

CONTINUITY PLAN



2023

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I. Promulgation

The City of Sammamish Continuity Plan (CP) provides guidance for the City of Sammamish to re-establish and maintain essential services in the case of disruption and the need to relocate city departments and employees. Operational objectives are:

1. Minimize loss of life, protect property and the environment, and otherwise reduce community and government vulnerability to natural, human-caused, and technological hazards.
2. Hasten the restoration of public services and provide for effective recovery in all sectors of the community.

To accomplish this mission, the City of Sammamish must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. Continuity planning is ongoing and must be integrated into daily operations, functions, and plans to support city priorities and essential functions during emergencies or disasters. This document provides planning and program guidance to ensure the organization can conduct its essential missions and functions under all threats and conditions.

This plan is developed in accordance with federal and state guidance as well as City of Sammamish laws and policies.



Scott MacColl
City Manager
City of Sammamish

V. Introduction

The City of Sammamish, incorporated on August 31, 1999, operates as a Non-Charter City with a Council–Manager form of government. The Council is comprised of seven members, elected at large by the residents of Sammamish. They are part-time officials who exercise the legislative powers of the city and determine matters of policy. The Mayor is a Council Member selected by the Council to chair meetings, authenticate documents and serves as the ceremonial head of the city. A Deputy Mayor is also selected from existing Councilmembers. Several advisory boards and commissions support the Council.

The Council appoints a full-time City Manager who serves as the professional administrator of the organization and coordinates day-to-day operations. The city employs approximately 150 staff while providing a full range of municipal services including: Parks and Recreation, Public Works, Community Development, Finance & Technology, and General Administrative Services. Additional seasonal help is hired during the summer months to assist with Parks and Public Works activities. Law enforcement is contracted through the King County Sheriff’s Office while fire protection and emergency medical services are provided through contracted services with Eastside Fire & Rescue. Employees who are not supervisors or managers or serving in a confidential role are members of AFSCME Local 1425 and work under a collective bargaining agreement (CBA).

The city Emergency Management function is incorporated into the fire protection contract with Eastside Fire & Rescue and is overseen locally by the Administrative Services Director. A team of individuals from each of the city departments worked in consultation with Eastside Fire & Rescue emergency management resources to develop this plan.

VI. Purpose, Scope, Situation, and Assumptions

A. Purpose

The purpose of this Continuity Plan (CP) is to provide guidance for the protection of City of Sammamish government and its operations which may be impacted by a wide range of potential emergencies.

Continuity is the capability to continue essential program functions and to preserve essential processes, positions, lines of succession, applications and records, communications, and facilities across a broad range of potential emergencies and disasters.

Continuity planning provides city government a tool to ensure the execution of essential functions through all circumstances by:

- Maintaining a high level of readiness in the event of an emergency or disaster;

- Maintaining operations of essential services until business as normal is re-established;
- Identifying mechanisms to implement the plan with and without warning;
- Establishing goals to achieve CP tasks within a specified period; and
- Taking maximum advantage of existing infrastructures.

B. Scope

This plan applies to City of Sammamish government including elected officials, departments, locations, and employees. It formally establishes mission essential functions, personnel, facilities, communications systems, and resources required to continue critical functions in any event where normal operations are disrupted or threatened with disruption. This plan provides guidance for city employees to ensure that essential missions and functions are conducted under all threats and conditions, with or without warning.

C. Situation Overview

As outlined in the 2020 [King County Regional Hazard Mitigation Plan](#), there is a wide range of natural and man-made disasters that may impact the City of Sammamish. Regional hazards include but are not limited to, severe storms that produce high winds, heavy rain or significant snowfall, earthquakes, wildland fire, and pandemic disease. Also considered in this plan are unusual situations that may not impact the entire community but that have an impact on the city's ability to conduct business and provide essential services. They might include structure fires, cyber-attacks on city systems, utility disruptions, or adversarial human-caused events. It also pertains to situations where one or more City leader may be incapacitated for any number of reasons.

The city provides vital services to the community but also must rely on other organizations to serve the public. King County provides county-wide services such as public health, and transit. Washington State maintains state highways including I-90 and SR 202 which are key access roads connecting Sammamish to neighboring jurisdictions and statewide transportation routes. The city contracts with King County Sheriff's Office and Eastside Fire and Rescue for critical police, fire, and emergency medical services. Sammamish Plateau Water and Sewer and Northeast Sammamish Sewer and Water District are responsible for the delivery of water and sewer services to the city. In addition, private companies such as Puget Sound Energy, Republic Services, and telecommunications providers also provide essential utility services.

When a key building such as City Hall is not operational for any reason, the impact on city operations could be significant. What might be considered a simple emergency such as a fire in an office or power outage, may impact the delivery of essential city services. City owned facilities are limited and as departments plan for alternate facilities, city-wide priorities must be considered.

D. Planning Assumptions

Several planning assumptions were considered in development of this plan:

- An emergency or disaster may occur at any time with or without warning.
- An emergency or disaster may occur from an unknown hazard or in a form unexpected from a known hazard.
- Personnel and resources may be impacted by the initial incident or cascading events and may be unable to perform emergency work or supporting roles.
- Conditions may be so severe that city departments and other service providers are unable to perform essential functions including emergency response or requests.
- Communications systems and information technology systems including telephones, wireless devices, radios, internet, and computer networks may be inoperable for an extended period.
- An emergency condition may require the relocation of select personnel to an alternate location to perform essential functions.
- Telecommuting options may be implemented when possible or necessary.
- City departments are responsible for the development of procedures that support actions identified in this plan.
- Departments that have unaffected operations and are available to support impacted departments will do so with all available resources.
- Non-city agencies that provide key services to the community and city offices may suffer impacts from the incident that may affect their ability to provide services.
- Resources may be limited with many organizations competing for them.
- Because of the terrain and potential for blocked roadways with certain hazards, access to key facilities may be limited.
- With a hybrid work environment, many employees may be outside of the City.

E. Objectives

The objectives of this plan include:

- Identification of essential functions and restoration priorities.
- Identification of communication and information technology systems that ensure the City of Sammamish can perform its essential functions under all conditions.
- Identification of Lines of Succession for the Mayor, City Manager, and Department Directors.
- Identification of potential facilities or locations from where organizations can perform essential functions.
- Identification of essential personnel.

- Identification of equipment, records, and other assets critical to the performance of essential functions in the event of a disruption.
- Validation of continuity readiness through training and exercising plans and procedures.

VII. Continuity of Government (COG)

Emergencies and disasters such as wildfires, earthquakes, and volcanic eruptions provide examples of types of incidents that have severely impacted government operations. ***Continuity of Government (COG) is the capability to ensure survivability of government and the ability to provide essential government functions.*** The policy and procedures for maintaining continuity and preservation of local government are woven throughout this CP.

Washington State Law and City of Sammamish Code provide authority for continuity and preservation of government through the Continuity of Government Act [RCW 42.14](#). This Act allows cities to establish a process for the continuation of government in the event its leadership is incapacitated and allows local governments to conduct business outside of geographic boundaries if necessary. Optional Municipal Code [RCW 35A](#), provides for the filling of vacant elective offices by city councils.

Lines of succession for elected officials as well as the City Manager and Department Directors can be found in Annex F of this plan. Decisions to relocate local government shall be the responsibility of the City Council and the City Manager and be based upon the circumstances of the emergency.

VIII. Concept of Operations

A. Phase I: Readiness and Preparedness

The City of Sammamish will participate in readiness and preparedness activities to ensure personnel can continue essential functions. Readiness activities are divided into two key areas:

- Organization readiness and preparedness, and
- Staff readiness and preparedness.

i. Organization Readiness and Preparedness

Organization readiness is the ability of the city to respond to a continuity event and requires each department to prepare before an incident or event occurs with plans detailing what will happen. For example, the Comprehensive Emergency Management Plan (CEMP) describes which departments will lead different response efforts and the Public Works Department will ensure that the city roads are maintained. How departments accomplish each effort is documented in various procedures and checklists. The following preparations are common to all city departments:

- Develop procedures and checklists or job aids that support mission essential functions identified in this plan.
- Ensure that contact information for key employees is current.
- Develop procedures for relocating to a different facility and participate in facility relocation planning processes with other departments.
- Create and maintain an office Go Kit that includes vital documents, supplies, and equipment that is necessary at the new location. An example is provided in Appendix 1.
- Ensure that equipment that supports mission essential functions is maintained in good working order.
- Participate in CP training and exercises as scheduled.

ii. Individual Preparedness

The most basic and fundamental foundation of continuity is personal responsibility and readiness. Individuals must understand their roles and responsibilities within their respective organizations. They need to know and be committed to their duties in a continuity environment. This may involve separation from family or other hardships in time of crisis. Some might be required to report to work at a primary or alternate site; others may be directed to remain at home for telecommuting or to remain available for call-back and staff augmentation. Individuals need to understand and be willing to perform in these situations to ensure an organization can continue its essential functions.

At the same time, most individuals will need to make sure that family members are also prepared for their absence during and following emergencies. The City of Sammamish Office of Emergency Management provides family preparedness information and recommends that individuals should have enough food and water to last two weeks. Families should develop a plan that includes how they will communicate if cell phones are interrupted, establish emergency supply kits, and address pet concerns. Besides the City of Sammamish website, additional guidance can be found at the FEMA website www.ready.gov or at the Washington State EMD website <https://mil.wa.gov/emergency-management-division>. Continuity personnel should create personal emergency kits that are accessible at home, work, and in vehicles. It is likely that there will need to be multiple kits; one for the entire family, one to have at work, and one for the car or a small one for travel on public transportation. Appendix 2 provides an example of personal preparedness items that an individual might want to have with them while working at an alternate facility for several days without getting home.

B. Phase II: Activation

The decision to activate the CP is based on the type and severity of the emergency. Sammamish Municipal Code (SMC) [2.70.050](#) and [2.70.060](#) describes emergency powers and actions that authorize the City Manager to activate the CP.

- The City Manager has the responsibility and authority to activate all or any portion of the CP.
- Department Directors may activate all or portions of the CP that are specific to their department.

CP activation is a scenario-driven process that allows flexible and scalable responses to the full spectrum of all-hazards or threats that could disrupt operations with or without warning and during work or non-work hours. Activation will not be required for all emergencies or disruptions.

The decision to activate the CP and related actions will be tailored for the situation and based on projected or actual impact. Officials should consider:

- Is the threat specific to the facility or surrounding area?
- Is the threat aimed at organization personnel?
- Is the facility and surrounding area safe for employees and visitors?
- What is the anticipated duration of disruption to services?

Figure 2: Decision Guidance for CP Implementation

Decision Guidance for CP Implementation				
	Inconvenience	Limited CP	Full CP	Catastrophic
Overview	Can be addressed with available resources and routine actions.	Requires a change to resource use or allocation with some form of impact to services, COG, facility use, or essential functions.	Requires changes in resource allocation, staff roles, facility use, and operations to meet COG and essential function requirements.	Major incident that has impacted the city’s ability to perform essential functions or COG. Requires extensive change to staffing and operations for an extended period.
Services	Minimal effect on services or impact to departments. No disruption to COG.	Limited impact on departments. Able to provide essential functions with support. Limited or no disruption to COG. Minimal budget impact.	Impacts to multiple departments. Services limited to essential functions for most or all departments. May include some impacts to COG. Line of Succession	Impacts to all departments. Some essential functions may not be delivered. May include substantial impacts to COG. Line of Succession may be required for

			may be required for some departments. Moderate to major financial impacts.	multiple departments. Significant financial impacts.
People	Minimal or no impact to public. Minimal impact to employees.	Disruption to some employees and limited public. Able to coordinate with impacted departments and staff.	Hazard to employees or public. Disruption to many employee groups and the public. Increased need to closely coordinate actions with all departments.	Significant impact to the public and employees. Additional personnel support from outside agencies required.
Facilities	Minimal to no impacts to facilities.	Impact to facilities limiting the ability to perform some services.	Impact to facilities causing disruption of services and possibly requiring relocation for essential functions.	Major damage to facilities requiring relocation for essential functions.
Decision	No CP required. Manage with available resources at the department level.	Implement CP activities for departments/facilities directly affected. Manage at the department level.	Implement CP activities for all affected departments and facilities. Manage city-wide.	Implement all CP activities as able and required. Manage city-wide.

As the decision authority, the City Manager and Department Directors will be kept informed of the threat environment and will evaluate all available information relating to:

1. Direction and guidance from elected officials.
2. Recommendations from county, state, or federal authorities.
3. The health and safety of personnel.
4. The ability to execute essential functions.
5. Changes in threat advisories.
6. Intelligence reports.

7. The potential or actual effects on communications systems, information systems, office facilities, and other vital equipment.
8. The expected duration of the emergency.

Decisions regarding CP activation should be made based on the situation and impacts. Based on the information gathered, the City Manager will determine the need to activate the full CP or portions of it. If the threat or hazard will primarily impact a single department, that Department Director may authorize the activation of CP for their department.

The City Manager must also decide if it would be appropriate to proclaim an emergency for the city. [RCW 38.52.070](#) and [SMC 2.70.050](#) provide authority for emergency acquisitions and other emergency powers to the City Manager when they sign an emergency proclamation.

An Emergency Proclamation must be forwarded to the City Council and approved at the next business meeting per SMC 2.70.050.

i. Alert and Notification

The notification of employees for normal business is accomplished through city-wide email. The city may also utilize the Code Red notification system that is maintained by King County Office of Emergency Management. The City of Sammamish ensures that notification procedures are in place and that the data base for city employees is up to date. This system may be activated 24 hours a day if activation methods are operational.

When it is determined that the CP or components of the CP should be activated, the City Manager or their designee determines the method of notification to appropriate personnel which may include Department Directors, City Council, key employees, and stakeholders. Department Directors will notify staff as needed.

Initial notification should include:

- Information regarding the situation,
- Immediate protective actions if required, and
- The method in which updated information and additional guidance will be available for employees.

The City Manager or Department Directors will provide specific direction to staff regarding CP roles and delivery of mission essential functions.

ii. Emergency Operations Center (EOC)

During a major or catastrophic incident, both the CEMP as well as the CP may be activated. The Emergency Operations Center (EOC) plays a significant role in coordination and support of response agencies as they fulfill their responsibilities defined in the CEMP.

The EOC uses an All-Hazards Incident Management Team (AHIMT) to staff traditional Incident Command System (ICS) positions that include Incident Manager, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance and Administration Section Chief.

If an ERG is established, it may work from the EOC but more likely will need to work from a different location due to space constraints. If the ERG is separated from the EOC, communication between the two groups must continue. Information sharing is vital as the ERG provides department capability to the EOC and the EOC provides incident information back to the ERG.

C. Phase III: Continuity of Operations

City of Sammamish personnel will continue to operate from their primary work locations, if possible, until told to cease operations by the City Manager or their Department Director. At that time, essential functions will transfer to an alternate facility.

1. Relocation

Once the decision is made to activate the CP, and if it is determined that there is a need to move to an alternate facility, the City Manager or their designee must identify and evaluate potential alternate facilities. The city operates most business functions from two facilities: City Hall and the Maintenance and Operations Center (MOC). The Parks and Recreation Department has buildings in various city parks for special events and storage and there are also city owned buildings that are leased by other organizations such as fire stations, the YMCA, and the Central Washington University building.

Continuity assignments related to relocation will be determined at the time of the event. Preparations for relocation include gathering needed records, equipment and supplies, and keeping stakeholders and employees informed.

There may be a need to establish a CP Emergency Relocation Group (ERG) in the event primary operations need to be moved to an alternate facility. The City Manager or their designee will designate a person to lead the ERG and establish necessary staffing to support relocation activities. ERG members generally include personnel who do not have field response or EOC responsibilities. Once an alternate facility is chosen, communications and information technology systems are to be established and tested. Essential records, supplies, and equipment are to be relocated and personnel deployed to ensure mission essential functions are established and maintained. An example of an emergency relocation checklist is available in Appendix 3.

2. ERG Staff

Personnel who are assigned to set up and establish operations in an alternate facility may be designated as an Emergency Relocation Group (ERG). The ERG or a portion of it will prepare the site for the arrival of essential personnel who must carry out mission essential functions. Tasks that will need to be established at the alternate facility include:

- Ensuring building systems, such as power, heating, ventilating, and air conditioning, internet connectivity, and cell phone reception are functional.
- Preparing an entry point at the alternate location for arriving ERG members, working staff, and anyone else entering the building that includes a sign-in sheet with purpose for being there.
- Considering the need for law enforcement or other security.
- Establishing communications with the EOC and/or City Manager's Office and developing a master telephone or contact list for functions and personnel that will be working at the alternate facility.
- If multiple departments will be housed at the alternate facility, creating signage identifying the location of different departments.
- Obtaining additional supplies, resources, and equipment needed to perform mission essential functions.
- If personnel will be working for extended shifts or if the incident has resulted in disrupted transportation routes causing staff to remain on premises, identifying a method for ensuring that staff have access to food, water, and other basic needs.

Upon arrival at the alternate facility, personnel will:

- Sign-in receive instructions or assignments.
- Communicate with family members to let them know of the alternate work location and provide any additional contact numbers.
- Report to their respective workspace and prepare to provide mission essential functions by retrieving needed documents, setting up equipment, and accessing specialized systems.
- Establish communications with department members, stakeholders, vendors, or others who participate in the delivery of mission essential functions.
- If communication with the public is required, ensure that the information is provided through approved city procedures.
- Monitor the status of department personnel and resources and communicate it to the appropriate city organization (Human Resources, the EOC, or other).
- Deliver mission essential functions.

During continuity operations, the city may need to acquire additional personnel, equipment, and supplies on an emergency basis to sustain operations for up to 30 days or until normal operations can be resumed.

3. Telecommuting

There may be times when it is appropriate to have some employees telecommute. Telecommuting is a work arrangement in which the employee works outside the office, often from home, or some other location with good internet access. Connectivity with the office is established by accessing files stored in the cloud or by accessing a private network with the city. Communications with other employees and stakeholders takes place by phone or email. If communications systems remain operational, telecommuting may be an option for some employees.

There are benefits to telecommuting during emergencies, particularly when normal operations are disrupted.

- If roadways are damaged or impassable it may be the only way some employees can perform essential work assignments.
- If work locations are compromised and workspace is reduced or deemed uninhabitable, employees may still be able to work on essential tasks.
- Working from home can increase productivity, because there may be fewer distractions, particularly if the emergency has created an unusually busy office environment.
- Creating social distancing because of an infectious disease outbreak is a measure that can protect against the further spread of disease.

D. Phase IV: Reconstitution Operations

As soon as reasonable, following the relocation to alternate facilities or other measures that resulted in activation of the CP, city leaders will begin discussions on how and when to move toward normal business operations. Circumstances may dictate the establishment of a new normal which could result in identifying new permanent or temporary facilities or redefining city processes. The process of reconstitution will be fluid as each situation will be different. The City Manager, Department Director, or a designated staff member will lead transition efforts as a new normal is established or as normal business processes resume.

During continuity operations, building inspectors and facilities personnel will determine the condition of primary operating facilities. Once facilities are evaluated and estimates obtained regarding repairs, city officials will consider options that may include returning to the primary facility or establishing a long-term alternate until a permanent solution is decided.

Reconstitution will begin when the City Manager or Department Director in a single department CP activation determines that the emergency has ended and is unlikely to reoccur. Once the

appropriate authority has made this determination in coordination with other city leaders, one or a combination of the following options may be implemented, depending on the situation:

- Continue to operate from the alternate facility.
- Reconstitute the primary operating facility and begin an orderly return to it.
- Begin to establish operations in another facility or at another designated location.

Before relocating to the primary operating facility or another facility, the City Manager or Department Director will direct appropriate security, safety, and health assessments to determine building suitability as well as ensure required systems are operational including utilities and communications and that all other essential functions can be accomplished at the new or restored primary operating facility.

Once a decision is made by the City Manager or designee, the primary operating facility can be reoccupied, or affected city departments will be reestablished in a different facility. Additional actions may include:

- Notification to other city departments, stakeholders, and the public, if appropriate, that the office location has changed to the new or original location. Include contact information and other pertinent information.
- The City Manager, or Department Director in a partial CP activation will notify all personnel that the emergency or threat of emergency has passed, and actions required of personnel have returned to business as usual.
- In some cases, city departments and offices may undergo organizational restructuring or space modifications due to changing workloads or priorities resulting from the nature of the emergency.

Once the original or new facility is ready for occupancy, personnel, equipment, and documents will be moved to that facility. The alternate facility will continue to operate at its continuity facility until notified that the primary facility is ready to resume all operations. The City Manager or Department Director will assign personnel to conduct an After-Action Review (AAR) once back in the primary operating facility or in a new primary operating facility. The AAR will address the effectiveness of the continuity plans and procedures and identify areas for improvement. A corrective action program is documented and includes updates to the CP as well as updates or development of specific procedures for the city and department.

E. Additional Assistance

There are several ways to supplement City of Sammamish staff for longer term emergencies or disasters where personnel, equipment or other resources are not at full strength. Options identified below may be used to help deliver Mission Essential Functions or Essential Supporting Activities. Some options include:

- Temporary Hires, Contractors, or Volunteers – If transportation routes are disrupted, residents or businesses who can easily get to work sites may have the knowledge, skills, and experience to supplement city staff in a variety of positions. Some may be solicited as volunteers or temporary hires to supplement staff.
- Local Mutual Aid - Neighboring cities or the county may be able to help supplement city services if the emergency is unique to Sammamish.
- Washington State Mutual Aid System (WAMAS) – This statewide mutual aid system is outlined in [RCW 38.56](#) and provides a platform for how to obtain assistance from other local jurisdictions throughout Washington State.
- Emergency Management Assistance Compact (EMAC) – Documented in [RCW 38.10](#) this system was designed for state-to-state mutual aid. This system is most often used for long term disasters and is coordinated through Washington State Emergency Management.

F. Devolution

There is a possibility that a catastrophic incident is so severe that critical personnel are unavailable or incapable of maintaining basic government and delivering essential functions. Should devolution occur, another government organization may be asked to perform essential functions until City of Sammamish government can be re-established.

FEMA defines Devolution: *“The capability to transfer statutory authority and responsibility for essential functions from an organization's primary operating staff and facilities to other organization employees and facilities, and to sustain that operational capability for an extended period.”*

IX. Organization and Assignment of Responsibilities

Key staff positions within the City of Sammamish are important roles during continuity events and ensure the delivery of mission essential functions. The organizational structure of the city can be found in the Biennial Budget document located on the city's [website](#). During a continuity event, many employees will be assigned a role that may or may not be related to their everyday duties. Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs) are aligned with various city offices and departments and are identified in Annex A.

A. Dissemination of Information

During a continuity event, the collection and dissemination of critical information is important to city leaders as well as the community. While specific incidents may create specialized reporting requirements, the following table provides a base line of information to be collected and reported regardless of incident type. This information should be gathered as soon as possible following the incident and should be updated regularly or as requested by the EOC.

Figure 3: Baseline Information

Baseline Information			
Information Element	Specific Requirement	Reported By	Reported To
Personnel Accountability	Account for all employees and contract workers	Each Department	EOC and City Manager
Operational Status	Evaluate equipment, personnel, and systems needed to perform MEFs	Each Department	EOC and City Manager
Relocation to Alternate Facility	Determine if there is a need to move to an alternate location	-Each Department -Parks, Recreations, & Facilities	EOC and City Manager
Communications Systems	Share contact information changes	Impacted department or office	EOC and stakeholders
Resource Needs	Anticipate resource needs; personnel, equipment, supplies	Each Department	EOC , Administrative Services, and Finance & IT
Hazard Information	Identify additional threats and impacts	EOC	All Departments

B. Communications and IT Systems

The City of Sammamish uses a variety of communications and Information Technology (IT) systems for normal business as well as emergency operations. These systems support mission essential functions during all hazards and threats, including pandemic disease, that might require supporting social distancing operations, telecommuting, and other alternate offices.

All necessary and required communications and IT capabilities should be operational within 12 hours of activation of the CP. Additional information is referenced in Annex E.

X. Budgeting and Acquisition of Resources

The City of Sammamish operates off of a biennial budget but the city is heavily dependent upon other service providers for many of its mission essential functions including police, fire, and emergency medical services. Other critical services such as water, sewer, electricity, natural gas, garbage, and transit are all provided by private companies or other government agencies. City departments must be fully functional and have the capability to purchase and fund any needed resources during emergencies because of this reliance. The city's budget document can be found on the city's [website](#) and includes reserve and fund balance policies.

XI. Training and Exercises

CP training will be addressed as part of the Emergency Management Training and Exercise program and a training and exercise calendar will be established by the Administrative Services Department.

During a continuity event, departments may have to perform their essential functions with reduced staffing from a variety of work locations. All personnel should participate in department level training that addresses mission essential functions and supporting activities that must be performed in all circumstances.

XII. Plan Development and Maintenance

The City of Sammamish Administrative Services Director, in conjunction with the City's emergency management contractors at Eastside Fire & Rescue (EFR), are responsible for the development and maintenance of the CP. A review and update of the whole plan should be completed every three years. Each department is tasked with updating Lines of Succession and Delegations of Authority at least annually. During the full review, departments will review and update sections that apply to their operations including mission essential functions, continuity personnel, essential records and applications, communications, and IT systems, and identifying potential alternate facilities.

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ANNEX A: Mission Essential Functions / Essential Supporting Activities

Identifying Mission Essential Functions (MEFs) establishes the parameters that drive the department and agency efforts in all other planning and preparedness areas. These functions must be continued in all circumstances and enable the organization to:

- Provide vital services,
- Exercise civil authority,
- Maintain the safety of the community, and
- Sustain the economic base during an emergency.

The City of Sammamish has identified six overarching areas that not only influence everyday activities but that must be maintained even during limited or emergency operations. Most MEFs identified by City Departments will support these city-wide functions.

City-wide essential functions are:

1. **Maintain Continuity of Government** – Ensure the continued functioning of critical government leadership including lines of succession for key offices and positions, organizational communications, management operations, situational awareness, and personnel accountability.
2. **Provide Visible Leadership** – Demonstration of leaders to deal with the crisis and lead response efforts. Instill confidence in government to city personnel and the public.
3. **Maintain Effective Relationships with Neighbors and Partners** – Maintain external relationships and agreements to ensure delivery of critical services by establishing communications, sharing information, and coordinating activities. Partners may include all levels of government as well as non-governmental organizations and private business.
4. **Provide Emergency Services** – Provide critical emergency services including police, fire, medical, emergency management, shelters, and emergency food services.
5. **Maintain Economic Stability** – Manage City of Sammamish finances and ensure solvency.
6. **Provide Basic Essential Services** – Ensure provision of basic services including water, power, health care, communications, transportation services, sanitation services, environmental protection, and commerce. These are services that must continue or be restored quickly to provide for basic needs. Though many of these services are provided through contract or non-city service providers, city staff provide support to ensure these services are delivered. Other less critical services such as recreation and education may be delayed. The focus is on providing critical services necessary to sustain the population and facilitate the return to normalcy.

MEFs and Essential Supporting Activities (ESAs) are identified by each city department. Identification of essential functions requires an objective review of department or agency functions that delineates those time-sensitive and/or critical activities that must be sustained in an emergency. Subject matter experts and managers within departments identify essential

functions as well as critical staff positions, resources, equipment, organization and communications or applications that must support those functions. More detailed information by Department is found in Annex G.

Restoration priorities are assigned to each MEF or ESA and reflect the period for which each function should be operational.

Priority 1: Most critical for life safety issues or protection of property and must continue without interruption or be established within 12 hours or less following an incident.

Priority 2: Important and must be functional within 48 hours.

Priority 3: Important and must be established within 1 week.

The table below provides a high-level summary of department specific essential functions and restoration priorities.

Figure 4: Mission Essential Functions

Mission Essential Functions			
Item #	Department	Mission Essential Function Essential Support Activity	Restoration Priority
CC 01	City Council	Facilitate policy actions and approve emergency legislation	3
CC 02	City Council	Allocate funding to support emergency operations	3
CC 03	City Council	Maintain communications with constituents	2
ALL 01	All Departments	Provide staffing for the EOC and Emergency Relocation Group (ERG)	1
ALL 02	All Departments	Unassigned staff will be available for reassignment to other departments for use during the emergency	2
ALL 03	All Departments	Identify and preserve essential department records	2
ALL 04	All Departments	Document emergency related costs and activities and report them to the Finance Section of the EOC	2
CMO 01	City Manager’s Office	Facilitate internal and external messaging	1
CMO 02	City Manager’s Office	Coordinate legal and policy issues with attorney and the council	3
CMO 03	City Manager’s Office	Maintain Continuity of Government and provide leadership for the incident and the city	1

CMO 04	City Manager's Office	Maintain intergovernmental relations with federal, state, county, city, and special purpose districts	1
CMO 05	City Manager's Office	Lead Emergency Operations Center efforts	1
CMO 06	City Manager's Office	Issue emergency proclamation	2
AS 01	Administrative Services	Ensure proper storage of essential documents	3
AS 02	Administrative Services	Conducts emergency hires	3
AS 03	Administrative Services	Maintain master personnel files including emergency contact information	2
AS 04	Administrative Services	Prepare and execute emergency contracts and amendments, and mutual aid agreements	3
CD 01	Community Development	Issue emergency permits to help with disaster recovery efforts	3
CD 02	Community Development	Conduct emergency inspections on structures	3
CD 03	Community Development	Coordinate damage assessment information and reports	2
CD 04	Community Development	Develop plans for emergency land use	3
FIT 01	Finance & IT	Manage and ensure documentation of financial transactions that relate to the emergency	3
FIN 02	Finance	Process payroll	3
FIN 03	Finance	Process emergency purchases	2
FIN 04	Finance	Prepare legislation for council requesting additional funding related to the emergency	3
IT 01	Information Technology	Establish and maintain critical IT systems	1
IT 02	Information Technology	Recover critical data and information systems needed to perform MEFs	1
IT 03	Information Technology	Provide support for communications, a/v, and other technology required for essential functions by departments	1
PRF 01	Parks, Recreation, & Facilities	Identify appropriate Parks facilities and space for emergency use	2
PRF 02	Parks, Recreation, & Facilities	Coordinate volunteers including spontaneous volunteers	3

PRF 03	Parks, Recreation, & Facilities	Coordinate emergency shelters and other mass care services	2
PRF 04	Parks, Recreation, & Facilities	Communicate to contractors, user groups, and residents changes in hours of operation or use of local parks and facilities; Cancel all non-emergency activities if necessary; Update Parks webpage	2
PRF 05	Parks, Recreation, & Facilities	Inspect and ensure that parks are safe for any approved activities that may utilize the space	2
PRF 06	Parks, Recreation, & Facilities	Maintain vehicles and fuel service for essential city owned vehicles and equipment	2
PRF 07	Parks, Recreation, & Facilities	Identify repairs of city owned facilities needed related to the emergency	3
PW 01	Public Works	Deliver emergency response either with staff or through contract for stormwater issues, bank stabilization, and debris removal.	2
PW 02	Public Works	Establish priority transportation routes within the city and connecting to neighboring jurisdiction priority routes	1
PW 04	Public Works	Detect, clean-up, and report illicit discharge	2
PW 05	Public Works	Develop maps needed for the emergency	3
PW 06	Public Works	Inspect key storm facilities including pre-identified 'hot spots' and earthen dams	1
PW 07	Public Works	Identify and develop Capital Improvement Projects related to the emergency	3
PW 08	Public Works	Inspect and assess principal and minor arterials for damage and accessibility	1
PW 09	Public Works	Inspect and assess traffic signals, including structural and operational components	1

ANNEX B: Essential Personnel

To continue its essential functions, key staff are necessary to maintain operations for mission essential functions as well as relocation to an alternate facility. It is recognized that many city employees live several miles from the city and may not be able to respond to work during or immediately following an emergency. Therefore, all City of Sammamish employees are considered essential and those who can safely respond to work following an emergency should do so. Employees may be assigned to tasks that match their skills, knowledge, and abilities and that address the needs of the city.

Figure 5: Essential Positions

Essential Positions	
Department	Essential Staff Positions
City Council	Mayor, Deputy Mayor, Councilmembers
City Manager’s Office	City Manager, Deputy City Manager, Communications Manager, Supervising Management Analyst
Administrative Services	Director, Supervising Management Analyst, Human Resources Manager, Senior HR Analyst
Community Development	Director, Deputy Director, Building Official, Senior Building Inspector, Building Inspector, Project Manager, Planning Manager, Senior Planner, Associate Planner, Building Plans Examiner, Permit Center Manager, Permit Technician, Electrical Inspector, Code Compliance Officer, Code Compliance Coordinator, Office Assistant
Finance	Director, Deputy Director, Finance Specialist I, Finance Specialist II, Accounting Manager, Administrative Specialist
IT	Director, Senior Information Systems Manager, Network Administrator, Senior Applications Analyst, Website Administrator
Parks, Recreation, & Facilities	Director, Deputy Director, Resource Superintendent, Recreation & Cultural Services Manager, Internal Services Superintendent, Recreation Supervisor, Volunteer Coordinator, Restoration Specialist, , Management Analyst, Administrative Assistant, Park Planning Intern, Parks Maintenance Lead, Parks Maintenance Worker, Facilities & Fleet Coordinator, Facilities Maintenance Worker
Public Works	Director, Deputy Director, City Engineer, Streets & Stormwater Superintendent, , Streets & Stormwater Lead, Maintenance Worker (I & II), Senior Traffic Engineering Manager, Traffic Engineer, Associate Traffic Engineer, Lead Traffic Signal Technician, Traffic Signal Technician, Traffic Signal Apprentice, Senior Stormwater Program Manager, Senior Stormwater Engineer, Associate Stormwater Engineer, Stormwater Infrastructure Inspector, Stormwater Engineering Technician, Administrative Assistant, Senior Project Engineer, Capital Project Engineer, Associate Project Engineer, Senior

	Development Review Engineering Manager, Development Review Engineer, Management Analyst, Senior Transportation Planning Manager, Transportation Planner, Community Transit Coordinator.
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ANNEX C: Essential Records

Essential Records refers to software applications, electronic and hard copy documents, references, and records, to include sensitive information needed to support Mission Essential Functions during any type of emergency or disaster. Areas to consider include policies, authorities, and procedures.

The City Clerk is responsible for all substantive and procedural rules of general applicability that include documents such as ordinances and resolutions, deeds, leases, and contracts. Individual departments maintain records specific to their functions.

In addition, departments should also:

- Identify and protect those records that specify how the organization will operate in an emergency or disaster. These records may include rosters and contact information of continuity personnel who have been identified to perform or support mission essential functions, access codes or instructions on how to access alternate facilities, rosters and contact information of vendors and contractors that own or support critical equipment, and specific plans and procedures to perform essential functions.
- Identify those records and applications necessary to the organization's continuing operations. Include software applications or data required to perform or support essential functions and directions on where those documents or files are located.
- Identify those records needed to protect the legal and financial rights of the organization.

The protection of essential records is critical to ensuring the records are available during an emergency event, thus enabling an organization to perform their essential functions. Departments should:

- Consider the risks involved if Essential Records are retained in their current locations and media, and the difficulty of reconstituting those records if they are destroyed.
- Identify offsite storage locations and requirements.
- Determine if alternative storage media are available.
- Determine requirements to duplicate records and provide alternate storage locations to provide readily available essential records under all conditions.

Departments should strive to ensure that essential records and software applications are available as soon as possible following activation of the CP.

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ANNEX D: Facilities

The City of Sammamish uses two primary buildings for most business operations: City Hall and the Maintenance and Operations Center (MOC). There are facilities at city parks that support maintenance operations and that could house some limited functions. The city owns facilities that are leased to other organizations and may not be available for city use during or following an emergency.

City Hall

Sammamish City Hall is located near the geographical center of the city and opened in 2006. Most city workers are housed in this two-story building with a lower-level garage. This building includes a generator that is regularly tested and provides electricity for the building during power outages.

Maintenance and Operations Center (MOC)

The MOC is a 30,500 square foot facility that is primarily used by the Public Works and Parks, Recreation, & Facilities Departments of the City of Sammamish. It accommodates city equipment and 40 personnel. The main, two-story building (plus a storage mezzanine) consists of crew locker rooms, a sign fabrication shop, carpentry shop, equipment maintenance bays, and warehouse storage. A second building provides a vehicle wash bay and additional equipment and material storage.



Beaver Lake Lodge

The Lodge is located at Beaver Lake Park and is primarily used as a rental facility for community events. The 1,850 square foot main room accommodates 150 people seated and has a gas fireplace. Tables and chairs are always stored on-site. The kitchen includes a convection oven, stove top, and double-size refrigerator.



Parks facilities may be able to support some Parks, Recreation, & Facilities or Public Works functions during a CP event, however traditional office space is limited. Other city-owned facilities are leased to other organizations though there may be limited space available for emergency use. These facilities include the Sammamish Community and Aquatics Center (YMCA), CWU – Sammamish Campus, Reared House, Sween House, and the Boys and Girls Club.

Traffic Signal Workshop

The Traffic Signal Workshop, approximately 564 square feet, is located in the garage of the house at Big Rock Park. The Workshop has workbench areas for the City’s traffic signal team as well as limited space for equipment and traffic operations including, signal cabinets and parts for traffic signal systems, school zone flashers, and street lights.

Facility Service Providers

Utility services are essential for city buildings. If key facilities lose power, water, wastewater, or communications capability, they may be unable to operate to their full capacity. Utility providers include:

Sammamish Plateau Water and Sewer District – This special purpose district provides water and sewer services to most of the city. This utility provider serves City Hall and the MOC as well as other city-owned facilities. Water comes from wells and wastewater is delivered to King County Wastewater facilities.

NE Sammamish Water & Sewer District

Puget Sound Energy (PSE) – PSE is a private energy company that provides natural gas service as well as electricity to the City of Sammamish as well as many other jurisdictions throughout Western Washington. This company is dependent upon transmission services provided by the Bonneville Power Administration (BPA) for electricity and Williams Pipeline for natural gas.

Communications and IT Systems – Communications and information technology are critical to effective delivery of mission essential functions. Additional information regarding these systems is in Annex E.

- Internet Service Provider = King County INET
- Telecommunications for Offices = Allstream
- Cell Phone Provider = Verizon

Contractors and Vendors – The city contracts with private companies that deliver important services that will be required during emergencies. Those include garbage and recycling, janitorial, equipment repair and maintenance, and fuel suppliers for vehicles, heavy equipment, and generators. To see the most up to date list, please visit the City's [website](#).

Since city facilities are limited, it is likely that if City Hall or the MOC are unavailable for use, the city will need to make arrangement with another entity to lease space. When identifying alternate facilities, departments must consider:

1. The alternate facility's ability to accommodate the personnel and resource needs required to perform essential functions;
2. The alternate facility's location and likelihood that the hazard will impact it;
3. Security of the facility and protection against identified threats;
4. Could some personnel or are any functions accomplished through telecommute.

ANNEX E: Communications and IT Systems

The ability of an organization to execute its essential functions depends on the identification, availability, and redundancy of critical communications and IT systems to support connectivity among key government and non-government organizations as well as the public during emergencies and disasters.

The City of Sammamish has identified the following communication and IT systems that are used to ensure the delivery of mission essential functions.

Figure 6: Communication and IT Systems

Communications and Information Technology Systems	
System / Service	Details
Computer Network	<ul style="list-style-type: none"> • Provides local area network (LAN) connection for city • Provides internal email among city departments • Provides access to files stored within the network • Connects AV systems to computer files • Direct Access and VM Ware View provide remote access
Internet	<ul style="list-style-type: none"> • Connectivity is through King County I-NET • Connects email to non-network addresses • Provides access to the internet
PBX VOIP	<ul style="list-style-type: none"> • Provides telephone services for desk phones • Dependent on city LAN • Uses Mitel system
Wireless Service	<ul style="list-style-type: none"> • Wi-Fi available at City Hall & MOC • Service provider for city cell phones is Verizon • Hot spot capability through Verizon • Air cards available for laptops through Verizon
Satellite Phone	<ul style="list-style-type: none"> • Service provider is Global Star • Phone is in the City Manager’s Office
800 MHz Trunked Radios	<ul style="list-style-type: none"> • County-wide radio system maintained by King County • System available to City Manager, Public Works & some other key positions
Other IT Applications	<ul style="list-style-type: none"> • NextGen and CityWorks for asset management • SeeClickFix • Trakit is used for permitting • GIS for mapping related information • NPDES Pro – used for stormwater inspections • Traffic signal systems utilize Rhythm, Cameleon, Glance, etc. • Modem-based gauges on stormwater dams and streams

Safety and Security Building Systems	<ul style="list-style-type: none"> • Fire alarm system • Security alarm system
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System / Service	Details
Emergency Public Information	<ul style="list-style-type: none"> • Xfinity cable channel 21 broadcasts city information that may also be used for public information during emergencies • 540 AM radio is available for emergency information • Emergency Alert System (EAS) is accessed through King County OEM or Sheriff’s Office Communications Center • City website provides emergency information www.sammamish.us • Social media may be used for providing public information
Emergency Notifications	<ul style="list-style-type: none"> • Code Red for city employee alert and notification – administered through King County OEM • Email to distribution lists

ANNEX F: Line of Succession / Delegation of Authority

Critical city personnel must ensure that those identified in the Line of Succession (LOS) and Delegation of Authority (DOA) are aware of their authority and responsibilities. LOS and DOA information is designated as Essential Records and must be preserved and protected in case of emergency.

Pre-identifying Lines of Succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority. The City of Sammamish has identified successors for the positions of Mayor, City Manager, and Department Directors. The Administrative Services Director sends annual reminders to each Department Director requesting updates to Lines of Succession. When changes occur, the Administrative Services Director is responsible for updating the master list located in the EOC and associated electronic files.

Lines of Succession are:

- At least three deep to ensure management of essential functions and operations.
- If possible, alternates that live in different geographical areas are chosen so at least one alternate will be able to respond when needed.
- Titles of positions are used rather than names of individuals.

In the event of a change in leadership status, the key individuals will notify the successors, as well as internal and external stakeholders. If an individual is unreachable or incapable of performing their authorized legal duties, roles, and responsibilities, the City Manager, or their designee, will initiate a notification of the next successor in line. It is that person's job to notify stakeholders and employees if it has not already been completed.

For the City of Sammamish, Delegations of Authority are paired with the positions identified in the Lines of Succession. They will take effect when normal channels of direction are disrupted and will terminate when these channels have resumed. Delegations of authority may be short term because of loss of communications with senior leadership or may be longer term because of the absence of those leaders.

Delegations of authorities:

- Are included as Essential Records
- Are written in accordance with applicable laws and organization policy ensuring that the organization's MEFs are performed
- Delineate the limits of and any exceptions to the authority and accountability for officials

Define the circumstances under which delegations of authorities would take effect and would be terminated Figure 7: LOS & DOA

Line of Succession and Delegation of Authority			
Department	LOS by Position	DOA (full/limited)	Limitations
City Council	1. Mayor 2. Deputy Mayor 3. Chosen by remaining council	1. Full 2. Full 3. Full	None
City Manager’s Office	1. City Manager 2. Deputy City Manager 3.	1. Full 2. Full 3. Full	None
Administrative Services	1. Department Director 2. Supervising Management Analyst 3. Sr. Human Resources Analyst/HR Manager	1. Full 2. Full 3. Full	None
City Clerk	1. City Clerk 2. Management Analyst	1. Full 2. Full	None
Community Development	1. Department Director 2. Deputy Director 3. Planning Manager	1. Full 2. Full 3. Full	None
Finance	1. Department Director 2. Deputy Director 3. Comptroller	1. Full 2. Full 3. Full	None
IT	1. Department Director 2. Sr. Information Systems Manager 3. Sr. Applications Analyst	1. Full 2. Full 3. Full	None
Parks, Recreation, and Facilities	1. Department Director 2. Deputy Director 3. Parks Resource Superintendent 4. Recreation and Cultural Services Manager 5. Internal Services Superintendent	1. Full 2. Full 3. Full 4. Full 5. Full	None
Public Works	1. Department Director 2. Deputy Director 3. City Engineer 4. Streets & Stormwater Maint Superintendent	1. Full 2. Full 3. Full 4. Full	None

ANNEX G: Department Summaries

The information provided below is not intended to be all inclusive and will be further developed over time. Restoration priorities are assigned to each MEF or ESA and reflect the time frame for which each function should be operational.

Priority 1: Most critical for life safety issues or protection of property and must continue without interruption or be established within 12 hours or less following an incident.

Priority 2: Important and must be functional within 48 hours.

Priority 3: Important and must be established within 1 week.

1. City Council

Line of Succession (LOS)	Delegation of Authority (DOA)	DOA Limitations
1. Mayor	1. Yes	1. None
2. Deputy Mayor	2. Yes	2. None
3. Chosen by Remaining Council	3. Yes	3. None

MEF #	Mission Essential Function (MEF)	Restoration Priority
CC 01	Facilitate policy actions and approve emergency legislation	3
CC 02	Allocate funding to support emergency operations	3
CC 03	Maintain communications with constituents	2

MEF #	Key Staff Positions	Equipment / Resources	Supporting Organizations	Essential Documents
CC 01	Council members	Office supplies	City Clerk	Proposed legislation
CC 02	Council members	Office supplies	Finance, City Clerk	Proposed legislation, finance documents supporting requests
CC 03	Council members	Telephone, Public Meeting Spaces, Email	IT, Community members and businesses	Situation dependent

2. All Departments

MEF #	Mission Essential Function (MEF)	Restoration Priority
ALL 01	Provide staffing for the EOC	1
ALL 02	Unassigned staff will be available for reassignment to other departments for use during the emergency	2
ALL 03	Identify and preserve essential department records	2
ALL 04	Document emergency related costs and activities and report them to the Finance Section of the EOC	2

MEF #	Key Staff Positions	Equipment / Resources	Supporting Organizations	Essential Documents
ALL 01	Assigned to EOC	Office supplies, computers, communications, power, wi-fi connectivity	City depts., contract agencies, others as needed	EOC policies & procedures
ALL 02	Unassigned available staff	Dependent on circumstances	Varies	Policies & procedures of assigned department
ALL 03	Department Directors, City Clerk, Department Records Managers	Office supplies, computers, cell phones, power, wi-fi connectivity	Administrative Services	LOS/DOA, Personnel rosters, retention ordinance or policies
ALL 04	Staff with finance responsibilities in all departments	Office supplies, computers, cell phones, power, wi-fi connectivity	EOC Finance, City Finance	Invoices, sales receipts

3. City Manager’s Office

Line of Succession (LOS)	Delegation of Authority (DOA)	DOA Limitations
1. City Manager (CM) 2. Deputy City Manager (DCM)	1. Yes 2. Yes	1. None 2. None

MEF #	Mission Essential Function (MEF)	Restoration Priority
CMO 01	Facilitate internal and external messaging	1
CMO 02	Coordinate legal and policy issues with attorney and the council	3
CMO 03	Maintain Continuity of Government and provide leadership for the incident and the city	1
CMO 04	Maintain intergovernmental relations with federal, state, county, city, and special purpose districts	1
CMO 05	Lead Emergency Operations Center efforts	1
CMO 06	Issue emergency proclamation	2
CMO 07	Identify and coordinate inspection and evaluation of city-owned facilities that could be used for emergency	3

MEF #	Key Staff Positions	Equipment / Resources	Supporting Organizations	Essential Documents
CMO 01	CM, Communications Manager	Computer, telephone, email, internet	City Depts, media	Contact lists
CMO 02	CM, DCM	Telephone, email	Attorney, City Council	SMC, RCWs
CMO 03	CM, DCM	Telephone, email	City Depts	SMC, RCWs
CMO 04	CM, DCM, Admin. Services Dir.	Telephone, email	government, business, NGOs	Contact lists
CMO 05	CM, DCM, Admin. Services Dir.	EOC, phones, email, internet	City Depts, KCSO, EFR, Sammamish Plateau Water, other stakeholders	EOC Policies and procedures, SMC, CEMP
CMO 06	CM, DCM, Admin. Services Dir.	Computer, pen, paper	City Council	Emergency Proclamation

CMO 07	CM, DCM	Computer, phones, email, internet	Public Works, building inspector, engineer, building lessee	Lease agreements
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4. Administrative Services

Line of Succession (LOS)	Delegation of Authority (DOA)	DOA Limitations
1. Department Director	1. Yes	1. None
2. Supervising Management Analyst	2. Yes	2. None
3. Sr. Human Resources Analyst	3. Yes	3. None

MEF #	Mission Essential Function (MEF)	Restoration Priorities
AS 01	Ensure proper storage of essential documents	3
AS 02	HR conducts emergency hires	3
AS 03	Maintain master personnel files including emergency contact information	2
AS 04	Prepares and executes emergency contracts and amendments, and mutual aid agreements	3

MEF #	Key Staff Positions	Equipment / Resources	Supporting Organizations	Essential Documents
AS 02	Director, Senior HR Analyst	Computer, telephone, email, internet	City depts.,	Hiring policies
AS 03	Senior HR Analyst	Computer, internet	City depts	Employee contact list
AS 04	Director, Supervising Management Analyst	Computer, telephone, email, internet	City depts., vendors, participating organizations	SMC, contracts, agreements

5. Community Development

Line of Succession (LOS)	Delegation of Authority (DOA)	DOA Limitations
1. Department Director 2. Deputy Director 3. Planning Manager	1. Yes 2. Yes 3. Yes	1. None 2. None 3. None

MEF #	Mission Essential Function (MEF)	Restoration Priority
CD 01	Issue emergency permits to help with disaster recovery efforts	3
CD 02	Conduct emergency inspections on structures	3
CD 03	Coordinate damage assessment information and reports	2
CD 04	Develop plans for emergency land use	3

MEF #	Key Staff Positions	Equipment / Resources	Supporting Organizations	Essential Documents
CD 01	Permit Center Manager, Permit Tech	Computer, printer, internet	IT, CMO	SMC, Emer legislation, policies, and procedures
CD 02	Building Official, Senior Building Inspector, Building Inspector	Hand tools (tape measure, level, etc.), vehicle	Public Works	SMC, State Building Code
CD 03	Director, Dep Director	Computer, telephone, email, internet, office supplies	City Depts, EFR, KCSO, Water Districts, PSE, local business, non-profits, other stakeholders	Damage reports
CD 04	Senior Planner, Associate Planner	Office supplies	Public Works, Parks & Rec, Admin Services	SMC, Sammamish Comprehensive Plan

6. Finance

Line of Succession (LOS)	Delegation of Authority (DOA)	DOA Limitations
1. Department Director	1. Yes	1. None
2. Deputy Director	2. Yes	2. None
3. Comptroller	3. Yes	3. None

MEF #	Mission Essential Function (MEF)	Restoration Priority
FIN 01	Manage and ensure documentation of financial transactions that relate to the emergency	3
FIN 02	Process payroll	3
FIN 03	Process emergency purchases	2
FIN 04	Prepare legislation for council requesting additional funding related to the emergency	3

MEF #	Key Staff Positions	Equipment / Resources	Supporting Organizations	Essential Documents
FIN 01	Finance Spec I & II, Accountant	Computer, internet, email, telephone	City Depts, vendors, contractors	Invoices, Receipts, Records of payment
FIN 02	Finance Spec I & II	Computer, internet, email, telephone	Bank	Timesheets
FIN 03	Finance Spec I & II	Computer, internet, email, telephone	City Depts, Vendors	Purchase orders
FIT 04	Director, Deputy Dir	Office Supplies	Council, City Clerk	Legislation

7. Information Technology

Line of Succession (LOS)	Delegation of Authority (DOA)	DOA Limitations
1. Department Director	1. Yes	1. None
2. Sr. Information Systems Mgr.	2. Yes	2. None
3. Sr. Applications Analyst	3. Yes	3. None

MEF #	Mission Essential Function (MEF)	Restoration Priority
IT 01	Establish and maintain critical information technology systems	1
IT 02	Recover critical data and information systems needed to perform mission essential functions	1
IT 03	Provide support for communications, audio-visual, and other technology required for essential functions by departments	1

MEF #	Key Staff Positions	Equipment / Resources	Supporting Organizations	Essential Documents
IT 01	Director	Office Supplies, computer, internet, email, telephone	Council, City Clerk	Legislation
IT 02	Senior Info Sys Mgr, Network Admin, It Spec	Computer, internet, email, telephone	Comcast, Verizon, Century Link, KC INET	Policies & procedures
IT 03	Senior Info Sys Mgr, Network Admin, It Spec	Computer, internet, email, telephone	Comcast, Verizon, Century Link, KC INET	Policies & procedures
IT 04	Senior Info Sys Mgr, Network Admin, It Spec	Computer, internet, email, telephone	Comcast, Verizon, Century Link, KC INET	Policies & procedures

8. Parks, Recreation, & Facilities

Line of Succession (LOS)	Delegation of Authority (DOA)	DOA Limitations
1. Department Director 2. Deputy Director 3. Parks Resource Superintendent 4. Recreation and Cultural Services Manager 5. Internal Services Superintendent	1. Yes 2. Yes 3. Yes 4. Yes 5. Yes	1. None 2. None 3. None 4. None 5. None

MEF #	Mission Essential Function (MEF)	Restoration Priority
PRF 01	Identify appropriate Parks facilities and space for emergency use	2
PRF 02	Coordinate volunteers including spontaneous volunteers	3
PRF 03	coordinate emergency shelters and other mass care services	2
PRF 04	Communicate to contractors, user groups, and citizens changes in hours of operation or use of local parks and facilities. Cancel all non-emergency activities if necessary. Update Parks webpage.	2
PRF 05	Inspect and ensure that parks are safe for any approved activities that may utilize the space	2
PRF 06	Maintain vehicles and fuel services for essential city owned vehicles and equipment	2
PRF 07	Identify repairs of city owned facilities needed related to the emergency	3

MEF #	Key Staff Positions	Equipment/ Resources	Supporting Organizations	Essential Documents
PRF 01	Director, Deputy Director, Parks Resource Superintendent, Internal Services Superintendent	Vehicle, Office Supplies	Public Works	List of Facilities and Capabilities
PRF 02	Volunteer Coordinator, Restoration Specialist	Computer, internet, email, telephone	State EMD	WAC, CEMP, Volunteer Database
PRF 03	Director, Deputy Director, Recreation and Cultural Services	Facility space, shelter supplies, Computer,	IT, ARC, Churches, Food Banks, grocery stores, National Guard	Shelter policies & Procedures

	Manager, Recreation Supervisor, Management Analyst,	internet, email, telephone		
PRF 04	Administrative Assistant	Computer, internet, email, telephone		Contact Information
PRF 05	Director, Deputy Director, Parks Resource Superintendent, Parks Maintenance Lead	Vehicles, maintenance equipment	Public Works, vendors, contractors	Parks Assets List
PRF 06	Internal Services Superintendent, Facilities & Fleet Coordinator	Vehicles, Maintenance Equipment, Fuel Storage	Public Works, Fuel Vendors	Fleet Inventory List
PRF 07	Internal Services Superintendent, Facilities Maintenance Worker	Vehicles, Office Supplies	Public Works	Lease Agreements

9. Public Works

Line of Succession (LOS)	Delegation of Authority (DOA)	DOA Limitations
1. Department Director	1. Yes	1. None
2. Deputy Director	2. Yes	2. None
3. City Engineer	3. Yes	3. None

MEF #	Mission Essential Function (MEF)	Restoration Priority
PW 01	Deliver emergency response with staff or contracted vendors for storm-water issues, bank stabilization, and debris removal	2
PW 02	Establish priority transportation routes within the city and connecting to neighboring jurisdiction priority routes	1
PW 04	Detect, clean-up, and report illicit discharge	2
PW 05	Develop maps needed for the emergency	3
PW 06	Inspect key storm facilities including pre-identified “hot spots” and earthen dams	1
PW 07	Identify and develop Capital Improvement Projects related to the emergency	3
PW 08	Inspect and assess principal and minor arterials for damage and accessibility	1

MEF #	Key Staff Positions	Equipment / Resources	Supporting Organizations	Essential Documents
PW 01	Streets & Stormwater Superintendent, Streets & Storm Lead, Senior Stormwater Prog Mgr, SW Infra Insp, SW Tech, Main Worker I & II, City Eng, Main & Ops Workers	Heavy equip, hand tools, survey equip, vehicles	Parks & Rec, vendors, contractors	Location of storm water facilities and vulnerable locations

PW 02	Senior Traffic Engineering Manager, Assoc Traffic Engineer, Management Analyst, Streets & Stormwater Superintendent; Maintenance Worker I & II	Heavy equip, vehicles	Contractors, KCDOT	Priority route documents (common detours should be mapped ahead of time); signs; SOPs for detour sign placement for crews.
PW 03	Fleet Manager, Streets & Stormwater Superintendent, Streets & Storm Lead, Mechanic, Maintenance Worker IIs	Maintenance supplies & tools	Contractors, Gas stations	Vehicle inventory, parts inventory
PW 04	Sr. Stormwater Prog Mgr, SW Infrastructure Inspector, SW Technician, Maintenance Worker I & II	Heavy equip, hand tools, vehicles	Contractors, vendors	Report forms and contact information
PW 05	Management Analyst	Computer, internet, email, telephone	IT, city depts.	Data files
PW 06	Stormwater Prog Mgr, SW Infra Insp, SW Techs	Vehicles	Parks, Rec, and Facilities	Location of storm water facilities and vulnerable locations, Emergency Action Plans for all 8 stormwater dams
PW 07	Director, Dep Dir, City Engineer, Capital Project Engineer	Computer, internet, email, field supplies, office supplies		GIS, CAD, Bluebeam data files
PW 08	Streets & Storm Superintendent, Lead Streets & Storm Lead, Maintenance Worker I & II, other staff as needed	Vehicles, signs, steel plates		
PW 09	Lead Traffic Signal Technician, Traffic Signal Technician, Traffic Signal Technician Apprentice	Vehicles, tablet or cell phone, generators, supplies		

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ANNEX H: Human Resources

People are critical to the operations of any organization. Selecting the right people for an organization's staff is vitally important, and this is especially true in a crisis. Leaders are needed to set priorities and keep focus. The City of Sammamish:

- Recognizes that not all personnel will be able to respond to work during or immediately following an emergency.
- Personnel possess the skills necessary to perform essential functions and supporting tasks.
- Personnel are trained and understand their roles and responsibilities during an emergency.

It is important that all staff are kept informed and are accounted for during all emergencies. Employees are expected to remain in contact with their supervisors during any facility closure or relocation situation. There is a high probability that staff who do not have assignments supporting mission essential functions will be asked to accept an assignment that they might not perform during their normal work day. It may even be with a different department.

If the emergency impacts people and property throughout the community and region, it is important that leadership be aware of their employee's situation. Employees or their family members may be injured, homes damaged, or other circumstances that keep them from reporting to work or even telecommuting. While they may not have an immediate assignment, based on the situation, they may be assigned a task that supports an essential function.

Employees should contact their department supervisors using normal communications methods including telephone, text, email, or other methods identified by the city or department.

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ANNEX I: Authorities and References

City of Sammamish - [Municipal Code \(SMC\)](#)

City of Sammamish - [Budget Information](#)

King County - [Regional Hazard Mitigation Plan](#)

Washington State – [Revised Code of Washington](#)

Washington State – [Emergency Management Division](#)

Federal Government

- [Freedom of Information Act \(FOIA\)](#)
- [Continuity Assistance Tool \(CAT\)](#)
- [National Continuity Policy Implementation Plan](#)
- [Developing Emergency Relocation Group \(ERG\) Planning Guides](#)
- [FEMA Devolution Planning Template](#)

Other

- [Emergency Management Standards, Emergency Management Accreditation Program \(EMAP\)](#)

ANNEX J: Definitions and Acronyms

AHIMT	All Hazards Incident Management Team
BPA	Bonneville Power Administration
CEMP	Comprehensive Emergency Management Plan
COG	Continuity of Government - A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a Catastrophic Emergency.
CP	Continuity Plan - An effort within individual executive departments and agencies to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.
Devolution	The capability to transfer statutory authority and responsibility for essential functions from an organization's primary operating staff and facilities to other organization employees and facilities, and to sustain that operational capability for an extended period.
DHS	Department of Homeland Security
EMD	Emergency Management Division (Washington State)
ESF	Eastside Fire & Rescue
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
ERG	Emergency Relocation Group
FEMA	Federal Emergency Management Agency
ICS	Incident Command System
IT	Information Technology
KCDNRP	King County Department of Natural Resources & Parks
KCDOT	King County Department of Transportation
KCOEM	King County Office of Emergency Management
KCSO	King County Sheriff's Office
NGO	Non-governmental organization
PBX VoIP	Voice over Internet Protocol (Private Box Exchange)
PHSKC	Public Health Seattle King County
PSE	Puget Sound Energy
SMC	Sammamish Municipal Code
WAC	Washington Administrative Code
WAMAS	Washington Mutual Aid System

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APPENDIX 1: Department Go-Kits (Example)

A department Go Kit generally includes items that will be needed at an alternate facility. The contents are generally kept in a suitcase, duffle bag, large briefcase, plastic, or rubber storage container, or even a designated box that is easily transportable. In some cases, the contents may be kept at a designated alternate facility. The key is that the contents must be always available and sensitive materials kept up to date.

- Department Charge Cards
- Alternate Facility
 - Alternate facility critical information such as directions, parking, access codes, point of contact information
 - There may be a need to bring basic supplies for the facility if they are not in place such as janitorial service, coffee, water, and office supplies
 - Meals for workers after the first day or two if there are no restaurants open nearby or if transportation routes are impacted
- Documents
 - Line of Succession and Delegation of Authority contact information
 - Key vendor contact lists
 - Partner agency or stakeholder contact lists
 - Legal or key operations documents including plans, policies, and procedures
- Communications and IT Equipment (radios, phones, laptops, printers, fax, copy machine)
 - Extra batteries, chargers, power cords and connectors
 - Printer paper, ink cartridges
 - Additional devices or designation of which devices should be taken to the alternate facility
 - Jump drives loaded with needed documents as well as blank jump drives
 - Access codes and passwords to get into protected documents
- Flashlights, battery or solar powered AM/FM radio,
- Laminated paper maps of the general area, as well as detailed mapbooks showing street network, stormwater facilities, surface water features, topography, and traffic signal systems.
- Office supplies including, pens, pencils, tablets, staplers, paperclips, etc. Needs to include write-in-the-rain paper, Ziploc bags, sharpies, etc.
- Other resource needs and requirements to perform Mission Essential Functions

APPENDIX 2: Personal Preparedness Go-Kit (example)

Personal preparedness for employees who have committed to working in essential positions during an emergency or disaster is important. Having personal needs met helps individuals work more effectively. Examples of items to keep in a personal 'go kit' include:

- Several days or two weeks of medications if possible – be sure to rotate them
- Contact lens solution or extra contacts or glasses
- Toiletries and personal care products such as toothbrush, toothpaste, comb, shampoo, etc.
- Changes of clothes and shoes – comfortable work clothes and walking shoes
- Sweatshirt or sweater and seasonal outerwear
- Sleeping bag or blanket, air mattress or pad, and pillow – you may be sleeping in a corner somewhere
- Flashlight, AM/FM radio, cell phone and charger, and batteries
- Emergency food and water
- Paper map of the area
- A book, puzzles, or deck of cards should there be free time when you are not working but can't get home

APPENDIX 3: Emergency Relocation Checklist

The following checklist provides a starting point for personnel as they move to an alternate facility.

- ❑ **Alert and Notification** – Have all team members been notified and confirmed that they will be able to respond? If not, notify alternates.
- ❑ **Transportation Planning** - Create a map to the alternate facility. Distribute to appropriate city personnel, partners, and stakeholders.
- ❑ **Alternate Facility Access and Credentialing** – Distribute access codes or credentialing requirements to appropriate city personnel, partners, and stakeholders.
- ❑ **Lodging, Parking, and Meals** – Identify parking areas, describe lodging options if necessary, and arrange for meals if local eating establishments are not operational.
- ❑ **IT & Vital Documents** – Evaluate your ability to access needed documents, computer systems and software applications. Log into e-mail and other computer systems or applications necessary for performance of your work. If you are unable to access key systems identify alternate methods to accomplish what needs to be accomplished.
- ❑ **Activity Log** – Initiate an Activity Log documenting all actions taken. Include the date, time, nature of activity, any notifications, or expected actions.
- ❑ **Communications** – Identify or establish methods of communication (hardline telephone, cell phone, email, radio) with other city employees, partners, and stakeholders. Record contact information for all members of the ERG and transmit it to appropriate city personnel, partners, and stakeholders.
- ❑ **Contact Information** – Identify those organizations, vendors, and key individuals that you need to communicate with throughout the incident and ensure that contact information is current.
- ❑ **Family** – Let close friends and family know that you are safe if there could be a question as to your safety (in major disasters, Facebook provides a mechanism to let friends know you are safe). Provide a method of communication to your family and close friends including those who may hear of the emergency and wonder about your status.