



STRATEGIC PLAN

2018 - 2021

**City of Bellevue – Office of Emergency
Management**



City of Bellevue
Fire Department

Jay Hagen, Fire Chief

Bellevue Fire Department

To: Recipients of the City of Bellevue Office of Emergency Management Strategic Plan

From: Jay Hagen, Fire Chief

Re: Letter of Promulgation for the Office of Emergency Management Strategic Plan

A copy of the new Office of Emergency Management's Strategic Plan is attached. This document was developed over the course of six months, by reviewing City policies, procedures and responsibilities related to the provision of emergency services. The Emergency Management Accreditation Program (EMAP) Standards and relevant After-Action Reports (AARs) (from recent exercises and incidents) were also referenced and incorporated into this Strategic Plan.

This Plan serves as a guide for the operations of the City of Bellevue's Office of Emergency Management over the course of the next three years (2018-2020). The purpose of this plan is to improve the foundation of the City's emergency management activities. This will help increase city resilience by better preparing city employees and the public to respond to and recover from natural or human-caused disasters.

A handwritten signature in black ink that reads "Jay Hagen".

Jay Hagen, Fire Chief
Bellevue Fire Department

EXECUTIVE SUMMARY

Resilience: The ability to bounce back, or recover quickly from setbacks, adapt to change and keep going in the face of adversity.

Building resilience is a fundamental aspiration of emergency management. While it is impossible to prevent all potential disasters and incidents, emergency management professionals strive to empower the community and foster a culture of resilience in the face of natural and human-caused disasters.

Bellevue's Office of Emergency Management's (OEM) vision is a resilient Bellevue. OEM's purpose is to facilitate and support the strengthening of resilience through prevention, protection, mitigation, response and recovery efforts.

It is vital that OEM works closely with a variety of partners, including, but not limited to Bellevue departments, neighboring jurisdictions, private and public-sector partners, and non-governmental organizations to be successful in these efforts. This Strategic Plan identifies OEM's goals and priorities and describes how those goals will be achieved. The goals set the foundation for building community resilience.

OEM's priorities for 2018-2021 are based on the following four goals:

- 1) Further strengthen the Emergency Management Program, including alignment with the Emergency Management Accreditation Program's (EMAP) standards.
- 2) Improve the emergency management capabilities of city staff.
- 3) Educate and empower those who live and work in Bellevue to foster community resilience.
- 4) Expand external partnerships to enhance engagement. These partnerships include: private sector, regional partners, faith-based organizations, community-based organizations, and non-governmental organizations.

These goals are supported by strategic objectives and related action items, to be performed from 2018 to 2021. While the action items captured in this plan are not a comprehensive list of all that is to be accomplished, they reflect OEM's overarching priorities.

Given the constantly evolving nature of emergency management, it is likely additions and revisions will be necessary over the next three years. Therefore, this plan will be periodically reviewed, revised and improved as deemed necessary.



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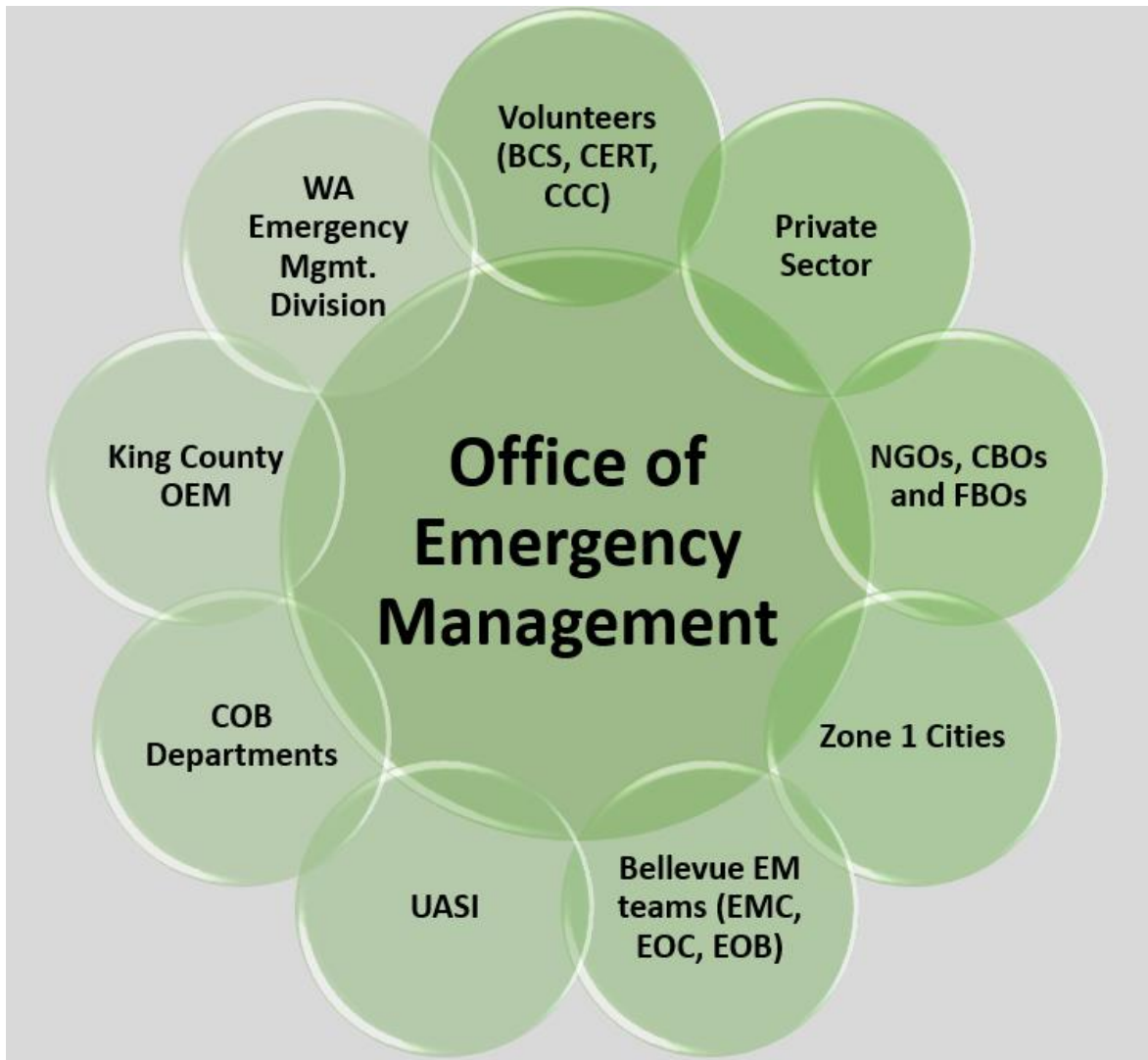
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PROGRAM OVERVIEW

Bellevue's Office of Emergency Management has six primary business lines. They are:

- ❖ Planning
- ❖ Training & Exercise
- ❖ Public Education
- ❖ Vulnerable Populations
- ❖ Grant Administration
- ❖ Administration & Finance

However, building and enhancing resilience requires the combined efforts of OEM and its relevant stakeholders from throughout the region. A few examples of these partners are represented below.



INTRODUCTION

Purpose

The purpose of the Strategic Plan is to identify the direction and priorities of OEM and to establish clear, actionable goals which promote preparedness and build resilience throughout the city. While this plan specifically addresses actions to be completed from 2018-2021, the goals that emerge will continue to guide future strategic planning efforts.

Vision

OEM's vision statement reflects the ultimate state all strategic planning efforts strive to achieve.

"A resilient Bellevue"

Mission Statement

"To empower city employees, the public and regional stakeholders, to prepare for, mitigate, prevent, respond to and recover from disasters".**

The mission statement outlines the path towards accomplishing the vision.

**Stakeholders include the private sector, non-governmental organizations (NGOs), faith-based organizations, community-based organizations, and other jurisdictions.

Goals and Objectives



Figure 1: Goal Relationships

OEM's strategic goals, and their related objectives seek to realize the vision of *A Resilient Bellevue* by enhancing OEM's high performance. The goals reflect what must be accomplished for the vision and mission to be realized.

Each goal works independently while building on the others. The goal relationships (Figure 1) indicate that the first goal is not only a foundation to the others, but also heavily influences them.

Additionally, the objectives not only assist in realizing their associated goals, but also influence other goals.

The goals and objectives for 2018 – 2020 are as follows:

Goal 1: Further strengthen the Emergency Management Program, including alignment with the Emergency Management Accreditation Program's (EMAP) standards.

- ❖ Objective 1.1: Conduct a gap analysis of the Emergency Management Program using EMAP standards.
- ❖ Objective 1.2: Establish and maintain plans to enhance the city's resilience.
- ❖ Objective 1.3: Implement WebEOC and update EOC processes accordingly.

Goal 2: Improve the emergency management capabilities of city staff.

- ❖ Objective 2.1: Assess departmental and Emergency Support Function (ESF) capabilities for mitigation, prevention, preparedness, response, and recovery.
- ❖ Objective 2.2: Develop and implement a three-year training and exercise plan, based on the findings of 2.1.

Goal 3: Educate and empower those who live and work in Bellevue to foster community resilience.

- ❖ Objective 3.1: Develop a plan to create and translate emergency notifications into other languages (in compliance with RCW 38.52.070).
- ❖ Objective 3.2: Enhance the Community Emergency Response Team (CERT) program.
- ❖ Objective 3.3: Increase engagement with the retirement and assisted living community.

Goal 4: Expand external partnerships to enhance engagement. These partnerships include: private sector, regional partners, faith-based organizations, community-based organizations, and non-governmental organizations.

- ❖ Objective 4.1: Clarify partner roles and opportunities with regards to emergency management programs.
- ❖ Objective 4.2: Create a business engagement and marketing plan.
- ❖ Objective 4.3: Coordinate with regional partners to develop and implement a Functional Assessment Service Team (FAST).

DEVELOPMENT PROCESS

The Strategic Plan is a three-year framework for the 2018 – 2020 time period. The Strategic Plan was designed to establish a continuous path towards building a stronger overall Emergency Management Program. To accomplish this, OEM has established and prioritized clear, actionable steps.

This plan was updated by following the seven steps outlined below:

- ❖ **Review:** From 2016 – 2018 the objectives and action items from the previous Strategic Plan were reviewed by OEM to assess progress and adjust action items to reflect ongoing activities.
- ❖ **Evaluate:** OEM conducted a final assessment of the previous plan and examined a variety of standards, new After-Action Reports and plans to identify additional areas of improvement.
- ❖ **Analyze:** Based on the previous findings, staff updated the gap analysis in the 2018-2021 plan to more accurately depict areas for improvement.
- ❖ **Collaborate:** All OEM staff participated in a retreat to determine priorities and established new goals and strategic objectives to drive OEM's activities for the next three years.
- ❖ **Develop:** Over a series of team meetings, new action items were developed to establish a clear path to accomplishing the goals identified in the retreat. This was accomplished through the revision and addition of action items needed to accomplish each strategic objective.
- ❖ **Implement and Monitor:** Regular, bi-annual meetings have been scheduled to review the progress being made and ensure action items are addressed efficiently and effectively.

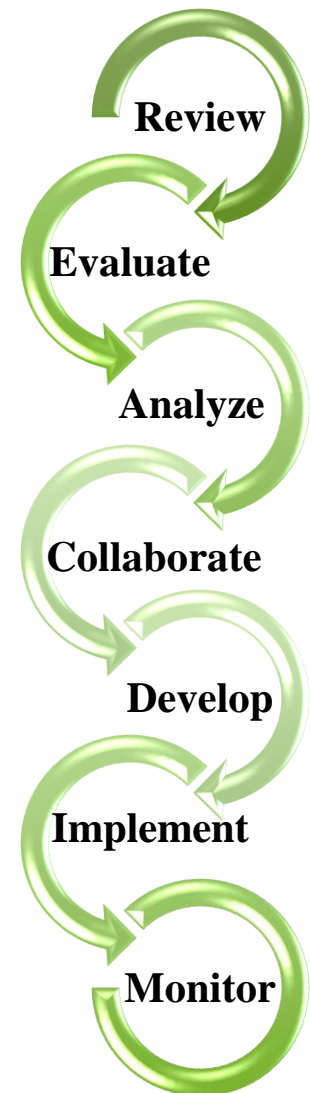


Figure 2 Development Process

REVIEW

As part of the implementation process for the 2016 – 2018 Strategic Plan, quarterly internal reviews were conducted to track the progress of previously established goals and action items, to determine if gaps were being addressed in a timely manner. These reviews were well-documented and intended to provide a clear picture of the progress occurring each quarter.

A sample progress report is featured below. Documentation of the quarterly reviews indicated the action item, status*** and description of the current progress.

Objective 2: Expand the existing training program to better prepare city staff to fulfill their role when responding to a disaster.			
Action Item	Year	Status	Status Description
Develop and maintain a three-year training plan in conjunction with the exercise plan.	2016		Action item has recently been started and will be developed as feedback from the Cascadia Rising Exercise and IEMC is processed. Completed pending manager approval.
Train stakeholders on administering and developing task processes using the CodeRed platform.	2016		Action item has not been started yet. Waiting for clearer guidance from King County on the responsibilities and capabilities of administrators. Held two trainings in October, additional training scheduled at the end of November. Additional training will need to be completed with the two way message function.
Design and implement a training program on EOC processes and procedures, using section specific training for Planning, Logistics-Finance, Operations and EOC Management.	2016		Completed initial training for each section in preparation for Cascadia Rising Exercise.
Identify EOC staff assignments for primary, secondary roles, have OEM staff leads provide more advanced section training for identified personnel.	2016-2017		Identification of primary roles for EOC staff was completed in preparation for Cascadia Rising Exercise. Still need to identify secondary/tertiary roles and identify OEM staff leads for each section.
Train stakeholders on the EMIT software and maintain a regular training program. Stakeholders should include both EOC and DCC staff.	2016-2018		Provided some training on EMIT prior to Cascadia Rising. Will continue to offer training opportunities as software is further developed. Online training developed for sign-in and resource request procedures.
Performance Metric			
% increase of EOC staff trained on their primary section			
% increase of cross trained EOC staff			

Figure 3 Progress Report Template: First Quarter of 2016

***Green = “completed”, yellow = “in progress”, red = “not started”

EVALUATE

In preparation for this Strategic Plan update, OEM staff reviewed the variety of benchmarks used in the previous Strategic Plan, and assessed which would continue to inform strategic planning efforts. Several different benchmarks were reviewed throughout this process, including recommendations from the Department of Homeland Security (DHS), the Federal Emergency Management Agency (FEMA), the Revised Code of Washington (RCW) 38.52 and the Washington Administrative Code (WAC) 118-30).

However, the primary benchmarks referenced for this Strategic Plan were:

- Emergency Management Accreditation Program (EMAP) Standards
- Exercise and Incident After-Action Reports (AARs)
- Stakeholder Feedback

EMAP Standards (*EMAP*)

In 2007, EMAP developed what is known as the Emergency Management Standard as a tool to facilitate continuous improvement for emergency management programs. EMAP is a voluntary accreditation program. While the City of Bellevue is not actively pursuing accreditation now, the EMAP standards inform OEM's goals and objectives. EMAP contains 64 standards that are used to evaluate emergency management programs for accreditation and serves as a consistent baseline. This baseline is a valuable tool in tracking the progress of OEM as an emergency management organization.



In 2012 and 2015, OEM conducted internal standards reviews. These assessments evaluated the City of Bellevue's status on each of the EMAP standards. The results were then totaled based on the previously established functional areas. The assessment was intended to assist staff in identifying potential areas for improvement.

The chart below depicts the results of the 2012 and 2015 assessments. It compares the results of both years (2012 and 2015) to the total number of standards in each category.

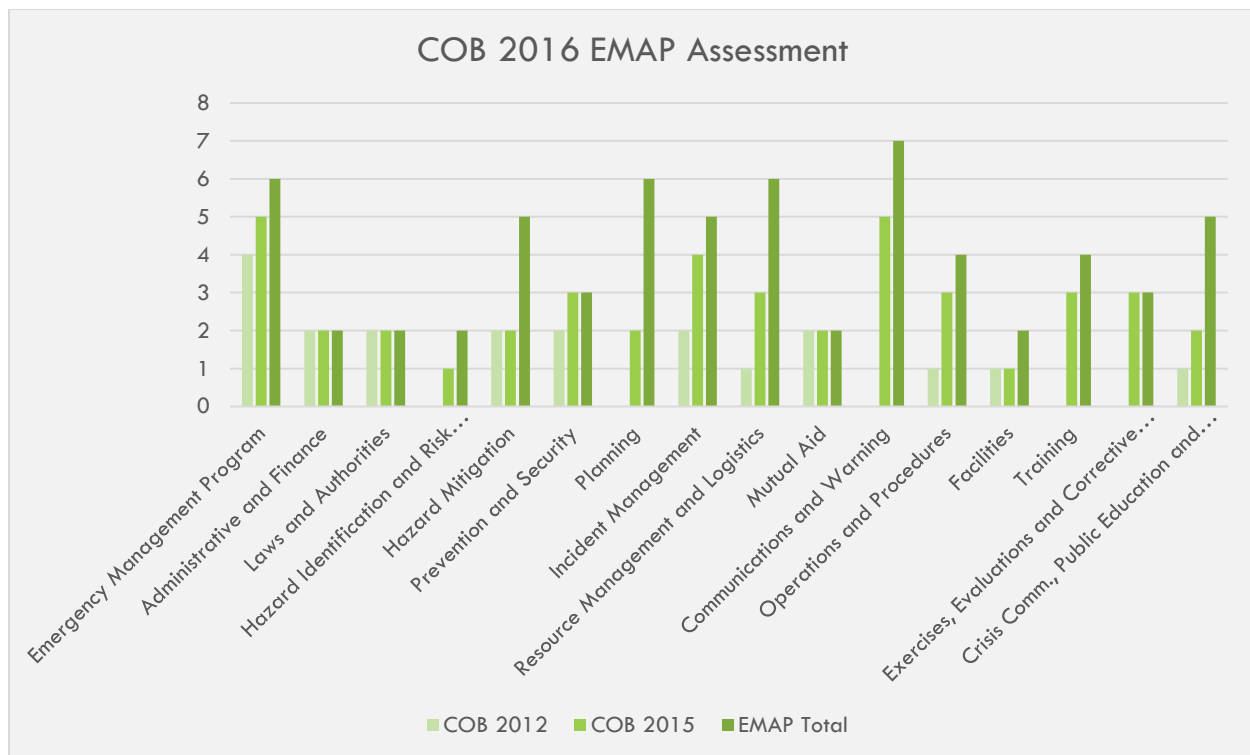


Figure 4 EMAP Assessment 2012 and 2015

EMAP updated their standards in 2016. While much of the structure and many of the standards were similar, the 2017 assessment did reveal some key gaps, which informed updates to OEM's existing Gap Analysis.

Because the standards changed, a direct comparison between the 2012, 2015 and 2017 assessments was not possible. However, the chart below reflects the results of the 2017 assessment in comparison to the total number of standards.

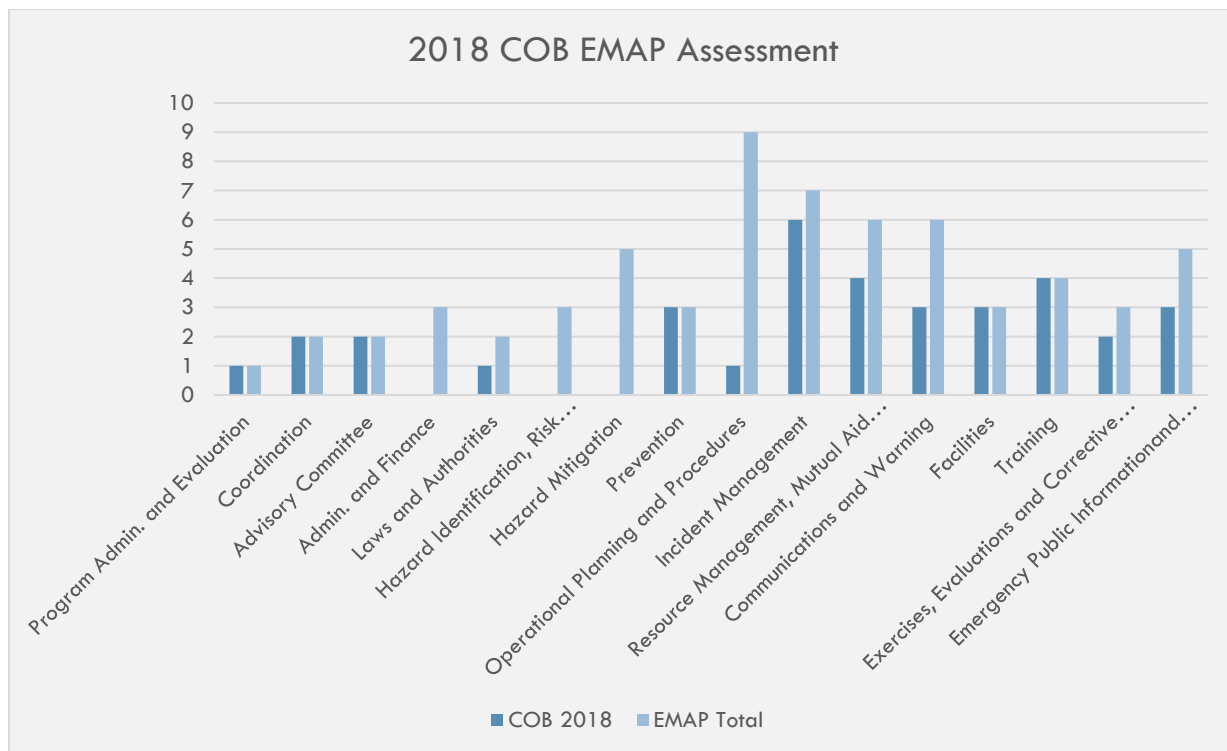


Figure 5 EMAP Assessment 2018

This review of EMAP standards assisted staff in identifying areas where gaps still need to be addressed. The information gathered from this process was essential in informing the gap analysis and setting priorities for OEM moving forward. Based on this assessment, OEM determined that there were still significant gaps to be addressed in Administration and Finance, Hazard Identification, Hazard Mitigation, Operational Planning and Communications and Warning.

After Action Reports (AARs)

After Action Reports (AARs) are an essential element of the evaluation cycle and are vital in isolating gaps and developing recommendations for improvement. Over the course of the past three years, OEM led and participated in several exercises and activations, which spanned a wide variety of scenarios. These included, but were not limited to, the following:

- Parks Fall Tabletop (October 2015)
- Cascadia Rising Exercise (June 2016)
- Integrated Emergency Management Course (June 2016)
- Winter Weather Exercise (November 2016)
- 4th of July Tabletop Exercise (June 2017)
- DeVos Protest Activation (October 2017)

These exercises provided invaluable experience and their respective After-Action Reports and/or Improvement Plans were vital in highlighting critical gaps and areas for improvement. While the AARs varied in format, all of them resulted in the identification of gaps and recommendations outlining possible actions that could be taken moving forward.

The reviewed AARs were developed in consultation with a variety of internal and external stakeholders. Consequently, OEM received feedback from other city departments and regional partners. This feedback provided OEM with insight into the unique needs of our stakeholders and emergency management partners, which consequently informed the development and prioritization of numerous action items. Gaps and recommendations identified in the AARs were incorporated into the Gap Analysis in Figure 6.

Stakeholder Feedback (SF)

Stakeholder feedback is OEM's most important benchmark. The regular communication between stakeholders and OEM staff with the Emergency Management Committee (EMC), the Emergency Operations Center (EOC) staff, and the Emergency Operations Board (EOB) as well as at a multitude of regional meetings, facilitates an ongoing exchange of information and ideas which were used to inform this Strategic Plan. Stakeholder feedback provides insight for the continuous improvement of OEM's programs.

ANALYZE

Based on the evaluation of the primary benchmarks and staff members' individual experiences, the following gaps were identified. The identified gaps were sorted into one of six categories: Planning, Training & Exercise, Public Education & Vulnerable Populations, Incident Management, Policy & Legislation, and Collaboration & Communication with Partners.

Gap Analysis	
Planning	
<ul style="list-style-type: none"> • There is no comprehensive Debris Management Plan detailing how debris would be removed following a major incident or disaster (<i>AAR – Parks TTX</i>). • There is no citywide plan for shelter operations if the American Red Cross is unable to provide support (<i>AAR – Parks TTX</i>). • Communication protocols and procedures following an emergency or disaster are not codified into a citywide Communications Plan <i>AAR – Winter Weather</i>). • There is not a plan for how to activate and operate Community Points of Distribution (CPODs) following an incident (<i>AAR – Cascadia Rising</i>). • There is not a comprehensive, citywide plan for how to manage donations and volunteers following an incident (<i>AAR – Cascadia Rising</i>). • There is not a Mass Fatality Management Plan that is specific to Bellevue (<i>AAR – Cascadia Rising</i>). • Bellevue has no reunification process or plan in the event of large numbers of persons being separated after a significant incident (<i>AAR – 4th of July</i>). • A consequence analysis of the hazards identified in the Hazard Identification and Risk Assessment (HIRA) has not been conducted for Bellevue (<i>EMAP</i>). • The city does not have a Hazard Mitigation Plan, which would direct efforts to build and sustain resilient systems, communities, and critical infrastructure to reduce the effects of hazards that cannot reasonably be prevented (<i>EMAP</i>). • The Continuity of Operations (COOP) and Continuity of Government (COG) plan has not been vetted or formally adopted (<i>EMAP</i>). • The city does not have a Recovery Plan, which would establish how recovery would be coordinated after an emergency (including short and long-term priorities) (<i>EMAP</i>). • All plans and procedures need to have identified a method and schedule for their evaluation, maintenance, and revision (<i>EMAP</i>). 	
Training & Exercise	
<ul style="list-style-type: none"> • Emergency Operations Center (EOC) and Department Coordination Center (DCC) staff need training on how to use WebEOC for situational awareness and incident management purposes (<i>AAR – Winter Weather</i>). • Emergency Operations Center (EOC) staff need additional training on the resource management process (<i>AAR – Winter Weather</i>). 	

- There is a lack of understanding amongst EOC staff on the processes used to gather and disseminate information in the EOC (*AAR – Cascadia Rising*).
- The number of shelter trained staff is inadequate for anticipated sheltering needs (*AAR – Cascadia Rising*).
- The COB staff that have undergone shelter training is disproportionately made up of Parks Department employees (*AAR – Parks TTX*).
- There are not enough staff who have been trained on the use of the Blivet emergency water distribution system (*AAR – Parks TTX*).
- More operational personnel need to be trained on the roles and responsibilities of the Joint Terrorism Task Force (JTTF) (*AAR – IEMC*).
- More training needs to be conducted for professional responders, Critical Infrastructure and Key Resources (CIKR) personnel and the public on suspicious activity reporting (*AAR – IEMC*).
- There is a lack of consistent knowledge citywide of Unified Command concepts and how to apply them (*AAR – DeVos Activation*).
- There is not a process for prioritizing and tracking the corrective actions identified during exercises (*EMAP*).
- Procedures for activating, operating and deactivating alternate facilities have not been exercised (*EMAP*).
- Need training on legal codes and responsibilities for leadership and elected officials (*SF*).

Public Education and Vulnerable Populations

- Need to leverage new opportunities to initiate public outreach activities to properly advise and support members of vulnerable populations (*EMAP*).
- There is no Limited English Proficiency Communication Plan to develop and implement strategies for disseminating emergency messaging in major languages spoken in Bellevue (*SF*).
- Many outreach materials are only available in 1-2 languages and would not be accessible for many in the non-English speaking community (*SF*).
- There are not templated emergency messages translated into the major languages in Bellevue that could be disseminated to the public following an emergency (*SF*).
- Opportunities for volunteers after completing basic CERT training need to be increased to enable volunteers to play a greater role in the emergency response effort (*SF*).
- Greater collaboration with Faith-Based Organizations (FBOs) and Community-Based Organizations (CBOs) is required to improve their preparedness and enable them to support community response and recovery efforts (*SF*).
- Need to have more trained CERT instructors to teach CERT courses and CERT lite events (*SF*).
- Preparedness of families and children is insufficient and should be improved by leveraging Bellevue schools (*SF*).
- Need to establish processes for the development of neighborhood communications Hub pilot program (*SF*).

Incident Management

- More SAT phones are needed to ensure redundancy for communications (*AAR – Parks TTX*).
- The city has very few Memorandums of Understanding (MOUs) or Memorandums of Agreement (MOAs) that would enable them to expeditiously procure essential resources following an emergency or disaster (*AAR – Parks TTX*).
- There is a need for an improved citywide emergency mapping solution (*AAR – Winter Weather*).
- There is insufficient knowledge of the decision-making process between Incident Command in the field, Department Coordination Centers (DCCs) and the EOC (*AAR – 4th of July*).
- Communications between Department Coordination Centers (DCCs) and the Emergency Operations Center (EOC) are limited (*AAR – Cascadia Rising*).
- Positions in the Department Coordination Centers (DCCs) and Emergency Operations Center (EOC) lack staffing depth. Need more people trained in these positions to increase redundancy (*AAR – Cascadia Rising*).
- Processes for recalling off-duty personnel are often inconsistent and inefficient (*AAR – IEMC*).
- Procedures for securing government and private spaces (lockdown, lockout, secure) in the event of an incident need to be codified (*AAR – IEMC*).
- The city has not implemented the regional credentialing system for incident responders (*AAR – IEMC*).
- Unified Command is not consistently utilized during emergencies or pre-planned events (*AAR – IEMC*).
- There are no clear fiscal and administrative procedures for use before, during and after an emergency/ disaster (*EMAP*).
- There are no clear procedures for requesting, receiving, managing, and applying funds in emergency situations for the delivery of assistance and cost recovery (*EMAP*).
- Periodical gap analyses of resource management capabilities are not conducted (*EMAP*).
- Current processes and procedures in the Emergency Operations Center (EOC) are not all aligned with WebEOC (*SF*).

Policy and Legislation

- Expectations regarding duty-to-report policies are inconsistent between departments and there are conflicts with the citywide policy (*AAR – Parks TTX*).
- Several conflicts between the American Red Cross and City of Bellevue sheltering policies have not been formally addressed and/or reconciled (ex. pet sheltering, weapons, etc.) (*AAR – Parks TTX*).
- Discrepancies exist between policies of city departments and external agencies (*AAR – DeVos Activation*).
- There is a lack of dedicated funding streams for both planned and unexpected activations/events (*AAR – DeVos Activation*).

- There is not a process for identifying and addressing proposed legislative and regulatory changes (*EMAP*).

Collaboration and Communication with Partners

- There is inconsistent communication between Department Coordination Centers (DCCs) during incidents or emergencies (*AAR – Winter Weather*).
- NORCOM is not adequately integrated into the Emergency Operations Center (EOC) (*AAR – 4th of July*).
- There has been limited communication between the EOC and regional partners (ex. RCECC and Public Health- Seattle and King County), which decreases the efficiency and effectiveness of response (*AAR – Cascadia Rising*).
- Need for more efficient inter-departmental coordination prior to planned events (*AAR – DeVos Activation*).
- There are not citywide procedures for the operation of communications, notification, and alert and warning systems (*EMAP*).

Figure 6 Gap Analysis

COLLABORATE

After going through and evaluating benchmarks and the resulting gaps/ goals which were identified in the previous Strategic Plan, all OEM team members participated in a retreat. The purpose of this retreat was to refine priorities for the emergency management program over the course of the next three years and craft a clear vision for the future.

During this retreat, OEM participated in numerous activities designed to encourage collaboration and facilitate discussion about OEM priorities. Team members drew from their own personal experiences, as well as from input from stakeholders to inform discussions. As a result, the original three goals from the previous Strategic Plan were revised and a fourth goal pertaining to strengthening external partnerships was added.

After this retreat, four clear goals for the emergency management program emerged:

- 1) Further strengthen the Emergency Management Program, including alignment with the Emergency Management Accreditation Program's (EMAP) standards.
- 2) Improve the emergency management capabilities of city staff.
- 3) Educate and empower those who live and work in Bellevue to foster community resilience.
- 4) Expand external partnerships to enhance engagement. These partnerships include: private sector, regional partners, faith-based organizations, community-based organizations, and non-governmental organizations.

DEVELOP

Following the retreat, OEM held a series of meetings to establish how they were to accomplish their goals. Over the course of these meetings, OEM staff developed strategies and action items that would eventually lead to the realization of the strategic goals.

Once goals were established, supporting action items were prioritized (in conjunction with staff, Fire Department and the City of Bellevue's priorities) and responsibilities were assigned. Action items were assigned based on OEM business lines for continuity purposes. Several of the action items are ongoing or will take multiple years to complete. Those items have been marked accordingly. This structure was intended to promote accountability and create a clear, actionable path to accomplishing goals.

This information was all compiled and organized into the charts on the following pages. A sample chart with an explanation of each cell is provided below.

Strategic Objective:				
Action Item	2018	2019	2020	Lead Business Line
Example Performance Measures				

Goal: What must be accomplished for the mission to be realized.

Strategic Objective: Strategy for reaching the established goals.

Action Item: Specific steps to be taken to accomplish the strategic objective.

Target Year: Action item's anticipated completion date based on breadth, priority and available resources.

Lead Business Line: Business line responsible for the action item.

Example Performance Measure: Metrics that can be used to indicate if action items (or the overarching objective) have been successfully completed.

*: Homeland Security grant-funded activity.

Goal 1: Further Strengthen the Emergency Management Program (EMP) including alignment with the Emergency Management Accreditation Program's (EMAP) standards.

Objective 1.1: Conduct a gap analysis of the Emergency Management Program using EMAP standards.				
Action Item	2018	2019	2020	Lead Business Line
Identify EMAP standards.	X			Planning
Design a tool to conduct an internal assessment.	X			Planning
Conduct an internal assessment (OEM team) to ascertain the status of EMP.	X			All
Present findings to EMC and request feedback/ discuss viable solutions.	X			Emergency Manager
Integrate feedback from EMC into resilience assessment report.	X			Planning
Compile and analyze gaps identified through EMAP assessment.		X		Planning
Present analysis to the Emergency Operations Board (EOB). Discuss viable solutions/ assign responsibility.		X		Emergency Manager
Integrate findings into 2021-2024 Strategic Plan		X	X	Planning
Example Performance Measures				
Completed resilience assessment report.				
Completed 2021-2024 Strategic Plan.				
Engagement of 100% of COB departments.				
Meet 75% of EMAP standards.				

Objective 1.2: Establish and maintain plans to enhance the city's resilience.				
Action Item	2018	2019	2020	Lead Business Line
Complete the update of Bellevue's Comprehensive Emergency Management Plan (CEMP) 2019-2024*.	X			Planning
Complete base Continuity of Operations Plan (COOP)*.	X			Planning

Coordinate with Bellevue departments to complete their individual Continuity of Operations Plans (COOP)*.	X			Planning
Complete a Bellevue Shelter Plan*.		X		Planning
Complete a Bellevue Hazard Mitigation Plan*.		X		Planning
Complete a Bellevue Reunification Plan*.			X	Planning
Complete a Bellevue Recovery Plan*.			X	Planning
Example Performance Measures				
Completed plans that have been approved by Council and signed by the City Manager.				
Maintain compliance with EMPG and UASI grants.				
Ensuring appropriate plans are posted online and in an accessible format.				
Meet applicable EMAP standards.				

Objective 1.3: Implement WebEOC and update EOC processes accordingly.				
Action Item	2018	2019	2020	Lead Business Line
Create accounts for all EOC staff.	X			Training & Exercise
Update all EOC processes and procedures to align with WebEOC.	X			All
Update accompanying EOC documentation (SOPs, Guidebooks, etc.).	X			Training & Exercise and Planning
Develop and deliver WebEOC training to EOC staff*.	X			Training & Exercise
Develop and deliver WebEOC tabletop exercise*.	X			Training & Exercise
Continue to use WebEOC for all future trainings, exercises, and incidents.	X	X	X	Training & Exercise
Example Performance Measures				
Complete documentation update checklist.				
Have trained 90% of EOC staff on the use of WebEOC.				

Goal 2: Improve the emergency management capabilities of city staff.

Objective 2.1: Assess departmental and ESF capabilities for mitigation, prevention, preparedness, response, and recovery.				
Action Item	2018	2019	2020	Lead Business Line
Review ESF capabilities.	X			Planning
Sort ESF responsibilities by department and mission area.	X			Planning
Assign ESF responsibilities to OEM staff members.	X			Planning
Develop a tool to assess ESF capabilities.		X		Planning
OEM staff meet with respective departments to review tool for each relevant ESF.		X		All
Compile findings and complete gap analysis.			X	All
Meet with EMC to review findings and develop recommendations for departments to address existing gaps.			X	All
Integrate solutions into 2021-2024 Strategic Plan.			X	Planning
Present findings to EOB and align with the Budget One process for the 2021-2022 budget.			X	Emergency Manager
Example Performance Measures				
Identification of new action items for the 2021-2024 Strategic Plan.				
Addition of new budget items to the 2021-2022 budget.				

Objective 2.2: Develop and implement a three-year training and exercise plan (based on the findings of 2.1)***.				
Action Item	2018	2019	2020	Lead Business Line
Analyze stakeholder training and exercise forecasts*.	X			Training & Exercise
Develop and publish multi-year training and exercise calendar*.	X			Training & Exercise
Conduct a COOP/ COG Seminar*.	X			Training & Exercise
Conduct COOP/ COG tabletop exercises for each of the city's 14 departments*.	X			Training & Exercise
Conduct a Shelter Plan Seminar*.		X		Training & Exercise

Conduct a Shelter Plan Tabletop*.		X		Training & Exercise
Hold a Full-Scale Sheltering Exercise*.		X		Training & Exercise
Conduct a Reunification Workshop*.			X	Training & Exercise
Conduct a Reunification Functional Exercise*.			X	Training & Exercise
Conduct a Hazard Mitigation Tabletop Exercise*.			X	Training & Exercise
Conduct a Recovery Workshop*.			X	Training & Exercise
Conduct regular EOC trainings*.	X	X	X	Training & Exercise
Coordinate local delivery of consortium courses with WA EMD and state-delivered (G and L series) courses as necessary*.	X	X	X	Training & Exercise
Support emergent training needs on a case-by-case-basis*.	X	X	X	Training & Exercise
Example Performance Measures				
% of EOC staff and other city personnel completing trainings.				

**** more information can be found in the 2018-2020 Training and Exercise Plan.

Goal 3: Educate and empower those who live and work in Bellevue to foster community resilience.

Objective 3.1: Develop a plan to create and translate all emergency notifications into other languages (in compliance with RCW 38.52.070).				
Action Item	2018	2019	2020	Lead Business Line
Research requirements and implications of RCW 38.52.070*.	X			Planning
Determine what languages fall under the requirements of RCW 38.52.070 for Bellevue*.	X			Planning
Coordinate with regional partners to identify a regional implementation strategy*.	X			Planning
Identify language translation services available to Bellevue*.	X			Planning
Meet with the City Manager's Office and other relevant stakeholders to develop an emergency communication strategy*.	X			Planning
Develop pre-established messaging for different emergency scenarios*.		X		Planning
Have pre-established messaging translated into identified languages*.		X		Planning
Implement emergency communication strategy*.		X		Planning
Annually assess what languages meet qualifications of RCW 38.52.070 and arrange for necessary materials to be translated*.		X	X	Planning
Example Performance Measures				
Development of an emergency communication strategy				
Database of pre-established messaging and their translations				

Objective 3.2: Enhance the Community Emergency Response Team (CERT) program.				
Action Item	2018	2019	2020	Lead Business Line
Explore new avenues for CERT marketing.	X			Public Education
Host a CERT Lite for City of Bellevue employees*.	X			Public Education
Develop a CERT Lite Train-the-Trainer*.	X			Public Education
Support the integration of CERT into Bellevue School District and Bellevue College.	X	X		Public Education

Host a CERT Train-the-Trainer/Program Manager course.		X		Public Education
Host a CERT Lite series on BTV.		X		Public Education
Increase Bellevue CERT presence at public events by submitting requests for separate tabling.		X		Public Education
Increase the access and frequency of the CERT Lite program*.		X		Public Education
Integrate whole community inclusivity into CERT Basic Training*.		X	X	Public Education
Increase CERT marketing across identified outlets.		X	X	Public Education
Coordinate with private industry for CERT programming and sponsorship*.		X	X	Public Education
Develop annual CERT drills with BCS and Citizen Corps Council collaboration*.		X	X	Public Education
Example Performance Measures				
Number of CERT trained community members				
Number of Bellevue CERT members				
Development of a CERT Flyer and distributed to all public city locations.				
Annual CERT drill				

Objective 3.3: Increase engagement with the retirement and assisted living community.				
Action Item	2018	2019	2020	Lead Business Line
Coordinate with the liaison to improve existing tools that can be disseminated amongst retirement and assisted living facilities (template plans, drills, etc.)*.	X			Public Education and Vulnerable Populations
Identify retirement and assisted living facilities within the City of Bellevue*.	X			Public Education and Vulnerable Populations
Develop a communications strategy to facilitate dissemination of emergency information following a disaster*.		X		Public Education and Vulnerable Populations
Develop an informational mailer to remind communities of services offered*.		X		Public Education and Vulnerable Populations
Establish a retirement and assisted living committee emergency network*.			X	Public Education and Vulnerable Populations
Conduct outreach with these assisted living and retirement facilities, offering	X	X	X	Public Education and Vulnerable Populations

presentations, assistance with plan and drill development, etc.*				
Example Performance Measures				
Increase in RALF involvement				
Database created of RALF and POC for each RALF				

Goal 4: Expand external partnerships to enhance engagement. These partnerships include: private sector, regional partners, faith-based organizations, community-based organizations, and non-governmental organizations.

Objective 4.1: Clarify partner roles and opportunities with regard to emergency management programs.				
Action Item	2018	2019	2020	Lead Business Line
Research non-profit structures and the viability of establishing one to work with Bellevue's Emergency Management Program.	X			Emergency Manager
Develop a list of business sectors for Bellevue.	X			Emergency Manager
Research which private sector businesses in Bellevue align with each sector.	X			Emergency Manager
Form a foundation (or non-profit) and appoint officers.		X		Emergency Manager
Develop a charter, mission, and vision for organization.		X		Emergency Manager
Meet with the different sectors, and define roles & responsibilities.			X	Emergency Manager
Establish a Bellevue Business EOC and/or Business Advisory Team.			X	Emergency Manager
Example Performance Measures				

Objective 4.2: Create a business engagement and marketing plan.

Action Item	2018	2019	2020	Lead Business Line
Identify potential private sector partners*.	X			Grants/ T&E
Conduct market research*.	X			Grants/ T&E
Develop a business survey on information needed.	X			Grants/ T&E
Conduct the business survey*.	X			Emergency Manager
Develop materials for a business focus group with key sectors identified*.	X			Grants/ T&E
Conduct a focus group*.		X		Emergency Manager
Create and implement engagement opportunities*.		X		T&E
Draft an Engagement and Marketing Plan*.		X		Grants/ T&E
Implement the Engagement and Marketing Plan Plan*.			X	Grants/ T&E
Develop incentives for partnerships (i.e. "Business Partner of the Year")*.			X	Grants/ T&E
Example Performance Measures				
Business Engagement and Marketing Plan				

Objective 4.3: Coordinate with regional partners to develop and implement a Functional Assessment Service Team (FAST).				
Action Item	2018	2019	2020	Lead Business Line
Identify potential FAST partners within the City of Bellevue*.	X			Vulnerable Populations
Host an outreach event to educate partners about FAST and next steps*.	X			Vulnerable Populations
Work with regional partners to complete a charter and/ or plan outlining the responsibilities and function of regional FAST*.	X			Vulnerable Populations
Coordinate with regional partners to develop a training curriculum for new FAST members*.	X	X		Vulnerable Populations
Coordinate with regional partners to organize regular FAST meetings and/ or trainings to maintain member retention*.		X	X	Vulnerable Populations
Conduct an exercise of FAST capabilities*.			X	Vulnerable Populations and Training and Exercise

Example Performance Measures				

IMPLEMENT AND MONITOR

This plan shall be implemented in accordance with the priorities and steps previously detailed in this Strategic Plan.

Objective #:			
Action Item	Year	Status	Progress Made
		Completed	
		In Progress	
		Incomplete	
Example Performance Metrics			

Action items will be organized by year. Due to the complexity and breadth of an action item, some may be assigned to multiple years. The worksheet featured above will be used to evaluate the progress being made on the goals and objectives on a bi-annual basis. It is important to note that due to the constantly evolving nature of emergency management, action items may be added and removed to adapt to the changing needs of OEM.

ATTACHMENT A: ACRONYMS

AAR	After-Action Report
CEMP	Comprehensive Emergency Management Program
CPOD	Community Points of Distribution
COG	Continuity of Government
COOP	Continuity of Operations
DCC	Department Coordination Center
DHS	Department of Homeland Security
EMAP	Emergency Management Accreditation Program
EMC	Emergency Management Committee
EMP	Emergency Management Program
ESF	Emergency Support Function
EOB	Emergency Operations Board
EOC	Emergency Operations Center
FAST	Functional Assessment Service Team
FEMA	Federal Emergency Management Agency
HIRA	Hazard Inventory and Risk Assessment
IEMC	Integrated Emergency Management Course
MOA	Memorandums of Agreement
MOU	Memorandums of Understanding
NGO	Non-governmental Organization
OEM	Office of Emergency Management
RCW	Revised Code of Washington
SB	Senate Bill
SF	Stakeholder Feedback
WAC	Washington Administrative Code