

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Discussion of the 2022-2027 Comprehensive Emergency Management Plan Update
<b>DEPARTMENT:</b>	Recreation, Culture, and Community Services Department
<b>PRESENTED BY:</b>	Ryan Zavala, Emergency Management Coordinator Bethany Wolbrecht-Dunn, Community Services Manager
<b>ACTION:</b>	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input type="checkbox"/> Motion <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

**PROBLEM/ISSUE STATEMENT:**

The City of Shoreline is required to develop and maintain a Comprehensive Emergency Management Plan (CEMP) that meets the statutory guidelines set forth in RCW 38.52.070. The CEMP describes the mechanism and structure by which the City mobilizes resources and conducts activities to respond and address the consequences of a major disaster or emergency within the boundaries of the City of Shoreline. The CEMP has to be updated and submitted to the State for review and approval every five years. The City's CEMP was last submitted to the State in 2015 and was set to expire in 2020. However, due to the COVID-19 Pandemic and staff turnover in the Emergency Management Coordinator position, the City was given until the end of the 2022 calendar year to submit the CEMP to the State.

The 2022-2027 CEMP is the fifth update to the City's emergency plan. Since 2015, there have been no significant changes mandated by the State or the Federal Government that impact the CEMP. Most of the changes in this update were due to the change in staff positions in the Emergency Operations Center (EOC), department changes, formatting for ease of use, and process updates that needed to be incorporated into the CEMP.

Tonight, Council is scheduled to discuss the 2022 – 2027 Comprehensive Emergency Management Plan. The Comprehensive Emergency Management Plan is currently scheduled to return to Council for potential action on December 5, 2022.

**RESOURCE/FINANCIAL IMPACT:**

There is no additional financial impact by approving the CEMP.

**RECOMMENDATION**

Staff recommends that the City Council discuss the 2022 – 2027 Comprehensive Emergency Management Plan and provide staff any feedback on the Plan. The

Comprehensive Emergency Management Plan is currently scheduled to return to Council for potential action on December 5, 2022.

Approved By:        City Manager **JN**    City Attorney **MK**

## **BACKGROUND**

Cities in the State of Washington have the primary responsibility for disaster mitigation and emergency preparedness, response, and recovery activities within their boundaries. As per state law (RCW 38.32), each city must develop, adopt, and maintain a Comprehensive Emergency Management Plan (CEMP). The City's last plan was approved by the City Council in August 2015, and final approval of the CEMP by the State of Washington was received in November 2015. Staff has been working for the last year to develop an update to this 2015 CEMP. The 2015 staff report and current CEMP can be found at the following link: [Approval of the 2015-2019 Comprehensive Emergency Management Plan Update](#).

The 2022-2027 CEMP update (Attachment A) is needed to meet statutory mandates and provides planning tools that give staff direction during times of emergencies.

## **DISCUSSION**

The City's CEMP is designed to emulate the National Response Framework, Washington State Comprehensive Emergency Management Plan, and King County Regional Disaster Plan. It establishes the structure for an organized and effective response to emergencies and disasters that occur within the City so that staff can implement a coordinated response that is both effective locally and one that supports the City's ability to be well coordinated with partners in the region.

The 2022-2027 CEMP describes the mechanism and structure by which the City mobilizes resources and conducts activities to address the consequences of any major disaster or emergency within its boundaries. In the event of an emergency, City staff and volunteers, the Shoreline Fire Department, and others, such as the City's utility partners or other intergovernmental partners, come together to operate as a unified organization working out of the City's Emergency Operations Center (EOC) under the direction of the Emergency Management Coordinator acting as the EOC Manager. The EOC Manager then reports to the City Manager acting as the City's Emergency Management Director. Existing staff form a response organization with functions defined in the CEMP. The EOC roles and organization are similar, but not identical, to the City's daily operations. The EOC roles and responsibilities are spelled out in the 16 Essential Support Functions that are outlined in the CEMP.

The CEMP consists of the following two parts:

- The Basic Plan gives an overview of the "Concept of Operations" and "Roles and Responsibilities" of the City Council, City staff, and partners, such as Shoreline Fire, utility providers, and other agencies.
- The Essential Support Functions (ESFs) address specific areas of activity and responsibility such as transportation, communication, mass care, and evacuation. ESFs provide a road map to how each function will be carried out during an emergency response including the major tasks to be performed and identifying who is responsible for coordinating the function. Attachment B to this staff report provides a matrix of the ESFs, including the coordinator and lead agency responsible for the ESF and its purpose.

## **STAKEHOLDER OUTREACH**

Upon approval, this plan will be made available for review and input to the City of Shoreline's Emergency Management Council, which consists of representatives of the City and community partners. The plan will also be posted on the City's website. Each section that pertains to a community partner was also reviewed by that applicable partner (e.g., the Shoreline Police Department and the Shoreline Fire Department reviewed all sections in which they are assigned to lead).

## **RESOURCE/FINANCIAL IMPACT**

There is no financial impact by approving this plan.

## **RECOMMENDATION**

Staff recommends that the City Council discuss the 2022 – 2027 Comprehensive Emergency Management Plan and provide staff any feedback on the Plan. The Comprehensive Emergency Management Plan is currently scheduled to return to Council for potential action on December 5, 2022.

## **ATTACHMENTS**

Attachment A: 2022 – 2027 Comprehensive Emergency Management Plan  
Attachment B: CEMP Essential Support Functions Description Matrix

**Comprehensive Emergency  
Management Plan  
(CEMP)**



**October 2022**

**Table of Contents**

- I. Introduction**
  - A) Mission
  - B) Purpose
  - C) Scope and Applicability
  - D) Organizational Structure
  
- II. Policies**
  - A) Authorities
  - B) Key Concepts
  - C) Limitations
  
- III. Situation**
  - A) Emergency/Disaster Conditions and Hazards
  - B) Planning Assumptions and Considerations
  
- IV. Roles and Responsibilities**
  
- V. Concept of Operations**
  - General
  - Overall Coordination of Incident Management Activities
  - Concurrent Implementation of Other Plans
  - Organizational Structure
  - Principal Incident Management Organizational Elements
  - Emergency Response and Support Teams (Field Level)
  - Defense Support of Civil Authorities
  - Law Enforcement Assistance
  
- VI. Incident Management Actions**
  - Actions
  - Notification and Assessment
  - Activation
  - Requests for Assistance
  - Pre-Incident Actions (Prevention)
  - Response Actions
  - Recovery Actions
  - Mitigation Actions
  - Demobilization
  - Operations under Homeland Security Advisory System (HSAS) Threat Conditions
  
- VII. Ongoing Plan Management and Maintenance**
  - Coordination
  - Plan Maintenance

NIMS Integration

**VIII. Appendices**

- A. Definitions
- B. Acronyms
- C. Authorities and References
- D. Training, Drills, and Exercises
- E. Distribution List
- F. Record of Changes

**Emergency Support Function Annexes**

ESF #1 – Transportation

Appendix A..... Transportation Resource Staging Areas

ESF #2 – Communications, Information Systems, and Warning

Appendix A..... Shoreline Auxiliary Communications Service

Appendix B..... Radio Guidelines

ESF #3 – Public Works and Engineering

Appendix A..... Utility Emergency Contact Information

Appendix B..... Disaster and Situation Information Checklist

Appendix C..... Damage Assessment

ESF #4 – Firefighting

Appendix A..... Mutual Aid Resources

ESF #5 – Emergency Management

Appendix A..... Proclamation of Local Emergency

Appendix B..... Emergency Operation Center Handbook

Appendix C..... Emergency Operations Center Activation Manual

Appendix D..... Lines of Succession

Appendix E..... Emergency Staffing Plan

Appendix F..... Critical Facilities

Appendix G..... Disaster and Situation Information Checklist

ESF #6 – Mass Care, Housing, and Human Services

Appendix A..... Standard Operating Procedure for Temporary Shelters

ESF #7 – Resource Support

Appendix A..... Volunteer Emergency Worker Registration Guidelines

Appendix B..... Volunteer Emergency Worker Registration Card

Appendix C..... Volunteer Emergency Worker Identification Card

Appendix D..... Form EMD-078 Volunteer Emergency Worker Daily Activity Report

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

Appendix E .....Volunteer Management Plan  
Appendix F ..... Donation Management Plan  
Appendix G..... Finance Handbook

ESF #8 – Public Health and Medical Services

ESF #9 – Urban Search and Rescue  
Appendix A..... Urban Search and Rescue Volunteer Emergency Workers Guidelines

ESF #10 – Hazardous Materials Response  
Appendix A..... Vulnerability to Hazardous Materials and Waste  
Appendix B... Hazardous Material Incident Response Levels and Action Classifications

ESF #11 – Agriculture and Natural Resources  
Appendix A..... Points of Distribution/Staging Areas

ESF #12 – Energy  
Appendix A.....Energy Services Emergency Contact Information

ESF #13 – Public Safety, Law Enforcement, and Security  
Appendix A..... Police Department Disaster Incident Checklist

ESF #14 – Long-Term Community Recovery and Mitigation

ESF #15 – Public Affairs  
Appendix A..... Public Information Emergency Checklist  
Appendix B .....Public Information Officer Press Release Worksheet  
Appendix C..... Media Contact List  
Appendix D..... Public Information Media Strategies

ESF # 16 – Evacuation  
Appendix A..... Evacuation routes and Maps  
Appendix B ..... Standard Operating Procedures

Incident Annexes  
Cyber Attack Incident Annex



## **I. INTRODUCTION**

### **A. Mission**

To provide an emergency management organization that meets or exceeds Federal, State and County requirements and to provide resources to minimize loss of life; protect property and natural resources; and restore the proper operation of the City of Shoreline (City) in the event of a major natural or man-made disasters and other major events.

### **B. Purpose**

The Shoreline Comprehensive Emergency Management Plan (CEMP) has been designed to emulate the National Response Framework, Washington State CEMP, and King County CEMP to establish the structure for an organized and effective response to emergencies and disasters that occur within or affect the City. The plan defines common assumptions and policies, establishes a shared concept of operations, and pre-assigns functional responsibilities to appropriate disciplines including private, non-governmental organizations, and government agencies. Through the implementation of this plan, the resources and capabilities of the public, private, and non-profit sectors can be more efficiently utilized to minimize the loss of life and property and to protect the environmental and economic health of the City.

### **C. Scope and Applicability**

It is the policy of the City, to protect lives, property, environment, and the City economy, in cooperation with other elements of the community, to carry out preparedness and mitigation activities, respond to natural and manmade emergencies and disasters, and coordinate the recovery efforts for such events.

This plan establishes a mutual understanding of authority, responsibilities and functions of local government and provides a basis for incorporating essential private, non-governmental organizations, and government agencies into emergency management operations.

All directions contained in this plan apply to preparedness, response, and mitigation activities undertaken by the City and supporting organizations, necessary to minimize the effects of a disaster and facilitate recovery activities.

The City's CEMP supports and is compatible with the King County CEMP, and the emergency plans of the State of Washington and the Federal government. This document provides support to other plans required by the State and Federal governments. Any conflicts will be handled on a case-by-case basis.

City government has the primary responsibility for disaster mitigation, prevention, preparedness, response, and recovery activities within the City. The City will plan for disasters, direct operations, mobilize and control resources, and mitigate the impact of disasters in the City within the limits of available resources and capabilities.

No guarantee as to the completeness of preparedness and response activities is expressed or implied by this plan or any part therein. The City government assets and resources are vulnerable to disasters. Shoreline Fire, Shoreline Police, and various public utilities are provided by special purpose jurisdictions, under contract, or by King County. These services may be unavailable during a disaster and resources from the State and Federal governments may also be unavailable or delayed. The City will respond to the extent possible, given the situation, available information and resources.

The City will make a reasonable effort, but cannot guarantee, to meet the requirements of the Americans with Disabilities Act (ADA) during emergency preparedness, response, recovery, and mitigation.

#### **D. Organizational Structure**

The City operates under a Council/Manager form of government. City Council members establish City policies and laws, adopt an annual budget, approve appropriations, contract for services and grant franchises. City Council members serve staggered four-year terms; roughly half the Council is up for election every two years. The City Council chooses a Mayor and Deputy Mayor from among its members at the first meeting in the new year following an election. The Mayor presides at Council meetings and represents the City at ceremonial functions and inter-governmental meetings. The Deputy Mayor presides in the Mayor's absence.

The City Council hires a professionally trained manager to oversee the delivery of public services. The City Manager is the only employee hired by the City Council. The City Manager implements the City Council's policies and oversees all City departments.

The Continuity of Government Act RCW 42.14 establishes provisions for the continuation of government in the event its leadership is incapacitated. RCW 42.14 provides for filling vacancies of elected and appointed officials in the City. (See ESF # 5 Emergency Management for lines of succession - and the City of Shoreline Continuity of Government Plan).

Shoreline Municipal Code 2.50 established the emergency management organization. The City Manager serves as the appointed Director of Emergency Management and delegates the responsibility of coordinating emergency preparedness and management activities within the City.

The day-to-day organizational structure of City departments will be maintained as much as possible during major emergency and disaster situations. Other public and private organizations, school districts, and volunteer organizations may, under a mutual agreement, decide to also operate in coordination with this plan.

The emergency management organization will be compatible with the existing City organization and will provide clear lines of authority and channels of communication. It will provide for the incorporation of existing staff having emergency response capabilities and those having support roles.

## **Other Agencies & Jurisdictions**

### King County Office of Emergency Management

The King County Office of Emergency Management (OEM) may provide guidance, as requested, to the City's CEMP development and ongoing maintenance and related emergency management activities within the City. The King County OEM will provide overall coordination with agencies and organizations within King County involved in emergency planning and response; and manage the King County Emergency Coordination Center (KCECC) during activation and interact with agencies and organizations within King County to coordinate emergency support activities. The KCECC will help coordinate requests for outside assistance through county, state and federal agencies. KCECC will also coordinate dissemination of emergency warning information through the Puget Sound Emergency Radio Network (PSERN) and other available resources. King County OEM representatives may respond to and assist at the City's EOC during localized emergencies, when requested. Guidance and assistance may also be provided to the City for Preliminary Damage Assessment (PDA) processes moving into the recovery phase of a disaster depending on scope and size of the event.

Shoreline is part of King County's Zone 1 Regional Coordination Zone. As such, the Zone 1 liaison will be utilized to coordinate a broad range of disaster functions within the geographical area as outlined as Zone 1 in the King County Regional Coordination Framework. The King County ECC (KCECC) will serve as an information clearinghouse among the zones and oversee resource management county-wide.

## **II. POLICIES**

### **A. Authorities**

The City's CEMP has been developed under the authority of the following local, state, and federal statutes and regulations:

- Revised Code of Washington 38.52, 39.34; 35.33.081, 35.33.101, 42.14

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

- Washington Administrative Codes 118 and 296-62
- U.S. Codes 5121-5202 Disaster Relief Act of 1974, as amended, 2301-2303 Improved Civil Defense 1980
- King County Charter and County Code 1.28, 2.16, 2.56, 12.52
- Shoreline Municipal Code 2.50

**B. Key Concepts**

This plan details the key concepts utilized by the City in mitigation, preparation, response and recovery efforts relating to emergencies and disasters in accordance with RCW 38.52.070 and the National Incident Management System (NIMS). This includes but is not limited to: disaster and emergency responsibilities and procedures, training, and community education activities.

The CEMP, including its appendices, checklists and supporting documents, provides for the coordination of operations during emergencies and disasters and the proper utilization of all resources available to the City.

Emergency Contracts and Mutual Aid Agreements should include a clause that both parties agree to make a reasonable effort to meet the requirements of Title II of the American with Disabilities Act (ADA).

**C. Limitations**

The City understands that during an emergency or disaster event, there are certain limitations the City will be faced with. The City may not have access to certain staff or equipment due to the nature of the event, when the event occurs, where staff is coming from, and the day-to-day condition of the City's equipment. The City may need to rely on Mutual Aid from neighboring cities that have not been impacted.

The City is a signatory of the King County Regional Coordination Framework and can request support through that plan. If the event is beyond that capacity, the City will utilize the Washington Mutual Aid System (WAMAS) to request assistance in coordination with the Washington State Emergency Management Operations Center, through the King County Office of Emergency Management.

**III. SITUATION****A. Emergency/Disaster Conditions and Hazards**

The City has been affected in the past and will continue to be affected by various types of situations or events that could lead to a significant emergency. The City is vulnerable to both natural and man-made hazards as outlined in the City of Shoreline Hazard Mitigation Plan. The

City recognizes the hazards identified within the 2018 Washington State Hazard Identification and Vulnerability Assessment (HIVA) and the 2020 King County HIVA. These hazards include, but are not limited to: agricultural disease outbreak, avalanche, climate change, coastal hazards, dam failure, drought, earthquake, flood, hazardous materials, landslide, public health, severe weather, terrorism and cyber-terrorism, tsunami, volcano, and wildfire.

The City has a separate Hazard Mitigation Plan that addresses the hazards specific to Shoreline and the mitigation strategies that the City is working on to minimize the impacts of our risks. This information, which is consistently developed with community input, is utilized in the City's Comprehensive Emergency Management Plan as staff develop the Essential Support Functions and their supporting appendixes and annexes. (Refer to the City of Shoreline Hazard Mitigation Plan for detailed information on the process utilized to do the HIVA and the specific mitigation strategies staff is currently working on completing.)

## **B. Planning Assumptions & Considerations**

This plan recognizes that any of the noted events could create significant property damage, personal injury, loss of life, and disruption of essential services. These events may also create significant financial, psychological, and sociological impact on constituents and the local government organization.

In the event of a widespread disaster, it may be unlikely that the City will receive any significant assistance from neighboring jurisdictions to include the county, state, federal agencies, or human services organization for 48 hours or longer. In this situation, the initial response activities will rely solely on available City resources and those of private organizations, businesses, and residents within the City. The City will seek support through mutual aid, the King County Regional Coordination Framework, and WAMAS.

The City may also be requested to provide support to other jurisdictions with staffing, resources, points of distributions, sheltering, and a variety of other tasks during emergencies and disasters if unaffected.

The information and procedures included in this plan have been prepared utilizing the best information and planning assumptions available at the time of preparation. There is no guarantee implied by this plan or any part therein, that in the event of a disaster the response and recovery activities will occur as described within this document. As a result of a disaster or emergency, the City's response resources may be overwhelmed, and essential systems may be nonfunctioning. For this reason, the City will respond in the best manner possible based on the situation, information, and resources available at that time of utilization of this plan or any part therein.

## **IV. ROLES AND RESPONSIBILITIES**

The City government has the primary responsibility for disaster mitigation, prevention preparedness, response, and recovery activities within City limits. The City will plan for disasters, direct operations, mobilize/coordinate resources, and mitigate the impact of disasters within the limits of available resources and capabilities. It is the responsibility of residents in Shoreline to educate themselves on preparedness activities and ensure that they have the supplies and resources to sustain themselves for at least three days; however, the City recommends a full week (seven days).

### **A. Mayor / City Council**

1. Provide policy direction through the City Manager/Director of Emergency Management.
2. Adopt emergency management mutual aid plans and agreements and such ordinances, resolutions, rules and regulation as are necessary to implement emergency plans and agreements.
3. Approve, at the earliest practical time after issuance, rules and regulations reasonably related to the protection of life and property, such rules and regulations having been made and issued by the Emergency Management Director.
4. Approve proclamation of emergency as requested by the Emergency Management Director.
5. Responsible for assuring that emergency preparedness, mitigation, response and recovery activities are carried out within the City, through the CEMP.
6. Provide visible leadership to the community.
7. Recognized by the governor as the Director of the City for purposes of military law.
8. Appropriate funds to provide emergency preparedness programs and mitigation activities within the City.

### **B. Director of Emergency Management/City Manager**

1. Serve as Chief Executive Officer of the City.
2. Serve as the Director of Emergency Management and manage City staff in their emergency management duties.
3. Assist in preparing Proclamations of Local Emergency.
4. Issue notices of evacuation as appropriate.

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

5. Oversee the EOC Manager (Emergency Management Coordinator).
6. Enforce and administer provisions, laws, and ordinances governing the City.
7. Plan, coordinate, and direct the work of City departments to prepare for, mitigate against, respond to and recover from a disaster.
8. Report to the City Council on general conditions, disaster circumstances, and the financial condition of the City.
9. Advise the City Council regarding emergency policies for the City.
10. Represent the City regarding the coordination of emergency response, mutual aid agreements, inter-local agreements, disaster recovery, etc.
11. Oversee the development, implementation, and maintenance of continuity of government plans.
12. Interact with county-wide Mayors/City Managers to make joint decisions on issues that impact the region.
13. Appoint a Lead for ESF#14, Long Term Community Recovery and Mitigation.

**C. Assistant City Manager**

1. Assume the duties of the City Manager as appointed or in his/her absence.
2. Assist in intergovernmental coordination of emergency response and recovery.
3. Assist in recovery planning and operations and continuity of government planning.
4. Primary lead for ESF # 14, Long Term Community Recovery and Mitigation.

**D. Emergency Management Coordinator/ Emergency Management**

1. Reports to the Director of Emergency Management in the EOC
2. Manage the operations of the EOC during a disaster and serves as the EOC Manager.
3. Provide expert technical assistance and information to the Director of Emergency Management and City Departments regarding emergency management principles, preparedness, disaster response operations, and recovery.

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

4. Assure that the CEMP and supporting procedures are reviewed or updated as required.
5. Coordinate with FEMA, Washington State Emergency Management Division, King County, and neighboring jurisdictions regarding emergency management and planning.
6. Locate, configure, and equip EOC's and ensure the EOC's are operationally ready.
7. Develop procedures for activating, operating, and managing the EOC.
8. Develop and implement a training program in emergency management tasks for City representatives and maintaining the Emergency Management Training Guide.
9. Authorize all emergency management volunteers by ensuring they are registered by the City as emergency workers via identification cards.
10. Develop and conduct periodic emergency management exercises and trainings.
11. Prepare a post-disaster After Action Review Plan that includes plan for improvement for the Director of Emergency Management and submit to other authorities as required.
12. Develop and coordinate a Community Education and Preparedness Program.
13. Draft a Proclamation of Local Emergency for signature and promulgation by the City Manager.
14. Chair the City's Emergency Management Council.
15. Coordinate King County regional planning and response efforts and Zone 1 activities.
16. Act as liaison to the assist in the King County Regional Coordination Framework.
17. Coordinate mitigation and preparedness activities through the City's Hazard Mitigation Plan.
18. Lead for ESF #5, Emergency Management

**G. Neighborhoods Coordinator**

1. During an emergency, serve in the Logistics Section of the EOC as the Neighborhoods/Volunteer Management liaison.
2. When appropriate, oversee the activation of a Volunteer Coordination Center.



Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

3. Assist in mobilizing and managing volunteers through the neighborhood associations and other liaisons.
4. Assist in implementing a Family and Neighborhood Preparedness Program.

**H. Community Services Manager**

1. May assign or assume the role of ESF #6 lead, Mass Care.
2. Coordinate the implementation of social services programs, as appropriate, during emergency operations.
3. Coordinate with social service organizations, relief agencies, faith-based organizations, non-profits, and the Red Cross, as needed.
4. Maintain liaisons with organizations that outreach to at risk populations; the elderly, people with disabilities, and/or those who may not speak English to identify ways to meet their needs during an emergency.
5. Assists in identifying volunteers who can assist with language barriers or people with special needs.
6. Gather and communicate the needs of the effected population.

**I. City Clerk**

1. Serve as custodian of official records and perform official certification.
2. Supervise Records Management Program for the City.
  - a. Identify critical documents and essential records including receipts, timecards, etc.
  - b. Assist departments in identifying, managing, and storing essential records.
  - c. Develop and implement a disaster recovery program for essential records.
3. Oversee the preparation and publishing of official legal notices.
4. Maintain City Council databases of ordinances, resolutions, minutes, policies, etc.
5. The City Clerk serves as the Documentation Unit Lead in the Planning Section in the EOC when it is activated.

**J. City Attorney**

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

1. Serve as chief legal advisor to the City.
2. Provide legal advice to the City Council, City Manager, Emergency Management Director and department directors regarding emergency response and recovery operations.
3. Interpret laws, rulings, and regulations and issue legal opinions.
4. Prepare ordinances, resolutions, contracts, and other documents relating to emergency operations.

**K. Communications Program Manager**

1. Lead for Public Affairs, ESF#15 and serve as the Public Information Officer when the EOC is activated by preparing and disseminating emergency public information to include establishing and coordination of the Joint Information Center or participating in one formed by another cooperating agency.
2. Set up/coordinate press conferences that the City may choose to utilize to inform citizens.
3. Ensure the City's website, Cable TV, and mass communication capabilities are utilized, if available, to maximize the ability to communicate current information to the community.
4. Support emergency messaging by utilizing the City's Social Media sources to include the City Facebook sites, Twitter, and Instagram.
5. Working with the EMC and the Registered Disaster Workers, set up points throughout the City to disseminate information during times when there is a need for communication to the public.

**L. Management Analyst - City Manager's Office**

1. Serve as the back-up PIO for the City and performs all associated tasks as identified above.

**M. Intergovernmental Program Manager & Economic Development Manager**

1. Provide for the coordination of information from representatives from other jurisdictions, governments, and from the private sector. Examples of these are Utilities,

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

Metro, School District, and business owners whose property we may need to access or have been impacted.

2. Work with Public Information Officer and Incident Commanders to coordinate media releases associated with inter-governmental cooperation issues.
3. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.
4. Interview agency representatives concerning resources and capabilities, and restrictions on use and provide this information at planning meetings.
5. Serve as the Liaison Officer in the EOC.

**N. Administrative Services Director**

1. Manage and supervise the finance, accounting, and reporting operations of the City during a disaster, including all financial controls, audits, and reports. Ensure that proper documentation is maintained for all emergency-related expenditures.
2. Supervise and direct the City's cash management functions; oversee the City's funds; maintain necessary banking relationships.
3. Develop and implement emergency financial and procurement procedures as required. Coordinate with the City's bank and major vendors.
4. Establish a unique project number for each disaster for all disaster-related expenses.
5. Prepare and report data for recovery of disaster relief funds.
6. Establish provisions for emergency signature authority for City checks during an emergency.
7. Coordinate with the City's bank to establish emergency provisions for cash and lines of credit.
8. Gather, interpret, and report information on emergency costs and expenditures.
9. Project the costs of various disaster recovery options; prepare fiscal plans and projected budgets for disaster recovery.
10. Maintain databases on emergency resource providers (equipment and material).

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

11. Manage the City's Risk Management functions.
12. Serve as the Administrative/Finance Section Chief in the EOC, when it is activated
13. Support the City's continuity of government planning
14. Oversee any donation management function that may be activated during a disaster.

**O. Director of Human Resources and Organizational Development**

1. Develop and implement personnel policies and procedures for and during emergency operations, to include any special considerations for those employees with disabilities.
2. Maintain master personnel files, to include current employee emergency notification information, that are accessible during an emergency, ensuring confidentiality of materials in accordance with state and federal laws.
3. Assist with reviewing and registering all spontaneous unaffiliated emergency management volunteers as emergency workers.
4. Will ensure there are check-in activities in place, maintain the status of all human resources, ensure staff are assigned to any task have the knowledge, skills, and abilities to do the task, ensure workplace safety, to include hours worked, and assist in identifying needed staff for upcoming operational period.
5. Assist the planning lead for next rotation of Staff for the EOC/Incident if needed.
6. Work with the Safety Committee and EAP to support the safety and wellbeing of City employees' families during a disaster.
7. Lead ESF # 7 – Resource Support

**P. Information Technology Manager**

1. Develop and maintain a program for protection and recovery of the City's data processing resources during/after a disaster.
2. Oversee the restoration and support of City technology services during a disaster.
3. Provide software, hardware, maps, and administrative support for the Geographical Information System.
4. Ensure daily backup and secure storage of centrally managed/cloud based data.

5. Control data security as defined in City policies.
6. Provide computer assistance to City staff, network backup, and maintenance of the local area network.
7. Support and ensure operational readiness of all technologies that support the activation of the EOC.
8. Primary Lead for ESF #2, Communications.

#### **Q. Police Chief/Liaison**

Police Services are provided under contract by the King County Sheriff's Office. The Chief/Liaison may serve as the Incident Commander, as part of a Unified Command Team or as the Operations Section Chief depending on the nature of the incident. While the Chief/Liaison may serve in the EOC as part of the policy group, police functions and responsibilities also include:

1. General Law enforcement duties
2. Traffic and crowd control
3. Staging and perimeter security
4. Explosive ordinance disposal
5. Protection of critical facilities (including the EOC and shelters)
6. Evacuation management
7. Crime scene control
8. Search and rescue management
9. Coordination of investigation of acts of terrorism
10. Lead on ESF's # 9 Urban Search and Rescue, # 13 Public Safety, Law Enforcement, and Security, and # 16 Evacuation

#### **R. Fire Chief/Liaison**

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

Fire Services are provided by the Shoreline Fire Department. The Fire Chief/Liaison may serve as the Incident Commander, as part of a Unified Command Team or as the Operations Section Chief depending on the nature of the incident. Fire functions and responsibilities include:

1. Fire prevention and investigation
2. Fire suppression
3. Emergency Medical Services
4. Emergency Search and Rescue
5. Damage assessment
6. Hazardous Materials preparedness and response (Non-Technician)
7. Evacuation management in coordination with local agencies
8. Technical Rescue for; Surface Water, Confined Space, and High/Low Angle Rope
9. Lead on ESF's # 4 Fire Fighting, # 8 Public Health and Medical Services, # 10 Hazardous Materials Response

**S. Planning and Community Development Director**

1. Serve as the Planning Section Chief when the EOC is activated and organize and carry out both short-term and long-range planning during emergency operations and recovery.
2. Manage the gathering, analyzing, interpreting, and reporting of disaster-related information, including disaster damage and assessment reporting, response capabilities, regional disaster conditions, to be able to prepare situation reports and an Incident Action Plan for the next operational period.
3. Ensure that City ordinances, codes, and regulations are followed as much as possible in disaster response and recovery; recommend necessary and appropriate revisions to meet disaster conditions.
4. Ensure compliance with the Growth Management Act, zoning requirements, Critical Area Ordinance, State Environmental Policy Act, and State Emergency Management requirements.

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

5. Maintain and manage planning and development assets.
6. Manage, coordinate, and perform building and structural inspections of residential and commercial buildings for safety and habitability following a disaster. Close facilities or restrict occupancy/use as required.
7. Assist Public Works in the coordination of damage assessment and reporting, inspections of critical infrastructure within City limits, and other site safety needs.
8. Review building plans for code compliance and manage the inspection of construction activities.
9. Manage and maintain the permit tracking and database system.

**T. Parks, Fleet, and Facilities Manager**

1. Serve as the Logistic Section Chief when the EOC is activated.
2. Assist the ESF#6 lead to coordinate and manage the use of the community centers and other appropriate facilities as emergency shelters as necessary.
3. Oversee all Logistical support for emergency/disaster event that supports the response to the event. To include staffing, equipment, resources, and coordination with King County ECC or Washington State Emergency Operations Center for resources we do not have and with the Finance Section for procuring what is needed from outside vendors.
4. Identify parks and other open areas that could be used for emergency debris deposit sites, staging areas, and Points of Distributions (PODs).

**U. Public Works Director**

1. May serve as the Incident Commander or as part of a Unified Command Team or as the Operations Section Chief depending on the nature of the incident of why the EOC is activated.
2. Maintain and manage public works' assets.
3. Provide technical assistance to Emergency Management Leadership Team and City staff during disaster response and recovery operations.
4. Oversee the operations of contractors, service providers, and emergency response agencies regarding public works projects and assets.

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

5. Maintain master files of public works' projects, development construction records, street operations and maintenance, and other relevant documents.
6. Advise the Director of Emergency Management regarding codes, policies, and procedures for any response or recovery activity involving City roads, rights-of-way, or facilities.
7. Provide oversight for Public Works crews, to include Park Maintenance Staff; and liaison with other agencies, like utilities, that are engaged in emergency response and recovery activities. The liaison includes coordinating with those agencies that the City has signed Interlocal Agreements and/or contracts with to include the Fire Department, and all of the agencies providing utilities within the City, to assist them in responding to and recovering from emergencies. Examples of these needs are; operating and servicing heavy road and construction equipment and vehicles, cleaning and repairing ditches, culverts, and catch basins; traffic control; repairing streets, repairing traffic control signs and signals, clearing ice, snow, or debris from streets. Examples of these needs for utilities may include supporting the repair of water mains, pumps, motors, valves, fire hydrants, storage tanks, etc.
9. Provide periodic response and recovery work progress reports to the EOC.
10. Provide on-site direction and guidance to City employees and emergency volunteer workers during emergency operations; inspect work in progress to ensure compliance with codes and safety practices.
11. Maintain liaisons with all utility providers within the City to allow for ease of working relationships during emergency situations.
12. Lead for #3 Public Works and oversee ESF's #1 Transportation, #11 Agriculture and Natural Resources and #12 Energy.

**V. CONCEPT OF OPERATIONS****A. General**

The City has institutionalized the utilization of the Incident Command System (ICS) per the National Incident Management System (NIMS) for all natural and manmade disasters. Under the guidance of NIMS, this plan addresses the full spectrum of activities related to local incident management, including, prevention, mitigation, preparedness, response, and recovery actions.

This plan has been developed to emulate the National Response Framework (NRF), the NIMS, Washington State Comprehensive Emergency Management Plan (WA CEMP), and the King County Regional Coordination Framework.



Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

1. It is the policy of the City to conduct emergency and disaster preparedness and mitigation activities in accordance with the National Incident Management System (NIMS) to minimize the effects of a major emergency or disaster.
2. It is the policy of the City to utilize ICS as the incident management system in all operational field activities. An Incident Commander for an event and the operational period will be named. In some cases, this will be done through Unified Command with Police and Fire.
3. The City utilizes the concepts of ICS/NIMS to structure the City's EOC. An EOC organization chart assigns staff to their positions in the EOC.
4. The City adopts the NIMS recommendations for ICS training for those staff both assigned to the EOC and to operations duties in the field to ensure situational awareness and common operating picture between those working in the field and those working to support them in the EOC. Information for Emergency Management training requirements and timelines for employees can be found in the Emergency Management Training Guide maintained and managed by the Shoreline Emergency Management. Those training requirements include at a minimal the following IS and ICS training for staff:
  - a. IS 100 and 700 for all applicable field and EOC staff that may have a role in supporting an emergency response for the City.
  - b. IS 200 and 800 for any staff with leadership responsibilities in the field.
  - c. IS 800 for all EOC Positions.
  - d. IS 2200, G0191 and G2300 for all operations Incident Commanders, Emergency Management Director, EOC Manager, Liaison Officers, PIO, and General Staff (Section Chiefs of Operations, Planning, Logistics, and Finance/Administration).
  - e. In addition to these trainings, specific positions are suggested to take additional emergency management training as identified in the Emergency Management Training Guide.
  - f. Staff may also pursue additional trainings given by Emergency Management authorities to further their knowledge of the NIMS and ICS i.e. ICS 300, 400, etc.
5. The City has a primary and an alternate Emergency Operations Center where emergency management activities will be conducted. These Centers are referenced in ESF 5.

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

6. It is the policy of the City that each department will take an active role in emergency planning and develop policies, procedures, or standard operating guidelines (SOGs), if identified to ensure operational readiness and continuity of service. It is the responsibility of the Director of each City department to:
  - a. To actively participate in the preparation and maintenance of the City's CEMP.
  - b. Assist to establish a departmental line of succession to activate and carry out emergency disaster responsibilities.
  - c. Develop the capability to continue operations during an emergency or disaster and to carry out the responsibilities outlined in this plan.
  - d. Ensure City staff receives the appropriate level of training in National Incident Management System (NIMS) and Incident Command System (ICS) and other related training that is commensurate to their job function and responsibilities.
7. City government, acting from the City EOC if activated, will be the focal point of the emergency management organization of the City. Mitigation and preparedness actions will be developed and implemented by the appropriate City personnel prior to any event and as an on-going nature of their City work assignment. During and after a disaster, the City's emergency management organization will act from the EOC to mobilize and coordinate City personnel and resources to respond and recover from disaster effects. (For longer term Recovery activities refer to City of Shoreline Recovery Plan and ESF 14).
8. It is the policy of the City that all departments will make staff and resources available at the request of the Director of Emergency Management or Emergency Management Coordinator for training activities and emergency operations assignments.
9. Immediately following any emergency or disaster, all City departments will notify the EOC of their status including, level of readiness, availability of resources, resource requirements and any other pertinent information. All departments are to provide this information to the EOC immediately following a head count and preliminary building inspection. The City may use their mass notification systems such as CodeRed to help assist in this accountability. The City also maintains a 24-hour employee telephone hotline that, if operable, will give directions to staff and take messages of staff status.
10. When a major emergency or disaster occurs, City department management shall use the following general checklist as a basis for managing disaster operations:
  - a. Account for personnel.
  - b. Report to the pre-determined site to manage department operations.

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

- c. Assess personnel and resources available.
  - d. Assess damages to facilities.
  - e. Assess problems and needs.
  - f. Report situation, damages and capabilities to the Emergency Operations Center through approved channels.
  - g. Send designated representatives to the Emergency Operations Center to participate as members of the EOC staff.
  - h. Carry out departmental responsibilities and assigned tasks.
  - i. Continue assessment of department resources, needs, and actions.
  - j. Continue reports to the EOC regarding actions, problems, needs, damages, etc.
  - k. Keep detailed and accurate records, document actions, costs, situations, etc.
  - l. Conduct operations utilizing the National Incident Management System.
11. Activation of the EOC may be done by the following: the City Manager/ Director of Emergency Management, Assistant City Manager, or Emergency Management Coordinator. Designated staff report to the EOC to coordinate response efforts and support field operations. All or part of the EOC and its staff may be activated during a disaster. The level of activation will be determined by the nature and extent of the disaster. (See ESF #5 Appendix B Emergency Operations Center Handbook for activation criteria and checklists).
12. The EOC Manager, in consultation with field operations, shall be responsible for evaluating the situation to determine if a Proclamation of Local Emergency is necessary. This request is authorized through the Director of Emergency Management.
13. City departments are expected to carry out their responsibilities outlined in this plan, utilizing their best judgment and in a coordinated manner. The Director of Emergency Management and EOC staff will work to provide overall coordination and resource support to those responding to the disaster and maintain situational awareness to ensure effective decision making.
14. When a major emergency or disaster occurs, it is anticipated that City departments and other responding organizations will organize their areas of responsibilities into manageable units, assess damage and determine needs. If agency resources cannot

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

meet the needs created by the disaster, additional assistance may be requested through existing mutual aid or through the EOC. In the event of a Proclamation of Local Emergency the deployment of resources will normally be coordinated through the City's EOC. Resources to be utilized to support City operations may be placed at staging areas until specific assignment can be made.

15. In the event a situation is, or will become, beyond the capabilities of the resources of the City and those provided through mutual aid; the Emergency Management Coordinator may request assistance from the King County Emergency Coordination Center (KCECC), utilize the King County Regional Framework and/or the WAMAS, through the Washington State Emergency Operations Center, via the State Duty Officer.
16. During a disaster, common communication tools such as cellular phones and 800 MHz radios may fail. This failure would prevent incident command posts throughout the City from communicating with the EOC. To reestablish communication, all alternative communication resources will be used, including but not limited to, satellite phones, email, VHF radio, utilizing the City of Shoreline Auxiliary Communications Systems Team, SMMs, and employee/volunteer runners.
17. The registration of permanent emergency workers and other volunteers will be coordinated through Emergency Management Coordinator prior to an event. Primarily these will be the members of the Shoreline Auxiliary Communications Services (ACS) Team and the Shoreline Community Emergency Response Team (CERT). Temporary emergency workers will be assessed and, if qualified, registered through the the Human Resources Department.

## **B. Overall Coordination of Incident Management Activities**

In order to minimize the effects of a disaster, provide emergency response capabilities and facilitate recovery efforts, the various elements of Shoreline's emergency management organization and City departments shall endeavor to provide services in the areas of mitigation, preparedness, response and recovery from disasters to the best of their ability during all operational time phases.

1. Mitigation - Mitigation consists of actions taken prior to a disaster to prevent the occurrence of a disaster or to reduce the effects of a disaster should it occur. Mitigation activities taken by the City may include, but are not limited to the following (Refer to the City of Shoreline Hazard Mitigation Plan for further detail):
  - a. Develop a mitigation plan that complies with Federal and State regulations.
  - b. Pursue risk management and insurance programs

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

- c. Conduct structural and non-structural mitigation programs, as appropriate.
  - d. Review hazard and risk analysis and develop capabilities and resources to enhance ability to respond to disaster situations.
  - e. Conduct mitigation activities to protect City personnel, supplies, services, and properties as funding and circumstances allow.
  - f. Conduct public education to enhance citizen self-sufficiency and inform of possible hazards and the effects of such events.
2. Preparedness - Preparedness activities are necessary to the extent that mitigation measures cannot fully prevent disasters or eliminate their effects. Organizations develop plans and procedures to save lives and minimize damage by enhancing disaster response actions. Preparedness actions taken by the City may include, but are not limited to:
- a. Develop and maintain the City's CEMP.
  - b. Develop appropriate contingency plans and standard operating guidelines in support of the CEMP.
  - c. Implement and maintain the City's Hazard Mitigation Plan
  - d. Facilitate inter-local agreements, mutual aid agreements, and contracts for emergency management assistance, as appropriate.
  - e. Coordinate with other local, county, state, and federal agencies to assure cohesive working relationships and compatible emergency plans.
  - f. Obtain and maintain City resources and equipment
  - g. Coordinate with volunteer organizations to assure cohesive working relationships and coordinated response.
  - h. Conduct training and exercise activities to enhance response capabilities.
  - i. Conduct educational outreach with identified vulnerable populations that reside in Shoreline.
  - j. Pre-register Volunteer Disaster Workers; typically, they are members of the Shoreline CERT and Shoreline Auxiliary Communications Services.

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

- k. Provide Public Education to community members to enhance the readiness of individuals, neighborhoods, business, schools, and all community partners so they have the knowledge, skills, and equipment to take care of them during a prolonged disaster.
3. Response - Response activities following a disaster include providing assistance for casualties, seeking to reduce the occurrence of secondary damage, and enhancing the speed of recovery operations. Response actions taken by the City may include, but are not limited to:
    - a. Make appropriate notifications and initiate actions to place emergency plans into effect.
    - b. Activate and staff the EOC as required for the situation.
    - c. Disseminate public information and emergency warnings as appropriate.
    - d. Initiate actions necessary to preserve life, the environment, and property utilizing all available resources.
    - e. Utilize the ICS as established in the NIMS.
    - f. Carry out initial damage assessment and evaluate the overall situation.
    - g. Restore essential services and facilities
    - h. Coordinate response and support functions with outside agencies and volunteer organizations.
    - i. Coordinate the finance/admin, logistics, operations, and planning functions.
    - j. Compile event status information and report to appropriate agencies.
    - k. Prepare and maintain detailed documentation of events and activities.
    - l. Prepare Proclamation of Local Emergency as appropriate.
    - m. Initiate when resources allow outreach to known identified vulnerable populations to ensure what their unmet needs are.
    - n. Deploy Registered Disaster Workers as needed to support the response.

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

4. Recovery – Recovery activities taken by the City are detailed in the City of Shoreline’s Disaster Recovery Plan. Broad areas include, but are not limited to (Refer to the City of Shoreline Disaster Recovery Plan for further detail):
  - a. Appoint a lead for ESF 14, Long Term Community Recovery and Mitigation.
  - b. Carry out damage assessment functions and assess community needs.
  - c. Prioritize recovery projects and assign functions accordingly.
  - d. Coordinate recovery efforts and logistical needs with supporting agencies and organizations.
  - e. Prepare documentation of the event, including event log, cost analysis and estimated recovery costs.
  - f. Assess special community needs and provide information and assistance where appropriate.
  - g. If needed, facilitate the establishment of Federal and State disaster assistance offices to assist private business and citizens with individual recovery.
  - h. Evaluate and modify as needed, local zoning and building codes, development standards, permit requirements, etc.
  - i. Review and update all plans and documents associated with emergency preparedness and response in accordance with information obtained from the actual disaster, including hazard analysis, CEMP, SOGs, etc.

### **C. Concurrent Implementation of Other Plans**

The City utilizes this CEMP, which has been developed to emulate the Federal, State, and King County emergency plans, for all major disasters. All plans will be implemented simultaneously depending on the severity of the incident. The City’s plan supersedes all other plans during operations within the City’s boundaries. Any conflicts between plans will be reviewed on a case-by-case basis.

### **D. Principal Incident Management Organizational Elements**

Protection of life, public and private property, the economy, and natural resources are the primary concerns of City government. City personnel will take all possible actions, within the limits of available resources, to mitigate the effects of a disaster and to assist response and recovery.

Normal organizational structures and reporting authority will be maintained as much as possible given the severity of the situation.

Citywide emergency management activities will be coordinated by the EOC. Direction and control of overall activities occur in a linear progression beginning with the Director of Emergency Management. Policy recommendations flow from the Director of Emergency Management to the City Council for policy actions as appropriate.

Overall direction, control and coordination will normally be conducted through the EOC by the EOC Manager in order to support the overall community response to the disaster and to best coordinate efforts with County, State and Federal Agencies.

The City's EOC was developed to be activated at various levels as appropriate to coordinate a sufficient level of disaster operations. The level of staffing will be determined by the Director of Emergency Management.

The Incident Commander (IC) will be responsible for the management and coordination of field activities. The IC will be supported by the EOC and its staff to facilitate an efficient and effective response.

The field command will act in coordination with the EOC and in accordance with the City's CEMP, the NIMS and the National Response Framework (NRF). All City departments will coordinate activities with the IC and will utilize the field command post to coordinate with the EOC. The City recognizes that a single field command post may not be sufficient and will utilize area command posts as needed to operate within a joint field command post.

### **E. Emergency Response and Support Teams (Field Level)**

Specialized teams, such as the Seattle Fire Hazardous Materials Team, the Eastside Hazardous Materials Team, and the State Hazard Mitigation Assistance Team (SHMAT), may be available to respond to incidents within the City. These types of special response teams are designed to assist with incident management, set up emergency response facilities, or provide specialized expertise and capabilities. These teams should be trained and certified to the standards published by the NIMS Integration Center. Response and support teams are available from various jurisdictions within King County, the State of Washington and the Federal government. Teams from King County are available through the Washington Mutual Aid System and the King County Regional Coordination Framework. These teams can be activated or requested either directly from the agency, through the King County ECC, or facilitated by the State of Washington.

### **F. Defense Support of Civil Authorities**



All defense related support will be coordinated through the KC ECC and the Washington EMD to access the Washington National Guard. Activation of the Washington National Guard requires Governor's approval before those resources can be deployed within the state. Other defense resources can be requested from the Department of Defense (DOD) through the Washington EMD. DOD resources can only be utilized within the United States for incidents of national significance.

### **G. Law Enforcement Assistance**

Law enforcement assistance may be available from the King County Sheriff's Office (KCSO). Requests for assistance will be submitted to the Shoreline Police Department for coordination with the KCSO. Assistance can be requested from other jurisdictions' Police Departments. The Washington State Patrol may also be available to assist the City's Police Department and should be coordinated through the Washington EMD or through the statewide mutual aid compact.

Federal law enforcement agencies may be requested to provide public safety and security support during incidents of national significance. ESF #13 – Public Safety, Law Enforcement and Security provides further guidance on the integration of public safety and security resources to support the full range of incident management functions.

## **VI. INCIDENT MANAGEMENT ACTIONS**

### **A. Actions**

This section describes incident management actions ranging from initial threat identification to early coordination efforts to assess and disrupt the threat, to preparatory activation of the Emergency Support Functions (ESF) structure and deployment of resources in support of incident response and recovery operations. These actions do not necessarily occur in sequential order; many may be undertaken concurrently in response to single or multiple threats or incidents.

It is the policy of the City that all departments prepare and maintain an updated list of its personnel, facilities and equipment resources. Any or all of these resources may be called upon during disaster and emergency situations.

All incident management actions within the City will be conducted in accordance with the NIMS and will utilize the ICS.

The City will be required by State and Federal agencies to submit reports on disaster situations with information concerning nature, magnitude and impact for use in evaluating needs and coordinating appropriate response resources and services. These reports include but are not limited to:

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

1. Situation Reports
2. Proclamations of Local Emergency
3. Requests for Assistance
4. Damage Assessment Reports
5. Mitigation and Recovery Costs

No services or assistance will be denied on the basis of race, color, national origin, religion, sex, economic status, age or disability.

Local activities pursuant to the Federal/State Agreement for major disaster recovery will be carried out in accordance with RCW 49.60-Laws Against Discrimination and Title 44, CFR 205.16 - Nondiscrimination. Federal disaster assistance is conditional upon compliance with this code.

## **B. Notification and Assessment**

The City will immediately communicate information regarding actual or potential threats either natural or manmade to the King County Emergency Coordination Center and, if necessary, the Federal Emergency Management Agency (FEMA) and/or Homeland Security Operations Center (HSOC) through established reporting mechanisms.

Upon submitting notification to the appropriate authorities, the City will notify City personnel and initiate actions to initiate emergency plans. The EOC and required staff may be activated at the appropriate level required by the situation. The EOC will disseminate emergency warnings as appropriate and will utilize all resources available to accomplish this task.

## **C. Activation**

Once the City is made aware of a threat or potential threat, the City Manager/Director of Emergency Management, Assistant City Manager, or Emergency Management Coordinator will determine the need to activate components of this CEMP to conduct further assessment of the situation, initiate activation of the EOC, and/or coordinate information with regional and county agencies. Additionally, the Director of Emergency Management will determine whether the threat or potential threat meets the criteria established for a Proclamation of Local Emergency.

Designated staff will report to the EOC to coordinate response efforts and support field operations. All or part of the EOC may be activated during a disaster. The level of activation will be determined by the nature and extent of the disaster.

## **D. Requests for Assistance**

When a major emergency or disaster occurs, it is anticipated that City departments and other responding agencies will organize their areas of responsibilities into manageable units, assess

damages, and determine needs. If department resources cannot meet the needs created by the disaster, additional assistance may be requested through existing mutual aid agreement and memorandums of understanding. In the event of a Proclamation of Local Emergency, the deployment of resources will be coordinated through the EOC. Resources to be utilized to support City operations may be placed at staging areas until specific assignments can be made

In the event the situation exceeds or is expected to exceed the resources within the City and those provided through mutual aid, the City may request assistance through the King County Zone 1 Coordinator. If resources are not available within Zone 1, the request can be made to KC ECC and/or the Washington EMD.

### **E. Pre-Incident Actions (Prevention)**

The EOC facilitates information sharing activities to enable the assessment, prevention, or resolution of a potential incident and coordinates with appropriate agencies and jurisdictions as required during developing situations to utilize resources and authorities to prevent an incident, as well as to initiate appropriate preparatory and mitigating measure to reduce vulnerabilities.

The preventive actions within the City are taken by first responders and City government officials and include efforts to protect the public and minimize damage to property and the environment, such as:

**Public Health and Safety** – Initial safety efforts focus on actions to detect, prevent and reduce the impact to public health and safety. Such actions can include environmental analysis, plume modeling, evacuations, emergency sheltering, air monitoring, decontamination, emerging infectious disease tracking, emergency broadcasts, etc. These efforts may also include public health education; site and public health surveillance and testing procedures; and immunizations, prophylaxis, and isolation or quarantine for biological threats coordinated by Seattle-King County Public Health Department.

**Responder Health and Safety** – The safety and health of responders is a high priority for the City. Actions that are essential to limit risks include full integration of deployed health and safety assets and expertise; risk assessments based upon timely and accurate data; and situational awareness that considers responder and recovery worker safety.

**Property and the Environment** – Responders may also take incident mitigation actions to protect public and private property and the environment. Such actions may include sandbagging in anticipation of a flood or booming of environmentally sensitive areas in response to a potential oil spill.

The City will coordinate with other local, county, state and federal agencies to assure cohesive working relationships and compatible emergency plans and will coordinate with volunteer organizations to assure cohesive working relationships and coordinated response.

Training will be provided to City personnel on a routine basis to enhance response capabilities and public education will be offered to enhance citizen self-sufficiency.

## **F. Response Actions**

Once an incident occurs, the priorities shift to immediate response activities that are necessary to preserve life, property, the environment, and the social, economic, and political structure of the City. In the context of a terrorist threat, simultaneous activities by the State and Federal government are initiated to assess regional and national-level impacts, as well as to assess and take appropriate action to prevent and protect against other potential threats.

Response actions may include but are not limited to, immediate law enforcement, fire, ambulance, and emergency medical service actions; emergency flood fighting; evacuations; transportation system detours; emergency public information; actions taken to minimize additional damage; urban search and rescue; the establishment of facilities for mass care; the provision of public health and medical services, food, ice, water and other emergency essentials; debris clearance; the emergency restoration of critical infrastructure; control, containment, and removal of environmental contamination; and protection of responder health and safety. The use of mutual aid, the King County Regional Coordination Framework, and WAMAS are all additional ways to garner resources for response activities.

During the response to a terrorist event, law enforcement actions to collect and preserve evidence and to apprehend perpetrators are critical. These actions take place simultaneously with response operations necessary to save lives and protect property and are closely coordinated to facilitate the collection of evidence without impacting ongoing life-saving operations.

In instances where emergency work is performed to protect life and property, requirements for environmental review and permits may be waived or orally approved as provided in the State Environmental Policy Act, Hydraulics Act, Forest Practices Act, Shoreline Growth Management Act, and Flood Control Act.

Following a Proclamation of Local Emergency, the Director of Emergency Management has the authority to commandeer the services and equipment of citizens as necessary in response to the disaster pursuant to Shoreline Municipal Code 2.50.060. Those citizens are entitled to all privileges, benefits and immunities provided for emergency workers under state and federal emergency management regulations, RCW 38.52.110.

The City Manager or designee is authorized to contract with any person, firm, corporation or entity to provide goods or a service on an agreed upon cost basis during emergency or disaster response operations and throughout the recovery and mitigation operations, in accordance with RCW 38.52.390. This process allows City employees to operate within their normal roles and perform the day-to-day functions of local government as much as possible given the severity of the disaster.

## **G. Recovery Actions**

All recovery actions within the City will be coordinated as outlined in the City of Shoreline Disaster Recovery Plan. The Director of Emergency Management will appoint a lead for ESF 14, Long Term Community Recovery and Mitigation to manage the City's recovery process prior to deactivation of the City's EOC. The EOC staff will prioritize recovery actions based on damage assessments and information provided from the incident command posts throughout the City.

After the EOC is deactivated, the City Manager will assist in developing a Recovery Task Force to assist the ESF 14 lead with managing the ongoing aspects of recovery. The Task Force will be made up of key City staff people and representatives from key organizations and community groups who have vested interest in the community's recovery. The Task Force duties are outlined in the City of Shoreline's Disaster Recovery Plan.

The City recognizes recovery as the development, coordination and execution of services, site restoration plans, and the reconstitution of government operations and services through individual, private-sector, nongovernmental and public assistance programs.

The City will utilize resources available through King County Office of Emergency Management, Washington EMD, and, in the event of an Incident of National Significance, the Federal Joint Field Office (JFO) to coordinate available resources to assist with recovery efforts.

Repair and restoration of damaged facilities may require a critical areas alteration permit prior to final project approval, in compliance with applicable City, state, and federal regulations.

Properties of historic significance and archeological sites are protected by law. Non-time critical missions and recovery actions affecting these sites will be coordinated with the Washington Office of Archeology and Historic Preservation.

## **H. Mitigation Actions**

The City recognizes the need to use an all-hazard approach to mitigation. Within the City, mitigation involves reducing or eliminating long-term risk to people and property from hazards and their side effects. Following a disaster, the emergency management organization within the City will coordinate mitigation efforts with the King County OEM and the Washington EMD.

In the event of a large-scale disaster, the City will coordinate with the JFO which is the central coordination point among federal, state, local, and tribal agencies and non-governmental agencies for beginning the process that leads to the delivery of mitigation assistance programs.

If public assistance is needed after an incident, the City will work with the King County OEM and Washington EMD to provide public assistance programs to the residents of Shoreline. If the disaster qualifies for a Presidential Disaster Declaration, the City will also utilize the JFO's Response and Recovery Operations Branch which is responsible for coordinating the delivery of all mitigation programs within the affected area, including hazard mitigation for:

1. Grant programs for loss reduction measures
2. Delivery of loss reduction building-science expertise;
3. Coordination of federal flood insurance operations and integration of mitigation with other program efforts;
4. Conducting flood recovery mapping to permit expedited and accurate implementation of both recovery and mitigation programs
5. Predictive modeling to protect critical assets
6. Early documentation of losses avoided due to previous hazard mitigation measures
7. Community education and outreach necessary to foster loss reduction.

In addition, City officials and the EOC staff will work with King County OEM and the Washington EMD to develop a long-term recovery strategy for the City.

## **I. Demobilization**

Once response and recovery efforts for an event requiring activation of the CEMP and/or the EOC have been completed, all aspects of the response and recovery efforts will be transitioned back into normal day-to-day operations. This process will occur in stages and resources will be returned to normal functions once their responsibilities and/or tasks are completed or transferred to other personnel or groups. The EOC will remain activated until all resources have been demobilized and returned to their previous condition or previous position.

As a component of demobilization, incident debriefing will occur as soon as possible, and an After-Action Report will be developed by the EOC Manager to detail operational successes, problems, and key issues affecting incident management.

## **VII. Ongoing Plan Management and Maintenance**

### **A. Coordination**

All departments participate in the City's emergency management organization for the ongoing management and maintenance of the CEMP. All City departments will have a responsibility in

the coordination of policy, planning, training, equipping, and other preparedness requirements related to the CEMP.

## **B. Plan Maintenance**

The Emergency Management Coordinator, under the direction of the Director of Emergency Management, will serve as the key person for the coordination of plan management and maintenance. The CEMP will be reviewed and updated periodically as required to incorporate new Presidential directives, legislative changes and procedural changes based on lessons learned from exercises and actual events. This section establishes procedures for interim changes and full updates of the CEMP.

Types of changes – Changes include additions of new or supplementary material and deletions. No proposed change should contradict or override authorities or other plans contained in City resolutions, ordinance, or county, state, or federal statute or regulation.

Coordination and approval – Any City department with assigned responsibilities under the CEMP may propose a change to the plan. The EMC will coordinate proposed modifications with primary and support departments and other stakeholders, as required. The EMC will coordinate review and approval for proposed modifications and submit the revised/updated CEMP to Shoreline City Council for approval and then to WSEMD for review and filing. Approval of a local CEMP is due every 5 years pending extensions.

## **C. NIMS Integration**

In accordance with the NIMS, the City's emergency management organization will utilize the NIMS Integration Center to ensure that the City's emergency management activities are in full compliance with federal requirements relating to incident management. The City will utilize the NIMS Integration Center's standards, guidelines, and protocols in preparedness and response activities unless those standards, guidelines, and protocols contradict established resolutions and ordinances of the City.

The City also recognizes FEMA's Mission Areas and Core Capabilities as the City of Shoreline's emergency management Mission Areas and Core Capabilities. The City also recognizes the Critical Tasks as listed under each Core Capability. Below is the table of Core Capabilities for prevention, protection, mitigation, response, and recovery activities listed by FEMA. These Core Capabilities will be referenced throughout the CEMP and various other City of Shoreline Plans:

Shoreline Comprehensive Emergency Management Plan (CEMP)  
Basic Plan

Prevention		Protection		Mitigation		Response		Recovery	
<b>Planning</b>									
<b>Public Information and Warning</b>									
<b>Operational Coordination</b>									
<b>Intelligence and Information Sharing</b>				<b>Community Resilience</b>		<b>Infrastructure Systems</b>			
<b>Interdiction and Disruption</b>				<b>Long-term Vulnerability Reduction</b>		<b>Critical Transportation</b>		<b>Economic Recovery</b>	
<b>Screening, Search, and Detection</b>				<b>Risk and Disaster Resilience Assessment</b>		<b>Environmental Response/Health and Safety</b>		<b>Health and Social Services</b>	
<b>Forensics and Attribution</b>		<b>Access Control and Identity Verification</b>		<b>Threats and Hazards Identification</b>		<b>Fatality Management Services</b>		<b>Housing</b>	
		<b>Cybersecurity</b>				<b>Fire Management and Suppression</b>		<b>Natural and Cultural Resources</b>	
		<b>Physical Protective Measures</b>				<b>Logistics and Supply Chain Management</b>			
		<b>Risk Management for Protection Programs and Activities</b>				<b>Mass Care Services</b>			
		<b>Supply Chain Integrity and Security</b>				<b>Mass Search and Rescue Operations</b>			
						<b>On-scene Security, Protection, and Law Enforcement</b>			
						<b>Operational Communications</b>			
						<b>Public Health, Healthcare, and Emergency Medical Services</b>			
						<b>Situational Assessment</b>			

**VIII. Appendices**

- A. Definitions
- B. Acronyms
- C. Authorities and References
- D. Training, Drills and Exercises
- E. Distribution List
- F. Record of Changes



## ATTACHMENT B: Brief description of the Essential Support Functions

<b>ESF NUMBER</b>	<b>COORDINATOR/LEAD AGENCY</b>	<b>PURPOSE</b>
ESF 1 – Transportation	Transportation Services Manager/PW Dept.	Provide for the mitigation, preparedness, recovery, restoration, safety and security of the transportation system in Shoreline.
ESF 2 – Communications	IT Manager/Shoreline Emergency Management	Organize, establish, and maintain the communications and information systems capabilities necessary to meet the operational requirements to respond to disasters and emergencies and to provide guidance regarding the dissemination of warning information.
ESF 3 – Public Works and Engineering	PW Director/PW Department	Provide coordination and organization of capabilities and resources to ensure the delivery of services, technical assistance and evaluation, engineering expertise, construction management, coordination with utility providers for emergency repair of water and wastewater treatment facilities, in consultation with SPU, distribution for emergency potable water and ice, debris removal, emergency power and other support to prevent, prepare for, respond to and recover from natural and manmade disasters within the City.
ESF 4 – Firefighting	Fire Liaison/Shoreline Fire Department	Provide guidance to qualified personnel for activities including; firefighting, rescue, and emergency medical services and to effectively coordinate fire response resources within the City.
ESF 5 – Emergency Management	Emergency Management Coordinator/Emergency Management	Responsible for supporting overall activities of the City relating to large scale incident management. The City's emergency management organization provides the core management and administrative functions in support of the EOC and the City's CEMP.
ESF 6 – Mass Care, Housing & Human Services	Community Services Manager/CSD	Coordinate the efforts to address non-medical mass care, housing and human services needs
ESF 7 – Resource Support	HR & OD Director/ ASD Division	Assist the City, EOC, City Departments, and other organizations requiring administrative resource support prior to, during and/or after a disaster or emergency situation.

## ATTACHMENT B: Brief description of the Essential Support Functions

<b>ESF NUMBER</b>	<b>COORDINATOR/LEAD AGENCY</b>	<b>PURPOSE</b>
ESF 8 – Public Health and Medical Services	Fire Liaison/Shoreline Fire Department	Coordinate the organization and mobilization of medical, health and mortuary services for emergency management activities within the City which may include veterinary and/or animal health issues when appropriate.
ESF 9 – Urban Search and Rescue	Police Liaison/Shoreline Police Department	Provide guidance for urban search and rescue operations during or following natural or manmade disasters.
ESF 10 – Hazardous Materials Response	Fire Liaison/Shoreline Fire Department	Provide response to an actual or potential discharge and/or uncontrolled release of oil or hazardous materials (hazmat) during a disaster within the City.
ESF 11 – Agriculture and Natural Resources	Parks Superintendent/PRCS Dept.	Coordinate efforts to provide nutrition assistance; control and eradicate an outbreak of highly contagious or economically devastating animal/zoonotic or plant disease or plant pest infestation; assure food safety and security; and protect natural and cultural resources and historic properties prior to, during, and after a disaster
ESF 12 – Energy	Utility and Operations Manager/PW Dept.	Coordinate efforts to restore damaged energy systems and components during a potential or actual disaster and to provide for the effective utilization of available electric power and natural gas, as required, to meet essential needs in the City during a disaster. This ESF provides for electricity and natural gas systems only.
ESF 13 – Public Safety, Law Enforcement, and Security	Police Liaison/Shoreline Police Department	Coordinate public safety and security capabilities and resources to support the full range of incident management activities associated with a potential or actual natural or man-made disaster.
ESF 14 – Long-Term Community Recovery and Mitigation	Emergency Management Director/CMO	Provide guidance for the implementation of federal, state, county, local, and private resources to enable the long term recovery of the community and to reduce or eliminate risk from future incidents, whenever possible. This may include economic, infrastructure and human services needs recovery.

## ATTACHMENT B: Brief description of the Essential Support Functions

<b>ESF NUMBER</b>	<b>COORDINATOR/LEAD AGENCY</b>	<b>PURPOSE</b>
ESF 15 – Public Affairs	Communications Program Manager/CMO	Provide guidance for the development and delivery of accurate, coordinated, and timely incident-related information to affected audiences, including the citizens of the City, City personnel and their families, government and public agencies, the media and the private sector.
ESF 16 – Evacuation	Police Liaison/Shoreline Police Department	Provide guidance to the City to affect an evacuation should a major disaster threaten or occur within the City. Evacuations may result from naturally occurring events such as earthquakes, mudslides, health related incidents, flooding, volcanic activity, fires or from industrial accidents, terrorism or illegal activities like drug labs and waste dumping. The City may evacuate all or part of the City, including certain population groups, in order to protect the general safety and welfare of its citizens.