN connection, Virtual Private Network (VPN) without Citrix service. These users include, but are not limited to the following:

- IT staff responsible for computing and communications administrative functions (e.g., telephone and data networks, servers, databases)
- Employees supporting specialized applications such as Summit, HRIS, CCSS, and others.

The following sections provide information about these three access methods, including the requirements for using each one and the advantages and disadvantages of each.

GroupWise Web Access

Any City employee with a GroupWise e-mail account can access that account for e-mail and calendaring via a Web browser. Once in a GroupWise Web session, the user can send and receive e-mail, attach documents and save documents sent by others; schedule meetings, perform busy searches; and access address book information.

To connect to GroupWise WebAccess

1. Go to https://gwweb.seattle.gov
2. Read the acceptance agreement, and then click **Agree**.
3. Type your **username** and **password** in the WebAccess Login field These are the same credentials you use when logging into GroupWise in the office.
4. Click **Login**. GroupWise WebAccess opens and displays your inbox.

For more information about GroupWise, see the GroupWise WebAccess User Guide at https://gwweb.seattle.gov.

Standard VPN Access

The City of Seattle's Standard VPN Access is a service composed of Virtual Private Network (VPN) access in concert with Citrix service.

A Virtual Private Network (VPN) is a private network which contains one or more links mapped over a public network such as the Internet. The links over the public network are established in a secure manner that prevents any exchange of traffic between the private and public networks (generally some form of encrypted encapsulation). Each link, for all practical purposes, behaves like a link established over a dedicated private line (e.g. leased circuit, private cable or fiber, etc.) resulting in a network that is "virtually private;" hence the name Virtual Private Network or VPN.

Citrix is a service which provides a layer of security for users who need to access City data and applications from a remote (non-City network) location. The Citrix server functions as an intermediary between the user's computer and the City network, managing access to applications and other services, and adding security against network access from unknown devices.

Together, the VPN access and Citrix service enable users to connect securely to the City's data network and access applications and shared files and print services.

In order for City employees to be granted Standard VPN Access with Citrix service they must have the following:

- A VPN account.
- A Citrix account.
- An Active Directory account.
- A computer with Internet access, a Web browser, and up-to-date anti-virus software.

Users must also submit a signed VPN Acceptable Use Agreement and a signed Citrix Account Service Level Agreement to DoIt. A copy of each of these forms is included as Attachment K-4 and Attachment K-5 respectively.

For DoIT supported departments, a $400 set-up fee and a $60 monthly maintenance fee for the Citrix account are also required.

The ideal user for a City of Seattle Standard VPN Access connection is an employee working from home or from another remote location who may or may not have access to a City-issued computer. This user has a strong business need for extended or regular use of City networked applications, data, or services. This would include:

- Employees who regularly use specialized applications such as Summit, HRIS, CCSS, and others.
- Employees who need access to City servers, databases, printers, etc.
- Employees who need a "City identity" to access certain secure external sites.

The advantages of VPN access with Citrix service are that:

- The employee has access to authorized network services from his or her own computer.
- Non-web applications typically run faster in this environment.
- It keeps City data on a City-owned and secured network platform, preventing it from being compromised as it would be if it were on a stolen laptop or home computer.

The disadvantages of VPN access with Citrix service are as follows:

- The employee is responsible for providing a computer capable of loading client software for Citrix access.
- The Citrix network is complex and may be difficult to maintain during a pandemic emergency.
- Some applications may not be able to run on a Citrix platform.
- There may be higher operations and support costs.

Non-Standard VPN Access

The City of Seattle's Non-Standard VPN Access is a service composed of Virtual Private Network (VPN) access directly to the City's data network without using Citrix service as an intermediary.

In order for City employees to be granted non-standard VPN Access they must have the following:

- A VPN account.
- An Active Directory account.
- A City-issued computer with a certificate, an Integrity client, appropriate virus protection, and updated Operating System (OS) and anti-virus updates or, when available, a City-issued boot disk or memory stick which provides the appropriate certificate, client, virus protection, and operating system on the user's computer.

Users must also submit a signed VPN Acceptable Use Agreement to DoIt. A copy of this form is included as Attachment K-4.

The ideal user for a Non-Standard VPN connection is an employee who is responsible for the operations of critical City communications and computing infrastructures, systems, applications, and databases. Such employees are typically on-call staff who must be able to access these systems to perform maintenance, resolve problems, install critical patches, or administer their operations. Examples of employees with this type of access include IT staff responsible for computing and communications administrative functions related to the telephone and data networks, servers, and databases and employees supporting specialized applications such as Summit, HRIS, CCSS, and others.

The advantage of non-standard VPN access is that the employee has access to authorized network resources to ensure the City's infrastructure is available to City users.

The disadvantage is that non-standard VPN access requires a fully up-to-date and certified City-issued laptop or a personally owned computer capable of loading an operating system from a City-issued boot disk or memory stick.

Table K-2 summarizes the advantages and disadvantages of the three remote access methods described in the preceding sections:

Table K-2: Remote Access Summary

	GroupWise Web Access	Standard VPN Access via Citrix	Non-Standard VPN Access
Description	Remote access to GroupWise via a Web browser	Remote access to data network from non-City-issued computer using a Web-based Citrix service	Remote access to data network from City-issued computer or from a non-City issued computer using a City boot disk or memory stick
Advantages	Easy to use Full e-mail and calendar functions Low security risk	Access to applications that will only run remotely under Citrix	Full access to authorized network resources for maintenance of critical infrastructure
Disadvantages	Limited to GroupWise No access to shared files or other apps.	Citrix network is challenging to support There are some set-up and ongoing charges	Requires a City-issued computer or City-issued boot disk or memory stick for employee's personally owned computer
Ideal Users	Users who only need to read and send e-mail, manage calendar	General employees without infrastructure support responsibility	IT Administrators and Technical Staff

Working Offline

While it is important for many City employees to have the option of remote access, all City employees should consider the benefits of working offline (i.e. running applications such as Word on the remote computer without always being connected to the City network.) Often, City employees spend their time on tasks such as writing reports or preparing spreadsheets that do not require access to the network. Working offline in such cases significantly reduces the amount of time the remote worker needs to be connected to the City Network.

The advantages of working offline are as follows:

- There is no network dependency, so users do not have to worry about network problems potentially disrupting their work.
- The security of both the City network and the remote computer is highest when not connected.
- The remote user should experience better performance of individual applications when they are used locally or offline, as compared to using them over the network.

The disadvantages of working offline are as follows:

- Software used while working offline (e.g., Word or Excel) must be installed on the computer that is being used.
- The remote computer must have sufficient disk space for the programs and files.
- The remote worker will not be alerted to incoming e-mail while not connected.

Remote PC Requirements

At a minimum, employees using GroupWise Web must have a working computer with a network interface, a standard operating system (Windows, MacOS, Linux, other Unix, etc.) configured for Internet access, and a Web browser (Internet Explorer, Netscape, Firefox, etc.).

Employees accessing the City network via Citrix must have a computer with an Internet connection, Web browser, and up-to-date anti-virus software. There may be additional or more specific requirements, depending upon what the employee needs to do. System requirements for applications are generally included with the product description and/or installation instructions.

Employees who will be using Non-Standard VPN access to the City data network must have a City-owned and managed PC or laptop with software installed and configured to support this method or must have a personally-owned computer capable of loading the current version of the City-issued boot disk or memory stick for VPN.

Internet Connectivity

Employees working remotely must also have Internet connectivity. A high-speed Internet connection (a connection capable of providing download speeds in the vicinity of 1 megabit per second or greater) such as DSL (Digital Subscriber Line) or digital cable is preferred, as it will do the best job of recreating the experience of working in the office in terms of system response time. Depending upon the specific needs of the remote worker, a lower speed connection (low-speed DSL or dial-up) may be sufficient to meet business needs. Departments are responsible for determining whether their remote workers need a high-speed Internet connection. Arrangements for new Internet connections should be made well in advance. When a pandemic influenza emergency develops, it is likely to be difficult to get new broadband service established quickly, if at all.

Network Security

Limiting remote access to the City data network will reduce the security issues associated with remote computing. Nonetheless, employees must take responsibility for the physical security of their remote access computers (preventing loss or theft of the devices and ensuring that they are not accessible for unauthorized use.) Employees must also take reasonable precautions to protect their individual passwords and other access rights and privileges. In addition, employees must safeguard the information with which they are working and shall not copy any personal data (e.g., customer, personnel, or credit card records) to computers provided by the City. Employees should log off the network or GroupWise Web when they finish their work, when they take an appreciable break, or when there is a possibility that someone might use the computer while the employee steps away.

Employee-owned computers that are used for GroupWise Web access or Standard VPN Access via Citrix must have a current anti-virus software package installed. Employees are responsible for purchasing and installing anti-virus software on their personally owned computers and keeping the anti-virus definitions up to date. Employee-owned computers that are used for Non-Standard VPN access must use a City-issued boot disk or memory stick to obtain access. The software loaded from the boot disk or memory stick will provide additional levels of security and protection.

A complete library of the City's IT security policies, standards, procedures, and related guidelines can be found at **http://inweb/technology_security/policy.htm**.

Prioritization and Mandatory Restrictions

The City is in the process of upgrading components of its network infrastructure in order to handle the anticipated level of network traffic during a pandemic; for example, additional servers are being purchased and installed to expand the City's ability to accommodate larger numbers of GroupWise Web users. Nonetheless, a combination of increased usage and reduced support staff may affect access and response times. It is possible, therefore, that restrictions may have to be imposed on access to City network services.

The Chief Technology Officer shall have the authority and ability to rescind or restrict access to the City's data network. (Restricted access may include, for example,

limiting some users such as those uploading financial or payroll records to non-peak hours.)

The Chief Technology Officer shall prioritize access to the following types of users:

1. Network support staff and other technicians whose access is required to maintain and support the City data network, its components, and its access mechanisms.
2. Staff who are directly involved with emergency management and who use the City network to share or communicate information supporting the City's ability to respond to an influenza pandemic.
3. Staff who require network access to perform work in support of essential services related to the health and safety of Seattle residents or the City's workforce.
4. Staff who require network access to perform work in support of other essential services that directly impact Seattle residents.
5. Staff who require network access to perform work in support of essential services that sustain the City's ability to function over time, including human resources, payroll, procurement, and financial services functions.
6. Staff who require network access to perform non-essential but important work that supports the functions of government and the quality of life in Seattle.

Implementation and Testing

Consistent with the lists of responsibilities identified in this appendix, departments are responsible for all employee setup related to remote access, and for ensuring that any employees who will be working at home have successfully tested their connectivity and access. These tests can be performed in the current network environment with standard support from LAN Administrators and DoIT.

Attachment K-5 provides a summary checklist for obtaining remote access as well as contact information for support.

Voice Communication

Most employees who will be telecommuting already have the voice communication devices they will need to work remotely: a home telephone and, in many cases, a cell phone. With their own telephones, City employees will be able to:

- Access the City voicemail system.
- Receive telephone calls automatically forwarded to them from their City phone number. (This option should be used only in exceptional cases, as it places a double-burden on the City phone system.)
- Receive telephone calls routed to them by a City Automated Call Distributor (ACD) system (e.g., a Utility Call Center call.)
- Participate in conference calls that have been established through one of the City's conference calling services.

Employees who need to schedule conference calls will have some limited ability to do so. However, many residential phone services now provide 3-way conference calling as a standard feature. These and other service issues are addressed in detail in the sections that follow.

Access to the City of Seattle Voicemail Systems

The City voicemail system is expected to be fully operational during an influenza pandemic. However, the way in which the voicemail systems are used may change because many employees will not be working in the office. For example, employees working offsite are likely to rely heavily on voicemail. They may wish to change their greeting to alert callers of their situation and to provide sufficient information to reduce the need for a conversation. They may also wish to include reference to a cell phone number or the number at which they will be working. Note, however, that forwarding a City phone to another number outside of the City's telephone network will completely bypass the City voicemail system. That is, calls will not go to the City voicemail system if the caller is forwarded to a number which is busy or the call is not answered. Only if the number to which the phone is forwarded is a City network number (5 digits) will the voice mail system handle the call properly.

Employees who work offsite can access their City voice mail by dialing (206) 684-7500 and following the instructions they will receive at that number. However, for some employees, calling the City voicemail system to retrieve messages from home incurs long distance charges. City of Seattle Telephone Services provides a toll-free access number for the City's voice mail system. The toll-free number is 1-866-684-7500; it enables callers to check for voice mail messages from anywhere in the United States (including Alaska and Hawaii).

Instructions for using the City of Seattle voicemail systems are provided on the City InWeb site at **http://inweb/technology/tech_infra/telephone/voice_mail.htm**. The voicemail quick reference guide is available at **http://inweb/technology/tech_infra/telephone/callpilotvmquickref.doc**.

Ability to Receive Telephone Calls Directly

Most employees' desk phones provide call forwarding as an option. This option should be evaluated on a case-by-case basis for each employee, but is generally not recommended for employees working at home or other offsite locations.

Forwarding an employee's desk phone to their home phone or cell phone is not recommended because it ties up two trunk lines, which could impact the City's ability to serve its customers. Forwarded calls also bypass the City voicemail system, making it impossible for the caller to leave voicemail on the City's voicemail servers. A caller leaving a message on an employee's home phone or personal cell phone will not know with any certainty that his or her call is being registered and recorded as a City business contact.

In lieu of call forwarding, it is recommended that employees retrieve voicemail regularly or increase their use of e-mail. These alternatives should be sufficient for most employees to keep in touch with constituents.

Making Long Distance Calls

Employees working outside a City of Seattle office may need to make long distance calls in either or both of the following situations:

- The employee is located outside of the Seattle local calling area and wishes to make a call to a Seattle phone number.
- The employee wishes to make a business call to a number which is outside the local calling area.

Employees who are required to make long distance calls from home should do so in the following order of priority:

- Make such calls from their City provided cellular telephone.
- Use a City provided calling card.
- Make calls from their personal telephone and apply for reimbursement for the calls.

Information on the City's prepaid calling card program can be found on the InWeb at **http://inweb/technology/tech_infra/telephone/prepaid.htm**. Instructions for how to use prepaid calling cards are contained in a separate document, included in this package as Attachment K-2.

Teleconferencing

The DoIT Conference Bridge provides pre-scheduled, controlled conference calls in which participants (a minimum of 4 and a maximum of 32) join a call by dialing a pre-assigned conference number that when answered connects them to the conference call. Participants can call from any location where they have telephone access.

The conference call begins when the first two callers are connected. Each participant's pre-recorded name is played when they join the call and again when they leave the call. After all the participants have been connected, additional access to the conference call is locked. This denies access to the conference bridge by any subsequent callers and ensures privacy. Privacy can be further enhanced by optional assignment of a password that callers must use in order to gain access to the conference bridge.

The cost of each conference call through the DoIT Conference Bridge is a $25.00 setup fee. There are no per minute or per participant charges.

The Conference Bridge can handle a combination of conference calls totaling 48 users—for example, six simultaneous calls of eight users each, or four calls of twelve users, or any other combination not exceeding 48. If more calls are needed than can be supported by the Conference Bridge, DoIT may be able to offer temporary third party conference bridging services; the availability of such services during a pandemic is uncertain.

Conference calls can be quickly set up within the Conference Bridge. But because the number of conference calls which can be scheduled is limited, and third party

services may be constrained, employees are encouraged to schedule their conference calls well in advance if possible.

Information on the DoIT Conference Bridge can be found on the InWeb at **http://inweb/technology/tech_infra/telephone/conference_bridge.htm**. General information and scheduling instructions are included in Attachment K-3.

Technical Support

During an influenza pandemic, technical support shall be provided by the same organizations responsible for providing support under normal conditions. This means that:

- DoIT shall be responsible for supporting the City's telephone network.
- DoIT shall be responsible for supporting the City's data communication network, including support for the City's backbone data network and the connections between that network and the Internet.
- DoIT shall be responsible for LAN and PC support for the departments which currently contract with it for this service.
- Departments that provide their own LAN and/or PC support shall continue to do so.
- Departments that support departmental, shared (e.g., CCSS) or City-wide (e.g., Summit) applications shall continue to do so.
- Users shall call the Service Desk that they normally call for support:
    - City Light users can call City Light's Service Desk: 684-3766.
    - SPU users can call SPU's Service Desk: 684-5880.
    - All others can call DoIT's Service Desk: 386-1212.

Note that because Service Desk staffing may be reduced during a pandemic, hours of service may be reduced and response times may be slower than normal.

Telecom Support

The DoIT Telephone Services group shall continue to support the City's telephone network. Problems can be reported to 386-1111.

System Support

Computers, LANs, and applications shall continue to be supported by the agencies which support them under normal conditions. Users who are unclear about who to contact for support should call the DoIT Service desk at 386-1212 or e-mail them at **DoITHelp@seattle.gov**.

Network Support

DoIT shall continue to support the City's backbone data network, including its connections to department LANs and the Internet.

GroupWise Web, VPN, and Citrix Support

End user support of GroupWise Web and the VPN and Citrix clients shall be provided by the Service Desk that users normally contact for support. Users who have been redeployed to another department should contact the Service Desk which supports that department's technology services.

Applications

The influenza virus affects people, not hardware or software. However, increased absences among application support and computer operations may significantly reduce the City's ability to maintain, update, repair, or run its applications.

Many of the City's essential services are supported through the use of computer applications and some are wholly dependent on those applications for effective service management and delivery.

Therefore, departments have been required to review and prioritize their applications based on the relationship of applications to the provision of essential services. A table of applications associated with essential services, as identified by departments, is presented in Attachment K-1.

Departments should assume that the organization or organizations currently responsible for maintaining, updating, repairing, and running each application will continue to do so. Without prior discussions resulting in formal service level agreements or contracts, departments should not assume that another department or agency will be able to provide new or additional support during an influenza pandemic.

Attachment K-1 -- Applications Supporting Essential Services

The tables that follow identify the IT systems that support department-identified essential services. For each, the level of dependency has been rated by the department using the following scale:

1 Essential service would be impossible or nearly impossible to deliver at acceptable levels without this technology support.

2 Work-arounds would result in significant manual effort and/or serious degradation of service.

3 Work-arounds would be difficult, but acceptable service levels could be maintained for 6-8 weeks.

4 Work-arounds would be relatively easy to implement, have been tested, and would result in little or no degradation of service.

Table K-3: City Light Essential Service Technology Requirements

City Light Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Power Generation and Delivery	CCSS	Level 1 (critical)	SCL, DoIT
	ESS (or Outage Mgmt. System)	Level 1	SCL
	DAMS (DAMSView/GIS)	Level 1	SCL, SPU
	SOARS	Level 1	SCL
	Communications	Level 1	SCL, DoIT
	Network Infrastructure	Level 1	SCL, DoIT
	Network Applications	Level 1	SCL, DoIT
	Business Support Applications	Level 1	SCL
Logistics and Support	Passport	Level 1	SCL
	Maximo	Level 1	SCL
	Communications	Level 1	SCL, DoIT
	Network Infrastructure	Level 1	SCL, DoIT
	Network Applications	Level 1	SCL, DoIT
	Business Support Applications	Level 1	SCL

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City Light Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Financial Management	Communications	Level 1	SCL, DoIT
System and Operations Planning	CCSS	Level 1	SCL, DoIT
	ESS (or Outage Mgmt. System)	Level 1	SCL
	DAMS (DAMSView, GIS)	Level 1	SCL, SPU
	Communications	Level 1	SCL, DoIT
	Network Infrastructure	Level 1	SCL, DoIT
	Network Applications	Level 1	SCL, DoIT
Public Information	ESS (or Outage Mgmt. System)	Level 1	SCL
	Communications	Level 1	SCL, DoIT
	Network Infrastructure	Level 1	SCL, DoIT
	Network Applications	Level 1	SCL, DoIT
Security	Communications	Level 1	SCL, DoIT
Information Technology	Communications	Level 1	SCL, DoIT
	Network Infrastructure	Level 1	SCL, DoIT
	Network Applications	Level 1	SCL, DoIT
Policy Development	Communications	Level 1	SCL, DoIT

Table K-4: SFD Essential Service Technology Requirements

SFD Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
9-1-1 Call Processing	E911	Level 1	Positron King County E911 Division DoIT SFD IT
Dispatching & Status	TriTech CAD (dispatching) FDM RMS (addresses, hydrant info, personnel) Ortivus AVL (vehicle location) Trimble GPS BIO-KEY Mobile Computer System Sprint-Nextel (wireless data network) Move-Up-Module (dispatching) 800MHz radio system (communications) E911 Net Motion (wireless data network)	Level 1	SFD IT DoIT TriTech Ortivus BIO-KEY Sprint DECCAN QWEST Net Motion Trimble Navigation FDM
Alerting	Locution (digital voice alerts, lights, bells) 800 MHz radio (voice alert) 450 MHz paging system (digital alert)	Level 1	SFD IT DoIT TriTech Locution
Firefighter accountability	RMS Sign-On	Level 1	SFD IT TriTech FDM, Inc

SFD Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
MIS-Technical & Application Support*		Level 1	SFD IT DoIT
Fire Command (Fire Chief, Asst Chiefs, Deputy Chiefs)	800 MHz radio 450 Mhz paging CADView	Level 1	SFD IT DoIT
Public Information Officer	800 MHz radio	Level 2	DoIT
Fire Operations – Suppression (fire, medical, rescue, haz-mat)	CAD RMS Sign-On Locution 800MHz radio 450 MHZ paging Satellite phones Sprint-Nextel phones with PTT feature	Level 2	SFD IT DoIT TriTech Locution FDM Sprint
Fire Operations – Resource Management Center (emergency command center)	CADView (Web access to CAD, resource data) 800MHz radio 450 MHz radio Sprint-Nextel phones with PTT feature	Level 2	SFD IT DoIT Sprint
Purchasing	SUMMIT PO Log (internal PO application)	Level 2	SFD IT DEA DoIT
Payroll	EV2/HRIS Over-Time Sign-Up Over-Time Tracking Daily Staffing	Level 3	DEA DoIT SFD IT

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SFD Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Accounts Payable/ Receivable	SUMMIT	Level 3	DEA SFD IT
Fire Permits	Permits Confidence Testing	Level 3	SFD IT
Fire Prevention (Inspections, Enforcement, Compliance, etc.)	Permits Confidence Testing Inspections/Pre-Fire Database	Level 3	SFD IT
Fire Prevention – Plan Review	Plan Review Hansen System	Level 3	SFD IT DPD
Fire Investigations	Fire Investigations	Level 4	SFD IT
Services – Fleets & Facilities	Form 130 (repairs, facility service)	Level 4	SFD IT
Services - Warehousing	WiseTrack (asset inventory)	Level 4	SFD IT Ascentrix, Inc
Training	Meeting Room Manager	Level 4	Net Simplicity
MIS-Public Records	TeleForms (OCR/imaging of medical records)	Level 4	SFD IT First Line Systems

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Table K-5: DOF Essential Service Technology Requirements

DOF Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Coordinating and Creating Fiscal Records	Summit, budget database, CIP database, DOF and OPM networks drives	Level 2	DEA DoIT
Making Financial Decisions	Summit, budget database, CIP database, DOF and OPM networks drives	Level 2	DEA DoIT
Advising the Executive on Policies	Summit, budget database, CIP database, DOF and OPM networks drives	Level 3	DEA DoIT
Proposing Emergency and Fiscal Legislation	Summit, budget database, CIP database, DOF and OPM networks drives	Level 3	DEA DoIT

Table K-6: FFD Essential Service Technology Requirements

FFD Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Janitorial Services	None	NA	NA
Security Services to Buildings	AMAG Security Management, Global Edition (Note: this system provides key card access to buildings.)	Level 1	Entrance Controls
	Telephone	Level 2	DoIT
	Computer with Internet	Level 1	DoIT
Police, Fire and Health Department Vehicle Repairs	Fleet Anywhere	Level 1	DoIT + FFD
Utilities and SDOT Vehicle Repairs	Fleet Anywhere	Level 1	DoIT + FFD
Fuel Desk	Fleet Anywhere Software to run pumps	Level 1	DoIT Petrovend

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FFD Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Building Maintenance	SPAN FM (Note: this system tracks work orders and includes an Oracle database. The system is City owned and used by both DPR and FFD.)	Level 2	DoIT + FFD + DPR
	Siemens Control System (Note: this system controls heating for buildings.)	Level 2	Siemens maintains and FFD operates system.
	Allerton Controls (Note: this system controls heating for buildings.)	Level 2	Allerton maintains and FFD operates system.
	PC Anywhere	Level 2	FFD
	Telephone	Level 2	DoIT
	Computer with Internet	Level 2	DoIT
Labor Relations	Telephone	Level 1	DoIT
	Fax	Level 2	DoIT

Table K-7: HSD Essential Service Technology Requirements

HSD Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Aging and Disability Services Case Management Continue case management and other services for seniors and the elderly. Provide information to the elderly. Arrange for care for those unable to obtain necessary medical assistance. Develop plans to assure that the Meals-on-Wheels program continues to operate.	City network, CARE system, InWeb and PAN, phones	Level 1	DoIT, HSD IT, State of Washington DIS, DSHS

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HSD Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
HSD Emergency Food & Meal Programs - Coordination to assure that HSD's food programs continue to operate during an influenza pandemic.	City network, phones, InWeb and PAN	Level 1	DoIT, HSD IT
Vulnerable Populations - Homeless Clients. Staff work with Public Health, shelters and homeless-serving agencies to assure that the health needs of homeless people are met and that preventive measures are in place at shelters and other homeless-serving agencies during pan flu outbreak.	City network, phones, InWeb and PAN	Level 1	DoIT, HSD IT
Vulnerable Populations - Child Care. Staff work with Public Health, Child Care Resources and School's Out Washington to assure that child care centers, preschools and after school programs are implementing appropriate prevention and health measures during an influenza pandemic, and coordinating information of availability during pan flu outbreak.	City network, phones, InWeb and PAN	Level 1	DoIT, HSD IT
Facilities – At the request of Public Health—Seattle & King County (Public Health) or the Mayor's Office, arrange for the use of Parks/City and community facilities for quarantine, alternate care settings, or for vaccination clinics. Support these facilities as directed.	City network, phones, InWeb and PAN	Level 1	DoIT, HSD IT
Communications Assure that critical information is reaching HSD contractors and other human service agencies, with emphasis on those serving vulnerable populations (e.g. refugee and immigrant communities). These agencies in turn help disseminate information to the vulnerable populations they serve. Utilize the HSD Web site as a method to communicate with	City network, phones, InWeb and PAN	Level 1	DoIT, HSD IT

HSD Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
employees and the public during an influenza pandemic (information specific to delivery of Human Services). Assure that all of HSD's communications are consistent with Public Health and the Mayor's Office through HSD PIO Team.			
Payroll is processed and employees are paid.	City network, VPN, HSD's LSC system, HRIS	Level 1	DoIT, HSD IT, DEA (HRIS)
Program stipends are processed and HSD direct service program participants are paid.	City network, VPN, SYEP system, Blumen system (Upward Bound), SUMMIT	Level 1	DoIT, HSD IT, DEA (SUMMIT)
Invoices are processed and paid.	City network, VPN, SUMMIT	Level 1	DoIT, HSD IT, DEA (SUMMIT)
Contractors are approved and paid.	City network, VPN, SUMMIT	Level 1	DoIT, HSD IT, DEA (SUMMIT)
Requests for Public Disclosure that cannot be delayed are handled.	City network, VPN	Level 1	DoIT, HSD IT

Table K-8: DoIT Essential Services Technology Requirements

DoIT Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
800 MHZ Public Safety Radio Network	Motorola Smartzone radio	Level 1	DoIT/— Motorola
Telephone network supporting: Public Safety (SPD and SFD) SPU Call Center ERC Call Center Voicemail (local and long distance)	PBX switches (see attachment)	Level 1	DoIT/ Various vendors
Data communications network, including fiber	Routers/switches (priority service area for restoration dependent on departments COOPs)	Level 1	DoIT/ Various
E-mail and messaging	(various servers 11,000 mail accounts)	Level 1	First level support DoIT messaging team
City's Internet connection	Various connections	Level 1	DoIT/ various vendors
City's Web site (www.seattle.gov)	Public facing information for the City of Seattle on the Web	Level 1	First and second level support the Web site supported by DoIT Web Team
City's television channel (Seattle Channel)	City's television station	Level 1	DoIT /various equipment vendors
City's data center (staffed 24x7)	Depends on departments' COOPs	Level 1/2/3/4	DoIT
Police Information Technology	Supports IT infrastructure	Level 1	SPD/DoIT
Fire Information Technology	Supports IT infrastructure	Level 1	SFD/DoIT
Seattle City Light IT	Supports IT infrastructure	Level 1	SCL/DoIT

DoIT Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Seattle Public Utilities IT	Supports IT infrastructure	Level 1	SPU/DoIT
Enterprise Computing	Depends on departments' COOPs	Level 1/2/3/4	DoIT/ Various departments/ vendors/
Mid-range computing	Depends on departments' COOPs	Level 1/2/3/4	DoIT/ Various departments/ vendors
Desktop computing	Depends on departments' COOPs	Level 1/2/3/4	DoIT/SPU SCL
Service Desk (IT and telephone)	HEAT (software) IT infrastructure (data/telephone networks operational) Needed for activation of Information Technology Operating Center (ITOC)	Level 1/2	DoIT/SPU/ SCL

Table K-9: Legislative Essential Services Technology Requirements

Legislative Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Act on Legislation, Mayoral Proclamations, and Executive Orders	Computer network files Printing	Level 4	DoIT, Internal
Review Emergency expenditures, authorize payment	Computer network files Printing	Level 4	DoIT, Internal
Adopt Biennial Budget (Annually: Sept-Nov)	Computer network files Printing CBIS application	Level 2	DoIT, DEA, Internal
Document emergency measures, publish ordinances, claims for damages, file proclamations	Computer network files Printing	Level 4	DoIT, Internal
Document, maintain, and file emergency expenditures and	Computer network files	Level 4	DoIT, Internal

Legislative Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
funding sources	Printing Web		
Communications	Blackberry GroupWise Cellular (multiple carriers)	Level 4	DoIT, 3rd party carrier

Table K-10: DON Essential Services Technology Requirements

DON Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Department leadership, communication, coordination	GroupWise, VPN, Internet, Telecommunication	Level 1–2	DoIT
Key financial functions, especially payroll, accounts payable	GroupWise, VPN, Citrix, Summit, HRIS, Internet, Telecommunication	Level 2–3	DoIT, DEA, Personnel

Table K-11: OIR Essential Services Technology Requirements

OIR Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Communicating with regional, state, federal and international elected/governments	GroupWise (E-mail) and Voicemail	Level 2–3	DoIT
Interfacing with user's/department's network	VPN	Level 2–3	DoIT

Table K-12: Parks Essential Services Technology Requirements

Parks Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Parks Accounting	Summit	Level 1	DEA
Parks Payroll	HRIS	Level 1	DEA
ARC Accounting	Great Plains	Level 1	Parks IT
ARC Payroll	PayChex	Level 1	Parks IT
Registrations and rentals	Class application	Level 2	Parks IT
Aquarium environmental controls for exhibits	Aquarium network and control computers	Level 1	Aquarium staff
HVAC control for facilities	Siemens	Level 2	Parks IT Parks HVAC
Volunteer Park environmental controls	QCOM (aka GEMLink)	Level 1	Parks IT QCOM
Building security	Guardian Security System	Level 2	Guardian Security
Manage work orders	SPAN-FM Workorder System	Level 2	Parks Facility Maintenance

Table K-13: Personnel Essential Services Technology Requirements

Personnel Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Administer Workers Compensation Program	ATS	Level 1	Personnel

Table K-14: SPD Essential Services Technology Requirements

SPD Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Dispatch	CAD, DEC Alpha, Terminal Emulation Workstations; MDTs;	Level 2	SPD/PRC /HP
Records Management	RMS, VAX; Terminal Emulation Workstations;	Level 2	SPD/PRC/HP /Microsoft
Internal Communications	GroupWise, Push to Talk Radio system, servers, Novell GroupWise messaging, Motorola 800 Mhz	Level 3	SPD/DOIT/D ell/CISCO/No vell, Motorola

Table K-15: SPU Essential Services Technology Requirements

SPU Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Water Supply Operations: collection/storage, transmission, distribution, emergency response	IWRMS	Level 2	SPUIT
	SCADA	Level 1	SPUIT
	Tolt Data monitoring	Level 1	SPUIT, KCo INET
	Maximo	Level 1	SPUIT
	GroupWise e-mail	Level 2	DoIT
	Netware	Level 2	DoIT
	Windows XP	Level 2	SPUIT
	Solaris	Level 1	SPUIT
	Paging services	Level 2	DoIT
	Radio communications	Level 1	DoIT
	Telephone lines	Level 2	DoIT
	CCSS	Level 2	SCL
	Security intrusion detection, video monitoring and access control system	Level 2	SPUIT

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SPU Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
	Geographic Information System (GIS)	Level 3	SPUIT
	OCC PLC	Level 1	SPUIT, Qwest
	Cell phone	Level 2	DoIT
	Tolt filtration plant	Level 1	Vendor
Water Distribution Operations: maintenance, treatment, monitoring, emergency response	LIMS	Level 2	SPUIT
	One-call Utility locator	Level 1	Vendor
	IWRMS	Level 3	SPUIT
	Maximo	Level 1	SPUIT
	Groupwise e-mail	Level 2	DoIT
	Netware	Level 2	DoIT
	Windows XP	Level 2	SPUIT
	Solaris	Level 1	SPUIT
	Paging services	Level 2	DoIT
	Radio communications	Level 1	DoIT
	Telephone lines	Level 2	DoIT
	Security intrusion detection, video monitoring and access control system	Level 2	SPUIT
	Geographic Information System (GIS)	Level 3	SPUIT
	Emergency Resource Center	Level 2	SPUIT
	OCC PLC	Level 1	SPUIT
	Cell phone	Level 2	DoIT
	Lake Youngs Ionization plant	Level 1	Vendor

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SPU Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Waste Water Operations: collection from customer residences and businesses, transmission, storage, monitoring, conveyance to Metro, emergency. response	CCSS	Level 1	SCL
	Maximo	Level 1	SPUIT
	GroupWise e-mail	Level 2	DoIT
	Netware	Level 2	DoIT
	Windows XP	Level 2	SPUIT
	Paging services	Level 2	DoIT
	Radio communications	Level 1	DoIT
	Telephone lines	Level 2	DoIT
	Cell phone	Level 2	DoIT
Solid Waste Removal: monitor collection of solid waste and recycling from customers by contractor, compact solid waste, monitor safety of landfills, transport compacted waste to railhead	CCSS	Level 1	SCL
	Flare facility control system PLC-Kent	Level 1	SPUIT
	Groupwise e-mail	Level 2	DoIT
	Netware	Level 2	DoIT
	Windows XP	Level 2	SPUIT
	Transfer station compactors PLC	Level 1	SPUIT
	Radio communications	Level 1	DoIT
	Transfer Station Billing System	Level 1	SPUIT
Drainage Operations: maintain structures that transmit runoff to appropriate location	Maximo	Level 1	SPUIT
	GroupWise e-mail	Level 2	DoIT

SPU Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
	Netware	Level 2	DoIT
	Windows XP	Level 2	SPUIT
Compensation and Benefits: collect time worked, authorize payment, transmit payroll information, receive paychecks, distribute paychecks	Web Timesheet	Level 2	DoIT
	GroupWise e-mail	Level 2	DoIT
	Netware	Level 2	DoIT
	Windows XP	Level 2	SPUIT
	HRIS	Level 1	DoIT
Customer Account Management: receive customer service requests, initiate service requests	CCSS	Level 1	SCL
	IVR	Level 2	Vendor
	ITRON	Level 1	SPUIT
	Purveyor Billing	Level 3	SPUIT
	GroupWise e-mail	Level 2	DoIT
	Netware	Level 2	DoIT
	Windows XP	Level 2	SPUIT
	Automated Call Distribution System	Level 1	DoIT
	Telephone lines	Level 1	DoIT
	Remote Automated Payment System	Level 2	DoIT
	Outside telephone lines	Level 1	Qwest
Customer Relations Management: receive customer inquiries regarding services, provide information to customers	CCSS	Level 1	SCL
	Emergency Resource Center	Level 1	SPUIT

SPU Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
	IVR	Level 2	Vendor
	ITRON	Level 1	SPUIT
	Purveyor Billing	Level 3	SPUIT
	GroupWise e-mail	Level 2	DoIT
	Netware	Level 2	DoIT
	Windows XP	Level 2	SPUIT
	Automated Call Distribution System	Level 1	DoIT
	Telephone lines	Level 1	DoIT
	Remote Automated Payment System	Level 2	DoIT
	Outside telephone lines	Level 1	Qwest
Meter Reading: read customer meters	ITRON	Level 1	SPUIT
	GroupWise e-mail	Level 2	DoIT
	Netware	Level 2	DoIT
	Windows XP	Level 2	SPUIT
Billing: process exception bills, receive payments from customers, calculate and prepare bills	CCSS	Level 1	SCL
	ITRON	Level 1	SPUIT
	Transfer Station Billing System	Level 1	SPUIT
	Remote Automated Payment System	Level 2	DoIT
	Summit Financial System	Level 1	DoIT

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Table K-16: SDOT Essential Services Technology Requirements

SDOT Essential Service	Required Technology Systems/Applications	Level of Dependency	Source of Support
Provide traffic management and control	Basic computer systems, intranet, internet, e-mail, phones	Level 1	
Maintain bridge corridors	Basic computer systems, intranet, internet, e-mail, phones	Level 1	
Maintain key arterial corridor operations	Basic computer systems, intranet, internet, e-mail, phones	Level 1	
Issue critical street use permits	Basic computer systems, intranet, internet, e-mail, phones Hansen	Level 1 Level 2	
Provide SDOT emergency response and recovery services and coordinate with other city depts. & jurisdictions	Basic computer systems, intranet, internet, e-mail, phones WebEOC	Level 1 Level 2	

Attachment K-2 –Prepaid Calling Card Program

DIALING INSTRUCTIONS:

TO PLACE A CALL FROM WITHIN THE U.S.

1. Dial 1-800-506-9511.
2. Enter your AT&T PrePaid Phone Card number.
3. Press 1 to call within the U.S., Canada or the Caribbean. Press 2 to call any other country. Press 4 for Directory Assistance in the U.S., Press 9 to hear your card balance. To place another call, press * three times (***).

For AT&T Customer Service: Call 1-800-530-6744, 24 hours a day, every day.

TO PLACE A CALL FROM OUTSIDE THE U.S.

Before leaving the U.S., call AT&T Customer Service (1-800-530-6744) for AT&T Access Numbers and Rates and to confirm service availability in the country you will be visiting.

Since international long distance rates are higher than domestic long distance rates, your long distance calling card will be charged according to the rate established for the country you are visiting. Have AT&T provide this rate information prior to your departure and make sure you have sufficient units on your card to cover all your calling needs.

1. Dial the AT&T Access Number for the country you are in.
2. Dial 1-800-506-9511.
3. Enter your AT&T PrePaid Phone Card number.
4. Your card number and your pin number are the same. If asked to enter your pin number, re-enter your card number.
5. Press 1 to call within the U.S., Canada or the Caribbean. Press 2 to call any other country. Press 4 for Directory Assistance in the U.S., Press 9 to hear your card balance. To place another call, press * three times (***).

For AT&T Customer Service dial the AT&T Access number for the country you are in. Then dial 1-800-530-6744, 24 hours a day, every day.

RESTRICTIONS

Cards cannot be used to place 500, 700, 800, 888, 877, 866, 855, 900, 976, 411 or 555 number service calls: or to place certain operator-assisted calls such as third-party-billed and collect calls. For Directory Assistance calls, follow the dialing instructions on the back of your Card and press option 4 after you have entered your Card number.

Attachment K-3 – DoIT Conference Bridge

What is a Conference Bridge and what does it do?

The DoIT Conference Bridge provides pre-scheduled, controlled conference calls in which participants (a minimum of 4* and a maximum of 32) join a call by dialing a pre-assigned conference number that when answered connects them to the conference call.

**Conference calls involving three to six participants can be achieved using the Conference (Trn/Cnf) Key on your desktop phone. Call 6-1111 if you have questions on how to use this feature.*

The conference call begins when the first two callers are connected. Each participant's pre-recorded name is played when they join the call and again when they leave the call. After all the participants have been connected, additional access to the conference call is locked. This denies access to the conference bridge by any subsequent callers and ensures privacy. Privacy can be further enhanced by optional assignment of a password that callers must use in order to gain access to the conference bridge.

Conference Call Advantages

- Conference calls allow from 4 to 32 individuals at diverse locations to be connected together for a conference call.
- With conference calls there's no need to work around travel itineraries or wait until participants are physically present. Conferees can call in from across town or across the globe.
- Conference calls are easy to use - anyone can attend a "meeting" by just placing a phone call.
- Conference calls offer a fast and inexpensive alternative to travel. The cost of each conference call is a $25.00 setup fee. There are no per minute or per participant charges as there are with outside conference bridge vendors.
- Fast and reliable access to an in-house conference bridge eliminates the need to contact conference service bureaus or deal with complex third-party conference bridge equipment.
- Conference calls increase efficiency by encouraging easier and more frequent collaboration among dispersed groups and individuals.
- Routine conference calls can promote better decision making and faster conflict resolution by increasing communication.
- Conference calls extend communication and participation to individuals and groups that might otherwise be excluded.

How to Schedule the Conference Bridge

1. Send an e-mail request to DoIT Conference Bridge or contact the DoIT Telephone Services Desk at 386-1111.

2. An e-mail to DoIT Conference Bridge will generate a return e-mail containing a link to the Conference Bridge request form: **http://inweb/technology/tech_infra/telephone/CBForm.doc**

3. Fill out the form completely and e-mail it back.

What happens next?

- The DoIT Conference Bridge Administrator receives and processes your request. If the date, time and required ports are not in conflict with other prescheduled events, your request will be scheduled.
- ***All schedules are on a first-come basis. If the demand for the DoIT Conference Bridge exceeds capacity, you will be referred to an outside service provider.***
- You will receive an e-mail confirmation outlining the details of your Conference Bridge session. *If you are the one scheduling the conference call, please make sure that all participants receive the access number, password (if used), date and time of the call, and the call duration.*
    - Conference Telephone Number
    - Password (if used)
    - Number of participants
    - Date
    - Start Time
    - Duration
    - Recurring Dates

  Please note that Conference Bridge Schedules are strictly enforced. You will not be allowed to enter early or remain beyond your designated time allocation. This is necessary to insure that the bridge is available for conference calls that are scheduled for the time slots prior to and after your call.

If you have questions about the DoIT Conference Bridge, please contact the DoIT Conference Bridge Administrator at 386-1528. If the DoIT Conference Bridge Administrator is not available, call the DoIT Telephone Services Desk at 386-1111.

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Attachment K-4 - VPN Acceptable Use Agreement Form

VPN User Name: _____

E-mail Address: _____

Supervisor Name of VPN User: _____

E-mail Address: _____

Department VPN Administrator Name: _____

E-mail Address: _____

Department Name: _____

If the VPN User is an outside vendor, contract organization, or other organization, the City Supervisor of the User must provide a business justification for network access.

We, the VPN user, the supervisor of the VPN user and the authorized department VPN administrator, have read and understand the City of Seattle Virtual Private Network Use Policy and Procedures, which are available electronically on the Department of Information Technology's InWeb page.

Furthermore, we have a clear understanding on how to safeguard City information. The supervisor agrees to notify the department VPN administrator when the user no longer has a City business need for VPN access. The user understands that he or she must create and maintain an eight character password—using mixed case and alphanumeric characters—that will expire every 45 days. The user also understands that no warranties of any kind are offered by the City to protect his or her computer or software. Finally, the user agrees not to share his or her VPN access account or software.

VPN User Signature: _____

Date: _____

Supervisor of VPN User Signature: _____

Date: _____

Authorized Department VPN Administrator Signature: _____

Date: _____

Before activating this VPN access account, the authorized department VPN administrator must fax a copy of this form to (206) 287-5154.

Attachment K-5 –Citrix Account Service Level Agreement

CITRIX ACCOUNT SERVICE LEVEL AGREEMENT

This Service Level Agreement (SLA) outlines the terms and conditions for the DoIT Citrix Web Service.

Terms and Conditions

- DoIT will provide and maintain remote access to the Citywide network via the Citrix Web Interface remote access server for an initial setup/license fee of $400.00 and a monthly maintenance charge of $60.00 per account.
- Please note that although this system is available for use during these times, analyst support of this system is from 7:00 a.m. to 5:00 p.m. Monday through Friday only.
- With the exception of unanticipated problems with the servers, access equipment, or the Citywide Ethernet backbone network, prior notification of any scheduled Citrix server downtime will be given 48 hours in advance.
- Notification of scheduled Citrix downtimes will be sent via e-mail to all designated department focal points.
- To request new services, or to request changes to existing service, send an e-mail message to the **DoIT Service Desk** or call the DoIT Service desk at 6-1212.
- Requests for new software installations beyond the default setup are not included in this rate and will be billed on a time and materials basis.
- DoIT will provide client software and installation documentation at no charge, and will assist in the installation and setup of the client software. DoIT will also create user accounts and configure user access rights to Citrix software environment.

Customer Responsibilities

- Resources on the DoIT Citrix Web Interface/Terminal server are limited.
- This service will be used for City of Seattle business only.
- All problems will be reported to the DOIT Service Desk by calling 386-1212 or by sending an e-mail to the **DoIT Service Desk**.

Note: When using non-city equipment and devices you must have licenses for the following Microsoft 2003 products: Word, Excel, PowerPoint, Visio, Project, and Access.

Attachment 6 – Pandemic Remote Access Summary

General Requirements

- Employees anticipated to be working at home during a pandemic must be identified.
- The remote access voice and data needs of each identified employee must be determined on an individual basis, based on job functions.
- The remote access need determines the remote access solution.
- Technology providers must be given five business days to enroll and equip identified users prior to a pandemic.
- End users must be given adequate time to test and become familiar with the remote access solution designed for them prior to a pandemic.

Working Assumptions

- City of Seattle systems and network infrastructure will remain fully operational.
- Many employees who use desktop PCs under normal conditions may need to access the City's network while working at home, primarily using GroupWise Web.
- It will be difficult, if not impossible to obtain new communication services quickly once a pandemic hits.
- Employees requiring network access must set up personal Internet connectivity in advance.
- Forwarding an employee's desk phone to their home phone is not required for the average employee. Retrieval of voicemail and/or increased use of e-mail will be sufficient.
- Technical support will be provided by the same organizations responsible for providing support under normal conditions.
- City technical support will not be available onsite for home computers or networks; employees working from home will be expected to obtain such support for themselves.

Voice Communication Needs for the Typical End User

- Access to the City of Seattle voicemail systems
- The ability to make long distance calls
- The ability to schedule and/or participate in conference calls

Data Communication Requirements for the End User

- Suitably-configured computer (requirements determined by remote access method)
- Internet connection (preferably "high-speed" such as cable or DSL)
- Anti-virus software – End user to work with LAN Administrator to verify that anti-virus software is up-to-date
- Applications for "offline" productivity (Microsoft Word, Excel, and PowerPoint, Microsoft Project, Visio, etc. as needed)
- Set up with remote access via one of the options shown in **Table K-17**.

Table K-17: Remote Access Options

	GroupWise Web Access	Standard VPN Access via Citrix	Non-Standard VPN Access
Description	Remote access to GroupWise via a Web browser	Remote access to data network from non-City-issued computer using a Web-based Citrix service	Remote access to data network from City-issued computer or from a non-City issued computer using a City boot disk
Advantages	✓ Easy to use ✓ Full e-mail and calendar functions ✓ Low security risk	✓ Access to applications that will only run remotely under Citrix	✓ Full access to authorized network resources for maintenance of critical infrastructure
Disadvantages	✓ Limited to GroupWise ✓ No access to shared files or other apps.	✓ Citrix network is challenging to support ✓ There are some set-up and ongoing charges	✓ Requires a City-issued computer or City-issued boot disk for employee's personally owned computer
Ideal Users	✓ Users who only need to read and send e-mail, manage calendar	✓ General employees without infrastructure support responsibility	✓ IT Administrators and Technical Staff

Notes:

- Managers working with LAN Administrators end users will determine the remote access option which best meets the needs of each employee.

- DoIT and City Light are in the process of developing a package of remote access software, including security layers, loaded on a boot disk for VPN access. If developed and delivered to users, this approach will make remote access from any computer easier and more secure.

Department Survey Summary

- More than 6,000 employees may be working from home and connected to the network during a pandemic. This number represents approximately one half of the City's workforce.
- Most need access to GroupWise only.
- The remaining 2,750 employees may use Citrix or a VPN connection. The City already has approximately 2,200 employees enrolled as Citrix or VPN users.

Checklist for Managers

The following checklist is intended to assist managers and supervisors in preparing their staff for working from home.

☐	Determine which staff members will be expected to work at home during a pandemic.
☐	Determine the remote access voice and data business needs of each identified user.
☐	With the support of technical staff, determine an appropriate voice and data remote access solution for each user. In particular, determine whether the employee will need only GroupWise Web access or whether he or she will require VPN access (either Standard with Citrix or Non-Standard.)
☐	Ensure those who will be working remotely complete the City's policy on telecommuting.
☐	If the employee will need to teleconference, ensure that the employee is familiar with the policies and procedures for reservation and use of the City's teleconferencing bridge.
☐	Ensure the employee understands how to use the voicemail system and that the phone number for voicemail retrieval is included in any distributed contact sheets and/or reference cards as appropriate.
☐	If your department has any special telecommunication needs (e.g. setting up a special voice mailbox), please contact the DoIT Telecom Group through your department's Telephone Coordinator.
☐	Determine, with the help of technical staff, whether or not those who will be working at home have the required resources (e.g. computer, anti-virus software, Internet connection.)
☐	If the employee will require Non-Standard VPN, provide the employee with a City-issued, appropriately configured laptop or, if available, obtain a remote access boot disk through your department's IT staff.
☐	Set up the appropriate remote access capability for each remote user. If the decision is made to use Citrix, purchase the number of subscriptions needed.

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☐	Develop a plan for employees to test and become familiar with the remote access solution designed for them (e.g. work at home trial during business hours, testing during the evening and/or weekends, etc.).
☐	Ensure your staff knows who will be providing end user technical support, and that the name(s), phone number, and e-mail address of their LAN Administrator(s) or desktop support group is included in any distributed contact sheets and/or reference cards as appropriate.

Contact Information

LAN Administrators

Name	Phone	E-mail
_____	_____	_____
_____	_____	_____

Department Telephone Coordinator

Name	Phone	E-mail
_____	_____	_____

DoIT Help

IT Service Desk	386-1212	DoITHelp@seattle.gov
Telephone Service Desk	386-1111	

City of Seattle Voicemail System: 684-7500 or 1-866-684-7500

Long Distance via Prepaid Calling Card: 1-800-506-9511

Schedule DoIT Conference Bridge: 386-1111 DoITConferenceBridge@seattle.gov

Web Links

DoIT Services Information: http://inweb/technology/

GroupWise Web Access: https://gwweb.ci.seattle.wa.us

Terrorism Incident

Earthquake Incident

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THIS SECTION UNDER DEVELOPMENT