



**CITY OF KIRKLAND**  
**Fire & Building Department**  
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## **MEMORANDUM**

**To:** Dave Ramsay, City Manager  
**From:** Helen Ahrens-Byington, Deputy Fire Chief  
**Date:** June 26, 2006  
**Subject:** Emergency Preparedness – Study Session

### **RECOMMENDATION:**

The Council reviews the attached materials in preparation for training during the study session.

### **BACKGROUND DISCUSSION:**

It's important to maintain a good understanding of your role in a disaster situation. Meeting training requirements for all levels of disaster responders is critical for the effective response and recovery when faced with natural or man-made disasters.

The July 5<sup>th</sup> study session will focus on Council's role in disaster preparedness; in order for Council to better address the needs of our community during and after emergencies. The following topics will be covered during the session:

- Council members Burleigh and Sternoff will report out on training attended at the AWC conference.
- Personal disaster preparedness
- Status of the City's Emergency Preparedness efforts
- FEMA National Incident Management System/Incident Command System training (NIMS/ICS)
- Communications with the Public
- Comprehensive Emergency Management Plan (CEMP) – Council's role in disaster
- Emergency Operation Center (EOC) formerly Emergency Coordination Center (ECC)
- Disaster Recovery

For a detailed status of emergency preparedness, please refer to the white paper included in the council retreat packet; if you need another copy, please let us know. There are three major issues identified in the emergency preparedness status white paper that need to be addressed in order for our preparedness to be most effective. They are:

- Funding of an Emergency Preparedness Coordinator
- Upgrading the EOC to meet minimum safety/security needs
- Funding for a citizen awareness and preparation training

There is a federal requirement to adopt and train to the National Incident Management System (NIMS); we will be bringing a resolution forward on July 18<sup>th</sup> for Council's approval. Adopting NIMS will assist us in meeting our emergency needs through federal assistance during disasters, grants and training programs provided at little or no cost.

Given the time constraints of the study session, an overview of these topics will be given and further training will be focused on a more in depth approach to each of these areas. The intent at this study session will be to provide some basic tools should a disaster strike in the near future. Ongoing training will better prepare the city council, staff and citizens to work in coordination during emergencies.

Anytime you have a question about how to prepare for emergencies, please contact Chief Blake or me for assistance. You don't have to wait for the next training session, to feel better prepared for disaster.

# **National Incident Management System FY 2006 Compliance Activities**

Homeland Security Presidential Directive - 5 directed the development of the National Incident Management System (NIMS) and the National Response Plan (NRP) ...

National Incident Management System ... is a consistent nationwide approach for federal, state, tribal and local governments to work effectively and efficiently together to prepare for and respond to all hazards, including acts of terrorism.

National Response Plan ... is built on the template of the National Incident Management System. It provides the structure and mechanisms for coordinating federal support to state, local and tribal incident managers ... provides for exercising direct federal authorities and responsibilities, and Incidents of National Significance.

Development of NIMS and NRP ... involved extensive coordination with federal, state, local and tribal agencies, NGOs. Private-sector, first responders and emergency management ... also DHS Preparedness Directorate, Office of Grants and Training coordination with state, local and tribal organizations. The NIMS was released March 2004. The NRP was released January 2005.

## **What NIMS is about ....**

Common incident management principles, practices and doctrine and ...

- \* Use of ICS
- \* Flexible response operations
- \* Common terminology for ordering, tracking resources
- \* Plans for staging and allocating equipment, supplies and assistance
- \* Effective communications

## **Components of NIMS**

- \* Command and Management
- \* Preparedness
- \* Resource Management
- \* Communications and Information Management
- \* Supporting Technologies
- \* Ongoing Management and Maintenance

## **Implementation and Compliance**

FY 2005 States and territories must meet minimum FY 05 NIMS implementation requirements. Tribal and local governments are encouraged to start implementing the NIMS.

Self Certification: The state must certify that, taken as a whole, it met the minimum FY05 requirements.

State certification is required to receive FY06 preparedness funds.

FY 2006 States, territories, tribes and local governments must meet the FY06 NIMS implementation requirements.

Self Certification: The state (including its local jurisdictions) has met the minimum FY06 requirements. State certification required to receive FY07 preparedness funds

FY 2007 and beyond: Full NIMS compliance is required for all federal preparedness funds. States, success of the NIMS.

State certification of ongoing NIMS compliance continues to be required to receive federal preparedness funds.

### **Implementation Activities: FY05 - States and Territories**

- \* Incorporate NIMS into training, exercises
- \* Use preparedness funds to support state, local and tribal NIMS implementation
- \* Incorporate NIMS into EOPs
- \* Promote intrastate mutual aid agreements
- \* Provide technical assistance to locals
- \* Institutionalize the use of ICS
- \* Submit self-certification that the state, as a whole, has met '05 requirements

### **Implementation Activities: FY05 Local and Tribal Jurisdictions and States should ...**

- \* Complete IS-700, NIMS training
- \* **Formally adopt NIMS**
- \* Establish NIMS baseline
- \* Institutionalize use of ICS
- \* Develop implementation strategies

### **The Role of the States, '06 and Beyond**

- \* Establish infrastructure to support NIMS implementation
- \* Encourage a regional approach to implementation
- \* Establish planning process to ensure NIMS implementation
- \* Communicate requirements to locals
- \* Measure progress and facilitate implementation reporting

### **Implementation Activities: FY06 - States and Territories**

#### **State Adoption and Infrastructure**

- \* Monitor formal adoption of NIMS by tribal and local jurisdictions
- \* Establish a planning process to ensure communication and implementation of NIMS statewide
- \* Designate a single POC to coordinate NIMS implementation

- \* Ensure federal preparedness funding is linked to NIMS implementation

### **Implementation Activities: FY06 - States and Territories**

#### **Command and Management**

- \* Use ICS for all incidents
- \* Use integrated Multi-agency Coordination Systems
- \* Institutionalize NIMS Public Information System

### **Implementation Activities: FY06 - States and Territories**

#### **Preparedness Planning, Training, Exercises**

- \* Establish NIMS baseline against FY05 and FY06 requirements
- \* Update plans and SOPs to include NIMS and NRP
- \* Leverage facilities for NIMS training
- \* IS-800 NRP: An Introduction
- \* ICS-100 and ICS-200
- \* Incorporate NIMS into exercises
- \* Participate in all-hazards exercises based on NIMS
- \* Utilize corrective actions

### **Implementation Activities: FY06 - States and Territories**

#### **Resource Management, Communication and Information Management**

- \* Inventory state response assets using resource typing
- \* Develop plans for resources in NRP Catastrophic Incident Annex
- \* Ensure standards are incorporated into acquisition procedures
- \* Use plain English

### **Implementation Activities: FY06 - Tribal and Local Jurisdictions**

- \* Complete IS-700 NIMS Introduction
- \* Adopt NIMS principles and policies
- \* Establish a NIMS baseline
- \* Institutionalize the use of ICS
- \* Develop strategy and timeline for full NIMS implementation

### **Implementation Activities: FY06 - Tribal and Local Jurisdictions**

#### **Command and Management**

- \* Use ICS for all incidents
- \* Use integrated Multi-agency Coordination System
- \* Use JIS and JIC to communicate public information

## **Implementation Activities: FY06 - Tribal and Local Jurisdictions Preparedness Planning, Training**

- \* Update plans, SOPs with NIMS
- \* Intrastate and interagency mutual aid
- \* IS-700 NIMS Introduction
- \* IS-800 NRP Introduction
- \* ICS-100 and ICS-200

## **Implementation Activities: FY06 - Tribal and Local Jurisdictions Preparedness Exercises, Resource Management, Communication**

- \* Incorporate NIMS and ICS into all training and exercises
- \* Participate in all-hazards exercise programs based on NIMS
- \* Inventory community assets using resource typing
- \* Ensure standards are incorporated into acquisition procedures
- \* Use plain English

## **The NIMS Integration Center**

- \* Strategic direction for and oversight of NIMS and the NRP
- \* Support NIMS implementation through ...
- \* Mutual aid, resource management, credentialing
- \* NIMS National Standard Training Curriculum
- \* Guidance and evaluation tools
- \* NIMS Advisory Committee
- \* Guides for Elected Officials
- \* EOP Guidance for States/Locals
- \* NIMS Communications

## **The NIMS Integration Center**

- \* Gil Jamieson, Director
- \* Web Page: [www.fema.gov/nims](http://www.fema.gov/nims)
- \* E-Mail: [NIMS-Integration-Center@dhs.gov](mailto:NIMS-Integration-Center@dhs.gov)
- \* NIMS Training: [www.training.fema.gov/emiweb/IS/is700.asp](http://www.training.fema.gov/emiweb/IS/is700.asp)
- \* NRP Training: [www.training.fema.gov/emiweb/IS/is800.asp](http://www.training.fema.gov/emiweb/IS/is800.asp)
- \* ICS Training: [www.training.fema.gov/emiweb/](http://www.training.fema.gov/emiweb/)
- \* Main Number: 202-646-3850
- \* Mailing Address: NIMS Integration Center, 500 C Street SW, Suite 706, Washington, DC 20472

The NIMS Integration Center  
DHS/FEMA  
Washington, DC  
01/10/2005

# **NIMS Frequently Asked Question's**

WASHINGTON - The NIMS Integration Center's five most frequently asked questions, which are posed primarily via e-mail, focus on required NIMS training, lost or delayed NIMS/ICS training certificates, and NIMCAST temporary passwords.

In the interest of providing the information most relevant to our audiences we have decided to repeat those questions and our answers in this NIMS Alert. We also would like to urge you to check our FAQ site, which is directly accessible from the NIMS Homepage at [www.fema.gov/nims](http://www.fema.gov/nims); it is updated frequently based on your questions.

## **Who has to take NIMS and ICS training?**

All federal, state, local, tribal, private sector and non-governmental personnel with a direct role in emergency management and response must be NIMS and ICS trained. This includes all emergency services related disciplines such as EMS, hospitals, public health, fire service, law enforcement, public works/utilities, skilled support personnel, and other emergency management response, support and volunteer personnel, as follows:

### **Entry Level**

- \* FEMA IS-700: NIMS, An Introduction
- \* ICS-100: Introduction to ICS or equivalent

### **First Line, Single Resource, Field Supervisors**

- \* IS-700, ICS-100 and ICS-200: Basic ICS or its equivalent

### **Middle Management: Strike Team Leaders, Division Supervisors, EOC Staff, etc.**

- \* IS-700, IS-800 NRP, ICS-100, ICS-200 and in FY07, ICS-300

### **Command and General Staff; Area, Emergency and EOC Managers**

- \* IS-700, IS-800, ICS-100, ICS-200 and in FY07, ICS-300 and ICS-400

## **What about elected officials?**

The NIMS Integration Center strongly recommends that all elected official who will be interacting with multiple jurisdictions and agencies during an emergency incident at the minimum, complete **IS-700: NIMS**, An Introduction and **ICS-100**: Introduction to ICS. These courses provide a basic understanding of the National Incident Management System and the Incident Command System. Everyone directly involved in managing an emergency should understand the command reporting structures, common terminology and roles and responsibilities inherent in a response operation.

## **Appendix 1**

### **DIRECTION, CONTROL, AND COORDINATION**

The Division of Emergency Management within the Fire Department is the City of Kirkland's 24-hour crisis monitoring agency. As emergency or disaster situations threaten or actually occur, the Emergency Services Director (Fire Chief) or his/her designee may convene the "Crisis Action Team" or activate the Emergency Coordination Center (ECC) to facilitate either evaluation of the threat and/or incident planning. The Crisis Action Team (policy group) may possibly activate the ECC or implement emergency functions and resources under the provisions of this Plan. Certain near instantaneous events may trigger immediate full ECC activation through first responder department recommendations, such as the Police, Fire and Public Works departments. The Emergency Coordination Center (ECC) will be central to successful emergency and disaster operations in the City of Kirkland. The Coordination Center Concept ensures that decision makers, policy makers and coordinators will be located in close proximity to make sure that personnel and resources can be used efficiently. Face to face communication and direct coordination of activities helps minimize duplication of efforts and provides immediate feedback mechanisms within the emergency organization

#### **I. PURPOSE**

The purpose of this Appendix is to provide for overall guidance and policy in the direction, control and coordination of emergency operations under the provisions of this comprehensive plan, as established and promulgated through the City of Kirkland's Municipal Code and the Revised Code of Washington (RCW 38.52) Statute:

#### **Kirkland Municipal Code = KMC**

- KMC 3.20.050 Emergency Mgmt. Plan.
  - City Manager is responsible to see that the City executes its plan in accordance with what is recorded in that plan.
- KMC 3.20.060 ECC
  - The plan calls for activation of the Emergency Coordination Center and/or the Crisis Action Team and designates options for the Incident Commander.
- KMC 3.20.070 Emergency Powers
  - Allows the broadest authority and greatest discretion consistent with Washington law.
- KMC 3.20.080 Task Force
  - Identifies the composition, function and operation of the local emergency management task force.
- KMC 3.20.090 Ratification of Actions
  - Allows the city manager to take action on behalf of the city council and/or mayor pursuant to the Emergency Management Plan.
- KMC 3.20.120 Search and Rescue
  - Identifies the Chief of Police as responsible for search and rescue in the city.

## **Revised Code of Washington = RCW**

### RCW 38.52.070 Emergency Powers

- Each political subdivision of the state is authorized and directed to establish a local organization in accordance with the state emergency management plan and program.

### RCW 38.52.400 Search and Rescue

- Identifies the Chief Law Enforcement Officer of each political jurisdiction as responsible for search and rescue activities in accordance with state and local Operating plans.

Sub functions and tasks that may be developed, maintained, and/or performed in support of this Appendix for the City of Kirkland include:

- Emergency Coordination Center (ECC) Procedures Manual.
- Guidelines for the Crisis Action Team (CAT)
- Emergency Communications System structure and procedures.
- Emergency Public Information system structure and access procedures.
- Mobile Command Post Procedures and Guidelines.
- Joint Information Center Procedures Manual.

## **II. POLICY**

- A.** It is the policy of the City of Kirkland to establish overall direction, control and coordination through a Crisis Action Team (CAT) or an Emergency Coordination Center (ECC) to support the City's response to a disaster or major emergency.
- B.** It is the policy of the City of Kirkland that each Municipal department designate a primary and alternate location from which to establish direction and control of department activities during a major emergency or disaster. Some departments such as Public Works may have alternate locations for directing functions outside the ECC. Departments with separate control and work stations shall keep the ECC informed as to: what has happened; what they are doing about it; and what they need.
- C.** The City of Kirkland will utilize the Incident Command System (ICS) as the organizational basis for response to any emergency or disaster.
- D.** It is assumed that Police and Fire Department personnel have sufficient authority to take immediate life or property saving actions as necessary at individual emergency scenes, irrespective of a Mayoral or City Manager proclamation.

### **III. ORGANIZATIONS INVOLVED**

The following departments, agencies and organizations have responsibilities and essential functions in direction, control and coordination.

**Primary:**

- A. City Council / Mayor
- B. City Manager
- C. Executive Policy Group (CAT)

**Other:**

- D. Administration & Finance Department
- E. Fire and Building Department - Emergency Management Division
- F. Information Technology
- G. KOMO Radio
- H. Lake Washington School District
- I. Parks and Recreation Department
- J. Planning and Community Development Department
- K. Police Department
- L. Public Works Department
- M. Puget Sound Energy
- N. Red Cross
- O. Other Local, State and Federal Government Agencies

#### **County / State / and/or Federal**

During the response and recovery phase of any disaster situation, other local jurisdictions, County, State and Federal agencies may provide life and property saving assistance, additional coordination and/or administrative support under the direction and control of the City of Kirkland emergency Operating structure.

### **IV. RESPONSIBILITIES**

In the broadest context, the responsibilities outlined in this Appendix assume a full Emergency Coordination Center (ECC) activation. In the interest of time and efficiency, the departments/agencies involved with this function may or may not be utilized in smaller scale situations. During a situation that the Crisis Action Team (CAT) is activated, the Division of Emergency Management and /or other CAT members can liaise directly to the departments and/or agencies with resources and capabilities in order to expedite resource response and other needed services. If the situation grows in complexity and scope, each department may be called upon to fulfill some or all of its stated responsibilities through, or in direct coordination with the ECC.

**A. City Council/Mayor: (Also see Executive Policy Group [CAT] this section)**

1. Provides for Policy oversight and feedback for all emergency functions undertaken by the City as identified by this document.
2. Serve as oversight and policy focus for the citizens of Kirkland.
3. Extend or curtail emergency declarations (i.e. States of Emergency) in consultation with the City Manager and other Policy Group members.
4. Adopts emergency ordinances and/or resolutions.
5. Provides assistance, oversight and a feedback mechanism to the Policy Group or Crisis Action Team for change, revision, or assessment of existing policies or consideration of new policy issues.

**B. City Manager (and Assistant City Manager in his/her absence)**

1. Provides overall direction and control for the City during disaster and major emergency situations.
2. Chief of staff and advisor for the Mayor and City Council during disasters or major emergencies.
3. Ensures that the City of Kirkland continues to function administratively.
4. Proclaims and administrates, in consultation with the Mayor and City Council, a "State of Emergency" when necessary.
5. Serves as the Executive Policy Group Leader and Chairman of the Crisis Action Team (CAT) convened during activation of the ECC.
6. Issues emergency rules and proclamations, in consultation with the Mayor and City Council that have the force of law during proclaimed emergency periods.
7. Disseminates public policy statements to the media and through departmental information officers.
8. Disseminates emergency information and instructions to the general public.
9. Establishes clear lines of succession in all aspects of city responsibilities and functions.
10. Establishes and maintains a public information center in coordination with the ECC.

**C. Executive Policy Group (Same individuals as Crisis Action Team - CAT)**

1. This group evaluates, reviews, enforces, terminates, and considers new options for policy that directly affects all aspects of the City of Kirkland during emergency and disaster operating.
2. It is comprised of the City Manager, Assistant City Manager, the Police Chief, and the Directors of Administrative Services, Finance, Public Works, Fire and Building Services, Information Technology, Planning and Community Development and Parks & Community Services .
3. All members will maintain phone, radio, pager or cellular capability for immediate notification and/or consultation for potential crisis or hazardous situations that might occur in the City of Kirkland.

#### **D. Administration & Finance Department**

1. Provides a representative to and manages the "Human Resources Branch" of the Emergency Coordination Center (ECC) Logistics Section.
2. Staffs the ECC "Safety Officer" position (risk management).
3. Provides a representative to the ECC Plans Section.
4. Provides a representative to the Utilities Branch within the Public Works Operating Section that maintains liaison with Verizon, U.S. West and other communications contractors in the City.
5. Director, Administration & Finance (or designee) serves as an alternate Policy Group Leader for the City in formulating, administering or supervising public policy during disaster or emergency Operating in the ECC.
6. Director of Administration & Finance (or designee) serves as the ECC Administration/Finance Section Chief during designated major emergencies or disasters.
7. Staffs the ECC Administration/Finance Section.
8. During the recovery phase of a disaster or major emergency, provide direct support to the Emergency Management Division and Planning and Community Development in the compilation of damage assessment, and preparation of documents being submitted to state and federal agencies as well as establishing Disaster Assistance Centers.
9. Establishes and maintains a single cost center system whereby emergency/disaster costs are identified and accumulated for state and federal reimbursements.
10. Establishes and maintains a system to meet payroll and other payment obligations during emergencies and disasters.

#### **E. Fire and Building Department and Emergency Management Division**

##### **FIRE**

1. Activates or recommends activation for Crisis Action Team and the ECC.
2. Fire Chief (or designee) normally functions as the ECC Incident Commander during pre-designated types of major emergencies or disasters.
3. Fire Chief serves as an active member of the Kirkland Crisis Action Team for decision making and the Executive Policy Group for policy formulation in the City.
4. The Director of Fire and Building Services (the Fire Chief) serves as the Director of Emergency Services and as such, is directly responsible to the City Manager for the organization, administration and operation of Emergency Management within the Fire Department.
5. Staffs the "Operating and Plans Section Chief" position in the ECC.
6. Staffs the "Fire Operating Branch" within the Operating Section in the ECC.
7. Normally assumes role of Incident Commander of hazardous materials incidents. If incident requires state/federal unified plan activation, may provide a representative to staff the local on-scene coordinator or liaison position, while there is an immediate threat to public safety.

## **BUILDING**

1. Fire and Building Department Director (Fire Chief) serves as an active member of the Kirkland Crisis Action Team for decision making and policy formulation for the City.
2. Staffs the "Facilities Branch" within the Logistics Section of the ECC
3. Staffs the "Situation Status" (Disaster Analysis Function) positions in the Plans Section of the ECC.
4. Coordinates issues pertaining to permits and temporary code variances as per City policy during recovery and restoration phases of disaster or major emergency.
5. Provides staff assistance for coordinating hazard mitigation activities as they relate to land use, resource management, enforcement of codes, the inspection process and the issuing of permits.

## **EMERGENCY MANAGEMENT DIVISION**

1. Activates the Crisis Action Team (CAT) and the ECC when necessary.
2. Facilitates the development of, and maintains the City of Kirkland's Comprehensive Emergency Management Plan (CEMP).
3. Provides direct liaison, coordination and networking among local, state, federal, private and volunteer organizations.
4. Ensures that the ECC is organized, equipped and is ready to become functional within an hour of activation notification.
5. Prepares Emergency Proclamations (in draft form) for the City Attorney, City Manager and/or the Mayor and Council.
6. Coordinates requests for emergency assistance.
7. Ensures coordination for the release of information through the Emergency Alert System and KOMO Radio.
8. Maintains liaison with Emergency Management personnel in King County, Redmond, Bellevue, Bothell, Medina and the City of Seattle.
9. Monitors existing and/or potential situations for the Crisis Action Team and acts as the central coordination point for that body.
10. Coordinates area hospitals and/or medical facilities to ensure they have access to and functional capability on the Hospital Emergency Action Radio net (HEAR).
11. Serves as the alternate and/or backup function to the Emergency Services Director.
12. Serves as the Technical Advisor to the Executive Policy Group, City Manager and Mayor/Council on all matters pertaining to major emergency and disaster management.

## **F. Information Technology Department**

1. Takes all action necessary to protect data, and provide a working computer and communications network for all City of Kirkland departments.
2. Provides GIS mapping as needed.
3. Provides direct technology support when ECC and Message Center has been activated with set-up and support roles.

**G. KOMO, KIRO Radio**

1. Provides periodic tests of the local Emergency Alert System (EAS).
2. Conducts periodic communication checks with City of Kirkland ECC.
3. Serve as primary point of contact for the Eastside Emergency Alert System.

**H. Lake Washington School District**

1. Provides a representative to the ECC for consultation on all matters concerning use of school assets for shelter, transportation or mass feeding.

**I. Parks and Community Services Department**

1. The Parks and Community Services Director serves as an active member of the Kirkland Crisis Action Team for decision making and policy formulation for the City.
2. Staffs the Logistics Section "Services and Support Branch Director" positions in the ECC.
3. Provides for the coordination and logistical support to City Police and the King County Medical Examiner for body identification, including designating and setting up of temporary morgue sites during and just after mass casualty situations.

**J. Planning and Community Development**

1. Acts as the lead department for coordinating hazard mitigation activities as they relate to land use planning, resource management, enforcement of codes, the inspection process and the issuing of permits that relate to zoning, new development and environmental assessment.
2. Assumes support responsibility with Parks and Community Services for management, planning and assistance for special populations within the City to include the disabled, handicapped, elderly, critical care and non-English speaking populations.

**K. Police Department**

1. Activates or recommends activation for Crisis Action Team and the ECC.
2. Police Chief (or designee) will normally function as the ECC Incident Commander during predesignated major emergencies or disasters that require significant essential department functions and management by Police, (i.e. civil disorder, terrorist situations, search and rescue, etc.).
3. Police Chief serves as an active member of the Kirkland Crisis Action Team for decision making and the Executive Policy Group for policy formulation in the City.
4. Staffs the "Operations and Planning Section Chief" positions in the ECC.
5. Staffs the "Law Enforcement" Branch of the Operations Section in the ECC.
6. Plans, orders and conducts evacuations when necessary to save lives and property.
7. Coordinates all law enforcement activities in the affected area(s) to include maintenance of law and order; crowd control; traffic control; and curfew enforcement if established.
8. Advises Mayor/City Council and Emergency Coordination Center Policy Group on need for curfews, area closures, and other considerations.

#### **L. Public Works Department**

1. The Public Works Director (or designee) will function as the Emergency Coordination Center (ECC) Incident Commander during predesignated major emergencies or disasters that require significant essential department functions and management by Public Works, (i.e. flooding, power outages, etc.).
2. The Public Works Director serves as an active member of the Kirkland Crisis Action Team for decision making and policy formulation for the City.
3. Staffs the "Operations, Planning and Logistics Section Chief positions as primary or alternate for shift changes in the ECC.
4. Staffs the "Public Works Branch" within the ECC "Operating Section."
5. Supervises and coordinates outside assistance resources, including volunteers that have been requested for repair and restoration of utilities and services within the City.
6. Implements and enforces water conservation programs to conserve dwindling supplies up to and including rationing and curtailment of specific water related activities (i.e. washing of cars, irrigation of yards, etc.), if necessary.
7. Establishes priority assessment, repair, restoration and purification of water sources throughout the City in coordination with other water utility organizations in the surrounding greater Kirkland area.
8. Establishes priority assessment, repair, and restoration of other utility services throughout the City to include sewer and storm drain service, sanitation facilities and other utility service in coordination with Puget Sound Power and Light and Washington Energy Services.
9. Staffs the "Fleet Services Branch" within the Logistics Section of the ECC to ensure vehicle support for City needs.

#### **M. Puget Sound Energy**

1. Notifies the Division of Emergency Management and the King County Department of Health in the event of extended utility failure.
2. Coordinates public information releases with the ECC and City Information Center.

#### **N. Red Cross**

1. Ex-officio member of the Crisis Action Team.
2. Provides liaison and coordination work with the Logistics Section on shelter, mass care and human welfare problems.
3. Provides setup and staffing of shelters, and provides emergency feeding, lodging, and individual assistance.

#### **O. Other Local, state and Federal Government Agencies**

1. Other local jurisdictions, County, State and Federal agencies may provide life and property saving assistance, additional coordination and/or administrative support under the direction and control of the City of Kirkland emergency Operating structure.

## **V. PROCEDURES: OPERATIONAL CONCEPTS**

### **A. Direction and Control**

1. The City Manager, through the Division of Emergency Management and the City of Kirkland Department Directors, are responsible for the direction, control, and coordination of emergency management activities in the City of Kirkland.
2. The City Manager's responsibility for the preparation, and carrying out of emergency functions to mitigate, prepare for, respond to, and recover from major emergencies or disasters; and the authority for direction and control of the organization, administration and operation of the City of Kirkland emergency management program is found in Federal Civil Defense Act of 1950 (as amended), the Federal Disaster Relief Act of 1974 (as amended), Washington State Statute; RCW 38.52 and the City of Kirkland Municipal Code, Chapter 3.20.
3. In accordance with the City of Kirkland Municipal Code 3.20 the emergency management organization of this City is the responsibility of the City Manager. The emergency management organization consists of all departments and resources of the City government and applicable volunteer and private resources. In accordance with Kirkland Municipal Code 3.20.090, the City Manager may use City resources and employees as necessary, and alter functions of departments and personnel as well. In addition if State and/or Federal resources are made available to the City, they will be under the operational control of the City Manager or his/her designee.
4. All City of Kirkland departments and their personnel are part of the City emergency management organization as outlined in this plan. This plan will be utilized to guide response to emergencies/disasters or the imminent threat thereof, and to guide Crisis Action Team (CAT) support to field Operating.
5. Each City of Kirkland department is directed to establish a primary location and alternate location from which to establish direction and control of its respective activities in an emergency or disaster. This may be from the Emergency Coordination Center (ECC), or other location, depending upon circumstances. If it is from another location, the department will keep the ECC informed as to what has happened, what the department is doing about it, and what the department's needs are in the near future.
6. In accordance with Kirkland Municipal Code, the City Mayor/Council or City Manager may curtail or extend emergency declarations, and may adopt emergency ordinances in accordance with the Kirkland Charter.

### **B. Emergency Proclamation**

1. A local Emergency Proclamation is the legal means by which the City can take extraordinary measures to meet emergencies or disaster problems. A proclamation allows for the emergency use of resources, the bypassing of time-consuming requirements such as hearings and the competitive bid process, and activates the extraordinary measures outlined in this Plan. A proclamation is usually a prerequisite for State assistance and is made at the onset of a disaster to allow the municipality to do as much as possible to help itself.

2. In preparing a proclamation, a description of the event and the necessary emergency authorizations need to be documented. The Washington State Emergency Management Division in Olympia should be informed, and a news release made as soon as possible when an Emergency Proclamation is signed. This emergency proclamation shall terminate in 48 hours unless it is extended by resolution of the Mayor/City Council. The City Manager, as the liaison with the Mayor/City Council will ensure that a resolution extending the proclamation is, if appropriate, duly passed.
3. The City Manager may declare a civil emergency under Kirkland Municipal Code 3.20.090, to expedite access to local resources needed to cope with the incident. If the needed response exceeds local capabilities, a disaster has occurred.
4. Any proclamation issued pursuant to Kirkland Municipal Code 3.20.090 has the force of law and supersedes any conflicting provision of law during the period of the declared emergency or disaster. The Assistant City Manager is responsible for ensuring that any emergency proclamation is published in accordance with Kirkland Municipal Code.
5. The City Manager, acting on behalf of the Mayor/City Council, may declare a disaster or emergency conditions under Washington State Statute RCW 38.52. He/she may further ask for a gubernatorial declaration to include State and Federal assistance.
6. City of Kirkland Assistant City Manager ensures that all City department employees are notified of the emergency proclamation to include, but not limited to: conditions, length of time in effect, expected impact to business, citizens, etc. and that the proclamation is published and recorded in accordance with municipal code.

### **C. Requests for Assistance**

1. If the situation is beyond local capability, a request for State assistance, and/or Federal assistance may be in the original proclamation or included in a second proclamation presented to the Governor of Washington through the Washington State Emergency Management Division. Protocols normally require that the process also go through King County. The "Local Proclamation" and the "Request for Assistance" are two separate actions, although they may be combined. Part of this proclamation includes the Mayor/City Manager proclaiming the City a "disaster area." Although there is no statutory basis for this designation, it is suggested by State and Federal policies, and fulfills public expectations that local leadership is responding to the situation.

### **D. Coordination**

1. The Division of Emergency Management in the Kirkland Fire Department is the lead organization for facilitating coordination among local, state, federal and private sector organizations within the City of Kirkland.
2. The King County Local Emergency Planning Committee (LEPC) ensures an adequate emergency plan is in existence in accordance with the Federal Emergency Planning and Community Right to Know Act of 1986. Implementation of this Federal legislation and corresponding State laws provides for hazardous and toxic chemical emergency planning, training and public education and also incorporates community input in the planning process.

4. The Coordinator for the Division of Emergency Management serves as the key element in emergency planning, the primary coordinator/advisor for the City Manager/Mayor/City Council and the Crisis Action Team during emergency Operations.
5. During a full ECC activation and operation, all ECC representatives are expected to coordinate directly with their functional counterparts in the other local, state and federal government and private sector positions.

## **E. Facilities**

1. Emergency Coordination Center (ECC) locations.
  - a. Emergency Coordination Centers (Primary and secondary locations)

The Emergency Coordination Center (ECC) is located on the first floor of City Hall at 125 Fifth Avenue in Kirkland. The Alternate ECC for the City is located in Station 26 at 9930 124th Avenue N.E. The third alternate location for the ECC is the Public Works Maintenance Facility located at 915 8th Street in Kirkland. See attached floor plans for each respective facility.

2. On-Scene Emergency Coordination Center
  - a. If a major emergency situation occurs in a specific isolated area, or if the sheer numbers of resources on-scene require extensive face to face coordination, and adequate communication can be provided, an on-scene Emergency Coordination Center (ECC) may be established. It may also fill the function of an on-scene command post, depending on the needs at the scene and the Incident Commander's perspective.

## **F. Communications**

1. Contact between the ECC staff and their departments will be maintained through telephone, radio and electronic networks.
2. All departments are responsible to ensure that communication systems are in place between their respective departments and the ECC.
3. Coordination / Dispatch Centers
  - a. Emergency response departments with field personnel involved in disaster operations will maintain coordination and/or dispatch centers that will control the functioning of the emergency forces under their control.
  - b. Whenever possible, these centers will utilize existing facilities and will be in contact with the ECC through direct redundant communication, such as telephone and radio. Existing centers include:
    1. Public Works Maintenance Facility located at 915 8th Street.
    2. Police dispatch located on the first floor of City Hall at 123 Fifth Avenue.
    3. Fire dispatch located at Bellevue Fire Department, Station 3.

**G. Crisis Action Team (CAT).**

1. The Division of Emergency Management in the Fire Department is the City of Kirkland's 24-hour crisis monitoring agency. The Division provides an on-going independent analysis of incoming information provided by such agencies and systems as:
  - The National Warning System
  - Washington State Division of Emergency Management
  - National Weather Service
  - Puget Sound Energy
  - King County Emergency Management
  - Kirkland Police Department
  - Kirkland Fire Department

The Division of Emergency Management will normally activate or alert the Crisis Action Team (CAT) whenever needed.
2. The Crisis Action Team is a flexible, supporting and coordinating function that could be activated in any of several ways:
  - One individual sitting at home facilitating the coordination of personnel and resources to an incident scene.
  - Several members convening in the Emergency Coordination Center or on scene to assist an Incident Commander as needed.
  - Several members conversing on the phone about courses of action or options.
  - All members asked to meet for consensus on new policies, strategies, or options.
3. When an emergency or disaster situation either occurs or threatens, the Director of Emergency Services (Fire Chief), or designee, may convene the "Crisis Action Team" to facilitate the process of evaluation and incident planning, consider new policy, implement activation of selected emergency functions or mobilize needed resources. The Crisis Action Team will also be used to support incident commanders in field situations.
4. Any City of Kirkland Department could be called upon to provide a representative at the convening of the Crisis Action Team. Exactly who is called and ultimately how many will participate in the meeting is dependent upon the situation and the functions that will be activated.
5. In full activation of the ECC, the Director of the City Department that is most heavily impacted will normally serve as the ECC Incident Manager.
6. Additionally, the Kirkland Police and Fire Department Communications Centers will notify the Emergency Services Director (Fire Chief) or representatives of the Division of Emergency Management for possible activation of the Crisis Action Team when certain events have reached pre-defined levels, such as:
  - A major earthquake within 60 miles of the City of Kirkland of magnitude 6.0 or higher.
  - Power outages, suspected to be out for more than 5 hours, 100 plus homes affected, and temperatures of 25 degrees F. or colder.
  - Major fire or potential conditions similar that require emergency shelter for victims.
  - Weather warnings and/or advisories, i.e. wind, excessive snow, torrential rain, bitter cold etc.
  - Incidents that require coordination of 3 or more City Departments.
  - Mass casualty incidents involving 10 or more patients.

- Release of hazardous materials sufficient to cause an evacuation of any kind.
- Any existing condition or imminent hazard that could cause loss of life or property within the City of Kirkland.

#### **H. Emergency Coordination Center (ECC) Activation**

1. The Emergency Coordination Center (ECC) and Kirkland's emergency organization may be fully activated by the decision of the Crisis Action Team (CAT), the Fire Chief, Police Chief, Public Works Director, the Division of Emergency Management or the City Manager.
2. As a practical matter in the field, any Incident Commander can request a Crisis Action Team or ECC activation.
3. Depending on the situation and the response required, other City department heads may activate the emergency organization in consultation with the Division of Emergency Management and the Emergency Services Director.
4. When the decision is made to activate the ECC, either the Police Department Dispatcher or the Division of Emergency Management will notify the appropriate staff members to report to the ECC. The ECC management staff will take action to notify and mobilize the appropriate organizations and Operating centers which they are responsible for coordinating.
5. Departments and organizations assigned to an ECC function will do the following when notified:
  - a. Initiate a call out to all department personnel assigned to the ECC as per their department policy, and instructions.
  - b. Activate and check to see that all department communications systems are functional as per their standard procedures. (This is particularly appropriate for those personnel who work in departments with separate dispatch centers.)
  - c. Activate their checklists, procedures and policies and be prepared to carry out responsibilities as indicated in this plan, the ECC Procedures Manual (separate document), and individual department instructions.

#### **I. Emergency Coordination Center (ECC) - Operating and Staffing** (See ECC Procedures Manual - separate document)

1. Overview:
  - a. The Emergency Coordination Center (ECC) is organized and will function according to the National Interagency Incident Management System (NIIMS) Incident Command System (ICS) principles.
  - b. Incident Command System (ICS) is intended to be flexible and should be tailored by the ECC Manager and the Section Chiefs, to meet the demands of any particular situation.
  - c. In this system, the Mayor/Council exercise their authority through the City Manager who acts as the Executive Policy Group Leader and provides overall policy and guidance for developing the strategic objectives necessary in the management of any emergency or disaster.

- d. The ECC Incident Manager will be responsible to the City Manager and Executive Policy Group. He/she will have overall management responsibility for the incident and see that policy directives are implemented.

**NOTE:** The term ECC Incident Manager is used instead of Incident Commander (per the ICS) to avoid confusion with the Incident Commanders in the field.

2. ECC Incident Manager and Staff

The ECC Incident Manager is the interface between the City Manager, the Executive Policy Group and the ECC, and is in charge of the ECC and is responsible for making decisions necessary to meet the demands presented by the emergency or disaster.

- The direct management staff for the ECC includes Administrative Support Leader, Public Concerns Leader, the Emergency Management Coordinator, and the Section Chiefs for each of the respective functional areas of Operations, Planning, Logistics and the separate single function of Administration/Finance.
- Using the basic premise of an optimum span of control, there will be three or four functional sections in the ECC, depending on whether or not Administration/Finance is activated. Each of these sections will have branches that will also be functionally oriented. The size and function of this organization will be dictated by the magnitude and nature of the emergency or disaster.
- The Public Information Officer for the jurisdiction will fall under the organizational structure of the Policy Group Leader which for the most part will be the City Manager or his/her representative.
- The Emergency Management Coordinator in the Kirkland Fire Department will facilitate efficient Emergency Operations in the ECC and trouble shoot for the ECC Manager as a liaison and point of coordination for the other departments.
- The level of activation for the ECC will depend upon the situation and the need for coordination and support. The ECC Incident Manager will schedule shifts and staffing levels as necessary.
- Individual department heads should exercise direction and control of their respective department operations from whatever site they designate in their respective operational procedures. Coordination will be accomplished through department representatives who have the responsibility to staff the ECC.
- Site security for the ECC may be necessary to ensure unauthorized people do not interfere with staff personnel or other vital functions being performed in the facility. The Logistics Chief may request the Police Department provide a uniformed police officer for each shift to maintain security.

- When fully activated for a major situation or disaster, the ECC will operate on a two 12 hour shift basis with one half hour planned for briefing and debriefing at shift change.

### 3. Overview of Key Emergency Coordination Center (ECC) Functions

**NOTE:** See ECC Procedures Manual for detailed position checklists and functions.

#### a. Policy / Executive Group

- This group is chaired by the City Manager, also functions as the Crisis Action Team and consists of the Assistant City Manager, Director of Administration & Finance, Public Works, Fire and Building Services, Information Technology, Planning and Community Development, Parks and Community Services, the Chief of Police and the City Attorney. This group will develop policy and strategy, provide interface to the media and the public, and liaison with state and federal officials as required.
- The Mayor/City Council, acting through the City Manager, will disseminate policy guidance and direction through the ECC Incident Manager who will be located in the ECC facility.
- The City Manager, acting in consultation with the ECC Incident Manager and On-Scene Incident Commanders will provide overall management direction and priority actions within the City to save lives, protect property and recommend/instigate population protection and recovery actions. Within the concept of the Crisis Action Team, all resources available will be identified and mobilized as necessary. Tasks will be prioritized and resources used within this priority framework.

#### b. Emergency Coordination Center General Staff.

1. The ECC Incident Manager. (ECC Command) Responsible to the City Manager and the Executive Policy Group for the safety of city personnel, the overall management of disaster or major emergency activities including the development and implementation of strategic decisions, and approving the ordering and releasing of resources as needed in the City. This function in the ECC may require additional staff to perform or support the management function as an overhead team, and could include personnel for Safety, Information, Liaison and Emergency Management Coordination.
2. The staff includes the Public Information Officer, Safety Officer, various Liaison Officers, and Emergency Management Coordinator.

3. The "Public Information Officer" will serve on the Emergency Coordination Center (ECC) Incident Manager's staff, as well as advise the Policy/Executive Group.
4. The (ECC) Incident Manager may also add "Liaison Officers" to be the point of contact with other agencies and levels of government.
5. The "Safety Officer" will advise the (ECC) Incident Manager on all operational safety issues.
6. The "Emergency Management Coordinator" will facilitate efficient (ECC) Operations, and 'trouble shoot' for the ECC Incident Manager.

c. Sections.

1. Using the basic premise of an optimum span of control, there normally will be three or four sections as follows: Operations, Planning, Logistics, and when required, Administration/Finance.
2. Each of these sections will have branches that will be functionally oriented. The size and complexity within each Section will be dictated by the magnitude and nature of the situation and the demand for organizational personnel using the optimum 5 to 1 supervisory ratio.

(a) ECC Operations Section. (See Organizational Chart for Emergency Operations).

- Responsible for overall command and coordination of incident response assets.
- The Operations Chief position will be staffed by the Police Chief, Deputy Fire Chief and the Director of Public Works.
- The Operations Section consists of the following branches:
  - Fire Operations Branch, staffed by the Fire Department.
  - Police Operations Branch, staffed by the Police Department.
  - Public Works Operations Branch, staffed by Public Works (PW).

(b) ECC Planning Section. (See Organizational Chart for Emergency Operations).

- Collects, evaluates, disseminates, and documents information about the disaster or emergency, the status of resources and develops the Incident Action Plans.

- The Plans Chief position will be staffed by the Deputy Fire Chief, the Police Operations Lieutenant and the Public Works Operations and Maintenance Engineer.

The Plans Section consists of following units:

- The Resource Unit - status and availability of resources (all types)
- The Situation Unit - situation status (growing, stable, declining)
- Demobilization Unit - demobilizing the entire operation
- Recovery Unit - getting back to everyday business as usual

(c) ECC Logistics Section. (See Organizational Chart for Emergency Operations).

- Responsible for providing all support needs and will order all resources, and provide facilities, supplies, and services.
- The Logistics Chief position will be staffed by the I.T. Director and the Parks and Maintenance Manager.
- The Logistics Chief Section consists of the following branches:
  - Service Branch
  - Support Branch
- The Service Branch consists of the following Units:
  - Communications – radios, telephones and electronic networks
  - Medical - medical services, transport and liaison with hospital facilities
  - Food/shelter - city staff as well as citizens
- The Support Branch consists of the following units:
  - Supply
  - Facilities
  - Ground support
  - Morgue

(d) ECC Administration/Finance Section. (See Organizational Chart for Emergency Operations).

- Responsible for monetary, financial, and related administrative functions.
- The Administration/Finance Section consists of the following units:
  - Time
  - Procurement
  - Compensation/claims
  - Cost
  - Documentation

d. ECC Continuity of Operations.

1. The Emergency Coordination Center (ECC) may be required to operate on a 24 hour basis for the duration of an incident or disaster.
2. During a 24 hour operation, shifts will normally be 12 hours in length.
3. Each position in the Emergency Coordination Center (ECC) must have a total of at least three people designated for manning during 24 hour Operations.

e. ECC Operating Procedures.

1. The ECC Procedures Manual is maintained by the Emergency Management Division and updated annually on the anniversary of this plan, or when needed.

f. On-Scene Management Incident Command System (ICS).

1. On-Scene response to emergencies follows the concept of the NIIMS Incident Command System (ICS). Some improvisation may be necessary to accommodate special circumstances, so the structure of on-scene management may vary.
2. The person in charge at the incident is the on-scene Incident Commander who is responsible for ensuring each agency on scene can carry out its responsibilities. ICS is virtually always used by responding departments within Kirkland when responding to emergency situations such as hazardous materials spills, flooding, or multiple alarm fires.
3. Upon arriving at an incident scene, the Incident Commander should:
  - Assess the situation and identify hazards.
  - Develop objectives (tasks to be done).
  - Ensure appropriate safety and personnel protective measures.
  - Develop an action plan and priorities.
  - In coordination with the Emergency Coordination Center (ECC), or dispatch, contact appropriate agencies or personnel with expertise and capability to carry out the incident action plan.
  - Coordinate, as appropriate, with other first responders.
4. When more than one agency is involved at an incident scene, the Department that has assumed the Incident Command function works together to ensure that each department's objectives are identified and coordinated.
  - Team problem solving facilitates effective response. Other agency personnel (outside jurisdictions, county, etc. ) working in support of the Incident

Command Agency will maintain their normal chain of command, but will be under control of the on-scene Incident Commander.

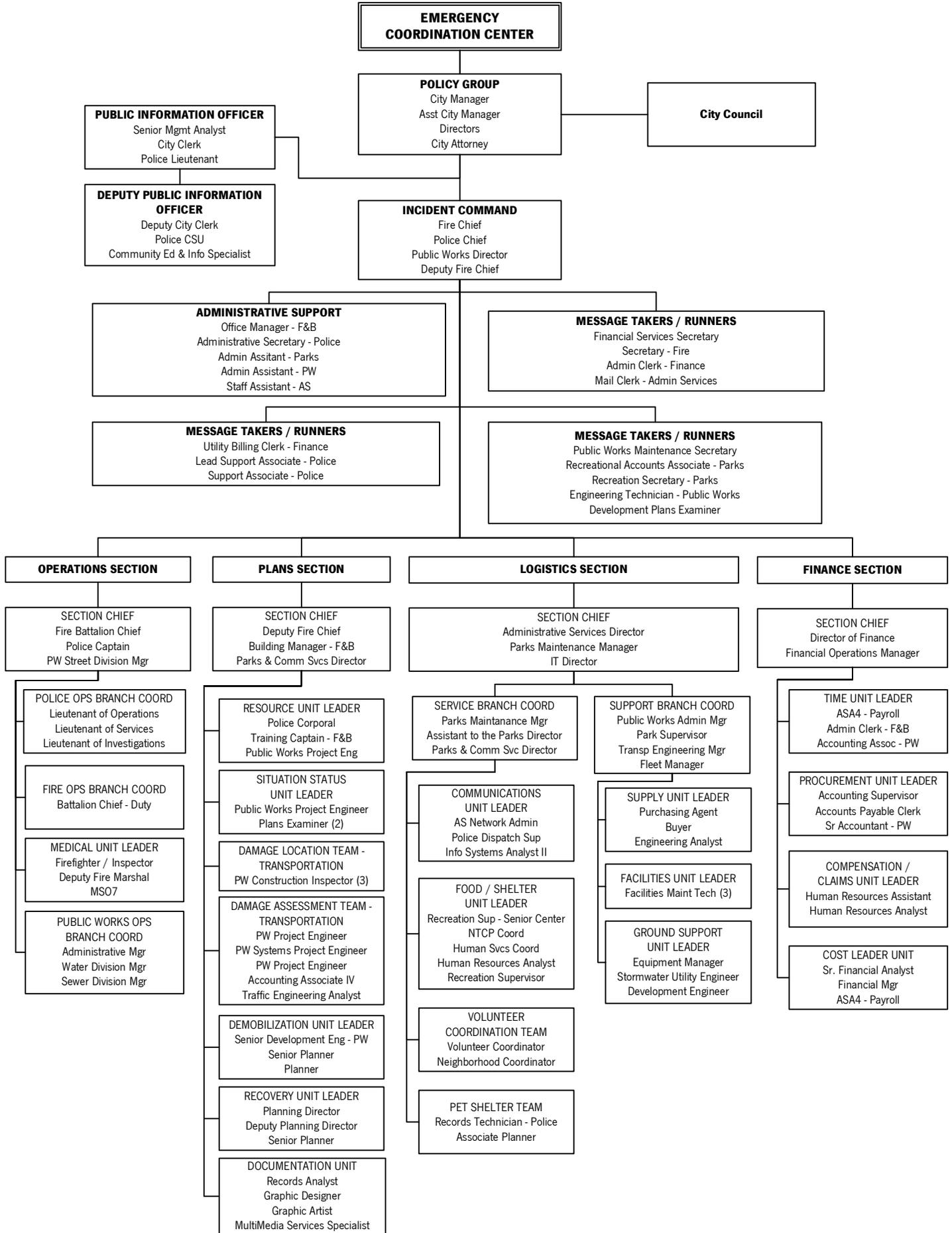
- Other responding agencies will respond to tasks through local command personnel or the Emergency Coordination Center (ECC).
5. The on-scene Incident Commander may designate a Public Information Officer to work with the news media at an incident. This may include coordinating agency media releases and arranging contacts between the media and response agencies. If additional support is needed, a Crisis Action Team (CAT) may be activated or the City Manager may be contacted.
  6. The following list includes, but is not limited to, tasks within the Incident Command System (ICS) organization:
    - Incident Commander: In charge, sets incident objectives.
    - Safety Officer: Identification of hazards and directions of safety operating.
    - Public Information: Media relations and emergency public information.
    - Plans: Situation reports, resources, documentation, and technical advisors.
    - Operations: Perimeter control, hazard reduction, emergency operations, evacuation, rescue, cleanup, emergency medical, and decontamination.
    - Logistics: Communications, contracting, transportation, supplies, and special equipment.
    - Finance / Administration: Time recording, cost analysis, compensation and claims.

## **FIGURES (ATTACHED)**

1. Emergency Operations Organizational Chart
2. ECC Staffing Chart
3. ECC Layout – Command Center
4. ECC Layout
5. City of Kirkland Area Map
6. Emergency Support Function Responsibility Matrix

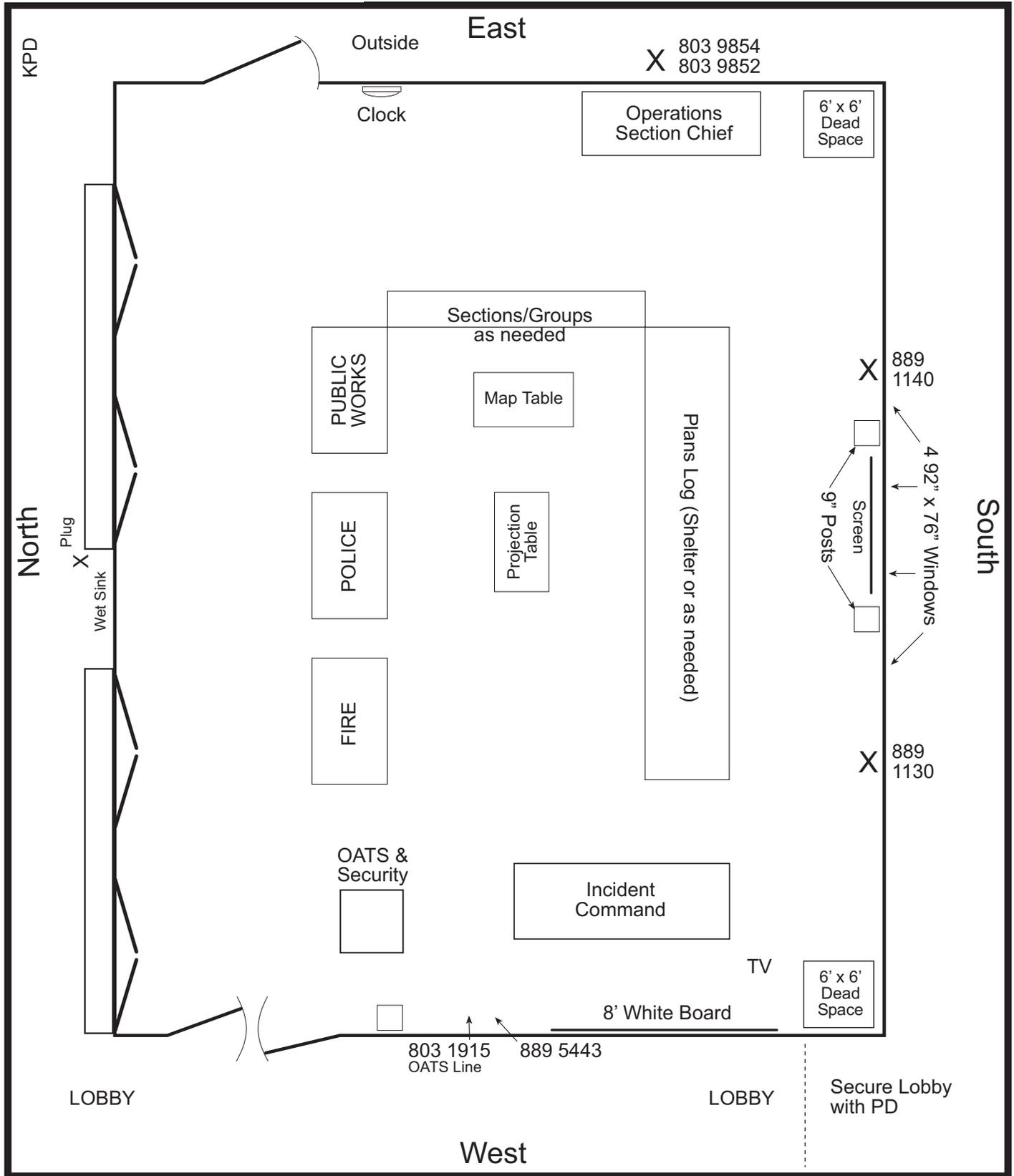
# EMERGENCY COORDINATION CENTER

## STAFFING CHART



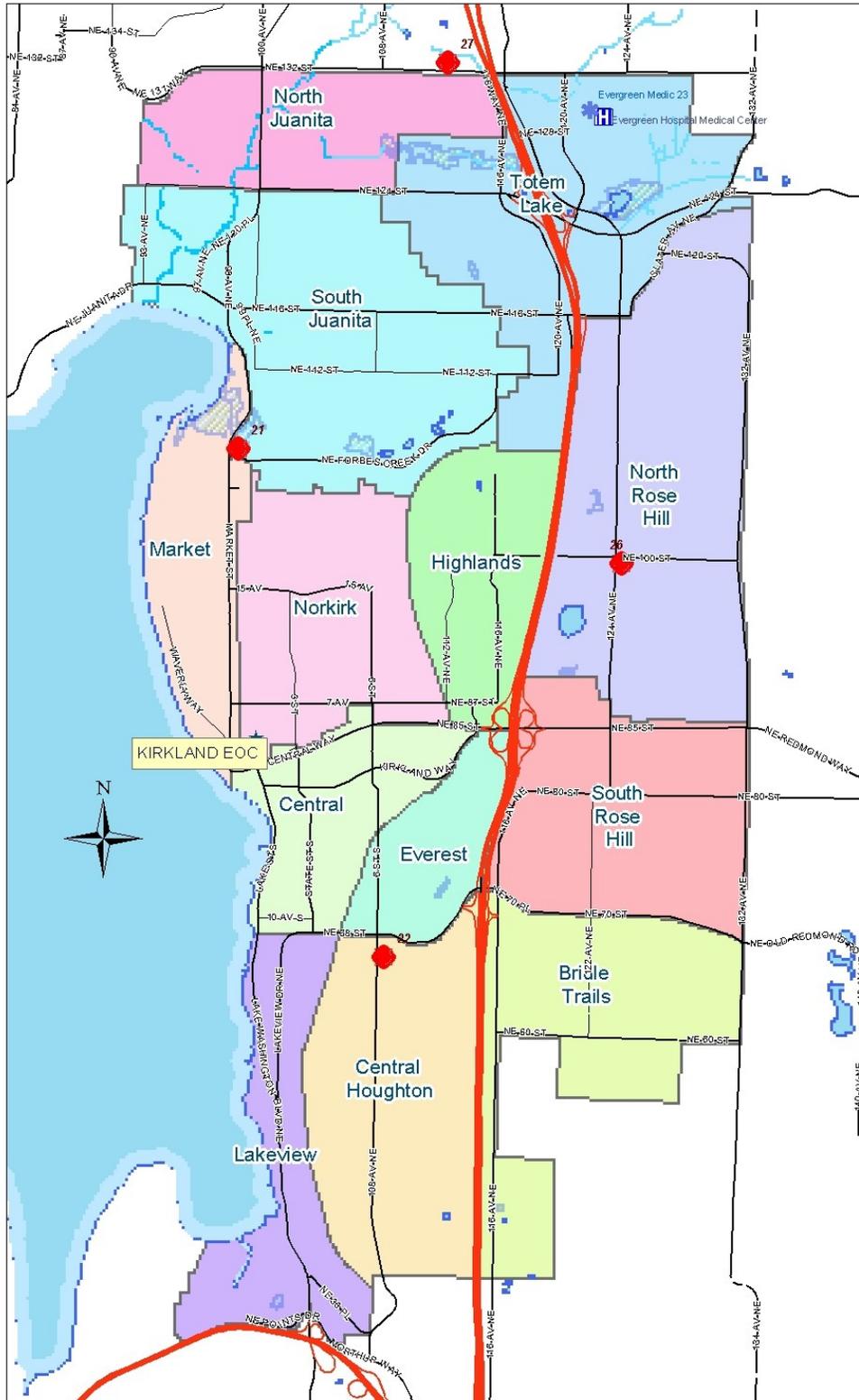


# PETER KIRK ROOM ECC OPERATIONS & PLANS



DRAFT NOT TO SCALE

### Appendix 1 – Figure 3 CITY OF KIRKLAND AREA MAP



**City of Kirkland Emergency Function & Planning Responsibility Matrix**

**P = Primary Responsibility**  
**S = Support or Secondary**

**Emergency Functions**

Department/Organization	Emergency Functions																							
	1	2	3	4	5	6	7	8	9	10	11	12	21	22	23	24								
Administration & Finance		S		P		S	P		S		S		P											
AREAS		S				S										S								
Building		S	S	P		S	S	P	P	P		S												
City Manager													S				S							
Emergency Mgmt.					P						S	S												
Fire		S				S	S	P	P	P						P	S							
GTE & U.S. West		S																						
Hospitals				S				S																
Information Technology		P			S								S											
King Co. Emerg. Mgmt								S	S		S					S	S							
King Co. Health								S		S														
King Co. Med. Ex.								S																
King Co. Sheriff										S				S										
Lake WA School Dist.								S									S							
Mayor & City Council													S				S							
METRO		S		S				S									S							
Chaplaincy Program						S																		
Parks		S		S		P	S		S		P													
Planning													S			S								
Police		S	P		S		S	S	S					P	S	P								
Public Information Officer					S	S			S	S	S						S							
Public Works		P		P	S				S		P	P					S							
Puget Sound Energy												S												
Red Cross						S					S						S							
WSDOT		S		S					S								S							
Washington State Emerg. Mgmt					S			S		S							S							
Washington State Patrol		S		S						S				S										



## Basic Plan

### Part V: Direction and Control

#### A. General

1. In accordance with Kirkland Municipal Code, Chapter 3.20.050, implementation of this plan and execution of its contents shall be the responsibility of the City Manager acting on behalf of the Mayor and City Council. The emergency management organization in Kirkland consists of all departments and their subdivisions and the entire resource inventory of the City as well as volunteer and private resources committed to assist under the provisions of this plan. In addition, if Regional, State and/or Federal resources are made available to the City, they will be under the operational control of the City Manager or his/her designee.
2. City of Kirkland departments and divisions are part of the emergency management organization as outlined in this plan. This Plan will be utilized to guide response to emergencies/ disasters, or the imminent threat thereof, and to guide the Policy Group in their support of field operations.
3. The Mayor or City Manager may declare a civil emergency under Kirkland Municipal Code 3.20.070 to expedite access to local resources needed to cope with the incident. If the needed response exceeds these local capabilities, a disaster has occurred. Upon termination of the emergency declaration, the emergency organization will be deactivated.
4. If the situation is beyond local and regional capability, a request for State, and/or Federal assistance may be in the original proclamation or included in a second proclamation presented to the Governor through the King County Emergency Management Agency.
5. The Emergency Preparedness Services in the Kirkland Fire Department is the City's 24 hour a day "Crisis Monitor." The Emergency Preparedness Coordinator will provide an on-going independent analysis of incoming information. As emergency situations threaten or occur, Emergency Management personnel may convene the Policy Group to facilitate the process of evaluation and incident planning. This potentially could result in possible activation and implementation of certain emergency functions and resources including the Emergency Coordination Center. The Policy Group will also be used to support "Incident Commanders" in field situations.
6. The ECC may be activated by the City Manager, Assistant City Manager, any Department Director, Deputy Fire Chief, Police Captain and duty Lieutenant, Duty Battalion Chief, or duty Public Works Manager. When the decision is made to activate the ECC, either the Kirkland Police Dispatcher or Emergency Preparedness Services will notify the appropriate staff members to report to the ECC. The initial ECC management staff will take action to notify and mobilize the appropriate organizations and operational personnel that they are responsible for alerting.

## **B. Priorities**

The following list of management priorities, listed in order of importance, are provided to guide City policy and decision makers before, during, and after any emergency or disaster events of major magnitude:

1. Protect life.
2. Alert and inform citizens.
3. Evacuate citizens to a safe place.
4. Protect public and private property as it relates to the economic base.
5. Protect the environment.
6. Assess the situation.
7. Restore essential services.
8. Document and record decisions, costs, lessons learned etc.
9. Provide support and guidance for rebuilding.
10. Take steps to mitigate future disasters.

## **C. Coordination and the ECC**

The Emergency Coordination Center (ECC) is central to successful emergency and disaster operations. Decision makers, policy makers and coordinators located in close proximity ensure that personnel and resources can be used efficiently. Adequate, direct communications between all levels and key players also ensures better coordination of activities to accomplish objectives and minimize duplication of effort.

It is the City of Kirkland's policy to establish overall direction, control and coordination through an Emergency Coordination Center (ECC) to facilitate the community's response to disaster or major emergency. This will include coordination between all departments, divisions and levels of City Government to ensure continuity of operations and continuation of essential government services.

## **D. Controls**

1. The City's emergency organization, once activated, directs and controls a response to an emergency or disaster. It is organized and will function according to the standards and principles established in the National Interagency Incident Management System's (NIIMS) Incident Command System (ICS).
2. Either the Kirkland Fire Chief (Director of Emergency Services), the Police Chief, the Director of Public Works, or the City Manager acting unilaterally, may activate this emergency organization. They also may delegate this authority. Depending on the situation and the response required, other City department managers may also activate the emergency organization.
3. The City Manager will be notified and briefed by the ECC Incident Commander as soon as possible. Consistent with the modular component of the NIIMS Incident Command System, the ECC may be activated to coordinate support for an on-scene incident commander, without activating the full City emergency or disaster organization. (See Direction, Control and Coordination Appendix). Contact between ECC staff and their respective departments will be maintained through telephone and radio networks, if operating.
4. During the effective period of any declared emergency or disaster, the ECC Incident Commander directs and controls all emergency response activities and employs all necessary emergency resources according to the provisions of this plan.

5. To ensure a line of succession, each key emergency position has three designated representatives.

#### **E. Facilities**

1. The Emergency Coordination Center (ECC) is located in the Peter Kirk Room on the lower level of City Hall at 123 Fifth Avenue in Kirkland. The Alternate ECC for the City is located in Station 26 at 9930 124th Avenue N.E. The third alternate location for the ECC is the Public Works Maintenance Facility located at 915 8th Street in Kirkland.
2. The Emergency Alert System (EAS) communications link to Radio Station KIRO is located in the King County ECC. The secondary location is in the Bellevue Communications Center. (For additional information see the Communications and Warning Emergency Support Function.)
3. All departments and their subdivisions are responsible to ensure that communication systems are in place between ECC department representatives and their respective departments or divisions.
4. For the most part, emergency service and/or response oriented departments will maintain operations or dispatch centers that will control the operations of the emergency resources under their control (example: Police and Public Works). Wherever possible, these control centers will utilize existing facilities and will be in contact with the ECC through redundant communications such as telephone and radio.

#### **F. Emergency Public Information**

Rapid dissemination of information is essential and vital for health and safety protection during and just after major emergencies and disasters. The primary means to do this is by direct contact with the media and by use of the Emergency Alert System (EAS).

#### **G. Continuity of Government**

1. **Mayoral and City Manager Succession.** The line of succession to the Mayor and the City Manager is prescribed in Kirkland Municipal Code, Chapter 3.20.
2. **Succession to offices and positions appointed by the City Manager.**
  - a. The line of succession to the Emergency Services Director will be determined by the City Manager, or the successor to that office pursuant to Kirkland Municipal Code, Chapter 3.20.040.
  - b. The line of succession to all other offices or positions appointed by the Mayor or City Manager shall be specified in that department's procedures, and/or instructions and policies.
3. **Preservation of Records.** All City departments will develop procedures, instructions and policies to guarantee the preservation of vital records, to include their reconstitution if necessary, during and after emergencies and disasters. In general, vital public records include those:
  - Considered absolutely essential to the continued operation of City government.
  - Considered absolutely essential to the City's ability to fulfill its responsibilities to the public.
  - Required to protect the rights of individuals and the City as a whole.
  - Essential to restoration of life support services.

## H. Plan Maintenance

1. The Director of the Fire and Building Department ensures that necessary changes and revisions to the plan are prepared, coordinated, published and distributed.
2. The plan will undergo revision whenever:
  - It fails during emergency or disaster situations.
  - Exercises, and/or drills reveal deficiencies.
  - Key personnel change.
  - There is a change in governmental structure.
  - There is a change in the structure of emergency organizations.
  - Community situations change.
  - New hazards are identified
  - State and/or Federal requirements change.
3. The basic plan and the hazard-specific Emergency Support Function Appendices are the responsibility of the City of Kirkland's Emergency Planning Team. (Ref. II.A.4 -Basic Plan) This Planning Team is coordinated through Emergency Preparedness Services in the Kirkland Fire Department. Primary and supporting responsibilities for the Plan's Emergency Support functions are indicated in the "City of Kirkland Primary/Secondary Responsibility Matrix" attached to this Basic Plan.
4. The King County Local Emergency Planning Committee (LEPC), as an extension of State and Federal requirements is responsible pursuant to Washington Statute WAC 118.40 Title III for procedures required to enable local responders to safely manage a hazardous substance release. The LEPC may utilize applicable portions of this plan and adopt subsequent changes or develop companion plans to meet State and Federal requirements. The Title III, Local Emergency Planning Committee, as a state advisory arm, will review applicable portions.
5. Emergency Preparedness Services is responsible for coordinating the preparation and continuous updating of the plan and the compatibility of the plan with State of Washington planning documents and any other governmental plans to which the City may be signatory or with whom the City may have mutual aid agreements.
6. The Division of Emergency Management will maintain a list of individuals and organizations which have controlled copies of the plan.
7. Only those with controlled copies will automatically be provided updates and revisions. Plan holders are expected to post and record these changes.
8. Revised copies will be dated and marked to show where changes have been made.



## Concept of Operations

The Kirkland Emergency Coordination Center (ECC) is designed to support local response to an emergency or disaster. Personnel from any department involved in local response to a major emergency or disaster should attempt to maintain regular communications with the ECC. This enables the ECC to coordinate the departments' response with the overall priorities and direction of the City.

### Policy Group

**The “Policy Group” is a leadership body of city government personnel with the flexibility to convene:**

1. In the office (in the Norkirk Room)
2. In the Emergency Coordination Center (ECC)
3. By conference call at home

**To:**

- Discuss issues or policies
- Provide direct assistance to the Incident Commander as needed.
- Issue policies and directives.

**Core members of the Policy Group include:**

City Manager, David Ramsay

Assistant City Manager, Lynn Stokesbary

Director of Finance & Administration, Marilynne Beard

Director of Fire/Building, Jeff Blake

Director of Parks and Community Services,  
Jennifer Schroder

Director of Planning, Eric Shields

Police Chief, Stan Aston

Director of Public Works, Daryl Grigsby

Director of Information Technology, Brenda Cooper

City Attorney, Robin Jenkinson

Director of Human Resources, Bill Kenny

### Activation of the Emergency Coordination Center

The Emergency Coordination Center may be activated by decision of the Policy Group, the Fire Chief, the Police Chief, Emergency Preparedness Office, or by order of the Mayor. Activation may be acted upon by a number of personnel who have direct knowledge of, and access to, field information.

The level of activation will depend upon the situation and the need for coordination and support. The ECC Incident Commander will schedule shifts and staffing levels as necessary.

Individual department heads should exercise direction and control of their respective agency operations from whatever site they designate in their respective operational procedures. Coordination will be accomplished through agency representatives who have the responsibility to staff the ECC.

Site security for the ECC may be necessary to ensure that unauthorized persons do not interfere with staff personnel or other vital functions being performed in the facility. The Logistics Chief may request that the Police Department provide a uniformed police officer for each shift to maintain security.

When fully activated for a major situation or disaster, the ECC will operate on a two 12-hour shift basis with one half hour planned for briefing and debriefing at shift change.

