

2015

# COMPREHENSIVE EMERGENCY MANAGEMENT PLAN



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## **BASIC PLAN**

### **I. INTRODUCTION**

#### **A. Mission**

To provide guidance for comprehensive emergency management in the City of Kirkland that can:

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

#### **B. Purpose**

The Comprehensive Emergency Management Plan (CEMP) (hereafter the Plan or the CEMP) establishes a mutual understanding of authority, responsibilities, and functions within the City of Kirkland and provides a basis for incorporating essential governmental and nongovernmental agencies into the emergency management structure. The plan outlines the City's capability to handle a disaster and the organizational structure under which readiness, response and recovery activities will take place. It discusses guidelines on how City departments organize, direct, control, and coordinate their actions to continue to deliver essential functions during emergencies or disasters. The Plan uses the Incident Command System (ICS), a command and control structure implemented during an emergency or disaster.

This CEMP coordinates with the National Response Framework, the Washington State CEMP and the King County Regional Disaster Plan. It also establishes the structure for an organized and effective response to multi-agency emergencies and disasters that occur within the City. The plan defines common assumptions and policies, establishes a shared concept of operations, and pre-assigns functional responsibilities to appropriate city departments, community-based organizations, government agencies and the private sector. Through the implementation of this plan, the resources and capabilities of these various sectors can be more efficiently utilized to minimize the loss of life and property and to protect the environmental and economic health of the City.

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

This plan outlines the capabilities and responsibilities of the City before, during, and after an incident has occurred and speaks to what City government and partner organizations can and cannot provide to the citizenry.

As a guide, and not a procedures document, the plan does not state exactly what to do from minute to minute once an emergency occurs. Rather, it provides guidelines for a well-devised system to prepare for, respond to and recovery from incidents involving all hazards.

This Plan supports and is compatible with the State of Washington, King County, and surrounding jurisdictional plans.

**D. Incident Management Activities**

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

**E. Authorities**

The City of Kirkland’s Comprehensive Emergency Management Plan is developed under the authority of the following local, state, and federal statutes and regulations:

1. Kirkland Municipal Code
  - a. Chapter 3.20: Emergency Management
  - b. Section 3.85.090: Emergency Procurement
2. State
  - a. RCW 35.33.081, Emergency Expenditures - Non-debatable Emergencies
  - b. RCW 35A.38.010, Emergency Services - Local Organizations
  - c. RCW 38.52, Emergency Management
  - d. Chapter 118-04 WAC, Emergency Worker Program
  - e. Chapter 118-30 WAC, Local Emergency Management/Services Organizations, Plans and Programs
  - f. Chapter 296-62 WAC, General Occupational Health Standards
3. Federal
  - a. 93-288, Disaster Relief Act of 1974, the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended
  - b. 96-342, Improved Civil Defense Act of 1980, as amended
  - c. 99-499, Superfund Amendments and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning and Community Right to Know
  - d. 106-390 Disaster Mitigation Act of 2000 (DMA 2K)
  - e. 113-2, Sandy Recovery Improvement Act (SRIA) and Disaster Relief Appropriations Act of 2013

City officials, employees or volunteers engaged in authorized response activities on behalf of the City shall be entitled to all privileges, benefits and immunities provided by state law and state or federal regulations for registered emergency workers (WAC 118-04).

**II. PLANNING ASSUMPTIONS**

The City is vulnerable to numerous natural, technological and human-caused hazards. These hazards include: wind, rain, snow storms, earthquakes, floods, volcanic ash, landslides, common and private carrier accidents, urban search and rescue emergencies, civil disturbances, terrorist activities, explosions, structural collapses, hazardous material incidents, major fires, and major energy and/or utility system failures. It is assumed that any of the noted situations could create significant property damage, injury, loss of life, and disruption of essential services in Kirkland. These situations may also create significant financial, psychological, and sociological impacts on citizens of the community and the local government.

In certain incidents such as storms and floods, time may allow for warnings to be issued to enable some preparation prior to the event. Other disasters, such as earthquakes, will occur with no advanced warning.

In the event of a major disaster, it is assumed that the City may not receive any significant assistance from nearby communities, or from county, state, or federal agencies for 72 hours or longer. In this situation, the initial response activities will rely on available City resources and those of private organizations, businesses, and residents.

Every individual or head of household living within the City boundaries will develop a personal or family disaster plan and maintain the essential supplies to be self-sufficient for a minimum of 72 hours.

Neighborhood, apartment or homeowner's associations will form disaster groups to derive maximum benefit from resources and skills available close to home. Businesses are expected to develop internal emergency and continuity plans that will integrate and be compatible with City resources and the CEMP.

Faith-based and community-based organizations will supplement the efforts of groups and individuals to increase community preparedness.

### **III. PLANNING CONSIDERATIONS**

The information and procedures included in this plan have been prepared utilizing the best information and planning assumptions available at the time of preparation. No guarantee is implied by this plan or its supporting documents. Because City of Kirkland assets and systems may be damaged, destroyed, or overwhelmed by a major incident, the City of Kirkland can only endeavor to make the best effort possible to respond based on available information, available resources and the situation at the time.

Adequate funding is needed to support this plan and its programs. The performance of the assigned tasks and responsibilities will be dependent on appropriations and funding to support this plan. Lack of funding may degrade the services envisioned under this plan.

It is the policy of the City of Kirkland that it will take appropriate action in accordance with this plan to mitigate any harm or hazard that may threaten citizens or property within the City.

This plan is not intended to limit or restrict initiative, judgment, or independent action required to provide appropriate and effective emergency and disaster mitigation, preparation, response and recovery.

It is the policy of the City of Kirkland that no services will be denied on the basis of race, creed, color, national origin, religion, sex, marital status, sexual orientation, age or the presence of any disability. No special treatment will be extended to any person or group in an emergency or disaster over and above what normally would be expected in the way of municipal services.

#### **IV. COMMUNITY PROFILE**

Kirkland is a city in the Puget Sound region of western Washington. The city is located in Seattle's suburban margin known as the Eastside, on the shores of Lake Washington. With a population of 81,730, Kirkland is the sixth largest municipality in King County and thirteenth largest in the state. The population is spread throughout 14 neighborhoods: Finn Hill, Juanita, Kingsgate, Totem Lake, Market, Norkirk, Highlands, Moss Bay, Everest, North Rose Hill, South Rose Hill, Central Houghton, Lakeview, and Bridle Trails. Kirkland has long been a regional commerce center as well as a popular destination for recreation and the arts.

The Community Profile is divided into four main sections:

- Internal community profile – an analysis of all the departments and assets within City of Kirkland government entities;
- External community profile – an analysis of Kirkland as a community;
- Environment – a summary of the environment in which Kirkland is located;
- Identification of Vulnerable Populations – a summary of Kirkland's vulnerable populations.

##### **A. Internal Community Profile**

###### **1. Governing Body Format**

Kirkland operates under the council-manager form of government. The City Council is comprised of seven non-partisan members who are elected by the registered voters of Kirkland to serve at-large. Council Members are elected every two years to serve four-year terms. The Mayor and Deputy Mayor are elected among the members to serve two-year terms. Day-to-day operations of City Hall are administered by the City Manager.

###### **2. City Departments**

The City consists of 544 permanent employees in ten departments: City Manager's Office, Finance & Administration, Fire, Police, City Attorney's Office, Human Resources, Information Technology, Parks and Community Services, Planning & Community Development, and Public Works. Employees from all of these departments are trained to provide emergency services in the City's Emergency Operations Center during disasters and to provide preliminary damage assessments during recovery. The Office of Emergency Management is housed in the Fire & Building Department.

###### **3. Public Facilities**

The City operates and maintains 46 parks, three community centers, a public pool, a public cemetery, three office facilities including City Hall, and a maintenance center. These publicly maintained facilities provide space for staging, distribution and sheltering during emergencies. There are an additional six state or county parks and recreation areas within city limits.

## **B. External Community Profile**

### **1. Location**

Kirkland is located across Lake Washington from the City of Seattle. Nearby cities also include Bellevue, located to the south, Redmond, located on the east, and Bothell and Woodinville located on the north.

### **2. Growth**

Since its incorporation in 1905, the population of the City of Kirkland has grown from 392 people to 81,730 as of 2013. Most of this growth can be attributed to the consolidation of the cities of Kirkland and Houghton in 1968, and numerous annexations including the Rose Hill and South Juanita areas, annexed in the 1980s, and the 2011 annexation of Finn Hill, North Juanita, and Kingsgate, which increased the City's population and geographic area by over 60%.

### **3. Population**

Like its neighbors and the Puget Sound region generally, Kirkland's population in the last two decades has become increasingly diverse, with minority groups making up 21% of the total population. Nearly 19% of the population is under the age of 18 while almost 11% of the population is over the age of 65. Median household income in Kirkland is \$87,005. Six percent of all households in the City, however, fall below the poverty line.

### **4. Development**

Development levels have increased significantly in the past three years partially due to the 2011 annexation. The development consists of infill and some larger subdivisions. There are currently some large, non-residential redevelopment plans that have been approved and will be implemented in the coming years. The City has grown beyond a bedroom community and has become a commercial and employment center characterized by a mix of small businesses, corporate headquarters, light industrial and manufacturing, and a growing base of high-tech businesses (with branches of IBM, Microsoft, and Google). The City's local hospital, Evergreen Hospital, is also its largest employer.

### **5. Transportation**

An overwhelming majority of Kirkland's work force drives in single occupancy vehicles (SOVs), a small percentage use mass transit (METRO) with a slightly larger percentage carpooling. The main north-south route I-405 has three (3) interchanges providing connections to Kirkland's arterials and the downtown business community. The work force suffers many

delays due to congestion on the main arterials, particularly, I-405. Traffic problems along this corridor create a serious bottleneck and could have dire consequences if needed for transport in times of emergency. Almost 30 percent of all city commuters take more than 30 minutes to travel to work, and many take up to an hour. Kirkland also experiences peak hour congestion primarily in its highly commercial areas (Totem Lake, NE 85th St., and Downtown).

Publicly used air facilities near Kirkland include Boeing Field and Kenmore Air Harbor.

6. Electricity

Puget Sound Energy (PSE) is a public service company which distributes electricity and natural gas in the city. Electricity is transmitted by the Bonneville Power Administration (BPA), as part of the Northwest power grid. Kirkland is a part of the Eastside and Northshore Electrical sub-areas. Electricity is delivered on 230 kV transmission lines to several substations and distribution stations for transforming voltage before delivery to customers. PSE also provides natural gas to the city purchased from Williams Energy.

7. Water

Kirkland's drinking water is acquired through the Cascade Water Alliance, an association of water districts and cities on the Eastside, which serves as a regional water supply agency and wholesale water provider. Kirkland operates and maintains wastewater collection and pumping systems.

**C. Environment**

1. Topography

The City of Kirkland is located in the Pacific Northwest Puget Sound Region on the east side of Lake Washington. Local topography forms a north-south oriented terraced hillside for almost the entire length of the city. Elevations range from about 15 feet along the edge of Lake Washington to a high point in the Bridle Trails neighborhood of about 535 feet above sea level. Lakes and wetlands such as Lake Washington, Totem Lake, and Forbes Lake occupy glacial basins and depressions of retarded drainage. The primary geologic unit is till, with local lenses of sands and gravels. Critical soils include those of alluvium, peat, and older clay, which can present development constraints related to drainage, settlement, seismic risk or landslides. Valleys and lowlands have been carved into the terrain by several large perennial streams, including Juanita Creek, Forbes Creek, and Cochran Springs. All drain westerly towards Lake Washington.

2. Environmentally Sensitive Areas

The city has identified areas which require special development standards for protection against flooding, erosion, seismic hazard, and priority

habitat. These include Hunt's Point, Finn Hill, Goat Hill, and areas immediately surrounding Juanita Creek, Forbes Creek and Cochran Springs.

3. Weather

Kirkland weather is influenced by coastal ocean currents on the west, the Cascade Mountains to the east, and its location in the Puget Sound lowland province. The Cascades are effective in shielding Kirkland from most continental air masses, creating a mild maritime climate, with few temperature extremes in winter and summer. However, the movement of large continental air masses from Canada during the winter, or from the south during summer months, can create short periods of temperature and precipitation extremes in the area. In general, the prevailing southwesterly circulation from the Pacific Ocean keeps the average winter daytime temperatures in the 40's and the nighttime readings in the 30's. Summer temperatures are in the 70's with nighttime lows in the 50's. The wet season occurs from October to March, with December normally being the wettest month. More than 75 percent of the yearly precipitation falls during the winter months. Annual rainfall for Kirkland averages slightly more than 37 inches; however, large storms can cause impacts from flooding, earth movement, and severe erosion.

High winds in the Kirkland area are associated with strong storms crossing the state from the southwest during the winter. However, severe winter storms can create strong northerly winds when high pressure dominates the weather pattern.

Fog or low clouds that form over the Puget Sound area in late summer, fall, and early winter months often dominate the weather conditions during the late night and early morning hours and produce conditions with very low visibility.

Snowfall in Kirkland is extremely variable due to the complexity of local weather patterns. There are winters on record with only a trace of snow, but at the other extreme, over 21 inches have fallen in a 24 hour period.

**D. Identification of Vulnerable Populations**

The City of Kirkland provides day-to-day and emergency services for the whole community. Certain populations within the community may be considered at high risk or vulnerable to all hazards and threats as described below:

<b>Risk</b>	<b>Vulnerable Population</b>
High	Persons with constant, full-care needs for survival, such as infants or surgical patients.

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Medium	Persons or groups with identifiable access and functional needs that can be met through reasonable accommodation (e.g. persons with limited English language proficiency, persons in wheelchairs).
Low	Anyone with limited or no access to information systems or other essentials (e.g. no access to telecommunications, food, water, or shelter).

For the City of Kirkland CEMP, vulnerable populations that can be identified ahead of an emergency or disaster fall into three categories: 1) persons using adult care services, 2) childcare services, and 3) persons with limited English proficiency. Adult care services include the following: assisted living for elderly care; adult daycare centers; activity centers for disabled persons; senior citizens activity centers; assisted living; senior housing; and retirement communities. These facilities service approximately 11% (5,299 persons) of the total population. Childcare services include: child daycare (in-home and commercial establishments primarily engaged in providing preschool or pre-kindergarten education); Headstart programs; and babysitting services. These facilities service an under-5 population of 2,938 (or 6% of the total population).

Adult Care Service Providers	39 Facilities
Childcare Service Providers	62 Facilities
Limited English Proficiency	6.8% or 3,138 persons 5 years and older

In addition, vulnerable populations exist within and immediately surrounding Evergreen Hospital and Fairfax Behavioral Health Hospital.

**1. Additional Factors Contributing to Vulnerabilities**

a. Poverty

As of 2013, a total of 5,235 households in Kirkland fell below the poverty line<sup>1</sup>. At the same time, housing prices (mortgage or rent) have increased at a faster pace than personal income, pushing additional households closer to or over the poverty line. Kirkland and the entire Eastside area also have a sizeable transient population with no or extremely limited ability to personally prepare for disasters.

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<sup>1</sup> Numbers derived from 2013 U.S. Census Bureau data, <http://quickfacts.census.gov/qfd/states/53/5335940.html>

b. Access to Transportation

While the City’s residents do have access to multiple transit options including Metro Transit and Sound Transit bus lines, interruptions to these systems are likely in the event of a disaster. Persons with disabilities are serviced by DART (Dial-a-Ride-Transit), Medicaid transportation through the Department of Social and Health Services (DSHS), and King County Medical Transportation. However, these providers are also likely to experience system interruptions during a disaster.

c. Persons with Disabilities

A total of 6,319 individuals within the city have been identified as having a hearing, vision, cognitive, ambulatory or self-care disability. Those having ambulatory or self-care disabilities make up the majority of this group and tend to be in the 65 years and older age range. It is expected that most or all of the individuals with disabilities will require additional assistance and appropriate accommodations during a disaster.

	# of Individuals	Percentage of Total Population
<b>Population 5 to 17 years<sup>2</sup></b>	606	4.5%
With a hearing difficulty	72	0.5%
With a vision difficulty	0	0.0%
With a cognitive difficulty	494	3.7%
With an ambulatory difficulty	0	0.0%
With a self-care difficulty	0	0.0%
<b>Population 18 to 64 years</b>	3,099	5.6%
With a hearing difficulty	840	1.5%

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<sup>2</sup> No source has been located identifying the number of persons under the age of 5 with disabilities – common knowledge of the community indicates that there will be infants and children with access and functional needs.

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With a vision difficulty	813	1.5%
With a cognitive difficulty	683	1.2%
With an ambulatory difficulty	1,305	2.4%
With a self-care difficulty	972	1.8%
With an independent living difficulty	1,090	2.0%
<b>Population 65 years and over</b>	2,614	29.5%
With a hearing difficulty	965	10.9%
With a vision difficulty	758	8.5%
With a cognitive difficulty	683	7.7%
With an ambulatory difficulty	1,738	19.6%
With a self-care difficulty	412	4.6%
With an independent living difficulty	1,505	17.0%

**V. CONCEPT OF OPERATIONS**

**A. General**

On an infrequent basis, Kirkland city government may be confronted with events, occurring suddenly or over a longer period of time, that escalate beyond normal operational capabilities. These events require an increased level of response and incident management due to their size and/or complexity. In most cases, these incidents require at least some level of action to be taken by the Kirkland OEM.

This action may be minimal, such as requesting the issuance of a Mission Number from the Washington State Military Department, EMD Duty Officer or may require further action. The mayor may need to formally declare a state of emergency to take the action necessary to protect lives, property, or the environment. This action also serves as a prerequisite for requesting state or federal assistance.

The Office of Emergency Management may determine that the Kirkland Emergency Operations Center (EOC) be activated to provide an additional level of direction and control and to coordinate response and recovery efforts. Utilizing the Incident Command System (ICS), emergency operations may be conducted on a 24-hour basis, as required.

The EOC will be staffed with trained and available personnel that may include a blend of city personnel, trained emergency management community volunteers, and regional, tribal, or state emergency management personnel.

All City departments are encouraged to develop their own internal plans that will enable them to:

- Ensure continuity of department operations during and immediately following an incident.
- Support city-wide response and recovery efforts and assist in staffing the EOC.
- Communicate with the EOC regarding the status of response and recovery activities during and following an incident.
- Provide situation reports to convey requests for assistance and damage assessments of department operational capabilities, equipment, and facilities.
- Provide a designee and an alternate to be assigned as a member of the Emergency Management Action Team (EMAT) and to actively participate in the preparation and maintenance of the City's Comprehensive Emergency Management Plan (CEMP).
- Immediately following any natural or human-caused event, all City departments will notify the EOC of their status including level of readiness, availability of resources, resource needs and any other pertinent information. All departments are to provide this information to the EOC immediately following a head count and preliminary building inspection.

**B. National Incident Management System (NIMS)**

Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic Incidents, called for the establishment of a single, comprehensive National Incident Management System as a means to improve incident response operations. NIMS provides the ability for emergency response personnel from different jurisdictions and disciplines to effectively work together to respond to natural disasters and emergencies. NIMS is also intended to promote development of multi-jurisdictional, statewide and interstate mechanisms for coordinating incident management and obtaining assistance during large or complex incidents.

NIMS provides a standardized system that allows federal, state, and local jurisdictions to:

- Ensure that common and proven incident management doctrine, practices and principles are used to plan for, protect against, respond to, and recover from emergency incidents.

- Maintain a response operation capable of expanding to meet an escalating incident and the ability to integrate a variety of resources from outside sources to meet the needs of the situation.

The benefits of NIMS include:

- A unified approach to incident management.
- Standard command and management structures.
- An emphasis on preparedness, mutual aid and resource management.

Local authorities, including those in the City of Kirkland, have the primary responsibility in emergencies and disasters, as the overwhelming majority of emergency incidents are handled on a daily basis by local resources.

Incident response organizations (law enforcement, fire, emergency medical services, hazardous materials, public health, public works, emergency management, and others) must work together to comply with NIMS components, policies, and procedures. NIMS compliance must be an ongoing effort as new personnel must be trained and plans must be revised to reflect new circumstances, policy changes, and lessons learned.

### **C. Emergency Management Concepts**

The Kirkland Fire Chief serves as Director of Emergency Management. The Director and the City Emergency Manager coordinate the activities of all departments for readiness, response and recovery. The Emergency Manager also maintains coordination with the emergency management agencies and organizations of neighboring jurisdictions and other levels of government.

When an emergency or disaster is imminent or has occurred, the Office of Emergency Management, Fire, Police, and other city departments will respond to preserve life, property and the environment and to minimize the effects of the situation and to expedite recovery. The mayor may implement emergency statutes and ordinances and may choose to mobilize and commit city resources to conduct response and recovery activities to the best of their ability. Protection of life, property, the environment, and the restoration of city government services and the economy are the primary concerns of all departments, the mayor and the City Council.

When an emergency or disaster occurs, department directors or their designees shall carry out their responsibilities using their best judgment and in a coordinated manner. Departments should develop a checklist to support operating guidelines including some or all of the items listed below:

- Account for personnel.
- Assess damage to facilities and resources.
- Assess personnel and resources available.
- Assess problems and needs.
- Report situation and status to the EOC.
- Send representatives to the EOC according to assignments on the EOC roster.

- Carry out department responsibilities and assigned tasks.
- Keep detailed and accurate records, document actions, costs, etc.

The Office of Emergency Management will request mission numbers from the Washington State Military Department, Emergency Management Division for all response actions intended to protect life, property, and the environment during emergency incidents.

City departments may request mutual aid activations through the Logistics Section at the EOC. The requesting department will manage the requested resources unless the specific mutual-aid agreement(s) direct(s) otherwise. The City will utilize all available resources prior to requesting assistance from the county or state government.

During emergency incidents that do not require the activation of the City EOC, public information may be disseminated to the media through the Director of Communications, On-Scene Incident Commander(s), and the Office of Emergency Management, or their designees. Upon activation of the EOC, all public information disseminated to the news media and citizens should be coordinated through the Public Information Officer to ensure release of compatible and accurate information. This includes information shared through social media platforms.

**D. Direction and Control**

The purpose of direction and control is to provide for the effective supervision, authority, coordination, and cooperation of emergency management activities and to ensure the continued operation of government and essential services during and after emergencies and disasters. Direction and control of emergency management functions is the responsibility of the mayor, the city council, and the city manager. Depending upon the size, scope, and/or complexity of the emergency or disaster, elected and appointed officials will activate and be available to the Emergency Operations Center (EOC) to provide proper direction and control and aid in overall management or coordination of response and recovery activities.

1. Unified Command

The City of Kirkland shall use a unified command system to establish an appropriate response to incidents. This system includes a command structure and organization to provide oversight, gather and disseminate incident information, and request and allocate resources to aid response and recovery activities. This structure also supports multiple incident command posts (ICPs) and is able to manage response and recovery activities associated with events that are large, complex, or that affect multiple jurisdictions. Very large or complex incidents may require the utilization of an incident management team (IMT) to properly manage response and recovery activities.

2. On-Scene Command

On-Scene incident commanders shall establish a command post and should use established accountability systems to track all personnel assigned to the incident. Operational departments (such as law enforcement, fire

service, emergency medical services, and public works) that are accustomed to dealing with a variety of recurring minor emergencies, have established and practiced procedures or suggested operational guidelines in place to manage these types of incidents. However, larger incidents are characterized by the need to mobilize, direct, and control a much more substantial response effort, likely requiring the participation of personnel from the county or state.

On-Scene incident commanders will direct response and recovery operations in the field and request additional resources (including mutual aid) through normal methods. Multi-departmental responses will require the establishment of a Unified Command Organization.

Depending on the requirements of the situation, the On-Scene Incident Commander may:

1. Request that the Office of Emergency Management coordinate the acquisition of additional resources to adequately respond to the incident.
2. Request activation of the EOC.

Large events involving multiple locations may require multiple Command Posts. Overall coordination, allocation of resources, and dissemination of public information will be the responsibility of the EOC.

#### **E. Emergency Operations Center (EOC)**

The Kirkland Emergency Operations Center (EOC), located at 123 Fifth Ave. (Kirkland City Hall), is the central coordination point of emergency operations for the City of Kirkland. Based on situational demands, the strategic goals listed below should be the primary focus during activations of the EOC:

1. Personal safety of emergency responders.
2. Saving and protecting the greatest number of people at risk.
3. Saving and protecting as many residential, business, and industrial properties as possible.
4. Saving and protecting as much vital government infrastructure as possible.
5. Restraining the spread of environmental damage.
6. Minimizing human hardship and economic interruptions.

Depending on the situation, implementation of the above-listed strategic goals may include any or all of the following:

1. Local proclamation of emergency.
2. Providing and coordinating emergency alerts and/or warnings and public information.
3. Collecting and managing information.
4. Overseeing the effective use and allocation of available local resources.
5. Determining specific requirements that are vital but beyond local means to acquire and referring such needs to the county or state for supplemental assistance.
6. Coordinating inter-departmental activities.
7. Coordinating continuity of government operations.

8. Coordinating damage assessment and recovery activities.

The Kirkland EOC is equipped with computers, office supplies, internal communications, and support equipment to help ensure efficient operation of the facility. Backup power generation is maintained to ensure continued operations.

1. EOC Activation

Activation of the EOC may be authorized by any of the following: the City Manager, the Director of Emergency Management, the Emergency Manager or the designee of any of the above. Designated staff report to the EOC to coordinate response efforts and support field operations. All or part of the EOC and its staff may be activated during a disaster. The EOC will be activated to the level deemed appropriate by the Emergency Manager and as dictated by the size and circumstances of the incident.

It is the City's policy to continue to provide essential services to the community during emergency conditions, while maintaining a primary concern for the safety of City employees and their families. In the event of a disaster that necessitates the activation of the EOC, the following procedures will be followed:

- (a) During non-work hours: Employees are encouraged to ensure the safety and welfare of their families and homes. After making any necessary arrangements, employees shall make contact with the EOC stating their availability.
- (b) During work hours: Departments shall make every effort to allow employees to check promptly on the status of their families and homes, provided that doing so does not compromise emergency response functions as defined in this plan. Employees on the EOC roster will report to the EOC as soon as possible once requested.

Upon the activation of the Kirkland EOC, the following will be notified:

1. King County Office of Emergency Management.
2. Washington State Military Department, Emergency Management Division Duty Officer.
3. Members of the City Council and the City Manager (if she/he was not responsible for the initial activation).

The City of Kirkland Office of Emergency Management has the responsibility to inform both King County Office of Emergency Management and the Washington State Military Department, Emergency Management Division upon activation of the City's EOC as a recognized emergency management organization and recipient of federal Emergency Management Performance Grant (EMPG) funds. The city is also obligated to provide situational awareness and damage assessment statistics in accordance with the Washington State CEMP.

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EOC staff shall be responsible for evaluating the situation to determine if a Proclamation of Local Emergency is necessary. This request is coordinated through the EOC Incident Commander (IC).

City departments are expected to carry out their responsibilities outlined in this Plan, utilizing their best judgment and in a coordinated manner. The EOC Incident Commander (IC) and Policy Group, through the City Manager, will act as advisors to the Mayor and City Council in dealing with the identified problems caused by the disaster and all recovery efforts.

2. EOC Activation Levels

The EOC may be activated at different levels depending on the size or type of the event and the staffing required to properly address the incident. Below is a description of the 3 activation levels used by the Kirkland EOC.

<b>Activation Level</b>	<b>Description</b>	<b>Minimum Staffing Requirements</b>
Level 3 (monitor)	<ul style="list-style-type: none"> <li>• Small incident or event</li> <li>• One site</li> <li>• Two or more departments involved</li> <li>• <i>Potential</i> threat of: Flood Severe storm Interface fire Escalating incident</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency Manager or designee</li> <li>• Public Information Officer</li> <li>• Liaison Officer</li> <li>• Operations Section Chief</li> </ul>
Level 2 (partial activation)	<ul style="list-style-type: none"> <li>• Moderate event</li> <li>• Two or more sites</li> <li>• Multiple departments involved</li> <li>• Major scheduled event (e.g., conference or sporting event)</li> <li>• Limited evacuations</li> <li>• Resource support required</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency Manager</li> <li>• Public Information Officer</li> <li>• Liaison Officer</li> <li>• Section Chiefs (as required)</li> <li>• Limited activation of other EOC staff (as required)</li> </ul>

Level 1 (full activation)	<ul style="list-style-type: none"> <li>• Major event</li> <li>• Multiple sites</li> <li>• Regional disaster</li> <li>• Multiple agencies involved</li> <li>• Extensive evacuations</li> <li>• Resource support required</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency Manager</li> <li>• Policy Group</li> <li>• All EOC functions and positions</li> </ul>
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3. Alternate EOC Facility

In the event that the EOC, located at Kirkland City Hall, cannot be used for emergency management operations, the Kirkland Justice Center at 11740 NE 118th St, Kirkland, WA, will serve as the alternate location of the EOC.

**F. Readiness Activities**

1. Mitigation Activities

Mitigation activities are designed to reduce or eliminate the effects of future disasters upon people, property, the environment, and the economy. The Kirkland Annex to the King County Regional Hazard Mitigation Plan (published separately) identifies a variety of mitigation activities undertaken by the City of Kirkland. The plan is a multi-jurisdictional mitigation plan that describes the County’s and Kirkland’s mitigation goals:

- a. Protect life and property.
- b. Increase public awareness of hazards and mitigation opportunities.
- c. Protect and enhance environmental quality.
- d. Leverage partnering opportunities.
- e. Enhance planning activities.
- f. Develop and implement cost-effective mitigation strategies.
- g. Promote a sustainable economy.

2. Preparedness Activities

Preparedness activities are undertaken to encourage and support a state of readiness in individuals, businesses, community organizations and within City government for all potential hazards. City preparedness also includes assuring operational capabilities before an event occurs. Specific preparedness activities include but are not limited to:

- a. Developing and maintaining the City of Kirkland's Comprehensive Emergency Management Plan.
- b. Developing threat and hazard inventories and risk analyses (THIRAs).
- c. Developing appropriate standard operating procedures in support of the Comprehensive Emergency Management Plan.
- d. Coordinating with other local, county, state and federal agencies to assure cohesive working relationships and compatible emergency plans.
- e. Coordinating with community-based and volunteer organizations to assure cohesive working relationships and coordinated response.
- f. Training and exercising City employees and volunteers to prepare for all aspects of response and recovery.
- g. Providing public education to enhance citizen and business preparedness and self-sufficiency.
- h. Maintaining facilities, equipment, supplies, and vehicles in a readiness condition.
- i. Developing and adopting mutual-aid agreements and memoranda of understanding with resource providers from both the private and public sectors.

3. Response Activities

Response activities primarily include emergency notification and warning, coordination of response actions, management of resources, dissemination of emergency public information, and liaising with various county, state, and federal agencies/officials. During an emergency or disaster event the City of Kirkland is prepared to:

- a. Make proper notifications to officials and key staff.
- b. Provide warning to the public.
- c. Prepare and release emergency public information.
- d. Activate the emergency operations center (EOC).
- e. Coordinate emergency response operations.
- f. Coordinate disaster health services and mass care operations.
- g. Assess the situation and request resources to meet response needs.
- h. Prepare to transition to recovery operations.

Response activities may include immediate law enforcement, fire, ambulance, and emergency medical service actions, urban search and rescue, emergency flood fighting, and protection of emergency responders' health and safety. It may also include evacuations and transportation system detours. Steps will be taken to minimize additional damage with emergency restoration of critical infrastructure, debris clearance, and control, containment, and removal of environmental contamination when necessary.

4. Recovery Activities

Recovery activities may include collecting and reporting damage assessment information, assisting in establishing Disaster Service Centers, and coordinating disaster relief efforts within the community. City employees should be prepared to take the necessary action needed to restore governmental, health, and welfare support systems by:

- a. Carrying out damage assessments and assessing community recovery needs.
- b. Prioritizing recovery projects and coordinating activities with appropriate governmental agencies and community-based organizations.
- c. Compiling and processing event financial documentation.
- d. Coordinating with county, state and federal agencies to provide short-term and long-term disaster assistance and recovery funding.
- e. Conducting after-action assessment(s) to identify gaps and process improvements.

## **VI. ROLES AND RESPONSIBILITIES**

### **A. Common Responsibilities**

The following common responsibilities are for all city departments regarding readiness, response, and recovery actions for all hazards. The Office of Emergency Management (OEM) will work with each department as requested to achieve these objectives.

1. Readiness

Response activities include planning, training and exercising:

a. Planning

- Identify departmental and individual responsibilities as indicated in the Comprehensive Emergency Management Plan.
- Pinpoint, categorize, and inventory all available departmental resources and develop procedures for mobilizing and employing additional resources if needed.

- Review departmental activities required in the Continuity of Operations Plan (COOP) which ensures that the City is able to continue performance of essential functions under a broad range of circumstances and the Continuity of Government Plan (COG) which are the procedures outlined to establish defined actions that allow the City to continue its essential operations.
- Have all employees and volunteers register with Alert Sense and keep incident contact information up-to-date.
- Emphasize mitigation as a practice in all planning functions
- Assign one staff member of the department to the Emergency Management Action Team Committee (EMAT).
- Provide feedback to OEM yearly on needed changes to departmental sections of this plan.

b. Training

- Work with OEM to provide training for individuals and departments on personal and family preparedness and organizational roles and responsibilities during an incident.
- Ensure that every City employee (except seasonal workers) takes 3 emergency management courses each year (either online or in person).
- Ensure that individuals will report training to OEM via e-mail.

c. Exercises

- Work with OEM to provide department-specific training related to incident-specific functions.
- Ensure that each employee of the city (except seasonal workers) participates in one disaster readiness or response exercise every year.

2. Response

Response activities include activating and staffing the Emergency Operations Center (EOC), performing department-specific operations, or electronic support of incident-specific activities from a remote location.

a. Activate and staff the EOC

- Each assigned employee will report to or electronically check into the EOC as soon as possible.
- City employees will fill positions in the EOC as identified on the EOC roster.
- EOC staff may expect up to a 12-hour shift and must be prepared to shelter on site if the incident requires (the EOC is family-friendly and can supply minimum food/water/sleeping supplies).

b. Prepare damage assessment information and submit to the Finance Section in a timely manner.

- c. Work with all city departments to enhance cooperation and coordination of response operations.
- d. Be flexible and anticipate that day-to-day activities may be suspended with resources diverted to operational-period incident-specific priorities.

3. Recovery

Recovery activities include both short-term and long-term operations to restore the City to pre-incident operation levels.

- a. Transition from response operations to recovery operations as the incident demands.
- b. Anticipate that some portion of department and employee functions may involve long-term recovery work for a period of several years.

**B. Specific Responsibilities**

1. Office of Emergency Management

Housed within the Fire Department, the Office of Emergency Management (OEM) is responsible for the overall coordination of emergency management services within the City of Kirkland. Its mission is to work in partnership with the whole community to provide useful and universally accessible means of readiness, response and recovery from all hazards.

a. Readiness

OEM is responsible for ensuring that the city has the resources and capabilities to respond to disasters when they occur. To this end, the Office is engaged in the following readiness activities:

- 1. Planning
- 2. Training and Exercises
- 3. Education and Outreach
- 4. Finance and Administration
- 5. Emergency Operations Center (EOC) Operations

(1) Planning

The Office of Emergency Management (OEM) develops and maintains all planning and procedural documents, including this Comprehensive Emergency Management Plan that formulates the City's response to all hazards. Planning is done in conjunction with the City's Emergency Management Action Team (EMAT), which has representation from all city departments and is coordinated by OEM. Specific responsibilities include:

- Directing the evaluation, revision and implementation of this plan (CEMP), the Kirkland annex to the King County Hazard Mitigation Plan, and all other applicable plans.
- Providing input and support for county, region, and statewide planning initiatives.
- Recommending emergency planning-related policies to the City Council.
- Developing and implementing City policies and procedures for readiness, response and recovery.
- Implementing and maintaining the City's Emergency Operations Center procedure manual.

(2) Training and Exercises

OEM is responsible for providing city employees, volunteers and the general public opportunities to receive emergency management training and is the lead entity within the city for the exercise of core capabilities. Specific responsibilities include:

- Maintaining a training calendar and ensuring that city staff, volunteers and citizens are aware of training opportunities as they arise.
- Conducting drills and exercises to determine the readiness and effectiveness of all City resources in a coordinated emergency response.
- Developing after action reports to evaluate the City's response capabilities and coordinate the implementation of lessons learned.

(3) Education and Outreach

The Office of Emergency Management is the City's link to all sectors of city government and the general public for the purpose of creating and maintaining an informed citizenry that is prepared for all hazards and resulting impacts. In coordination with county, state and federal partners, community organizations and volunteers, OEM staff provide information and resources to internal audiences and to the public as a part of the city's overall mitigation and preparedness strategy. Specific responsibilities include:

- Participating in community events to increase awareness of emergency preparedness.
- Supervising and facilitating Community Emergency Response teams (CERT), Map Your Neighborhood groups, and Amateur Radio Emergency Services (ARES).
- Maintaining a relationship with community- and faith-based organizations and with city-owned generator-equipped facilities at Inglewood Presbyterian Church and Northwest University.

(4) Finance and Administration

The Emergency Manager is responsible for all budget-related responsibilities within the Office of Emergency Management, in coordination with the City Finance Department. OEM is also responsible for the administration of all emergency management-related grants. Specific responsibilities include:

- Creating and updating a bi-annual budget for the Office of Emergency Management.
- Applying for and administering Emergency Management Performance Grant (EMPG) funds.
- Researching and applying for additional grant opportunities.

(5) EOC Operations

The Office of Emergency Management is responsible for coordination of all city operations during a disaster and for ensuring that proper personnel, policies and procedures are in place for the successful operation of the city's emergency operations center (EOC). Should the EOC be activated, OEM personnel serve as a key component in the unified command structure and ensure that all branches within the EOC are properly staffed and resourced. Specific responsibilities include:

- Create and maintain a personnel roster for EOC activation.
- Ensure that EOC staff receive proper training and are exercised regularly.
- Maintain current memoranda of understanding (MOUs) with external vendors to aid in response efforts.
- Serve as the coordination point and management oversight for the City to provide for effective utilization, prioritization, and conservation of available local resources.
- Maintain the physical space of the EOC and all EOC equipment along with the IT Department.

b. Response

The Office of Emergency Management's day-to-day readiness responsibilities will be set aside for response to a disaster. During the response phase, OEM staff are responsible for overall coordination of all city departments and personnel who have been pre-identified as having a role in the City's response efforts. Specific responsibilities include:

- Coordinating with county, state and federal partners, community organizations and private sector partners during activations.
- Formulating and disseminating consistent messaging to the general public through the emergency phone line, the city website, and social media in conjunction with the City's Communications Manager/ PIO.

- Advising the City's Policy Group and ensuring that the Policy Group is provided with situation awareness necessary for decision making.
- Determining appropriate activation levels and operational periods for the EOC.
- Coordinating the management of volunteers and donated items.

c. Recovery

Immediate and long-term recovery efforts will be spearheaded by the Office of Emergency Management in coordination with fire, police, public works and other departments involved in returning the City and City government to normal operations. Specific responsibilities include:

- Coordinating City personnel to conduct preliminary damage assessments (PDAs).
- Providing county and state partners with PDA data.
- Assisting the Finance Department in the reconciliation of all response phase expenditures.
- Applying for reimbursement of eligible expenses through state and federal grant programs if such assistance is made available.
- Establishing a long-term recovery committee and long-term recovery plan.
- Determining, in conjunction with the Policy Group, the schedule for demobilization of resources.

2. City Manager's Office

a. Readiness

- Provide planning and coordination to ensure continuity of government and clear lines of succession in all aspects of City responsibilities and functions.
- Provide direction for the implementation and maintenance of an emergency management organization within the City which is ready to fulfill disaster missions under this Plan.
- Provide support to the Director of Emergency Management for readiness, response and recovery activities to be carried out within the City.

b. Response

- The City Manager serves as Chief-of-Staff and advisor for the Mayor and City Council during disasters and major emergencies.
- Issue, in consultation with the Mayor and City Council, a Proclamation of Emergency when necessary.

- Issue emergency rules and proclamations, in consultation with the Mayor and City Council, which have the force of law during proclaimed emergency periods.
- Provide overall direction and control for the City during disasters and major emergency incidents.
- Disseminate public policy statements to the media in coordination with the Incident Commander (IC) and the Public Information Officer (PIO).
- Disseminate emergency information and instructions to the general public in coordination with the Incident Commander (IC) and the Public Information Officer (PIO).
- The volunteer coordinator shall work with the Human Resources Department to provide for the registration, recruitment, mobilization, and demobilization of volunteers during a disaster.

c. Recovery

- Ensure that the City of Kirkland continues to function administratively.
- Maintain external communication with the public to provide information on short- and long-term recovery efforts.

3. City Attorney

a. Readiness

- Draft and/or review memoranda of agreement, contracts, and other pre-incident documents.
- Provide a generic contract that can be utilized during emergency operations for emergency work and procurement of supplies.

b. Response

- Draft and/or review proclamations of emergency and other incident-related documents.
- Provide direct legal advice to City Departments.

c. Recovery

- Coordinate with the American Bar Association and the Washington Bar Association to provide pro bono attorneys to assist individuals during major emergencies and disasters.
- Provide documentation and coordinate insurance claims information with the Finance Department.

4. Finance and Administration Department

a. Readiness

- Provide support and staffing assistance to Planning and Community Development for the City's effort to minimize the effects of disaster within the jurisdiction.

- Provide for the identification and preservation of essential department and citywide records.
- Set up projects, and establish and maintain a single cost center system whereby emergency/disaster costs are identified and accumulated for state and federal reimbursements.
- Coordinate with banks to establish and maintain a system to meet payroll and other payment obligations during emergencies and disasters.

b. Response

- Record Emergency/Disaster declarations.
- Provide staff for the finance and administration section of the EOC and maintain record of all disaster-related costs.
- The department's Facilities Division will evaluate and monitor conditions at City facilities to assure the safety of employees, volunteers and the general public.

c. Recovery

- Assist in identifying sources of disaster funds.
- During the recovery phase of a disaster or major emergency, provide a central point of coordination and assistance in the compilation of damage assessment information, and preparation of documents being submitted to state and federal agencies.
- Coordinate with the City's Safety and Risk Analyst (HR) to ensure that insurance carriers are notified of damages.

5. Fire Department

a. Readiness

- Assist the Human Resources Department (HR) with emergency and building evacuation plans for City facilities in coordination with the Public Works Facilities Division.
- Coordinate with the Public Works Department and Police Department in determining satisfactory evacuation routes.

b. Response

- Provide suppression and control of fires.
- Provide emergency medical services, medical transportation, and pre-hospital care for injured persons.
- Provide command and control for fire operations through established command posts as appropriate.
- Provide support to other departments in citywide structural damage assessment, traffic control, emergency warnings, road closures and protection of property.
- Support FEMA Urban Search and Rescue Teams as requested through the EOC.

- Provide initial response to, and assessment of, hazardous materials incidents, and coordinate with proper outside authorities for assistance if necessary.
- Provide a representative to Public Health - Seattle & King County as a liaison for morgue operations if requested.
- Provide a representative to staff the local on-scene coordinator or liaison position for technological hazard events, while there is an immediate threat to public safety.
- Coordinate with Police Department to provide direction and control for evacuation efforts as appropriate.
- Provide Critical Incident Stress Debriefing Teams through the Chaplaincy Program.

c. Recovery

- Coordinate with Building Services to provide windshield survey damage inspection and needs assessment surveys in specified areas of the City, and initial damage assessments for Fire Department facilities.
- Coordinate with Police Department for managing the reentry of evacuated areas.
- Document emergency related costs and activities and submit required reports.
- Provide liaison to Public Health - Seattle & King County to assist in disease control measures, food and water testing for general sanitation including inspections, hazardous waste disposal, air quality readings, and establish criteria for reentering evacuated areas or structures and issuance of health advisories, all in coordination with Public Health.

6. Human Resources Department

a. Readiness

- Develop and maintain emergency and building evacuation plans for City facilities in coordination with the Facilities Division and the Fire Marshal.
- Develop and maintain procedures for notifying family members regarding the status of employees.
- Ensure that all disaster-related information and all city-run shelter facilities are ADA compliant.
- Assess communication capabilities of city employees to be utilized during all phases of an incident (e.g. foreign languages, American Sign Language [ASL]).
- Maintain procedures for the registration of temporary emergency workers as outlined in the WAC 118-04.
- Coordinate with the Parks and Community Services Department to develop plans for emergency feeding and shelter for City staff during disaster activations.

b. Response

- Provide support and staffing assistance to ensure that city personnel are prepared to stand by, mobilize and demobilize during activations.
  - Provide for the registration, recruitment, mobilization, and demobilization of volunteers during a disaster.
  - Administer insurance and self-insurance programs and claims.
  - Notify insurance carriers of damages to city-owned facilities.
- c. Recovery
- Process all disaster-related insurance claims on behalf of the city.
  - Return department activities to normal levels unless involved with recovery activities.
7. Information Technology Department
- a. Readiness
- Responsible for all telephone and computer networks within City facilities.
  - Preserve current and historical computer records and electronic data as well as possible based on backup and recovery processes.
  - Maintain IT policies regarding computer use in an up to date manner and provide security training.
  - Ensure that policies and procedures are in place for the use of social media, including during disasters.
  - Maintain EOC computers in usable fashion.
  - Maintain reasonable current paper maps in the EOC.
  - Maintain documentation for how to operate the Internet site in an emergency.
- b. Response
- Provide technical support during and immediately following an incident
  - Provide GIS mapping services to enhance EOC operations and response operations.
  - Assure priority restoration of communication functions and systems (except for first responder radio systems).
  - Ensure technical ability to disseminate appropriate information via the Internet/Intranet and social media sites.
- c. Recovery
- Oversee the replacement of any hardware or other IT-related items damaged or destroyed during the incident.
  - Document emergency related costs and activities and submit required reports.
8. Parks and Community Services Department

a. Readiness

- Develop plans for the utilization of City property for temporary emergency shelters, warming or cooling stations and charging stations.
- Coordinate with the Human Resources Department to develop plans for feeding and shelter for City staff during disaster activations.
- Develop a mass care shelter plan, and ensure that staff is trained in the management of shelters and that the Pet Shelter Plan coordinates with the Mass Care Plan.
- Support OEM in developing and implementing a Volunteer and Donations Management Plan.

b. Response

- Provide coordination for all mass care and individual assistance (IA).
- Provide personnel to coordinate overall logistical support and resource management.
- Provide personnel and Parks equipment for priority use in response operations.
- Coordinate the use of City parks for staging areas for disaster operations, mass casualty care, and temporary housing.
- Assume primary responsibility for coordination of assistance to populations with access and functional needs and non-English speaking populations.
- Provide support for Public Works as requested.

c. Recovery

- Coordinate the establishment of a Disaster Services Center to support community recovery efforts when necessary.
- Provide personnel and logistical support for volunteer and donations management.
- Return department activities to normal levels unless involved with recovery activities.
- Document emergency related costs and activities and submit required reports.

9. Planning and Community Development

(1) Planning

a. Readiness

- Assist OEM in the development and maintenance of the Hazard Mitigation plan and other plans relating to land use, environmental impact, and related mitigation issues.
- Lead the coordination of hazard mitigation activities as they relate to land use planning, enforcement of codes, the

inspection process and the issuing of permits related to zoning, etc.

- Provide land use and policy planning services.

b. Response

- Support Parks and Community Services with mass care, individual assistance (IA), and services for individuals with access and functional needs or limited English proficiency.
- Provide support for volunteer and donations management.

c. Recovery

- Provide support and staffing assistance to Building Services in collecting, collating, posting and evaluating disaster information gathered in the field from damage assessment teams.
- Coordinate issues pertaining to planning and zoning code issues, as per City policy, during recovery and restoration phases of a disaster or major emergency.
- Return department activities to normal levels unless involved with recovery activities.
- Document emergency related costs and activities and submit required reports.

(2) Building Services

a. Readiness

- Coordinate with Planning for hazard mitigation activities as they relate to land use, resource management, and enforcement of codes, the inspection process and the issuing of permits.
- Develop and maintain permitting plans in coordination with Planning.
- Identify high-risk and high-priority buildings and bridges that would require immediate inspection post incident.

b. Response

- Provide support to the Fire Department assessing structures during rescue operations.
- Provide staff assistance and support in collecting, posting, evaluating and prioritizing disaster information gathered in the field from damage assessment teams.
- Notify the EOC if life safety issues arise that relate to structures or buildings within the City.

c. Recovery

- Assume lead responsibility for damage assessment of buildings, structures, and facilities for structural safety and integrity.

- Provide staff support for damage assessments, e.g. determining the location and monetary extent of damage to public and private property.
- Provide support to other departments in the damage assessment of city infrastructure.
- Coordinate issues pertaining to permits and temporary building code variances as per City policy during recovery and restoration phases of a disaster or major emergency.
- Provide staff assistance for coordination of temporary repairs and upgrading or demolition of unsafe structures.
- Provide expertise and recommendations for reconstruction, demolition, and structural mitigation during the recovery period.
- Return department activities to normal levels unless involved with recovery activities.
- Document emergency related costs and activities and submit required reports.

10. Police Department

a. Readiness

- Coordinate with the Public Works Department and Fire Department in determining satisfactory evacuation routes.

b. Response

- Coordinate 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.
- Advise Mayor/City Council and Policy Group on the need for curfews, area closures, and other considerations.
- Provide warning and evacuation by door-to-door notification and/or use of mobile sirens and public address systems.
- Provide command and control for field operations through established command posts as appropriate.
- Provide security at the EOC and other key City facilities.
- Provide support to the King County Medical Examiner in the identification of the deceased.
- Assist the Fire Department in establishing a temporary morgue area in the immediate aftermath of an event and until King County Public Health establishes morgue operations.
- In the event of a large-scale emergency or disaster, law enforcement personnel may be placed on alert status in accordance with department policies and procedures.

c. Recovery

- Manage the reentry of evacuated areas of the city.
- Conduct damage assessments in specified areas of the city.

- Provide initial damage assessment for Police Department facilities.
- Document emergency related costs and activities and submit required reports.

11. Public Works Department

a. Readiness

- Assist the Police Department with the development of citywide evacuation plans.
- Provide planning, maintenance and support for all City fleet vehicles, including provisions for access to fuel during an emergency.
- Establish and maintain mutual aid agreements and/or memoranda of understanding with public and private businesses for public works related activities.
- Identify debris removal sites.
- Provide fleet vehicles, equipment (e.g. barricades) and information on their location and availability.
- Provide a list of Public Works staff skills and abilities (e.g. electricians, equipment operators, etc.).
- Provide plan for utility service back up (drinking water, sanitation – mobile showers) for response staff camp and for community camps/shelters. Confirm emergency provider contracts with Costco and other major suppliers in the area.
- Maintain familiarity with FEMA equipment rates for reimbursement purposes.

b. Response

- Notify the City Office of Emergency Management and/or the EOC, and the King County Department of Health and Human Services in the event of extended water, sewer or electrical system failure.
- Provide engineering support, emergency construction and demolition, lifting capability, staff assistance and technical advice in support of Police and Fire Department, and FEMA Urban Search and Rescue (USAR) operations.
- Provide assessment of transportation routes, identify alternate routes, implement evacuation efforts as appropriate, and provide temporary traffic control measures/devices and operational control of traffic signals.
- Provide equipment and personnel to lead in emergency debris removal.
- Assist the Fire Department with stabilizing structures and/or securing the area around an affected structure.
- Provide supervision for Parks field employees reassigned to Public Works for the purpose of incident response.
- Implement and enforce water conservation programs to conserve supplies if necessary.

- Assist the EOC with procurement and distribution of drinking water (e.g. water delivery via tanker trucks, contractors or bottled water distribution).
- Designate at least one individual to liaise with water and sewer utility services for situational awareness and to provide gathered information to the Policy Group through the EOC reporting structure.
- Set up temporary sewer system back up (e.g. sanican contractor or ditches for temporary outhouse set up).

c. Recovery

- Establish priority assessment, repair, and restoration of utility services throughout the City to include sewer and storm drain service, sanitation facilities and other utility services in coordination with utility service providers.
- Coordinate with Building Services to provide damage assessments of transportation infrastructure.
- Provide initial damage assessment for Public Works facilities.
- Provide engineering services and perform or contract for major recovery work as appropriate for City-owned buildings and Public Works infrastructure.
- Supervise and coordinate volunteers assigned to the repair and restoration of utilities and services within the City.
- Provide or arrange for contracted debris removal services.
- Establish priority assessment, repair, restoration and purification of water sources throughout the City in coordination with water utility service providers.
- Establish priority assessment, repair, restoration and purification of wastewater conveyance systems throughout the City in coordination with King County Wastewater Treatment Division service providers.
- Designate at least one individual to coordinate with OEM and the County on all issues related to the use of state and federal funds to repair roads, bridges, and other public works facilities.
- Provide expertise and recommendations for reconstruction, demolition, and mitigation activities, including stability of slopes and sensitive areas.
- Document emergency related costs and activities and submit required reports.

12. Government Organizations

a. King County

The Kirkland OEM and the Kirkland EOC (when activated) work with a variety of service providers through King County government throughout the readiness, response and recovery phases of all incidents. The following is a partial list of King County agencies that

provide support to the City. During an incident, requests for resources or support from King County will generally be coordinated through the King County Emergency Coordination Center (ECC).

(1) King County Office of Emergency Management

- Coordinate emergency management activities amongst jurisdictions within the county and with the State Military Department, Emergency Management Division (EMD).
- Offer training opportunities and general guidance for City employees to enhance the City's ability to prepare and respond to disasters.
- Provide assistance with situational awareness and resource management for jurisdictions throughout the county.
- Process requests for assistance from the City of Kirkland and forward requests to the state EOC as appropriate.

(2) Public Health - Seattle and King County

- Assist first responders to ensure the health and safety of the general public.
- Coordinate the dispensation of medical countermeasures.
- Provide a liaison to the City EOC, if requested and as resources allow, to offer timely health information to the City's Policy Group.
- Support the City and the Red Cross with mass care and sheltering.

(3) King County Metro Transit

- Conduct damage assessment of transit facilities in Kirkland and report status to the Kirkland EOC.
- Provide assistance with transportation, if requested and as resources allow.

(4) King County Medical Examiner

- Provide for the identification, storage, and disposition of the deceased during and immediately following any event resulting in loss of life.

b. Washington State Military Department, Emergency Management Division (EMD)

- Coordinate all emergency management activities for the State of Washington.
- Offer training opportunities and general guidance to enhance the City's ability to prepare and respond to disasters.

- Coordinate the fulfillment of resource requests in support of the City's emergency operations.
- c. Federal Emergency Management Agency (FEMA)
  - Respond to presidentially-declared disasters and maintain disaster support centers in the City of Kirkland as appropriate.
  - Provide training for City employees and volunteers.
  - Provide grant funding and administration for public assistance, individual assistance and hazard mitigation.
- d. Small Business Administration (SBA)
  - Administer low-interest disaster loans to businesses, private non-profit organizations, homeowners, and renters to repair or replace real estate, personal property, machinery and equipment, or inventory and business assets.

13. Nongovernmental Organizations

The following organizations provide essential support to the City's readiness, response and recovery from all hazards. This list is not all-inclusive and it is recognized that many other agencies and organizations play important roles in all phases of disaster management.

Specific responsibilities for nongovernmental organizations reflect services provided by these organizations either as a normal function or through agreement/understanding with the City of Kirkland.

a. Greater Kirkland Citizen Corps Council

Citizen Corps provides education, training and volunteer services through the following three groups, all of which have active chapters operating in the City of Kirkland.

(1) Amateur Radio Emergency Services (ARES)

- Conduct routine testing of the City's HAM radio operations.
- Provide communication linkages between the Emergency Operations Center (EOC) and emergency incident sites, shelters, fire stations and other critical locations in the event that other modes of communication have failed.
- Provide communication linkages between the Kirkland EOC and regional and state partners; City, County, and state EOCs, hospitals, schools, and other local organizations with HAM radio capacity.

(2) Community Emergency Response Teams (CERT)

- Educate community members about disaster preparedness for all hazards.

- Train community members in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.
- Prepare to be at the ready for possible assignment to the EOC or elsewhere in the community during response and recovery operations.

(3) Fire Corps

- Assist the City fire department with fire safety outreach, youth programs, and administrative support.
- Provide additional personnel for fire operations during response and recovery as requested.
- Prepare to be at the ready for possible assignment to the EOC during response and recovery operations.

b. American Red Cross (ARC)

- Conduct emergency shelter management training for City employees and general preparedness training for the entire citizenry.
- Provide personnel and equipment for Red Cross certified shelters opened during an incident.
- Establish mobile canteen services for victims and emergency service workers.
- Provide food, clothing, housing, household furnishings, medical supplies, bedding and linens, occupational and educational supplies and other necessities to disaster victims during recovery.

c. Medical Reserve Corps

- Recruit and train medical and health professionals to respond to health needs within the city during disasters or other public health emergencies.
- Respond to emergency medical and public health incidents when requested by the EOC or King County-Seattle Public Health.
- Support the Kirkland EOC as requested during response and recovery operations.

d. Kirkland Chamber of Commerce

- Encourage member businesses and organizations to prepare for emergencies and to have a business continuity plan.
- Utilize Chamber communications to work with Chamber member businesses and organizations during the response to a disaster and during recovery.

- Provide a Chamber liaison to work with the EOC if requested and available.
- e. Lake Washington School District
  - Initial emergency response activities include: safety of students, reuniting students and parents/guardians, damage assessment, mitigating damages.
  - Provide certain District resources, if available, to the City, such as buses, nursing services, food services, counseling, maintenance/custodial services, and facilities.
  - Provide situation reports to the Emergency Operations Center (EOC) from field observations of bus drivers and other school personnel.
  - Provide a representative in the EOC if requested and available.
- f. Puget Sound Energy
  - When requested for local events or incidents confined to the City of Kirkland's jurisdiction, Puget Sound Energy (PSE) will assign a liaison to the Kirkland Emergency Operations Center (EOC) if available.
  - Conduct damage assessment for PSE facilities and natural gas and electric infrastructure and provide regular status reports to the Kirkland EOC or King County ECC as appropriate.
  - Maintain communications with the Kirkland EOC and restore service to critical facilities and priorities as resources permit.
- g. Virtual Operations Support Team (VOST)
  - Support EOC operations by providing situational awareness gathered from social media.
  - Maintain a social media presence for the City during and after an incident.
  - Coordinate with the City's Office of Emergency Management (OEM) and Public Information Officer (PIO) to ensure consistency in messaging.
- h. Community Points of Distribution (CPODs)
  - Maintain generators and other necessary supplies and equipment in good working order.
  - Serve as a warming, cooling and/or charging station for community members.
  - Serve as a location for the distribution of emergency food, water, and other supplies.
  -

## **VII. ONGOING PLAN MANAGEMENT AND MAINTENANCE**

### **A. Coordination**

1. The Office of Emergency Management coordinates the development and maintenance of the City's Comprehensive Emergency Management Plan working with the Emergency Management Action Team.
2. The Emergency Management Action Team provides staff support, direction and expertise in development of the plan and all supporting documents.

**B. Plan Maintenance**

1. The Comprehensive Emergency Management Plan (CEMP) will be updated periodically as required to incorporate new Presidential directives, legislative changes, and changes to policy or procedures as a result of lessons learned from activations or annual exercises.
2. The CEMP will undergo a complete review and update at least every four (4) years. As part of that process, the revised CEMP will be submitted to the Washington State Military Department, Emergency Management Division for review prior to formal adoption.
3. The Kirkland Comprehensive Emergency Management Plan and any amendments thereto shall be effective when approved by the City Council.

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 DEFINITIONS**

<b>Name</b>	<b>Description</b>
<b>44 Code of Federal Regulations (44 CFR)</b>	Federal regulations governing FEMA disaster recovery assistance programs, including the Public Assistance, Individual Assistance and Hazard Mitigation Assistance Grant Programs.
<b>A Centralized Computer Enforcement Service System (ACCESS)</b>	Statewide law enforcement data network controlled and administered by the Washington State Patrol. This network provides the capability to send warning and notification of emergencies from state to local jurisdictions.
<b>Air Force Rescue Coordination Center (AFRCC)</b>	The Rescue Coordination Center (RCC) operated by the U.S. Air Force at Langley Air Force Base, Virginia, which coordinates the federal response in search and rescue (SAR) operations within the Inland Search and Rescue Region. This Region is defined as the 48 contiguous states.
<b>Air Search And Rescue (ASAR)</b>	ASAR, or search and rescue operations for aircraft in distress, missing, or presumed down are conducted by the Washington State Department of Transportation, Aviation Division, under authority of Revised Code of Washington (RCW) 47.68 and Washington Administrative Code (WAC) 468.200. Air search and rescue does not include air support of land search and rescue operations conducted under authority of Chapter 38.52 RCW.
<b>Amateur Radio Emergency Services (ARES)</b>	A volunteer group that provides auxiliary HAM radio communications, as needed, during major emergencies or disasters.
<b>AMBER Alert</b>	Abducted Minor Broadcast Emergency Response Alert, sent out locally or from state law enforcement agencies over the Emergency Alert System.
<b>Community Emergency Response Team (CERT)</b>	A cadre of individuals who have been educated about disaster preparedness for hazards that may impact their area and who have been trained in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.
<b>Community Point of Distribution (CPOD)</b>	Designated location for the distribution of food, water and other emergency supplies following a disaster.

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 DEFINITIONS**

<b>Name</b>	<b>Description</b>
<b>Comprehensive Emergency Management Network (CEMNET)</b>	Dedicated 2-way, Very High Frequency (VHF), low-band radio system. Provides direction and control capability for state and local jurisdictions for administrative use, and during an emergency or disaster, which belongs to and is managed by the Washington State Military Department, Emergency Management Division.
<b>Damage Assessment</b>	The process of determining the amount of damage within a community as a result of a natural or human-caused disaster. Estimations of damages which serve as the basis for an emergency declaration or proclamation and which is used to determine whether and how much Federal assistance may be available for recovery.
<b>Emergency Alert System (EAS)</b>	A federally-mandated program established to enable the President, federal, state, and local jurisdictions to disseminate emergency information to the public via the Commercial Broadcast System. Formerly known as the Emergency Broadcast System (EBS).
<b>Emergency Coordination Center (ECC)</b>	A central location staffed by representatives of multiple jurisdictions and/or agencies to coordinate the response to a single large event or several smaller events occurring at the same time.
<b>Emergency Management Action Team (EMAT)</b>	A committee of a variety of personnel within the City of Kirkland who have key roles in emergency planning activities.
<b>Emergency Medical Services (EMS)</b>	A system that provides care to the sick and injured at the scene of any medical emergency or while transporting any patient in an ambulance to an appropriate medical control, including ambulance transportation between medical facilities. It commonly includes trained and licensed emergency care providers and specialized transportation vehicles.
<b>Emergency Medical Technician (EMT)</b>	A person trained and licensed by the State to provide emergency medical care to the sick and injured.
<b>Emergency Operations Center (EOC)</b>	A central location from which overall coordination of a single community's response to a disaster will be established. The EOC is generally equipped and staffed to perform the following

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<b>Name</b>	<b>Description</b>
	functions: collect, record, analyze, display, and distribute information; coordinate public information and warning; coordinate government emergency activities; support first responders by coordinating the management and distribution of information and resources and the restoration of services; conduct appropriate liaison and coordination activities with all levels of government, public utilities, volunteer and community-based organizations, and the public.
<b>Emergency Support Function (ESF)</b>	The structure for coordinating support from any level of government for a response to an incident. ESFs are mechanisms for grouping functions most frequently used to provide support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents.
<b>Emergency Work</b>	Work that must be done immediately to save lives and to protect improved property and public health and safety to avert or lessen the severity of a major disaster.
<b>Emergency Worker</b>	Any person who is registered with a local emergency management organization and holds an identification card issued by the local emergency management organization for the purpose of engaging in authorized emergency management activities. Also any employee of the state of Washington or any political subdivision thereof who is called upon to perform emergency management activities.
<b>Essential Functions</b>	Those functions that the State, county, or local jurisdictions are required to perform by statute or executive order or are otherwise necessary to provide vital services, exercise civil authority, maintain the safety and wellbeing of the general public, and sustain the economy in an emergency.
<b>Evacuation</b>	A protective action which involves leaving an area of risk until the hazard has passed.
<b>Exercise</b>	A simulated emergency condition carried out for the purpose of testing and evaluating the readiness of a community or organization to handle a particular type of emergency.

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 DEFINITIONS**

<b>Name</b>	<b>Description</b>
<b>Federal Disaster Declaration</b>	Formal action by the President to make a state eligible for federal disaster assistance.
<b>Federal Emergency Management Agency (FEMA)</b>	Agency created in 1979 to provide a single point of accountability for all federal activities related to disaster mitigation and emergency preparedness, response, and recovery. FEMA provides technical advice and funding for state and local emergency management agencies, manages the President’s Disaster Relief Fund and coordinates the disaster assistance activities of all federal agencies in the event of a presidential disaster declaration.
<b>Government Emergency Telecommunications Service (GETS)</b>	A service providing priority access telephone dialing during circuit overload conditions.
<b>Governor’s Authorized Representative (GAR)</b>	The person empowered by the Governor to execute, on behalf of the State, all necessary documents for disaster assistance and to evaluate and transmit local government, eligible private nonprofit organizations, and state agency requests for assistance to the Regional Director following a major disaster.
<b>Governor’s Proclamation of a State of Emergency</b>	A proclamation by the Governor in accordance with RCW 43.06 and 38.52 which activates the State of Washington Comprehensive Emergency Management Plan and authorizes State resources to be used to assist affected political jurisdictions.
<b>Hazard Identification</b>	A review of hazards and of locations and conditions associated with hazards in a particular area.
<b>Hazard Mitigation</b>	Any sustained action designed to reduce the damaging effects of a natural hazard to life and property.
<b>Hazardous Materials Response Team</b>	A team of specially trained personnel who respond to a hazardous materials incident.
<b>Hot Zone</b>	The total exclusion area around a hazardous materials incident which may be entered only by authorized personnel wearing proper protective clothing and equipment. Also refers to the area of an ongoing active shooter event.

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 DEFINITIONS**

<b>Name</b>	<b>Description</b>
<b>Incident</b>	An occurrence or event, either a human-caused or natural phenomena, that requires action by emergency services personnel to prevent or minimize loss of life or damage to property and/or the environment.
<b>Incident Action Plan (IAP)</b>	The strategic goals, tactical objectives, and support requirements for an incident.
<b>Incident Command Post (ICP or CP)</b>	That location, near the site of an incident, at which primary command functions are executed.
<b>Incident Command System (ICS)</b>	The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure for the purpose of responding to a hazardous event. An all-hazard, on-scene functional management system that establishes common standards in organization, terminology, and procedures; provides a means (unified command) for the establishment of a common set of incident objectives and strategies during multi-agency/multi-jurisdiction operations while maintaining individual agency/jurisdiction authority, responsibility, and accountability; and which is a component of the National Incident Management System (NIMS).
<b>Incident Commander (IC)</b>	The individual responsible for overall incident management during an incident.
<b>Individual Assistance (IA)</b>	Supplementary Federal assistance available under the Stafford Act to individuals and families; includes disaster housing assistance, grants, loans, legal services, crisis counseling, tax relief, and other services or relief programs.
<b>Integrated Public Alert &amp; Warning System (IPAWS)</b>	An integration of the national alert and warning infrastructure that allows for use of the Emergency Alert System (EAS), Wireless Emergency Alerts (WEA), the National Oceanic and Atmospheric Administration (NOAA) Weather Radio, and other public alerting systems from a single interface.
<b>Joint Field Office (JFO)</b>	The hub of Federal and State disaster recovery coordination; staffed by FEMA personnel and liaisons from other responding agencies at both the state and federal level.

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<b>Name</b>	<b>Description</b>
<b>Joint Information Center (JIC)</b>	A facility that may be used by affected utilities, state agencies, counties, local jurisdictions, and/or federal agencies to jointly coordinate public information during an incident.
<b>Liaison Officer</b>	The point of contact within an EOC or ECC for assisting or coordinating agencies.
<b>Local Emergency Planning Committee (LEPC)</b>	A local planning group appointed by the State Emergency Response Commission (SERC) to fulfill the planning requirements for a Local Planning District under the Superfund Amendments and Reauthorization Act (SARA) of 1986 for local hazardous materials plans.
<b>Local Planning District</b>	A geographic planning area established by the State Emergency Response Commission (SERC) to fulfill the planning requirements for a Local Planning District under the Superfund Amendments and Reauthorization Act (SARA) of 1986.
<b>Local Resources</b>	The combined resources, of the type needed to respond to a given hazardous event, of the County and all taxing jurisdictions within the County, and of the private sector. In any request for state or federal resources, the requesting jurisdiction must certify that local resources have been, or soon will be, exhausted.
<b>Major Disaster</b>	As defined in the Stafford Act, "Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby."

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 DEFINITIONS**

<b>Name</b>	<b>Description</b>
<b>Memorandum of Understanding (MOU)</b>	A document describing a bilateral or multilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action.
<b>Military Assistance to Safety and Traffic (MAST)</b>	Airlift evacuation from Fort Lewis 54 <sup>th</sup> Medical Detachment.
<b>Mutual Aid Agreement (MAA)</b>	A formal or informal agreement for reciprocal assistance for emergency services and resources between jurisdictions.
<b>National Disaster Recovery Framework (NDRF)</b>	A flexible and comprehensive guide to effective recovery support for disaster-impacted States, Tribes, Territorial and local jurisdictions, focusing on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental fabric of a community.
<b>National Incident Management System (NIMS)</b>	A concept that provides for a total approach to all risk incident management; NIMS addresses training, qualifications and certification, publications management, and supporting technology. NIMS outlines a standard incident management organization called the Incident Command System (ICS) that establishes five functional areas: command, operations, planning, logistics, and finance/administration--for management of all major incidents. To ensure further coordination during incidents involving multiple jurisdictions or agencies, the principle of unified command has been incorporated into NIMS. This unified command not only coordinates the efforts of multiple jurisdictions, but provides for and assures joint decisions on objectives, strategies, plans, priorities, and public communications.
<b>National Oceanic and Atmospheric Administration (NOAA)</b>	A division of the U.S. Department of Commerce and the organization responsible for operation of the National Weather Service (NWS) and alert/warning weather information.
<b>National Response Framework (NRF)</b>	A national standard for the capabilities necessary to save lives, protect property and the environment and meet basic human needs immediately before, during, and immediately following an incident.

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<b>Name</b>	<b>Description</b>
<b>Non-Essential Personnel</b>	Staff of a department or jurisdiction who are not required for the performance of the organization’s mission-essential functions.
<b>Objectives</b>	The specific operations that must be accomplished to achieve goals. Objectives must be both specific and measurable.
<b>Operational Period</b>	In ICS, the period of time scheduled for execution of a given set of operation actions such as specified in the Incident Action Plan.
<b>Preliminary Damage Assessment (PDA)</b>	The joint local, state, and Federal analysis of damage that has occurred during a disaster and which may result in a Presidential declaration of disaster. The PDA is documented through surveys, photographs, and other written information.
<b>Presidential Declaration</b>	Formal declaration by the President that an Emergency or Major Disaster exists based upon the request for such a declaration by the Governor and with the verification of Federal Emergency Management Agency preliminary damage assessments.
<b>Private Nonprofit Organization (PNP)</b>	Any nongovernmental agency or entity that has an effective letter from the IRS granting tax exemptions, or satisfactory evidence from the Secretary of State that the organization is non-revenue producing and nonprofit under State law.
<b>Public Assistance (PA)</b>	Supplementary federal assistance provided under the Stafford Act to state and local jurisdictions, special purpose districts, Native Americans, or eligible private, nonprofit organizations.
<b>Public Information Officer (PIO)</b>	The person designated and trained to coordinate disaster related public information and media relations.
<b>Regional Director (RD)</b>	The appointed FEMA official in Region X who has the responsibility for the review and approval of the state Administrative Plan for all FEMA disaster assistance programs; the authority for monitoring the conduct of the program; and the authority to approve the obligation of the funds.
<b>Robert T. Stafford Disaster Relief and Emergency Assistance Act</b>	(Public Law 93-288, as amended) - The act that authorizes the greatest single source of federal disaster assistance. It authorizes coordination of the activities of federal, state, and volunteer agencies operating under their own authorities in providing

**APPENDIX 1  
 DEFINITIONS**

<b>Name</b>	<b>Description</b>
	disaster assistance, provision of direct federal assistance as necessary, and provision of financial grants to state and local jurisdictions as well as a separate program of financial grants to individuals and families. This act is commonly referred to as the Stafford Act.
<b>Staging Area</b>	In Incident Command, a location where incident personnel and equipment are readied for deployment.
<b>Title III</b>	Public Law 99-499, Superfund Amendment and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning Community Right-to-Know Act (EPCRA), requires the establishment of a State Emergency Response Commission (SERC) and Local Emergency Planning Committees (LEPCs) to conduct emergency planning for hazardous materials incidents. It requires (1) site-specific planning for extremely hazardous substances, (2) participation in the planning process by facilities storing or using hazardous substances, and (3) notifications to the commission or committee of releases of specified hazardous substances. It also provides for mechanisms to provide information on hazardous chemicals and emergency plans for hazardous chemical events to the public.
<b>Urban Search and Rescue (USAR)</b>	Locating, extricating, and providing for the immediate medical treatment of victims trapped in collapsed or damaged structures.
<b>Virtual Operations Support Team (VOST)</b>	A team of trained volunteers that lend virtual support to those on the site of a disaster, who may be overwhelmed by the volume of incoming data from new communication technologies and social media tools. The team members' main roles are to collect, monitor and curate information from the online community and to amplify official information. Teams may have both local and non-local members (i.e. in different time zones to guarantee constant monitoring).

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**DEFINITIONS**

<b>Name</b>	<b>Description</b>
<b>Vulnerability/Vulnerable Populations</b>	Vulnerability can be either a fixed characteristic or a temporary state associated with a disaster. Fixed populations can include: children, the frail elderly; people living with chronic sensory, mobility, or cognitive impairments; and individuals dependent upon assistive devices or complex medical regimens in order to survive. The broader, more temporary state can be defined as a group or individual with diminished capacity to anticipate, cope with, resist and recover from the impact of a disaster. People differ in vulnerability as a result of a variety of physical, economic, social, and political factors including: poverty, isolation, shock or stress, defenselessness, social standing, gender, ethnicity, culture, age, language, citizenship, or location.

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**Appendix 2  
 ACRONYMS**

<b>TERM</b>	<b>DEFINITION</b>
<b>ADA</b>	Americans with Disabilities Act
<b>ANS</b>	Alert & Notification System
<b>ARC</b>	American Red Cross
<b>ARES</b>	Amateur Radio Emergency Services
<b>BPA</b>	Bonneville Power Administration
<b>CDC</b>	Centers for Disease Control & Prevention
<b>CERCLA</b>	Comprehensive Environmental Response, Compensation, & Liability Act
<b>CERT</b>	Community Emergency Response Team
<b>CFR</b>	Code of Federal Regulations
<b>COG</b>	Continuity of Government Plan
<b>COOP</b>	Continuity of Operations Plan
<b>CPOD</b>	Community Point of Distribution
<b>DART</b>	Dial-A-Ride Transit
<b>DEM</b>	Department of Emergency Management
<b>DFO</b>	Disaster Field Office
<b>DMAT</b>	Disaster Medical Assistance Team
<b>DRC</b>	Disaster Recovery Center
<b>DSHS</b>	Department of Social and Health Services
<b>EAS</b>	Emergency Alert System
<b>EBS</b>	Emergency Broadcast System
<b>ECC</b>	Emergency Coordination Center
<b>EMAT</b>	Emergency Management Action Team
<b>EMD</b>	Emergency Management Division (Washington State)
<b>EMI</b>	Emergency Management Institute
<b>EMPG</b>	Emergency Management Performance Grant
<b>EMS</b>	Emergency Medical Services
<b>EOC</b>	Emergency Operations Center
<b>EOP</b>	Emergency Operations Plan
<b>EPA</b>	U.S. Environmental Protection Agency
<b>EPI</b>	Emergency Public Information
<b>ESF</b>	Emergency Support Function
<b>FCO</b>	Federal Coordinating Officer (FEMA)
<b>FEMA</b>	Federal Emergency Management Agency
<b>FIRM</b>	Flood Insurance Rate Map
<b>GAR</b>	Governors Authorized Representative
<b>GIS</b>	Geographic Information System
<b>HAZMAT</b>	Hazardous Material
<b>HSPD</b>	Homeland Security Presidential Directive
<b>IA</b>	Individual Assistance

CITY OF KIRKLAND, WASHINGTON  
 COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

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<b>IAP</b>	Incident Action Plan
<b>IC</b>	Incident Commander
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IMAT</b>	Incident Management Action Team
<b>JIC</b>	Joint Information Center
<b>JIS</b>	Joint Information System
<b>KCECC</b>	King County Emergency Coordination Center
<b>LEPC</b>	Local Emergency Planning Committee
<b>MOU</b>	Memorandum of Understanding
<b>NDRF</b>	National Disaster Recovery Framework
<b>NFA</b>	National Fire Academy
<b>NFIP</b>	National Flood Insurance Program
<b>NIMS</b>	National Incident Management System
<b>NIMSAT</b>	National Incident Management Systems & Advanced Technology
<b>NOAA</b>	National Oceanic & Atmospheric Administration
<b>NORCOM</b>	Northeast King County Regional Public Safety Communications Agency
<b>NRC</b>	Nuclear Regulatory Commission; National Response Center
<b>NRF</b>	National Response Framework
<b>NVOAD</b>	National Voluntary Organizations Active in Disaster
<b>NWS</b>	National Weather Service
<b>OEM</b>	Office of Emergency Management
<b>PA</b>	Public Assistance
<b>PDA</b>	Preliminary Damage Assessment
<b>PIO</b>	Public Information Officer
<b>POD</b>	Point of Distribution
<b>PSE</b>	Puget Sound Energy
<b>RD</b>	Regional Director
<b>RPIN</b>	Regional Public Information Network
<b>RRP</b>	Regional Response Plan
<b>SARA</b>	Superfund Amendments & Reauthorization Act
<b>SBA</b>	Small Business Administration
<b>SCO</b>	State Coordinating Officer
<b>SITREP</b>	Situation Report
<b>SOP</b>	Standard Operating Procedure
<b>THIRA</b>	Threat and Hazard Inventory and Risk Analysis
<b>USACE</b>	United States Army Corps of Engineers
<b>USAR</b>	Urban Search & Rescue
<b>USGS</b>	United States Geological Survey
<b>VBOEC</b>	Virtual Business Emergency Operations Center
<b>VOST</b>	Virtual Operations Support Team

### **Appendix 3**

## **AUTHORITIES & REFERENCES**

This Appendix is a compilation of references used in the completion of this version of the City of Kirkland Comprehensive Emergency Management Plan. References include City, County, State, and Federal codes and regulations as well as plans and widely used standards.

### **CODES AND REGULATIONS**

#### **City of Kirkland**

- Kirkland Municipal Code Chapter 3.20: Emergency Management
- Kirkland Municipal Code Chapter 21.06.220: Construction Administrative Code, Emergency Repairs
- Kirkland Municipal Code Chapter 3.16.065: Authority to Sign Agreements
- Kirkland Municipal Code Chapter 3.85: Purchasing policies and procedures

#### **Washington State**

- RCW 10.93, Washington Mutual Aid Peace Officers Power Act
- RCW 35.33.081, Emergency Expenditures – Non-debatable Emergencies
- RCW 38.10.010, Emergency Management Assistance Compact
- RCW 38.52, Emergency Management
- RCW 38.52.070, Local Organization and Joint Local Organizations Authorized – Establishment, Operation- Emergency Powers, Procedures
- RCW 38.52.110, Use of Existing Services and Facilities – Impressments of Citizenry
- RCW 42.14, Continuity of Government Act
- RCW 43.43, Washington State Patrol - State Fire Service Mobilization Plan
- RCW 49.60.400, Discrimination, Preferential Treatment Prohibited
- WAC 118-04, Emergency Worker Program
- WAC 118-30, Local Emergency Management/Services Organizations, Plans, & Programs
- WAC 296-62, General Occupational Health Standards

#### **Federal**

- Public Law 93-288, Disaster Relief Act of 1974, as amended by Public Law 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act
- Public Law 96-342, Improved Civil Defense Act of 1980, as amended
- Superfund Amendments and Re-Authorization Act of 1986 (SARA Title III)
- Title 44, CFR, Section 205.16 – Nondiscrimination
- Post Katrina Emergency Management Reform Act of 2006
- Sandy Recovery Improvement Act of 2013

### **PLANS AND STANDARD OPERATING PROCEDURES**

#### **City of Kirkland**

- Kirkland Fire Department Directives
- Kirkland Police Department General Orders
- Kirkland Police Department Standard Operation Procedures
- Kirkland Comprehensive Water System Plan (descriptions for emergency responses and

operational procedures) (2006)

- Kirkland Water System Emergency Response Plan (2004)
- Kirkland Water Shortage Plan (1994)
- City of Kirkland Hazard Mitigation Plan Annex to the King County Regional Hazard Mitigation Plan (2014)

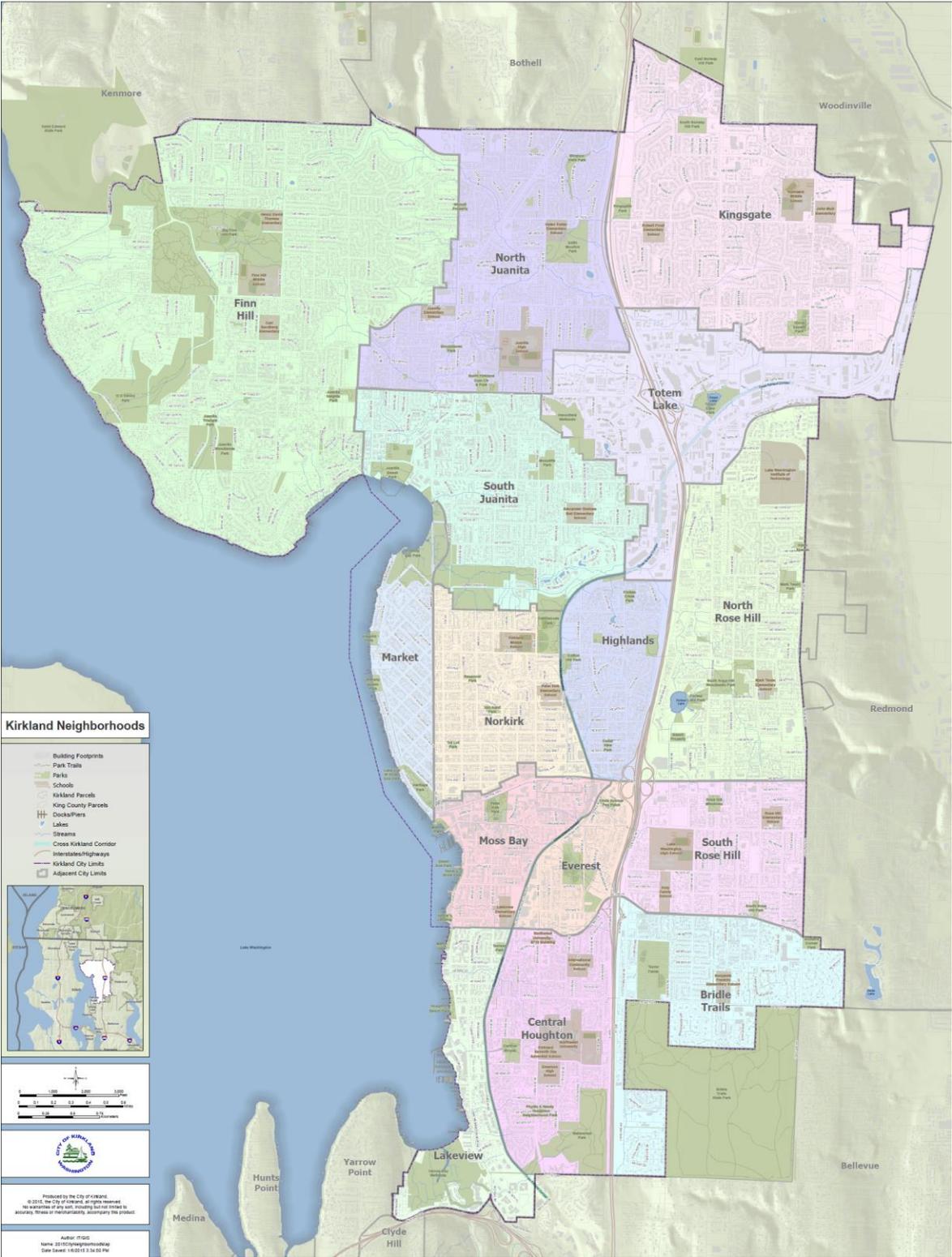
**Partner Organizations**

- Eastside Hazardous Materials Team Standard Operational Guidelines
- King County Comprehensive Emergency Management Plan (2013)
- King County Fire Resource Plan (2008)
- King County Multiple Casualty Incident Plan (2011)
- National Disaster Recovery Framework
- National Response Framework
- NORCOM Fire/EMS Radio/MDC Procedures Manual
- NORCOM PD Radio/MDC Procedures Manual
- NORCOM Communication Center Policy & Procedure Manual
- Regional Coordination Framework for Disasters and Planned Events for Public and Private Organizations in King County, Washington (2014)
- Vulnerable Populations Response Plan, Public Health- Seattle & King County (2014)
- Washington State Comprehensive Emergency Management Plan (2011)
- Washington State Emergency Alert System Plan (2014)
- Washington State Fire Services Resource Mobilization Plan (2014)

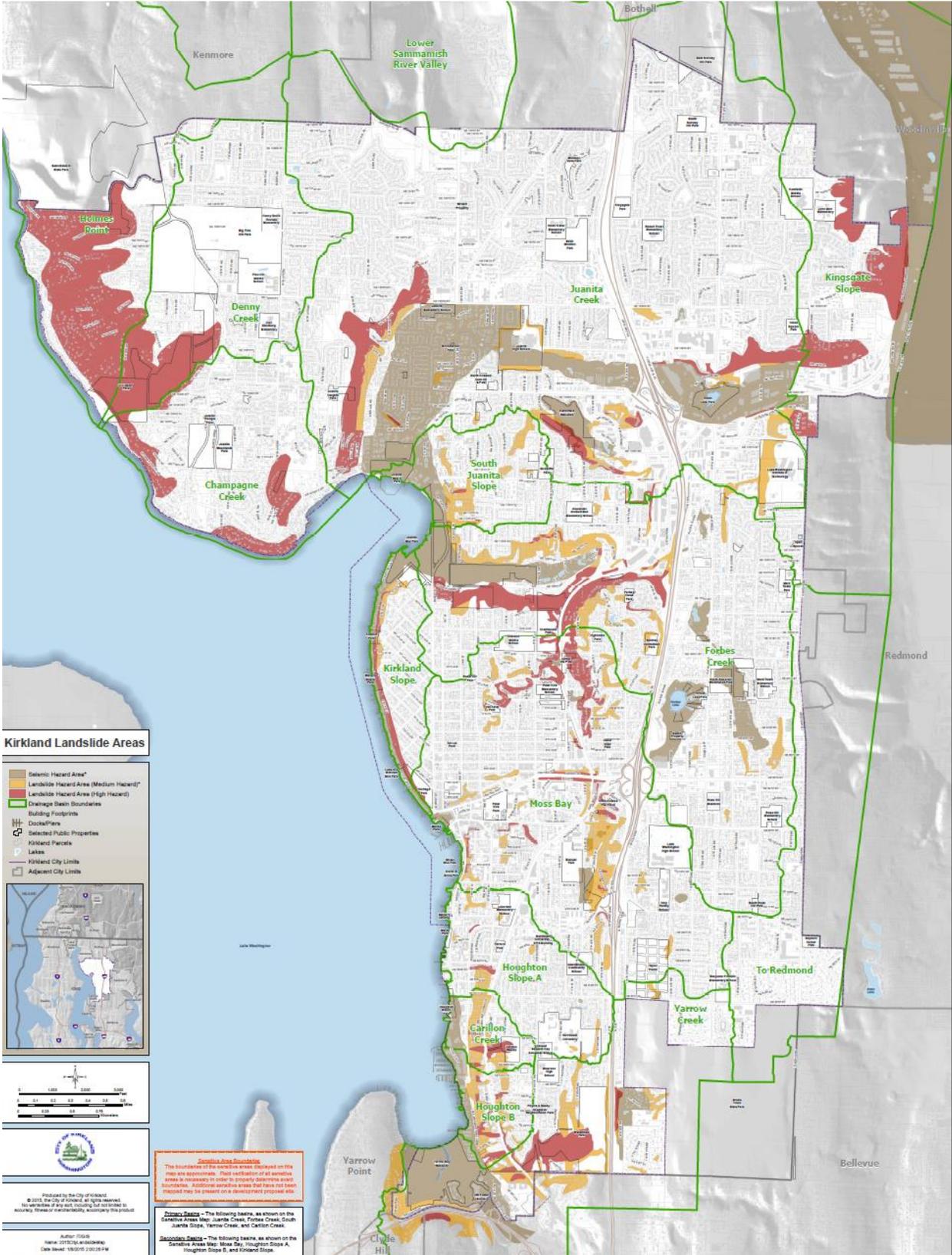
CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

Appendix 4

MAPS



CITY OF KIRKLAND, WASHINGTON  
 COMPREHENSIVE EMERGENCY MANAGEMENT PLAN



2015

# CEMP Emergency Support Function Annexes



## **A. INTRODUCTION**

### **PURPOSE**

The purpose of the following emergency support function annexes is to provide a strategic level overview of how emergency readiness, response and recovery are conducted and coordinated in the City of Kirkland.

### **SCOPE**

The ESF annexes includes this introduction and the Emergency Support Function (ESF) documents. Each ESF is identified in Table 1 along with the lead agency or agencies within the City responsible for the coordination of all activities related to that ESF.

### **POLICIES**

All emergency support functions will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). In addition, it is the intention of this plan to be interoperable with the plans of neighboring jurisdictions, King County and the State of Washington.

It is the City's policy to continue to provide vital services to the community during emergency situations to the maximum extent possible. All City employees are encouraged to ensure the safety and welfare of their families and homes and make any necessary arrangements before reporting to work, pursuant to departmental operating procedures and the needs of the City as dictated by the nature of the incident.

When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, then assistance can be requested through the King County Emergency Coordination Center (KCECC). The City may also request resources through the Washington Mutual Aid Compact (WAMAC), through the Washington State Emergency Operations Center (State EOC), and through the Emergency Management Assistance Compact (EMAC).

## **B. CONCEPT OF OPERATIONS**

### **INCIDENT MANAGEMENT ACTIVITIES**

The National Incident Management System (NIMS) provides a consistent nationwide template to enable federal, state, tribal, and local governments, the private sector and non-governmental organizations (NGOs) to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity. NIMS represents a core set of concepts, principles, and terminology that enables effective, efficient, and collaborative incident management. The City of Kirkland has adopted NIMS as the basis for incident management in the City and uses the Incident Command System (ICS) in managing emergency situations.

	1. Transportation	2. Communications	3. Public Works	4. Fire Protection	5. Emergency Management	6. Mass Care	7. Resource Support	8. Public Health	9. Search and Rescue	10. HazMat	11. Ag. & Natural Resources	12. Energy	13. Public Safety	14. Long-term Recovery	15. Public Affairs
City Attorney															
City Manager's Office													L	L	
Finance & Administration						L				S			S		
Fire		S	L		S	L	L	L				S	S	S	
Human Resources					S	L	S						S		
Information Technology		L											S		
Office of Emergency Management		L		S	L	S							L	S	
Parks & Community Service	S		S		L					L			S		
Planning & Building			S	S				S			S		S		
Police	S		S	S		S	S	S	S	S	S	L	S		
Public Works	L	S	L	S		S	S	S		S	L		S		
L= Lead Agency															
S= Support Agency															

All departments within the City of Kirkland will operate within the ICS structure, as set forth in NIMS. The Incident Commander (IC) will be responsible for the management and coordination of field activities. The IC is the on-scene manager responsible for direction and control at the scene of the incident. The IC will be supported by the EOC and its staff to facilitate an efficient and effective response. In a multi-department, multi-jurisdiction or multi-agency incident/event, Unified Command may be established to develop a common set of incident objectives and strategies, make joint decisions, and maintain unity of command. On-scene management of emergencies will follow ICS as outlined in NIMS and as required by the Revised Code of Washington (RCW) 38.52.070 for responses to multi-agency/multi-jurisdiction operations and the Washington Administrative Code (WAC) 296-62-3112 for responses to hazardous materials incidents.

In the event of 800MHz radio system failure in an emergency situation, alternative communications resources will be used to attempt to reestablish communications between the Emergency Operations Center (EOC), Incident Command Posts, individual units, and Department Command Centers. These may include VHF radio, cellular phones, amateur radio, email, and runners.

Once an incident occurs, priorities shift from prevention, preparedness, and incident mitigation to immediate and short-term response activities to preserve life, property, the environment, and the social, economic, and political structure of the City. Depending on the incident, simultaneous activities may be initiated by local, state, and federal government partners in conjunction with private and non-governmental partners to assess regional and national-level impacts, as well as to assess and take appropriate action to prevent and protect against other potential complications.

**C. ESF RESPONSIBILITIES**

Each ESF in the City relies on a structure of coordination and support through field incident command and the City EOC as an incident or event unfolds. Department Directors or their designees will provide direction and control over department resources and coordination

with the EOC in support of their related ESFs. Department personnel will operate according to specific directives, department standard operating procedures, and by exercising reasonable personal judgment when unusual or unanticipated situations arise and command and policy guidance is not available.

Each ESF lead department is responsible for the following major activities:

- Coordinating ESF activities with the EOC and other response functions and support agencies
- Activating and staffing command centers as appropriate
- Establishing communication with and gathering information and situation status from departments and agencies assigned to the ESF
- Leveraging specialized local response teams
- Assessing impacts to infrastructure and facilities
- Providing designated personnel to the EOC
- Providing alert and warning information to public and private partners regarding specific operations and their impact on the public
- Requesting additional resources as needed

Further details on the specific responsibilities, action items and/or objectives can be found in the ESF and supporting appendixes.

**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #1  
Transportation**

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**LEAD AGENCY:** Department of Public Works

**SUPPORT AGENCIES:** Public Works – Equipment Rental  
Parks Maintenance Division  
Kirkland Police Department  
All Departments

**A. INTRODUCTION**

**Purpose**

To provide effective coordination and operation of the transportation system during emergency situations.

**Scope**

This ESF describes the coordination of actions that must be taken within the City of Kirkland to maintain the transportation system to prepare for and respond to a disaster that affects the population of Kirkland and the local government. It is the intent of this ESF to establish the priority and/or allocation of resources, processing of all transportation related requests, management of air and marine traffic, determining the priority of roadway repairs and clearings, conducting damage assessments, and appropriate emergency management coordination with other agencies.

**B. POLICIES**

Primary emergency transportation responsibilities will be coordinated by the City of Kirkland Public Works Department.

City of Kirkland departments with a responsibility for transportation efficiencies will coordinate their movements through the Emergency Operations Center (EOC).

**C. SITUATION**

**Emergency / Disaster Conditions and Hazards**

The City of Kirkland is, at all times, subject to a variety of emergency or disaster events. These events may include a disruption to the use of streets and roads in Kirkland, hindering access to certain areas of the City and creating significant delays in the transport of emergency supplies and equipment.

**Planning Assumptions**

Transportation infrastructure in and around the City of Kirkland will likely sustain damage or severe congestion in a major event. These conditions will impact the effectiveness and efficiency of response and recovery activities.

CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN  
ESF1: Transportation

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**D. CONCEPT OF OPERATIONS**

**General**

The City of Kirkland will make every effort to clear streets following a disaster. Emphasis will be placed on clearing and maintaining major arterials post incident. The City of Kirkland has limited resources and staff to place in this function. Primary emphasis will be put on debris removal to allow for life safety and transport of essential resources coming into the community. The secondary priority will be to clear all streets to ensure the swiftest support for business resumption in the community. Traffic signals will be the third priority. Every effort will be made to limit environmental damage.

**Organization**

The Public Works Department is the lead agency for coordinating transportation-related preparedness, response and recovery activities within the City of Kirkland.

The Public Works Department will provide a liaison to the EOC to coordinate all transportation-related response and recovery activities.

**Procedures**

The Public Works Department will provide damage assessments of streets, overpasses, city-owned bridges, pedestrian/bicycle routes, traffic signals and other transportation facilities. The department will coordinate with other departments as necessary to conduct the repair and restoration of City-owned facilities and coordinate the repair of facilities owned by other agencies that are essential to the functioning of the City's transportation network.

As the severity of the emergency and the transportation needs of both city government and the public are understood, the Public Works Department will identify the most efficient and effective method of operating the transportation system to appropriately respond to the emergency.

Through the Operations Section of the EOC, the Public Works Department will coordinate operational strategies with the Washington State Department of Transportation, Washington State Patrol, King County Public Works Department, and adjacent city public works or transportation departments to ensure an integrated approach to system restoration.

The Department of Public Works Operations and Maintenance Division has published a Snow and Ice Program – Policies and Procedures. This document will be used as a guideline for prioritizing streets for clearing, regardless of the type of event. "The Snow and Ice – Policies and Procedures" is an Appendix to this ESF.

**Mitigation Activities**

- Maintain roads, streets, and bridges in good working order.
- Conduct bridge inspections in accordance with established requirements and regulations.
- Establish local evacuation routes.
-

CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN  
ESF1: Transportation

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- 
- Pursue federal mitigation grant funds for the purpose of performing seismic retrofit projects on bridges.

**Preparedness Activities**

- Maintain an inventory of equipment (signs, barricades, paint, etc.) that is readily available to be used to respond to road closures, detour route marking, evacuation, etc.
- Maintain an inventory of parts and tools for use in making emergency repairs to equipment and ensure that vehicles that may be assigned to transportation-related response activities are in good working order and that fuel is available for them.
- Establish contracts or vendor lists for use of private-sector resources to augment City-owned resources, if needed.

**Response Activities**

- Activate and staff the Transportation Control Center.
- Conduct rapid evaluation of the transportation system (including inspection of bridges) to determine the city's capability to support emergency response activities.
- Coordinate the mobilization of personnel and equipment required for transportation and engineering services in support of this ESF.
- Coordinate with other agencies or jurisdictions as needed in support of evacuation efforts.

**Recovery Activities**

- Prepare a prioritized list of all damaged infrastructure.
- Coordinate/manage the restoration of the transportation system within the City.

**E. RESPONSIBILITIES**

**Lead Agency - Public Works**

- Coordinate assessment of damage to street facilities and transportation routes. Take action to appropriately close or restrict access to those deemed unsafe and report information to the EOC.
- Take immediate action to protect the public from unsafe conditions. Implement detours and/or road closures as appropriate. As soon as possible, notify the State Department of Transportation on actions taken.
- Provide for the safe and effective operation of streets and walkways by removing debris.
- Immediately notify METRO Transit, school busing agencies, police, fire and other appropriate agencies of routes affected by partial or total road closures and detours.
- Coordinate the assessment of major structural damage to roads and bridges. Oversee the contracting of design and repair if accomplished through outside services.
- Through close coordination with the EOC, decide when to reopen roads that have been closed.
- Provide coordination of Public Works and Parks field crews.
- Initiate appropriate coordination of operations with outside agencies.
-

CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN  
ESF1: Transportation

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- 
- Record hours of running time on all equipment used in the emergency (logged in hours) and keep records of all personnel hours.

**Public Works – Equipment Rental**

- 
- Provide staff to make repairs to Public Works vehicles and other vehicles essential to response efforts.
- Maintain an active list of vendors who may be contacted to contract vehicle/equipment repair in an emergency.
- Maintain an inventory of parts and tools needed to do repairs.

**Support Agencies**

**Parks Maintenance Division**

- Staff and coordinate field crews to augment the efforts of Public Works personnel. Assist with debris clearing or removal on essential roadways.
- Report any observations, during fieldwork, which present life-safety hazards, and may not be directly related to work assigned. (Example: downed power line)
- Record hours of running time on all City equipment during the emergency (logged in hours).

**Police Department**

- Notify the Public Works Department of street system deficiencies as soon as possible and make recommendations to repair damage to transportation infrastructure.
- Provide support for traffic control and report any observed damage to the transportation system (e.g. traffic light outages, blocked roadways, etc.)

**G. APPENDICES**

Appendix 1: City of Kirkland Snow and Ice Response Plan

Appendix 2: Snow Plow Priority Map

Appendix 3: Anti-icing Route Map

Appendix 4: Post-storm Sweep Routes

# Appendix 1

**2014 – 2015  
City of Kirkland Snow and Ice  
Response Plan**

**DRAFT**

**December 2014**

**Public Works Department**



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### **Appendices:**

1. Guidelines for snow plowing and chemical application
2. Glossary of terms
3. Inclement Weather maps
4. Staff schedules
5. Calcium Chloride with Boost application recommendations

## INTRODUCTION

The mission of the City of Kirkland's Street Division is to operate and maintain the transportation network while ensuring that the network functions as safely and efficiently as possible. During wind, snow, and ice events, the Streets Division conducts snow removal operations, anti/de-icing, traction improvements and selected road closures to mitigate hazardous travelling conditions; if events dictate and additional staff is needed, crews from Public Grounds, Water, Sanitary Sewer, Storm, Fleet, and Parks will supplement Street Division forces.

The purpose of this Snow and Ice Response Plan is to provide effective, clear, consistent and environmentally responsible guidelines and procedures, resulting in the best possible service to the citizens of Kirkland.

During inclement weather events, the administration and coordination of crews is especially critical to ensure that emergency situations will be responded to in an efficient, effective and timely manner. The primary goal is to provide passable routes for emergency vehicles, school buses, public transportation, commercial vehicles, travelers, and commuters during conditions of snow, ice or severe frost on the City's roads and streets. Public Works is responsible for approximately 240 center lane miles of roadway including approximately 40 lane miles of arterial lifeline routes that provide connectivity from residential areas to the State highway system and key service centers.

As the City of Kirkland's topography is extremely diverse and creates a variety of situations throughout the City during winter weather, Public Works annually re-evaluates equipment, crews and response scenarios to address a variety of scenarios. Public Works Department staff work closely with King County Metro Transit, the Lake Washington School District, adjoining jurisdictions such as Redmond and Bellevue, local universities, and hospitals to assist in maintaining mobility for our residents and businesses. Some winters bring heavy snowfall, and other years see no snow accumulation at all. In any city, snow removal is complicated by urban factors such as parked cars, pedestrians and narrow streets. Cities with regular heavy snowfall often have winter parking restrictions that make it easier to plow streets. Since Kirkland doesn't have regular significant snowfall, these sorts of parking restrictions are not practical.

The City of Kirkland commits to plowing snow from identified routes throughout the city within 24 hours of a significant lull in the storm. This level of service does not commit to reaching bare pavement; however, it will provide for passable roadways. Differing event patterns may alter this timeframe. The priority route map can help the public know what to expect and provides clear direction to operations staff.

Crews will plow snow to the right of the roadways so that melting snow will not pass back over the street surface and refreeze when the temperature drops at night. If a car is parked on snow route, the owner may have to dig it out.

Businesses and residents are responsible for shoveling and de-icing their sidewalks and steps.

Public Works staff begins preparing early for the snow season by getting snow equipment ready and stockpiling supplies. Crews may use the same trucks for paving streets one day and for winter weather response the next, balancing our investments in equipment that is exclusively dedicated to snow removal with investments for equipment used year around. Another important pre-event activity is staff training. Staff has been trained in the City's Snow and Ice Response Plan and operating procedures. Also, the snow response priority route map has been reviewed and updated to ensure that newly annexed areas have been considered and included, and to address any changed conditions. During a snow storm, city crews work around the clock. Designated citywide and neighborhood priority routes are cleared first to

accommodate fire, medical and police response, as well as transit, school buses and commuter traffic. If snowfall is continuous, those arterials may require repeated plowing and sanding before crews can work to clear neighborhood streets.

## **PLANNING/PREPAREDNESS SCHEDULE**

September	Chemical anti/de-icing materials are purchased and spray trucks are purged of chemicals used for vegetation control during summer months.
October	Weather and temperatures are more closely monitored; anti-ice treatment typically begins as colder conditions warrant. Staff begins priority route modification process based on changes in the community, and staff shift schedules are drafted.
November	King County Office of Emergency Management, Washington State Department of Transportation, and City of Kirkland annual kickoff meetings are held to discuss weather preparedness, nature of anticipated winter (such as, "El Nino," or "La Nina"). Training curriculum is finalized and training is conducted. Materials and equipment are stockpiled and prepared.
Dec – Mar	Most inclement weather occurs during this timeframe. Crews perform emergency response activities, such as anti-icing, plowing, sweeping, cleaning of enclosed drainage systems, and responses to wind and other events.
April	Typically, April is a transition month, winding down from winter weather response mode. Equipment is returned to non-winter month status. For example, anti-icing trucks are returned to vegetation control preparation; plows and sanders are cleaned and stored.

The Snow and Ice Response Plan reflects the following concepts:

### **Constant Vigilance:**

Public Works staff monitors conditions and follows weather reports 24 hours a day.

- Public Works uses a forecasting tool developed with the University of Washington called SNOWWATCH to learn how a storm will most likely affect different neighborhoods. This information helps determine where the crews will be needed first.
- Starting in the 2014/2015 winter, Kirkland will subscribe to the Weathernet service.

### **Being Proactive:**

In general, the City will shift from a past practice of reactively responding to snow and ice events, to proactively "getting in front" of emergencies to the greatest extent possible. Specific steps in moving toward a proactive approach include the following:

- **Enhanced Weather Forecasting Service:** In November of this year, Public Works subscribed to a detailed, customized weather forecasting service, known as Weathernet. Weathernet creates customized daily forecasts for local jurisdictions to assist in making quick and informed decisions during critical maintenance operations. The system provides atmospheric and pavement forecasts. This service provides detailed information about specific locations in Kirkland and will assist staff in preparing for events. King County, WSDOT, and other local cities also use Weathernet service to help make the best possible emergency response decisions.

**Emergency Response Activation:** Practice in prior years was for Public Works to wait for the Police Department to make the call to activate snow and ice response crews, based on existing

roadway hazards. This practice did not allow Public Works crews to “get ahead” of the weather, which is particularly critical in anti-icing operations. This year, the Public Works Director will make the determination to activate crews. Public Works will, of course, continue to remain responsive to requests from the Police and Fire departments for site specific road closures or other actions.

- **Staff shifts:** Staff shifts have been changed from three eight-hour shifts to two twelve-hour shifts to maximize staffing resources, make the most efficient use of equipment, and to align service practices with neighboring jurisdictions. Staffing is pre-assigned to each shift, with specific task and equipment assignments.
- **Assignment of “Skeleton Crews” for Minor Events:** Far more frequent than full-blown snow events, are periods of freezing such as the cold snap Kirkland recently experienced following the Thanksgiving holiday. Minor flooding was followed by very light snow and several days for freezing weather. During that time period, Public Works crews were also called upon to assist with one house fire, traffic accidents, and non-City utility issues. Rather than re-actively attempting to respond to these types of smaller-scale emergencies with emergency call-outs, Public Works will pro-actively assign a small crew with a lead worker to perform de-icing, flood response, and/or windstorm cleanup based on weather forecasts. The “skeleton crews” will be assigned backup work (such as the backlog of sidewalk repair) to perform in the event emergency response services are not needed
- Starting in December 2014, the City of Kirkland will use newly purchased anti-ice equipment and chemical and will pre-treat key streets, bridges, and overpasses before the snow starts falling to help prevent ice from forming. Pre-treatment is weather dependent; anti-icing chemicals should not be applied in wet weather.
- As the snow begins to fall, the crews continue to drive their routes, treating the roadway with anti-icer where needed. When approximately one inch of snow has accumulated, staff begins plowing.

## GENERAL INFORMATION

Administration and coordination of crews during snow and ice conditions is conducted from the City of Kirkland Maintenance Center, 915 8<sup>th</sup> Street, Kirkland, WA. From this location, Public Works crews are capable of providing 24 hour, 7 day per week snow and ice control activities. Parks and Community Services crews operate out of 1129 8<sup>th</sup> Street (the “Park Maintenance Building”) near the Maintenance Center in order to carry out their responsibilities during snow and ice events. In a declared City emergency during which the Emergency Operations Center (EOC) is activated, the Maintenance Center will still function as the focal point for direct coordination of crew activities; however, priorities for snow and ice control efforts or other emergency conditions by all crews will be as directed by the EOC.

## STAFF ORGANIZATION

Effective management and accomplishment of snow and ice control objectives must be accomplished through an integrated and coordinated effort by Public Works and Parks and their respective Managers, Supervisors, Lead persons and crews. Generally the areas of responsibility for snow and ice control efforts between Public Works and Parks are as follows:

Public Works: Field crews will be responsible for snow and ice control activities within the public right-of-ways (streets) and within the yard component of the Maintenance Center (sand, anti/de-icing, etc.). Field crews may be drawn from Streets & Public Grounds, Water, Sewer, and/or Storm Divisions.

Equipment Rental (aka Fleet): Will be responsible for setup, maintenance, and repair of vehicles and equipment including the emergency generator at the Maintenance Center during power outages.

Facilities: Will be responsible for ongoing City building maintenance.

Parks & Community Services: Will be responsible for snow and ice control activities around public buildings and facilities including driveways at Fire Stations and parking facilities and walkways and parking lots at City Hall, Kirkland Justice Center, Maintenance Center, Senior Center, N.K.C.C., and other City facilities as necessary.

The Public Works Operations and Maintenance Divisions (Streets, Public Grounds, Water, Sewer, Storm, and Fleet) have approximately 50 full time field crew and approximately 10 administrative/management staff situated at the Maintenance Center. Consultation between the Division Managers, the Superintendent, Director of Public Works, and/or the City Manager or an ECC, activates field crew employees which will be assigned to two pre-determined, around-the-clock, "12-hour" shifts as follows:

Shift #1 (day)	10:30 a.m. – 10:45 p.m.
Shift #2 (swing)	10:30 p.m. – 10:45 a.m.

This shift arrangement allows for complete 24 hour coverage, providing smooth transition of plowing, sanding, and de-icing activities. This coverage maximizes available equipment and crews (approximately 25 operational staff will be available for each shift). This approach also allows each employee two one-half hour meal periods during their shift. Generally, this shift will be followed for as long as needed to effectively satisfy the mission statement objectives. On each shift a Public Works Manager, Supervisor or Leadperson will be responsible for coordinating, planning, scheduling and dispatching crews during the snow and ice conditions. The supervisor or lead persons will operate under the general direction of the Division Superintendent and Public Works Director who will have oversight of the snow and ice control operations.

Because each shift includes two one-half hour lunches with an approximately 15 minute overlap with the adjacent shift for reporting out, the physical time worked is 11 hours. 8 hours of each shift will receive a 20% shift differential, and 4 hours will be at time and a half.

The Parks Maintenance Division has approximately 20 full time crew, two administrative employees, three lead persons, one supervisor and one division manager situated at the Park Maintenance Building. Parks Maintenance is responsible for planning, scheduling and coordination of Parks Department snow and ice control activities to meet their mission activities.

Preparation of emergency vehicles (Fire and Police) is usually done in coordination with the individual stations. The Fire Department maintains an inventory of chains for all apparatus at each station which includes cable chains and "lug" chains (used if snow reaches 6 inches). All firefighters receive training on how to install the chains, however Fleet personnel are utilized if issues arise. Fleet also maintains a complete set of cable chains and back-up chains for all Police vehicles, and Fleet staff install the chains during an event. Due to their new presence at the Kirkland Justice Center, Staff is studying the potential benefit of having Fleet staff utilize a small pick-up mounted plow performing minor clearing activities at the Kirkland Justice Center.

## **EQUIPMENT AND RESOURCES**

The City owned equipment identified in Figure A which follows is available for snow and ice control. All vehicles are radio equipped and city owned cellphones are made available.

The Fleet Division mechanics, facilities, equipment and parts are housed at the Maintenance Yard located across the street from the MOC. On duty mechanics will be available to make equipment maintenance and repairs during shifts and assessments of equipment during shift changes to prevent equipment failures.

The Maintenance Center maintains a stockpile of sand which is stored outdoors/uncovered at the Maintenance Center in a specially constructed storage bin.

- A limited supply of bagged salt is stored indoors on pallets if needed; this salt can be added to sand or mixed with water to create a brine mix for preventing ice.
- Beginning in the winter of 2014/2015, Calcium Chloride with Boost will be utilized by Kirkland. This product has been used successfully by surrounding communities including Bellevue, Redmond, Kenmore, Bothell, King County, and WSDOT. Two 6,500 gallon storage tanks are installed at the maintenance center and are able to provide anti-icing material to either of two Kirkland spray equipped vehicles.
- Salt brine is also available at the Maintenance Center which can be used to "pre-wet" sand if used.

Finally, The Public Works Department has limited access to additional sand and Calcium Chloride anti-icer from the Washington State Department of Transportation (WSDOT) yard facility located at the south end of the City near Northup Way and SR 520. This stockpile is available as a mutual aid and support basis and limited to \$5,000 annually. In addition, through agreement with the City of Redmond and Cadman Sand and Gravel located in Redmond, Kirkland has access to an articulated loader and Calcium Chloride anti-icer from the City of Redmond, and the sand stockpile at Cadman's yard. This access is normally unattended and on the honor system for payment to Cadman Sand and Gravel, which is presently the City's contracted sand and gravel supplier.

# Kirkland Snow Equipment - October 2014

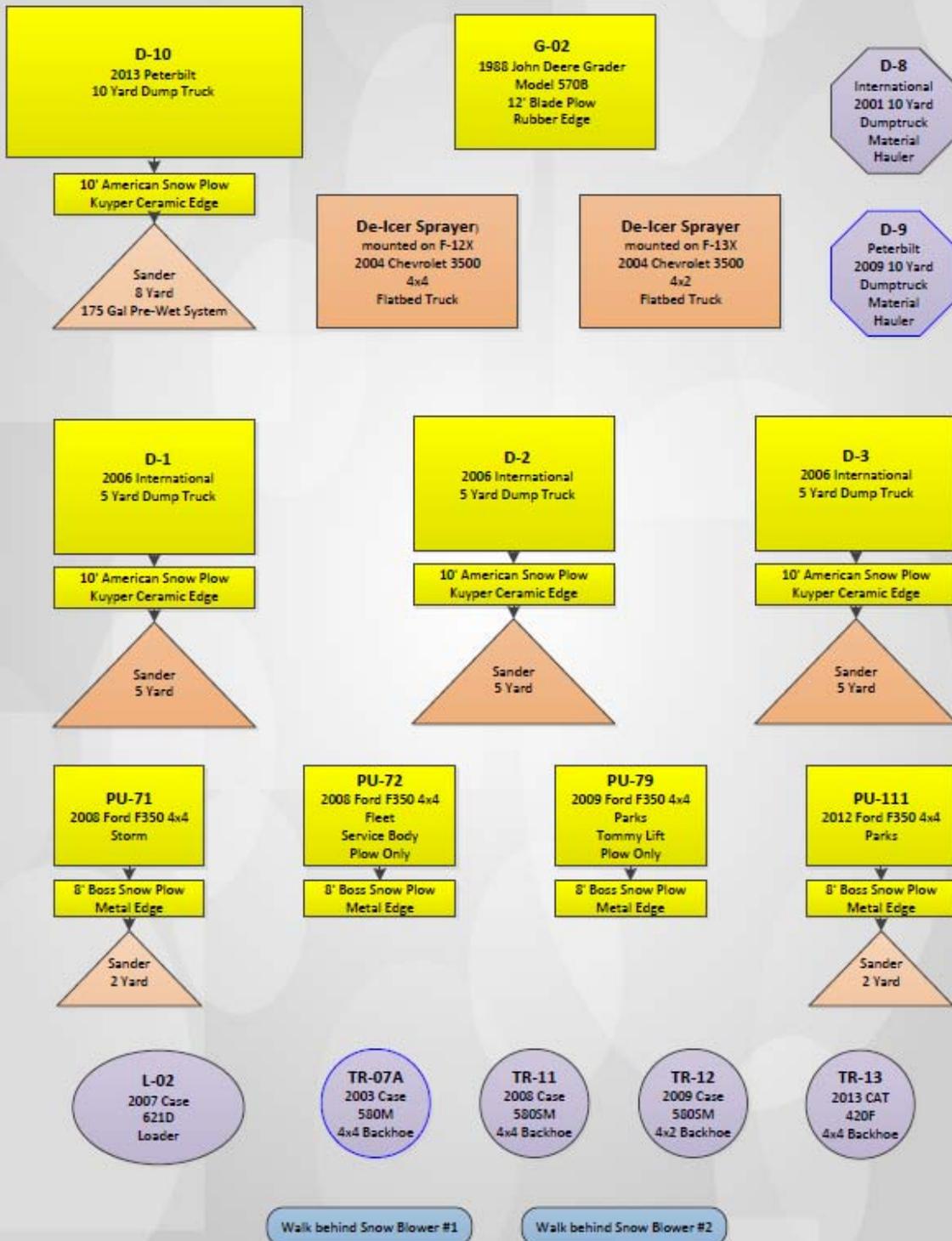


FIGURE A - EQUIPMENT

## RESPONSE TO SNOW/ICE EVENTS

During inclement weather events, response will be based on priority routes established annually before each winter season. Snow and Ice crews will mobilize based on the severity of the event. The roadway prioritization is based on access to “lifeline” facilities (such as Evergreen Hospital and the Kirkland Justice Center), roadway classification, and topographic considerations. Since each event will vary in its impact and duration, these pre-determined routes will be considered to be in effect unless the situation requires that resources be redirected.

The inventory of travelled roadway lanes in the City of Kirkland exceeds the available personnel, equipment, and resources in terms of snow and ice operations. Therefore a three level priority system has been developed through coordination with Police, Fire, adjacent Cities, King County Metro, Lake Washington Schools and Evergreen Hospital.

- Priority 1 routes: include major arterials, bus routes, access to and from the Kirkland Justice Center, some Fire Stations, Evergreen Hospital and freeway interchanges in the Totem Lake area.
- Priority 2 routes: include remaining arterials throughout the City.
- Priority 3 routes: are collectors serving key areas.
- Pre-Treatment Routes: in addition to covering Priority 1 and 2 routes, the pre-treatment (anti-ice) priority covers hilly, shady areas as well as bridges and overpasses.

### Operations:

City Staff will mobilize based upon the severity of a snow and ice event and as directed by the Public Works Director.

First Phase - Pre-treatment when measurable snow and/or severe black ice conditions are predicted.

- The supervisor may schedule applications of anti-icing agents if weather conditions are conducive to anti-icing treatment.
- Priority 1 and 2 routes are checked for snow or freezing conditions.
- Fleets and Streets Division prepares equipment for snow and ice operations.
- The supervisor adjusts the initial response schedules as the weather event unfolds.
- Citizen and emergency service requests are taken by Public Works staff and assigned based on crew availability according to pre-established priority routes.
- Crews remain on regular schedules unless the event occurs after hours at which the standby lead calls for additional personnel as conditions warrant.
- Depending on weather forecasts, “skeleton crews” may be assigned, or full-crew, 12-hour shifts may be assigned.

Second Phase - Snow and Ice conditions have occurred. Isolated to widespread accumulations have affected City roads.

- Public Works Director makes the call to initiate snow and ice response, if this has not already been done based on the weather forecast. Supervisor of snow event (Public Works Superintendent or Streets Manager or Standby Manager or Storm Manager activate MOC response center.)
- Snow and Ice Crews and associated Administrative staff start twelve hour shifts providing 24 hour coverage.
- The City of Kirkland EOC may be activated.
- Supervisor directs and assigns prioritization of snow and ice removal based on defined Priority routes.
- Shifts remain in place until Public Works Director terminates shifting.

Routes are normally first plowed to best facilitate the next morning or afternoon/evening rush hour traffic direction. All other routes are plowed based upon overall traffic volumes or public safety and are scheduled to coincide with the event patterns. Local streets, cul-de-sacs and dead ends have a lesser priority than heavier traveled streets, and depending on the inclement weather pattern and available resources, may not receive treatment. Typically, citizen requests are handled within the established priority system.

Depending on the severity of a snow and ice event, Parks crews are responsible to remove snow from parking lots, driveways, and pedestrian access paths to City facilities. These include all staffed City buildings, the Kirkland Justice Center, and Fire Stations as follows:

- Station 21 9816 Forbes Creek Dr. / Market Street
- Station 22 6602 108<sup>th</sup> Avenue NE
- Station 25 12033 76<sup>th</sup> Place NE
- Station 26 9930 124<sup>th</sup> Avenue NE
- Station 27 11210 NE 132<sup>nd</sup> Street, Kirkland
- City Hall 123 5<sup>th</sup> Avenue
- Kirkland Justice Center 11511 NE 118<sup>th</sup> Street
- N.K.C.C. 12421 103<sup>rd</sup> Avenue NE
- Senior Center 406 Kirkland Avenue
- Maintenance Center 915 8<sup>th</sup> Street
- Rose Hill Building 13013 NE 65<sup>th</sup> Street

Parks crews may not be able to reach every Fire Station due to traffic or street blockages. In those instances, Fire Station personnel will be responsible to assist to the extent possible by hand shoveling and clearing of driveways.

During inclement weather events, vehicles and equipment will be assigned in a manner which provides the best use and application for the particular event. Generally, the equipment having plowing capability will be assigned to plowing high priority streets which include major arterials, bus routes, access to and from schools, police and fire stations, freeway interchanges and Evergreen Hospital. The five-cubic yard dump trucks and one-ton pickups with snowplows/sanders will be assigned in an equitable or prioritized manner. The grader, if used, will focus primarily on Juanita Drive. Any extra available equipment will be used to assist plowing and respond to intersection and accident related requests. The deicing equipment will be assigned to areas on a priority basis. The articulated loader will remain in the Maintenance Center yard for use in stockpiling and loading sand and doing snow removal in the Maintenance Center yard and parking lot areas. 10 yard dump trucks will be available to haul sand materials to the Maintenance Center to replenish inventoried materials.

Truck mounted small plows and the backhoe/loaders will be operated by Parks along with snow blowers to assist them in maintaining designated public facilities.

Public Works and Parks Department crews may assist the equipment rental group in preparing vehicles and equipment for snow and ice tasks. This may include assisting with mounting the plows and sanding equipment and chaining vehicles based on equipment rental priorities (Fire, Police, Public Works and Parks).

## **DISPATCHING**

The initiation of snow and ice control procedures is by Public Works as determined by the Public Works Director. The Kirkland Police officer in charge will provide regular assessments of current conditions to the Public Works Director, Public Works Standby and/or the MOC Manager in charge if shifting has been activated. Crews will be activated by the Public Works Standby and Manager in charge during non-work hours.

NORCOM will provide site-specific emergency dispatching services to Public Works command staff. Public Works command staff will make specific crew assignments.

## **COMMUNICATIONS**

- All vehicles and equipment in use for snow and ice control are to be radio equipped with a hand held portable radio. The city maintains a 17 radio bank of hand-held portable radios. All dispatching of field crews will be by the Manager in charge, face to face, by radio or wireless device.
- Telephone lines are the primary communication link between the Police Dispatch and the Maintenance Center Manager on duty. These lines may fail or be damaged during heavy snow or ice events. As a backup to the telephone system, Police Dispatch may contact the Manager directly on the Public Works band on the 800 MHz radio.
- Members of the public who call the Maintenance Center or come to the Maintenance Center in person will deal directly with administration staff or the Manager on duty for service requests or other services. Requests outside of the pre-established priority routes will not receive high priority due to resource limitations.
- The City's Public Information Office and City Manager's office will be notified if shifting is activated and will be regularly updated on status and issues by phone. The City Manager also has a hand held radio device.

The Public Works Maintenance Division Managers, Supervisors and Lead persons will have access to portable weather alert radios during imminent inclement weather periods. Calls for snow and ice control should be made directly through the Maintenance Center at 425-587-3900. Telephones will be staffed during snow and ice events.

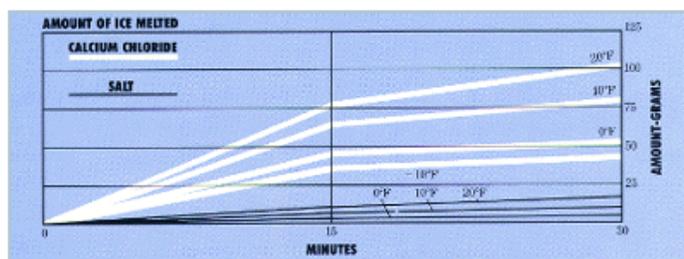
## **STREET CLOSURES**

During significant snow and ice events certain streets may be closed due to steep grades which create a hazard to motorists due to the inability to stop at the bottom or at intersections on the steep street (see Inclement Weather Route maps). Impacted streets are generally not high volume streets, although it may be necessary to close certain high volume streets as needed due to the inability to maintain the street sufficiently to protect public safety. Street closures will be coordinated with the Police and Fire Departments for their emergency response planning during snow and ice events.

Any given road within the City may at any given time be closed due to event specific situations; however, the following streets will be proactively closed (and mapped as such) during significant snow and ice events due to steep grade of the streets and the inability to provide sufficient traction for safety:



## Information About Calcium Chloride



Calcium chloride outdistances traditional deicing materials to achieve safer, bare pavement - faster than salt or abrasives alone. Calcium chloride melts up to eight times as much ice as does salt alone - within the first 30 minutes at 20F (-7C) following application. Pre-mixed with salt and abrasives, calcium chloride becomes a cost-effective edge for winter road safety.

### PROPERTIES

- › Exothermic: calcium chloride releases heat to activate salt's melting ability.
- › Hygroscopic: calcium chloride attracts moisture required for rock salt's melting action.
- › Fast acting calcium chloride begins to dissolve immediately upon application to break the bond between pavement and ice.
- › Powerful calcium chloride brine remains active for prolonged periods of time to prevent ice from bonding to the highway.
- › Low eutectic point calcium chloride melts to much lower temperatures than salt.

### BENEFITS

- › Highway Safety: studies show that, in 85% of applications, calcium chloride/ salt mixtures achieve bare pavement faster than salt alone at temperatures near 30F (-1C), to ease traffic and reduce accidents.
- › Savings: calcium chloride increases salt's effectiveness, therefore reducing the number of applications necessary during storms - saving manpower, equipment and material costs. Plus, it freeze-proofs abrasives to help them embed in ice and snow, so you lose less material to spreader bounce and traffic scattering,

- 2014/2015 winter is the first season utilizing this treatment method for Kirkland. Standards call for application at a rate of 15#/lane mile, which is then refined based on a given agencies experience.
- The attached tables (Appendix 1) provide guidance for application of liquid chemicals and solid chemicals under six different winter weather conditions and include:
  1. Light Snow
  2. Light Snow with Periods of Moderate/Heavy Snow
  3. Moderate or Heavy Snow Storm
  4. Frost or Black Ice
  5. Freezing Rainstorm
  6. Sleet Storm

### Plowing:

Accumulation of snow: If snow has accumulated due to stalled or abandoned vehicles, it may not be possible to clear the streets. In these instances after prolonged snow conditions, accumulations may not be able to be removed with a snow plow blade. In these instances sufficient sand will be used only in the acceleration and deceleration lanes and on downslopes in order to allow traffic to start and stop at intersections and hills on high priority streets. De-icing brine will be distributed in the cleared travel lane(s), and salt is used only in sufficient quantities to mix with sand to keep the sand from freezing in the sander units.

### Sanding/Salting:

Extended full length sanding and salting of streets is not possible due to two primary reasons: there is not enough sand or salt available to sand more than the areas stated; and the use of pure rock salt is environmentally detrimental to the receiving waters in Lake Washington. In general, sanding is only applied at key intersections, at steep grades, or in locations of historical ice accumulation due to

water/drainage (i.e., from road sub-base) along the priority routes. Specific roadway conditions will be monitored, and sand will be applied as needed in the travelled roadway.

*Appendix 1: Treatment Scenarios*

*Appendix 2: Glossary of terms*

*Appendix 3 a, b, c: Route Maps (snow plowing, anti-icing, wind storm sweeping)*

*Appendix 4: 2014-2015 Crew Shift Schedule*

*Appendix 5: Calcium Chloride with Boost recommendations*

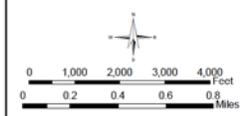
# Appendix 2

# 2014/2015 City of Kirkland Snow Plowing Routes

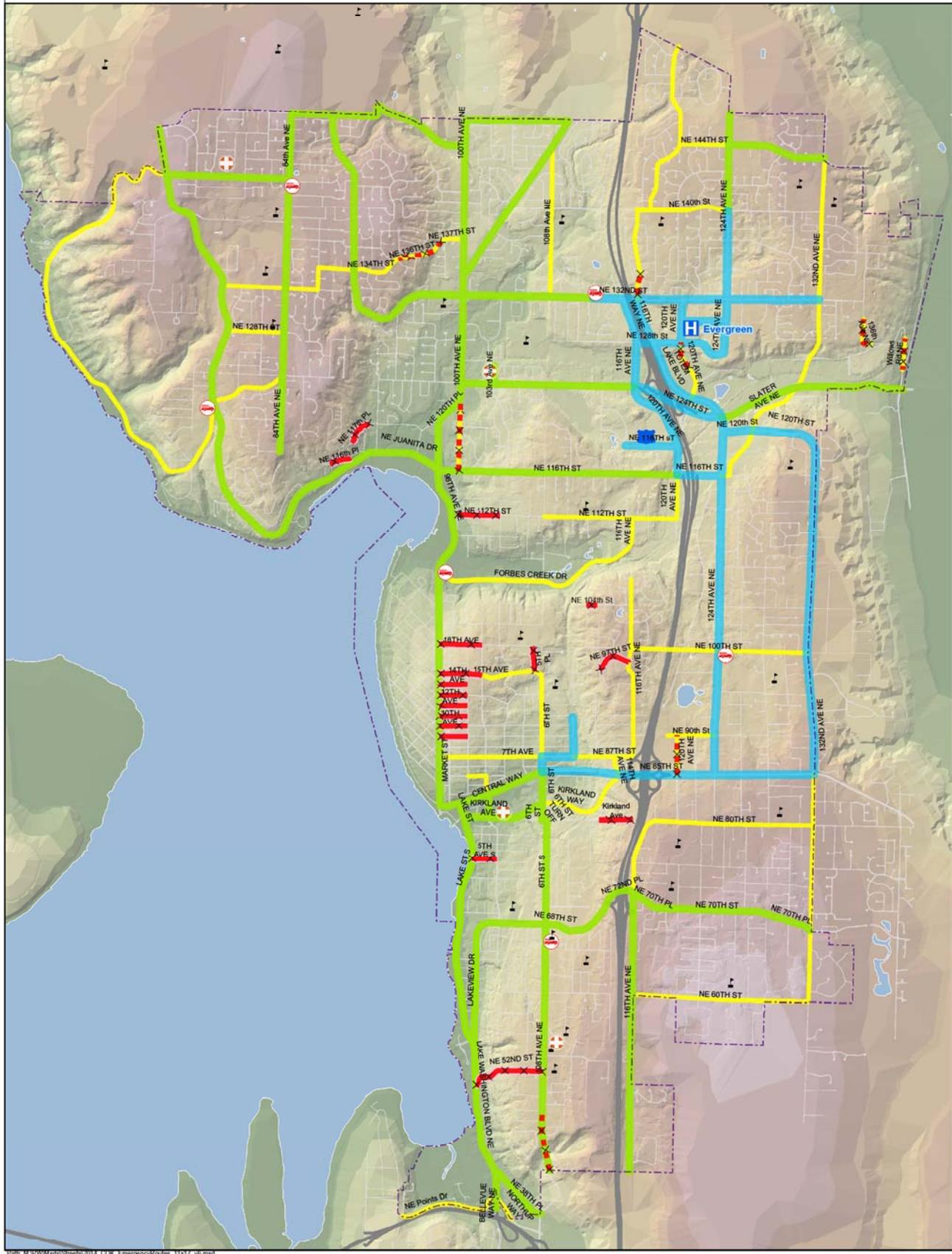
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-  Kirkland Justice Center
-  Fire Stations
-  CLOSED ROADS
-  POTENTIALLY CLOSED ROAD
-  PRIORITY 1
-  PRIORITY 2
-  PRIORITY 3
-  School Locations
-  Planned Shelter/Charging Locations

Elevation	Color
250 - 300	Lightest Yellow
200 - 250	Light Yellow
150 - 200	Yellow-Green
100 - 150	Light Green
50 - 100	Medium Green
0 - 50	Darkest Green
530 - 600	Lightest Pink
500 - 530	Light Pink
450 - 500	Medium Pink
400 - 450	Dark Pink
350 - 400	Light Brown
300 - 350	Dark Brown

Author: Phil Larkin - IT GIS  
Name: 2014\_COK\_EmergencyRoutes\_11x17\_v6  
Date Saved: 12/10/2014 8:25:41 AM

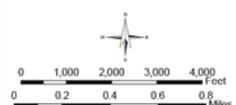


# Appendix 3

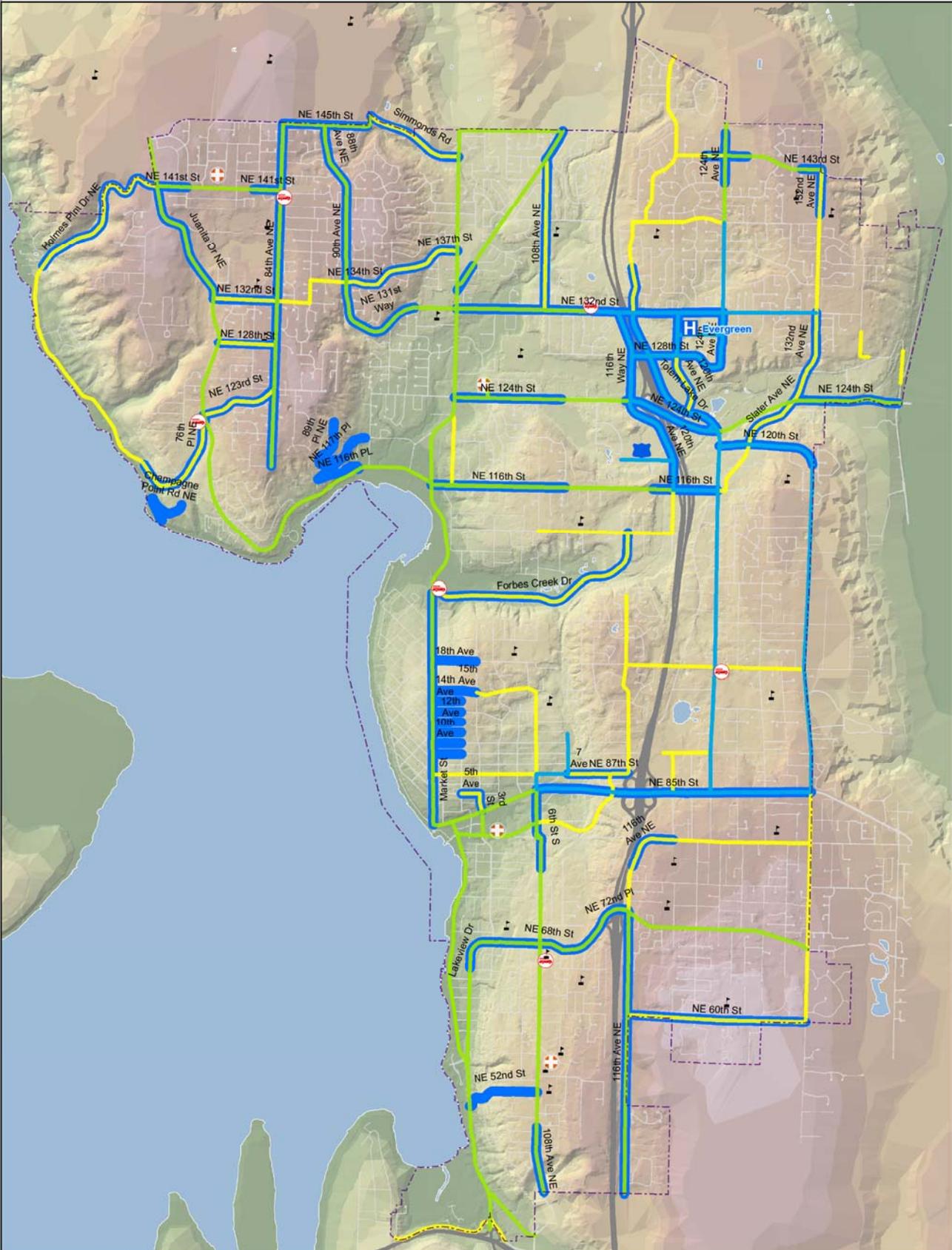
# 2014/2015 City of Kirkland Anti-Icing Routes

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	Kirkland Justice Center	Elevation		250 - 300	
	Planned Shelter/Charging Locations		530 - 600		200 - 250
	School Locations		500 - 530		150 - 200
	Fire Stations		450 - 500		100 - 150
SNOW PLOWING ROUTES			400 - 450		50 - 100
	PRIORITY 1		350 - 400		0 - 50
	PRIORITY 2		300 - 350		
	PRIORITY 3				
	Anti-Icing Routes				

Author: Phil Larkin - IT GIS  
Name: 2014\_COK\_AntiIcingRoutes\_11x17\_v1  
Date Saved: 12/3/2014 10:29:25 AM



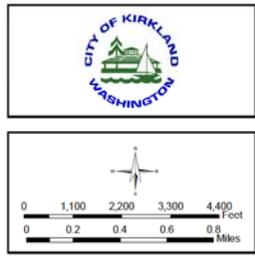
# Appendix 4

# 2014/2015 City of Kirkland Wind Storm Sweeping Routes

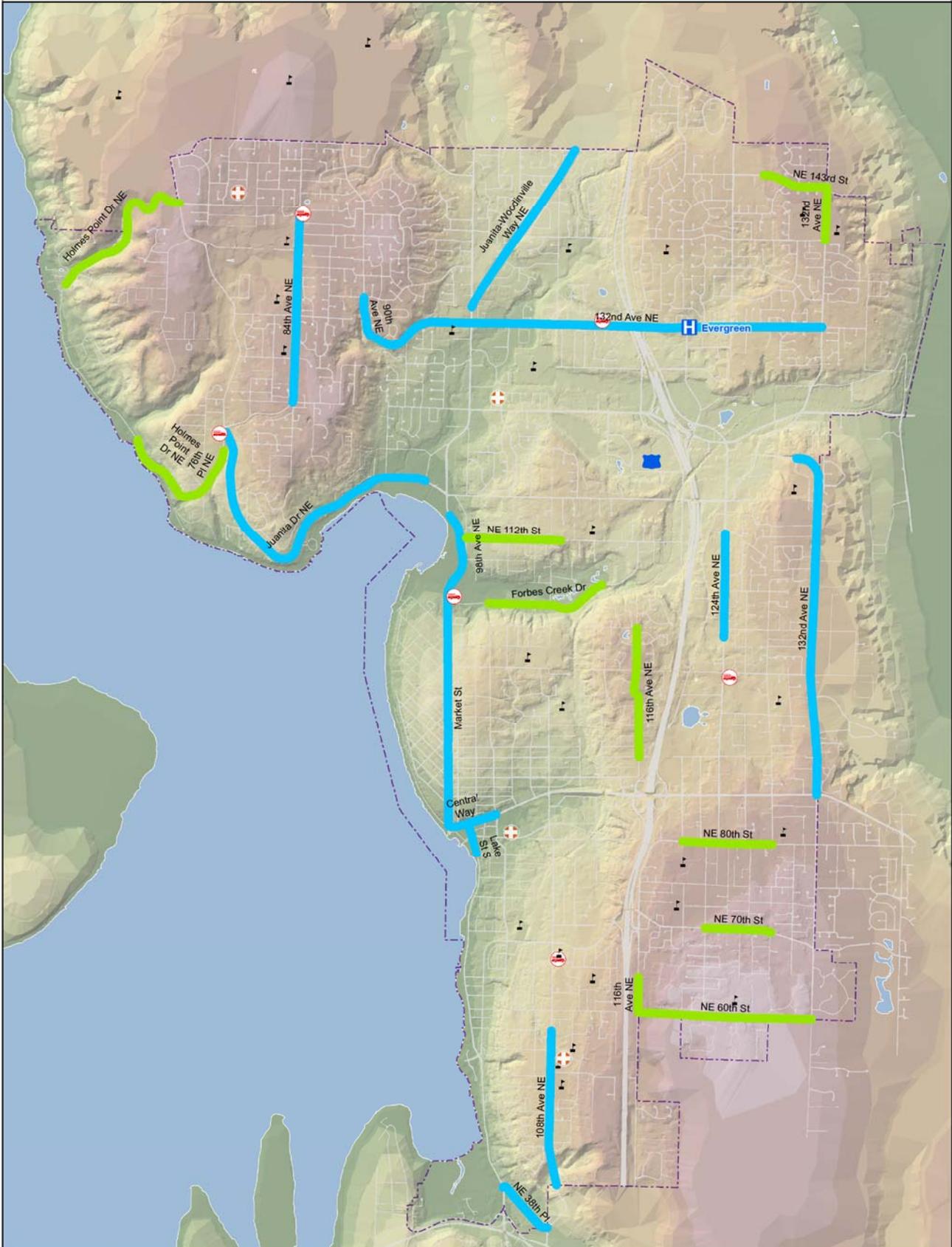
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-  Kirkland Justice Center
-  Fire Stations
-  PRIORITY 1
-  PRIORITY 2
-  School Locations
-  Planned Shelter/Charging Locations

Elevation	Color
250 - 300	Lightest yellow
200 - 250	Light yellow
150 - 200	Yellow-green
100 - 150	Light green
50 - 100	Medium green
0 - 50	Darkest green
350 - 400	Light brown
300 - 350	Orange-brown
400 - 450	Light purple
450 - 500	Medium purple
500 - 530	Dark purple
530 - 600	Very dark purple



Author: Nick Lott-Havey - IT GIS  
Name: 2014\_CCK\_PostWindStormSweeping\_11x17  
Date Saved: 12/17/2014 9:01:02 AM



**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #2  
Communications, Information Systems, and Warning**

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**LEAD AGENCY:** Office of Emergency Management

**SUPPORT AGENCIES:** Information Technology Department  
Public Works Department - Fleet  
NORCOM  
Amateur Radio Emergency Services (ARES)

**A. INTRODUCTION**

**Purpose**

The purpose of this ESF is to coordinate the efficient use of City communications capabilities (including alternate communications capabilities) to meet the operational requirements of the City of Kirkland while responding to and recovering from emergencies or disasters.

**Scope**

This ESF addresses the protection and restoration of the City's communications infrastructure and coordination with communications service providers. The services addressed by this ESF include NORCOM, radio, voice and data links, telephone and cellular systems, the National Warning System, the Emergency Alert System (EAS), Internet, and amateur radio.

**B. POLICIES**

Primary emergency communications and warning responsibilities will be coordinated through the City of Kirkland Office of Emergency Management, assisted by the Information Technology Department. The Fire and Police Departments will be responsible for their own communications equipment (e.g. 800 Mhz radios) that is not routinely serviced by the IT Department.

The Police Chief will review and authorize any deviations from the policy regarding use of the Reverse 9-1-1® system.

**C. SITUATION**

**Emergency/Disaster Conditions and Hazards**

Natural and human-caused hazards may damage the communications systems and cause disruption to essential services.

**Planning Assumptions**

In a disaster or major emergency, Kirkland's communications systems will likely sustain damage or be impacted which will result in disruption or shut-down of portions of some or all communications systems.

CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN  
ESF 2: Communications, Information Systems, and Warning

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Routine day-to-day modes of communication will continue to be utilized to the fullest extent possible. This utilization will depend on the survivability of the equipment and service during the disaster.

Disaster response and recovery activities that rely on the use of the communications systems will likely be impacted and be difficult to coordinate.

**D. CONCEPT OF OPERATIONS**

**General**

Since partial or total disruption of normal communications may occur during a disaster, the availability of alternate modes of communications is vital to any emergency operations activity. The existing telephone (including cellular) service along with the City's radio systems will provide the basis for attempting to maintain effective communications.

The Washington State Emergency Management Division (WAEMD) operates a statewide, very high frequency (VHF) low-band radio system (CEMNET), as the primary backup communications link between the State EOC and local EOCs throughout the state. The State Emergency Operations Officer (SEOO), located within the State EOC, monitors the network on a 24-hour basis. The City of Kirkland is authorized to use Northwest region channel F1 (45.20 MHz) for local operations. Jurisdictions within western Washington test the system every Tuesday at 0900 hours.

**Organization**

The Office of Emergency Management (OEM) ensures all emergency communication and information systems have been a part of routine training and exercises and, in coordination with multiple system owners, that coordination of communication is achieved during and following an incident. The Information Technology Department will be responsible for internet and telephone functionality and will liaise with communications service providers to make any necessary augmentations or repairs to maintain service throughout emergency or disaster response operations.

NORCOM is the primary coordinator of emergency communications systems in the City of Kirkland during an emergency or disaster. NORCOM is a 24-hour facility that normally provides day-to-day 9-1-1 telephone answering, dispatching, and communications support for fourteen Fire Departments and five Police Departments, including Kirkland. The Reverse 9-1-1® community calling system, located at NORCOM, is available to all agencies served by NORCOM to notify geographically-defined groups of individuals about situations that may threaten their safety. The NORCOM Executive Director is responsible for the overall direction and control of emergency communications related to the E-911 and the 800 MHz radio system.

Should it be needed, amateur radio functions, operated by Kirkland's Amateur Radio Emergency Services (ARES) volunteers, will be coordinated by the PIO during EOC activations.

CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN  
ESF 2: Communications, Information Systems, and Warning

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**Procedures**

The City of Kirkland utilizes a city-owned PBX (private branch exchange) phone switch as its primary source of communications with state, county, and local agencies. In case of partial or total loss of local services provided by AT&T, the City will utilize a number of additional phone lines, separate from PBX, that are made available in the event of PBX fails.

The City subscribes to the Government Emergency Telecommunications Service (GETS) which provides emergency access and specialized processing in local and long-distance telephone. GETS subscriber cards (with instructions) are issued to key EOC personnel and other selected staff members. The Office of Emergency Management manages the program for the City and maintains up-to-date inventory lists.

The Emergency Alert System (EAS) provides emergency information to the public via local radio and television stations. It may be activated by contacting the King County Sheriff's Office (KCSO) Communications Center. If the equipment at the KCSO Communications Center is non-functional, secondary systems are located at NORCOM and the Washington State EOC. The King County Emergency Coordination Center and the Seattle Office of Emergency Management also have tertiary systems.

Notification of citizens regarding emergency information and instructions may be handled at the incident scene through the EAS, door-to-door by uniformed City personnel, mobile public address systems, or any other means available to the City at the time.

The Communications Program Manager and the EOC PIO team will send emergency public safety information through conventional methods such as e-mail to local media broadcasters and may choose to publish this information on the City's website and/or social media accounts.

NOAA Weather Radios located in the EOC and all City facilities are monitored during activations.

**Preparedness Activities**

- Provide appropriate training for personnel on responsibilities under ESF 2.
- Participate in routine tests of primary and secondary communications systems.
- Maintain updated lists of available communications equipment and make necessary repairs or replacements on a routine basis.
- Maintain the City's subscription to the Government Emergency Telecommunication Service (GETS).

**Response Activities**

- Ensure that all emergency workers and all command posts, staging areas, and other off-site locations are equipped with functioning communications equipment to successfully coordinate all activities.
- Make emergency notifications and warnings as needed.

CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN  
ESF 2: Communications, Information Systems, and Warning

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- Coordinate communications and warning activities with other communications centers, such as the King County ECC, and with communications providers as needed.

**Recovery Activities**

- Record all damaged communications infrastructure and assets and develop and plan for repair or replacement.
- Continue to coordinate with communications providers as they make repairs to communications systems.

**E. RESPONSIBILITIES**

**Lead Agency - Office of Emergency Management**

- Direct emergency communications support activities within the City.
- Advise EOC on status and capability of emergency communications system.
- Arrange additional communications capabilities when necessary.
- Establish restoration priorities for emergency telephone and radio systems in conjunction with the Information Technology Department and service providers.
- Request volunteer amateur radio networks when necessary.
- Recommend relocation or redistribution of radio resources used by City departments as necessary to most effectively maintain adequate communications in emergency situations.
- Disseminate warning information received through EAS, the National Weather Service, etc. to the Policy Group and others as part of situational awareness.

**Support Agencies**

**Information Technology Department**

- Coordinate repair and restoration of telephone and/or Internet systems.
- Coordinate distribution of loaned cell phones during disasters.

**Public Works Department - Fleet Division**

- Maintain operation of all general government radios and microwave-link communications equipment owned or used by the City.

**NORCOM**

- Responsible for the overall direction and control of emergency communications related to the E-911 and 800 MHz radio system during a disaster or emergency.

**Amateur Radio Emergency Services (ARES) Team**

- Assist with Emergency Operation Center (EOC) communications when requested.
- Provide backup/augmentation communications linkages between the EOC and emergency incident sites, shelters, hospitals, and other critical locations as necessary.

CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN  
ESF 2: Communications, Information Systems, and Warning

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**F. REFERENCES**

Kirkland Amateur Radio Emergency Services (ARES) Procedure Manual  
Central Puget Sound Emergency Alert System Plan  
NORCOM Procedures Manual

**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #3  
Public Works and Engineering**

---

**LEAD AGENCY:** Public Works Department

**SUPPORT AGENCIES:** Fire Department – Prevention  
Planning and Community Development Department –  
Building Division  
Parks and Community Services Department –  
Maintenance Division  
Police Department

**A. INTRODUCTION**

**Purpose**

Provide for effective coordination and operation of utilities required to meet essential needs during emergencies and provide for the orderly restoration of utilities affected by the emergency.

**Scope**

Activities within the scope of this function include conducting pre-incident and post-incident assessments of public works and infrastructure; executing emergency contract support for life-saving services; providing technical assistance to include engineering expertise, construction management, and contracting and real estate services; providing emergency repair of damaged public infrastructure and critical facilities; and implementing and managing other recovery programs.

**B. POLICIES**

The City of Kirkland is responsible for City-owned public works and infrastructure and has the primary responsibility for mitigation, preparedness, response and recovery of public works infrastructure in coordination with county and state public works entities.

The Director of Public Works or her/his designee will provide direction and control over department resources and coordination with the EOC. Department personnel will operate according to specific directives, department standard operating procedures (SOP) and by exercising reasonable personal judgment when unusual or unanticipated situations arise, and command and policy guidance is not available.

Command centers and field command posts may be established for the coordination of field operations. Any operating command centers shall report routinely to the EOC. Co-location of field command posts will be the preferred

method of field operations when multiple departments/agencies have field command posts established.

Debris clearance and emergency road repairs will be given priority to support immediate lifesaving emergency response activities.

**C. SITUATION**

**Emergency/Disaster Conditions and Hazards**

An emergency or disaster may cause unprecedented property damage. Structures may be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities may have to be reinforced or demolished to ensure safety.

Debris may make roadways impassable.

Public utilities may be damaged and be partially or totally inoperable.

Equipment in the immediate event area may be damaged or inaccessible. Sufficient resources may not be immediately available or may take unusually long periods of time to arrive.

**Planning Assumptions**

Disaster response and recovery activities that rely on the use of the utilities systems will likely be impacted and may be difficult to coordinate. Disruption or damage to one utility system may cause disruption or damage to another utility system due to the interrelated nature and dependency of one system on another.

**D. CONCEPT OF OPERATIONS**

**General**

Public: Water, Wastewater, Surface Water, and Solid Waste (Contracted Function), Northshore Utility District.

Private: Electrical Power, Natural Gas, Cable Services, Fiber Optic Services, and Telephone (fixed location mobile and cellular).

**Organization**

The Public Works Department is responsible for the coordination of ESF 3, technical assistance, engineering, and construction management resources and support during response activities.

All support departments will coordinate through the Public Works Department.

Public Works and Planning and Community Development – Building Services will have responsibilities for inspection related activities.

CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN  
ESF 3: Public Works and Engineering

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The Parks Department is responsible to provide Public Works with maintenance, inspection and right-of-way clearing assistance, as resources permit, to meet City needs related to emergencies and disasters.

**Procedures**

**PUBLIC UTILITIES**

Kirkland Public Works shall provide damage assessment of public utility facilities. The department shall provide for emergency repair and restoration of all city-owned utility facilities. Priority shall be given to facilities that provide critical and essential services.

Kirkland Public Works shall coordinate with King County/Metro, Seattle Water Department, and local water purveyors, as appropriate, to identify and resolve issues where regional and local facility operations could affect one another. The department shall communicate health and environmental hazards to the EOC, and other appropriate agencies.

Additional resources or assistance may be obtained through existing mutual aid agreements (see Appendix A). Any requests for a public agency presence (labor and/or equipment) should be coordinated through the EOC. Any requests for public agency materials should be made known to the EOC.

Additional resources or assistance may be obtained through contracts with private firms.

Emergency water demand reduction measures are addressed in detail in the City of Kirkland Water Shortage Contingency Plan (WSCP). Authority to develop and enforce the WSCP is contained in the City of Kirkland Municipal Code, Chapter 15.

During drinking water quality emergencies, Kirkland Public Works shall follow the procedures described in the City of Kirkland's Water Comprehensive Plan and by instructions from the Department of Health.

**PRIVATE UTILITIES**

Response and recovery coordination with private utilities and businesses responsible for electricity, natural gas, telephone, cable, and petroleum pipeline will be done through the EOC.

If a private utility has a representative at the EOC, that representative will coordinate with all other members of the EOC as an equal player. Private utility providers include Puget Sound Energy, Qwest, Verizon, Comcast and other wireless/communication vendors.

Emergency demand reduction measures for private utilities are regulated by the Washington Utilities and Transportation Commission.

CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN  
ESF 3: Public Works and Engineering

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**Prevention and Mitigation Activities**

- Implement hazard mitigation in the development of policy, issuing of permits and the design and construction of city facilities, including water and sewer facilities and structures. This mitigation program will include the designation of methods to support emergency power sources for water supply stations, sewer pumping stations and fuel supplies necessary to Public Works operations.
- Mitigate emergencies and disasters through engineering, building and land use codes, and inspections of buildings and structures.
- Identify opportunities to lessen the effects of future emergencies or disasters and make them known to all city departments or other organizations that could be impacted.

**Preparedness Activities**

- Train identified Public Works staff ATC 20 and 21 and provide technical assistance including the structural inspections of public buildings, private commercial buildings, institutional buildings (schools and nursing homes for example) and private residences, as resources permit.
- Provide and maintain lists of needed information on contractors to Logistics Section in EOC (should be done in advance of event) for contact of contractors.
- Provide trained personnel to conduct post earthquake, or post building trauma, safety analysis of buildings and roadways.
- Maintain a list of equipment owned by the City.
- Maintain, test and fuel generators at critical City facilities.
- Contract with architects, engineers, contractors, heavy equipment operators, and equipment suppliers to provide requested services and equipment.

**Response Activities**

- Muster personnel as appropriate.
- Assess critical facilities.
- Provide designated representatives to the EOC.
- Establish communication with and gather information and situation status from departments and agencies assigned to ESF 3.
- Coordinate utilities activities with the EOC and other response functions and support agencies.
- Request additional resources as needed.

**Recovery Activities**

- Prepare a prioritized list of damaged utilities infrastructure and assets in Utilities service area.
- Maintain, document, and report damage assessment information and financial information.

CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN  
ESF 3: Public Works and Engineering

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- Provide documentation of damage assessment information and cost documentation as needed for preliminary damage assessments and disaster recovery funding.
- Coordinate/manage restoration of utilities systems.
- Coordinate with other agencies as needed.

**E. RESPONSIBILITIES**

**Lead Agency - Public Works**

- Notify Public Works divisions and City department support groups with departmental status.
- Establish appropriate communications with EOC.
- Assess/operate City owned utilities and report status i.e.: water, sewer, storm water, solid waste etc.
- Public Works personnel will initiate damage assessment of city-owned utilities, roadways, bridges and essential facilities as soon after the event as is safe and practical.
- Provide damage assessment/status for city owned facilities, and equipment.
- Coordinate with neighboring jurisdictions.
- Public Works Fleet Management staff will maintain City-owned fuel delivery system.
- Public Works Fleet Management staff will support the City with well maintained, running vehicles and heavy equipment.
- Public Works Fleet Management will perform pre and post inspections of city owned vehicles and of vehicles supplied by outside agencies that are requested by the City of Kirkland EOC.
- Emergency repairs of city owned facilities and structures will be a priority. Repairs will be based upon critical need as determined by the City EOC or as follows:
  1. Buildings that house critical response units or staff,
  2. Roads, streets or bridges that act as main evacuation routes,
  3. Public facilities that serve or may need to serve as shelters,
  4. Facilities providing essential services to the public (water, sewer, etc.),
  5. Facilities used or needed to provide for emergency public information, and debris clearance on City right-of-way.
- Participate in damage surveys that include dollar value estimates, which will, in turn, be provided to the State for potential Presidential Declaration requests, to both public and private structures.
- Kirkland may need to obtain emergency environmental waivers and legal authority to dispose of materials from debris clearance and demolition activities or other activities related to ESF #3 support.

CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN  
ESF 3: Public Works and Engineering

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- Personnel with engineering and construction skills and construction equipment will be available from outside the event area. Mutual aid, assistance networks, and private-sector resources may be utilized.
- Previously inspected structures will require re-evaluation if after-shocks occur following an earthquake.
- Public Works staff will coordinate the restoration of critical public facilities including temporary restoration of the water supply and waste water systems.
- Public Works staff will coordinate emergency demolition or stabilization of damaged structures and facilities. These damaged structures will first be designated as immediate hazards to the public health and safety, or as necessary to facilitate the accomplishment of life saving operations.

**Support Agencies**

**Fire Prevention and Planning and Community Development – Building Division**

- Provide available manpower, equipment and material resources to assist with ESF #3 related functions, coordinating through the Operations Section of the EOC.
- Provide trained staff to conduct building damage assessments, assign a status to the buildings, and present reports.
- Initiate damage assessment of city-owned and essential buildings as soon after the event as is safe and practical.
- Staff will be trained in ATC 20 and 21 and will provide technical assistance including the structural inspections of public buildings, private commercial buildings, institutional buildings (schools, nursing homes for example) and private residences; as resources permit.

**Parks and Community Services – Maintenance Division**

- Provide available manpower, equipment and material resources to assist with ESF #3 related functions, coordinating through the Operations Section of the EOC.
- Provide assistance in clearing debris from the public right-of-way.
- Provide damage assessment for Parks properties.
- Provide debris clearance for Parks properties.

**Police Department**

- Provide assistance in implementing road closures and detours for roadways.
- Provide support in field operations as appropriate.
- Provide perimeter control due to unsafe conditions
- Provide escorts for Utilities crews during heavy traffic situations.

**REFERENCES**

City of Kirkland Hazard Mitigation Plan Annex to the King County Regional Hazard Mitigation Plan (2014)

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Kirkland Comprehensive Water System Plan (descriptions for emergency responses and operational procedures) (2006)

Kirkland Water System Emergency Response Plan (2004)

Kirkland Water Shortage Plan (1994)

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**EMERGENCY SUPPORT FUNCTION #4  
Fire Protection**

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**LEAD AGENCY:** Fire Department

**SUPPORT AGENCIES:** Office of Emergency Management  
Fire Prevention Bureau  
Public Works Department  
Police Department  
Planning and Community Development Department –  
Building Division  
Medic One

**A. INTRODUCTION**

**Purpose**

To provide firefighting, rescue, and all hazards capability to effectively coordinate fire response resources within the City of Kirkland.

**Scope**

To provide for the command, control and coordination of fire prevention and suppression services within the City of Kirkland. To provide for the coordinated use of emergency rescue, basic emergency medical services, and advanced life support services. To provide for the coordinated use of fire department and support agency resources in the decontamination of personnel, equipment and facilities exposed to hazardous materials.

**B. POLICIES**

The City of Kirkland will first exhaust its own capabilities, and those of its neighbors within the scope of its automatic aid agreement. The next alternative for fire and emergency medical assistance will be through a zone request for strike team or task force assistance from within King County.

If the event is a regional one, it will be necessary to request that the State of Washington activate the Washington State Fire Services Resources Mobilization Plan (RCW 38.54.030). The process and procedures established in State and Federal mobilization guides will be followed in requesting assistance.

All mutual aid fire and emergency medical responders who provide emergency medical assistance in Kirkland/KCFD #411 will operate under the direction of the Kirkland FD.

All Kirkland Fire Department personnel will follow the directives related to disaster given in the Kirkland Fire and Building Directives Manual. Coordination with

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contractual jurisdiction during major emergencies and disasters will be handled through the Kirkland EOC.

King County is divided into three (3) Fire Zones. Kirkland is located within Fire Zone 1. The King County Fire Resources Plan (separately published document) provides for the coordination of countywide fire resources during localized emergencies. The Washington State Fire Services Resource Mobilization Plan provides for the coordination of statewide and interstate fire resources during localized emergencies.

**C. SITUATION**

**Emergency/Disaster Conditions and Hazards**

As identified in the City's Hazards Vulnerability Assessment Kirkland is subject to a number of hazards both natural and man-made that may negatively impact utilities, transportation, and communications systems which are vital to supporting firefighting services.

Natural and man-made hazards/events may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment which may cause disruption to essential services.

Major emergencies may precipitate multiple fires requiring fire suppression and/or building collapse requiring heavy rescue and emergency medical services.

**Planning Assumptions**

In a disaster or major emergency, Kirkland's utilities, transportation, and communications systems may sustain damage or be impacted which could result in disruption or shut-down of portions of some of these systems and reduce the effectiveness and availability of firefighting services.

Disaster response and recovery activities that rely on the use of communications systems will likely be impacted and may be difficult to coordinate.

**D. CONCEPT OF OPERATIONS**

**General**

The Fire Department is the lead agency for fire suppression as well as technical and heavy rescue activities within the City of Kirkland. The department may work in coordination with other City departments and outside agencies.

The Fire Department has automatic and mutual aid agreements with numerous agencies throughout King, Pierce and Snohomish Counties. Requests for assistance may be through existing mutual aid agreements via the Regional Communications Center or the Kirkland EOC when activated.

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**Organization**

Fire and rescue services are provided from five fire stations strategically located throughout the fire department's service area.

Overall supervision of on-duty resources is provided by the Battalion Chief or Captain acting as Battalion 21 until relieved by a Deputy Chief or the Fire Chief.

Command posts may be established for the management of field operations. Co-location of command posts will be the method of field operations when multiple departments/agencies have command posts established.

**Procedures**

Communications for firefighting operations will be through established 800 Mhz radio channels.

The Fire Department may be tasked by the EOC with alerting or mobilizing off-duty personnel.

The Fire Chief or his/her designee shall provide direction and control over department resources and coordination with the EOC. Department personnel shall operate according to specific directives, department standard operating procedures (SOPs) and by exercising reasonable personal judgment when unusual or unanticipated situations arise and command and policy guidance is not available.

On-scene management of emergencies will follow the Incident Command System (ICS) as published by the National Emergency Management Institute and the National Fire Academy. The Incident Commander shall provide regular status reports to the EOC as the emergency situation allows.

During localized emergencies expanding beyond the City limits of Kirkland but within Zone 1, fire resources will be requested via the Regional Communication Center. When resources in Zone 1 are exhausted or unavailable, the Zone 1 Fire Coordinator shall coordinate the zone-wide allocation of incoming fire resources.

Requests for assistance from King County shall be through the EOC. The King County Fire Service Coordinator shall coordinate the distribution of incoming fire resources in major emergencies involving areas greater than a single Fire Zone. Coordination for Zone 1 activities shall be through the King County Zone 1 Coordinator and the King County ECC.

See Kirkland Fire Department Standard Operating Procedures for additional policies and procedures.

**Prevention and Mitigation Activities**

- The City of Kirkland has been diligent in its enforcement of the most current building standards. These include requiring (where appropriate) compartmentalization, keeping the fire within the area of origin, building

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setbacks to prevent fire spread to other buildings, and codes that require built-in fire detection and suppression systems.

- The Kirkland Fire Department also works to ensure that building fire protection systems are maintained annually by licensed contractors.

**Preparedness Activities**

- Routinely conduct drills and exercises to test and refine all fire prevention and suppression standard operating procedures.
- Support and actively participate in the training of Community Emergency Response Teams (CERTs).
- Maintain mutual aid agreements with neighboring jurisdictions for support when City fire assets become overwhelmed.

**Response Activities**

- Establish communication with and gather information and situation status at regular intervals from fire stations, departments and agencies that are part of ESF 4.
- Coordinate fire and rescue activities with other response functions utilizing ICS and the EOC.
- When initiated by the Battalion Chief, conduct a windshield survey of each fire station, as described in the Department Directives.

**Recovery Activities**

- Prepare a prioritized list of damage to fire department facilities, apparatus, and equipment.
- Continue gathering, documenting and reporting damage assessment information and financial information.
- Provide documentation of damage assessment information and cost documentation as needed for preliminary damage assessments and disaster recovery funding.
- Coordinate/manage restoration/repair of fire department facilities, apparatus, and equipment.

**E. RESPONSIBILITIES**

**Fire Department**

- Provide fire suppression and control, and immediate life safety services within Kirkland and fire service contract areas.
- Coordinate and/or provide urban search and rescue and technical rescue services.
- Develop and maintain a list of resources, which includes apparatus, equipment, personnel and supply sources.
  
- Implement the King County Fire Resources Plan and the Washington State Fire Services Resource Mobilization Plan.
- Develop departmental standard operating procedures (SOP) for use during major emergencies and disasters.

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- Provide regular status reports and information regarding operational and resource needs to the EOC.
- Provide a representative to the EOC to assist in the prioritization and coordination of citywide response efforts as well as regional coordination with King County when appropriate.
  
- Provide information to Finance and Administration on staff time and resources spent for use as part of preliminary damage assessment reporting.
- Reorder supplies and repair or replace all equipment to re-establish pre-incident response capabilities.
- Provide death and injury assessment information to the EOC.

**Support Agencies**

**Office of Emergency Management**

- Activate Emergency Operations Center (EOC) when necessary.
- Provide initial coordination and notification of outside agencies providing operational support, based on requests from field personnel.
- Support operations through the request and coordination of resources not available through mutual aid.
- Provide coordination with King County EOC and King County Fire Service Coordinator.
- Request temporary air space restrictions through the Washington State Emergency Operations Center when necessary.
- Issue public safety or warning calls at the direction of the Incident Commander using the Reverse 9-1-1® community calling system.

**Fire Prevention Bureau**

- Investigate fires of suspicious origin for cause and likely origin.

**Public Works Department**

- Maintain water supply and all components of the water distribution system for firefighting purposes.
- Provide light and heavy equipment operation, traffic control, and control of utilities during emergencies as required.
- Provide other equipment and staff support as needed.

**Police Department**

- Provide incident scene security, traffic control and evacuation as needed.
- Work with the Fire Department to jointly investigate fires of suspicious origin for cause and origin.

**Medic One**

- Provide Advanced Life Support (ALS) in coordination with Kirkland Fire Department Firefighter Emergency Medical Technicians (EMT).

**F. APPENDICES / ATTACHMENTS**

Appendix 1: Map of Fire Station Locations

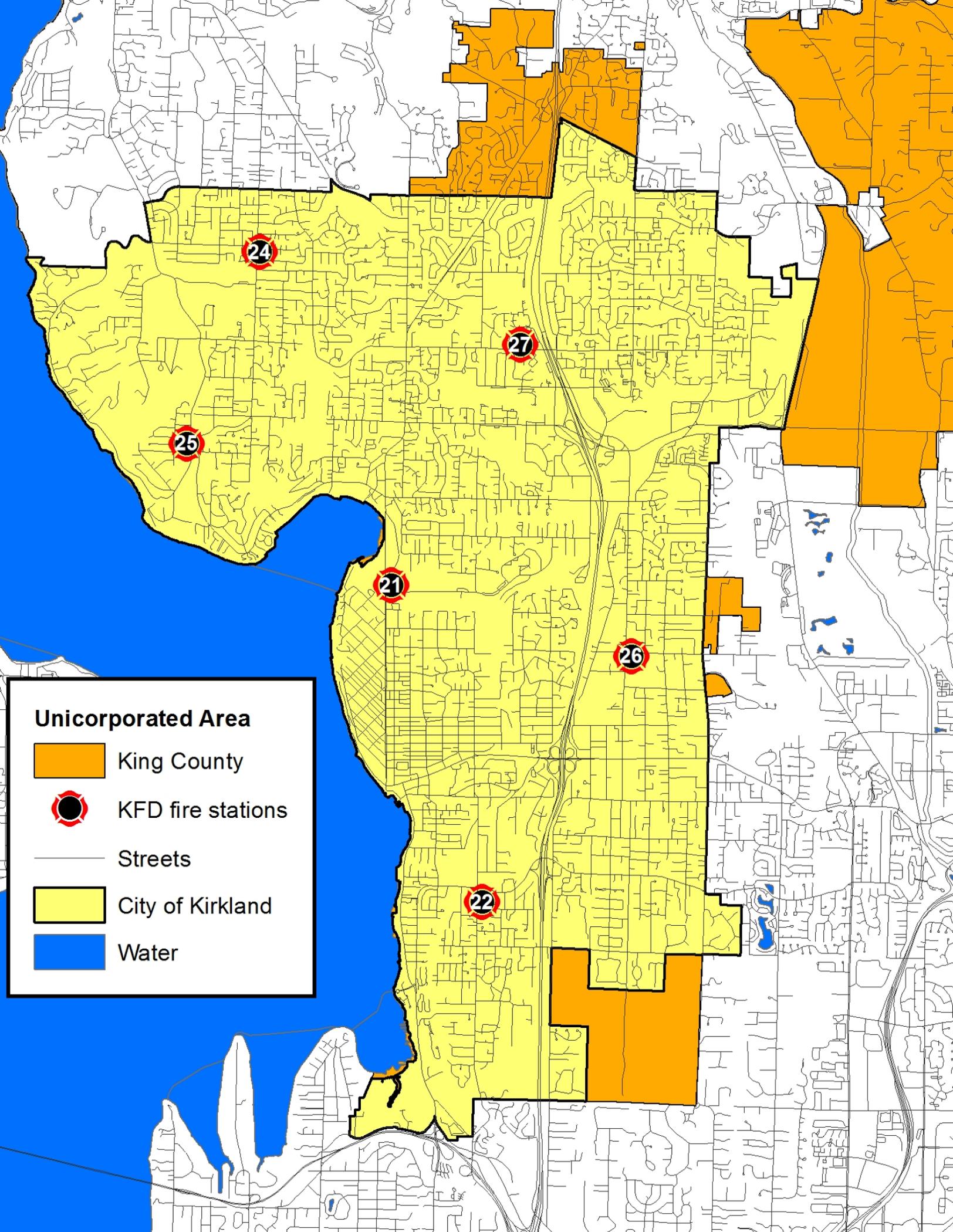
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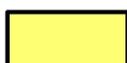
**G. REFERENCES**

Kirkland Fire and Building Department Directives Manual  
King County Fire Resource Plan  
Washington State Fire Services Resource Mobilization Plan

# Appendix 1



**Unincorporated Area**

-  King County
-  KFD fire stations
-  Streets
-  City of Kirkland
-  Water

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**EMERGENCY SUPPORT FUNCTION #5  
Emergency Management**

**LEAD AGENCY:** Office of Emergency Management

**SUPPORT AGENCIES:** All City Departments

**A. INTRODUCTION**

**Purpose**

To provide direction and control of emergency management activities within the City of Kirkland, maintain and operate a City Emergency Operations Center, and coordinate all aspects of mitigation, preparedness, response and recovery.

**Scope**

This ESF addresses the informational needs of the EOC for assessing a disastrous situation and supporting related response and planning efforts across the spectrum of incident management, including prevention, preparedness response and recovery.

This ESF coordinates information collection, analysis, operations, planning, requests for assistance, resource management, deployment and staffing, mutual aid, facilities management, financial management and other support required to prepare for, respond to, and recover from an incident.

**B. POLICIES**

As a signatory of the King County Regional Framework and through local mutual aid agreements, the City will make resources available to other jurisdictions whenever the situation within the City allows.

EOC staff will support the implementations of mutual aid agreements to ensure a seamless resource response within the City.

RCW 42.14.075 allows local governments to conduct the affairs of the jurisdiction outside the territorial limits of the jurisdiction in the event it is impossible or impractical to continue operations at the usual locations. 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 or disaster.

**C. SITUATION**

**Emergency/Disaster Conditions and Hazards**

City Hall, the location of the City's Emergency Operations Center, was built prior to many of the building codes that address requirements for seismic risk mitigation. In the event of major seismic activity, the EOC may not be functional or accessible.

**Planning Assumptions**

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The City's ability to properly manage an emergency or disaster is dependent upon the availability of City staff, volunteers and resources.

The City's efforts to coordinate all aspects of mitigation, preparedness, response and recovery are augmented by and should be compatible with the efforts of county, state and federal counterparts.

**D. CONCEPT OF OPERATIONS**

**General**

The Emergency Operations Center (EOC) can be activated by the Policy Group, Director of Emergency Services, Police Chief, Office of Emergency Management, or by order of the Mayor.

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

The following list of emergency management priorities, in order of importance, is provided to guide policy decisions during a disaster of major magnitude:

- Protect life and health.
- Protect public and private property.
- Develop and disseminate public information.
- Restore essential services and facilities.
- Minimize economic disruption to the community.
- Preserve existing institutions and organizations.

Each Kirkland City department shall have a pre-designated location and alternate location from which to establish direction and control of its respective activities in a disaster. Each department director is responsible for documenting staff activities and maintaining communication and coordination with the EOC regarding event status, resource needs, and action plans.

When activated, the EOC monitors potential or developing incidents and coordinates response efforts within the City.

To identify urgent response requirements during a disaster and to plan for continuing response and recovery activities, the EOC will work to collect, process, and disseminate situational information within the City and will share this information with the King County Emergency Coordination Center, and the Washington State Emergency Operations Center should they also be activated.

**Organization**

Kirkland Municipal Code 3.20 designates the Director of the Fire Department, or her/his designee, to be the Director of Emergency Services.

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The Emergency Manager or her/his designee is responsible for ensuring that a coordinated response to emergencies and disasters is effectively carried out within the City of Kirkland.

The Office of Emergency Management is the lead agency for facilitating the coordination of emergency management activities among local, state, federal, and private sector agencies within the City of Kirkland.

The Policy Group, comprised of the City's Department Directors and chaired by the City Manager, will deal primarily with the policy issues brought about by the circumstances of the disaster.

When the scope or complexity of an emergency or disaster is such that an additional level of command structure is needed, the Incident Commander in the EOC may designate an Area Commander or Unified Area Command to do the following:

- Oversee the management of multiple incidents that are each being handled by an Incident Command System organization.
- Oversee the management of multiple department Command Centers.
- Establish critical resource use priorities between various incidents and departments.
- Set overall incident priorities for the City's disaster response.
- Develop a community-wide action plan.

The City Council is responsible for citywide policy and budget decisions as they pertain to disaster prevention, preparedness, response, and recovery. The Policy Group provides policy recommendations to the City Council through the City Manager, or his/her designee, during times of emergency or disaster, or in anticipation of large-scale emergencies or disaster.

### **Procedures**

#### EOC Activation

The Kirkland Emergency Operations Center (EOC) may be activated by authorized individuals anytime there is an incident that requires coordination beyond the scope of day-to-day operations or a planned event that requires additional support beyond day-to-day response/recovery capabilities. The level of activation will be determined by the nature and extent of the disaster.

#### Proclamation of Emergency

The Proclamation of Emergency is made by the Mayor or his/her designee, and is the legal method that authorizes the use of extraordinary measures to accomplish tasks associated with disaster response. The Proclamation is normally a prerequisite to state and federal disaster assistance. The Proclamation of Emergency must be ratified by the City Council as soon as feasible following the emergency.

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The Proclamation authorizes the City to take necessary measures to combat a disaster, protect persons and property, provide emergency assistance to victims of the disaster, and exercise the powers vested in RCW 38.52.070 without regard to formalities prescribed by law (except mandatory constitutional requirements). These include, but is not limited to, rationing of resources and supplies, curfew, budget law limitations, competitive bidding process, publication of notices, provisions pertaining to the performance of public work, entering into contracts, incurring obligations, employment of temporary workers, rental of equipment, purchase of supplies and materials, levying of taxes and the appropriation and expenditure of public funds.

The City Attorney shall be responsible for the preparation of Emergency Proclamations in cooperation with the Incident Commander of the EOC or the Emergency Manager.

The Incident Commander or the Office of Emergency Management is responsible for the notification of appropriate county, state and federal agencies following the local Proclamation of Emergency.

Requests for Emergency Assistance

In the event a situation is beyond the capability of local and pre-designated mutual aid resources, the Incident Commander or the Office of Emergency Management will request additional resources through the King County Emergency Coordination Center for county, state and federal assistance as necessary.

Assistance can also be requested of neighboring cities and zones according to the Regional Disaster Framework and the Intrastate Mutual Aid Compact (IMAC).

Requests to the Governor to declare a State of Emergency are made by Washington State Military Department, Emergency Management Division, through the King County Office of Emergency Management.

Requests for Federal Assistance

Following a disaster, the Finance & Administration Department will gather the best possible Preliminary Damage Assessment (PDA) data for the City and forward the information to King County OEM. King County will in turn forward this information to the State, which will make a formal request for assistance to the Federal Emergency Management Agency in instances when a disaster receives a presidential declaration.

Should Federal assistance become available through the Robert T. Stafford Disaster Relief and Emergency Assistance Act and the State make those funds available to the City of Kirkland, the City Manager will convene the Policy Group to determine whether or not to seek federal assistance, what projects will be undertaken, and what structures will be put in place in order to properly manage all aspects of the federal grant project(s).

Emergency Operations Center Procedures

See Emergency Operations Center Manual for specific procedures and details.

**Preparedness Activities**

- Maintain the physical location of the EOC as well as the technology and infrastructure therein.
- Maintain a roster of individuals who will work in the EOC during activations and ensure that all individuals have received proper training and exercises.
- Maintain a good working relationship with and updated contact information for partner agencies.
- Maintain updated mutual aid agreements/memoranda of understanding.

**Response Activities**

- Manage all aspects of EOC activations; ensure proper staffing and coordination with county, state and other local EOCs.
- Establish communication with and gather information and situation status from departments and agencies assigned to ESF 5.

**Recovery Activities**

- Coordinate the development of a prioritized list of damaged infrastructure and assets in Kirkland.
- Continue gathering, documenting and reporting damage assessment information and financial information for potential reimbursement.
- Provide documentation of damage assessment information and cost documentation as needed for preliminary damage assessments and disaster recovery funding.
- Coordinate with other agencies as needed.
- Assist with transition from response and EOC activities to long-term recovery activities.

**E. RESPONSIBILITIES**

**Lead Agency - Office of Emergency Management**

- Coordinate ESF support for local mitigation activities.
- Implement and administer federal/state/county disaster mitigation activities.
- Provide training and exercising programs/support to City agencies and other private organizations to support emergency management activities.
- Identify deficiencies in plans and determine appropriate corrective actions.
- Manage and direct emergency response and recovery operations:
- Establish communications with incident command and/or State and County Duty Officer.
- Coordinate with local County, State and Federal officials.
- Manage EOC coordination.
- Insure EOC is staffed at appropriate level.
- Conduct an after-action critique of the overall response and recovery efforts.
- Deactivate or demobilize EOC operations as appropriate.

**Support Agencies**

**All City of Kirkland Departments**

- Promote training and exercising opportunities to city agencies and other private agencies to support emergency operations.
- Identify deficiencies in plans and determine appropriate corrective action recommendations.
- Participate in city emergency planning efforts, including providing appropriate department representation to the Emergency Management Action Team (EMAT).
- Support emergency response operations:
- Execute emergency-related SOPs; alert personnel and prepare for possible mobilization including 24-hour staff operations, if appropriate.
- Communicate all information to and coordinate actions with OEM or the EOC.
- Utilize ICS and provide resources as appropriate.
- Provide staff to the City EOC as needed.
- Support emergency recovery operations:
- Participate in the damage assessment process and disaster recovery process, as appropriate.
- Provide technical assistance and resources to support recovery activities upon request.
- Track disaster-related expenditures.
- Participate in after-action critiques.

**F. REFERENCES**

City of Kirkland EOC Manual.

City of Kirkland Hazard Mitigation Plan Annex to the King County Regional Hazard Mitigation Plan.

Kirkland Municipal Code: 3.20

King County Regional Hazard Mitigation Plan.

Regional Disaster Framework for Public and Private Organizations in King County.

RCW: 35A, 38.52, 42.14

National Response Framework

# Appendix 1

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APPENDIX 1**

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**Essential Elements of Information**

The essential elements of information, which may or may not be immediately or readily available to City staff but are of common need to one or more response activities, may include the following.

**OVERALL DISASTER INFORMATION**

- \_\_\_\_\_ 1. Boundaries of the disaster area
- \_\_\_\_\_ 2. Social/economic/political impacts
- \_\_\_\_\_ 3. Jurisdictional boundaries
- \_\_\_\_\_ 4. Status of transportation systems
- \_\_\_\_\_ 5. Status of communications systems
- \_\_\_\_\_ 6. Access points to the disaster area
- \_\_\_\_\_ 7. Status of utilities
- \_\_\_\_\_ 8. Hazard specific information
- \_\_\_\_\_ 9. Weather data affecting operations
- \_\_\_\_\_ 10. Seismic or other geophysical information
- \_\_\_\_\_ 11. Status of critical facilities
- \_\_\_\_\_ 12. Status of key personnel
- \_\_\_\_\_ 13. Status of disaster or emergency declaration
- \_\_\_\_\_ 14. Major issues/activities
- \_\_\_\_\_ 15. Overall priorities for response
- \_\_\_\_\_ 16. Status of upcoming activities
- \_\_\_\_\_ 17. Status of community housing and shelter

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EMERGENCY MANAGEMENT**

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- \_\_\_\_\_ 18. Status of critical public health issues (Water supply, food, sanitation, waste, infection, or hazardous waste)
  
- \_\_\_\_\_ 19. Extent of damage to private property

# Appendix 2

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COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

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APPENDIX 2

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**LINES OF SUCCESSION**

**City Council**

Mayor  
Deputy Mayor  
City Council

**City Manager's Office**

City Manager  
Deputy City Manager  
Intergovernmental Manager

**City Attorney's Office**

City Attorney  
Assistant City Attorney

**Court**

Judge  
Court Administrator  
Court Supervisor

**Finance Department**

Finance Director  
Finance Deputy Director  
Financial Planning Manager  
City Clerk

**Fire Department**

Fire Chief  
Deputy Fire Chief  
Battalion Chief  
Ranking Officer

**Human Resources Department**

Human Resources Director  
Senior Human Resources Analyst  
Safety/Risk Analyst

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**Information Technology**

Information Technology Director  
Information Technology Network & Operations Manager  
MultiMedia Communications Mgr  
GIS Administrator

**Parks & Comm Services**

Director  
Deputy Director  
Parks Planning & Development Mgr  
Parks Operation Mgr  
Business Services Mgr  
Recreation Services Mgr

**Planning & Comm Development**

Director  
Deputy Director  
Development Review Mgr

**Police Department**

Police Chief  
Captain  
Lieutenant  
Corporal

**Public Works**

Director  
Streets Division Mgr  
Development Engineering Mgr  
Transportation Engineering Mgr  
Capital Projects Mgr  
Surface & Wastewater Mgr  
Water Mgr

**CITY OF KIRKLAND, WASHINGTON  
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**EMERGENCY SUPPORT FUNCTION #6  
Mass Care, Housing and Human Services**

- LEAD AGENCY:** Parks & Community Services Department
- SUPPORT AGENCIES:** Office of Emergency Management  
Fire Department  
Human Resources Department  
Police Department  
Public Works Department  
American Red Cross  
Public Health-Seattle and King County  
Regional Animal Services of King County  
The Humane Society for Seattle/King County  
American Humane Association  
Inglewood Presbyterian Church and Northwest University

**A. INTRODUCTION**

**Purpose**

To coordinate the provision of mass care, shelter, and individual assistance for residents impacted by an incident within the City of Kirkland.

**Scope**

This ESF addresses the implementation of emergency shelters, mass care, and human services within the City of Kirkland, working in coordination with community-based and nongovernmental organizations to set up regional facilities or assistance within Kirkland. High Risk Population coordination and sheltering will be coordinated with Public Health Seattle and King County. Pet rescue and sheltering will be addressed in the Kirkland Pet Shelter Operations Manual.

**B. POLICIES**

Activities within ESF 6 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). The American Red Cross Shelter Operation Workbook will be used as the template for all human shelter operations within the City of Kirkland. Kirkland Parks & Community Services Department has primary responsibility for coordinating activities under ESF 6 within Kirkland. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Emergency Coordination Center (KCECC) or the Washington State Emergency Operations Center (EOC). The day-to-day organizational structure of Kirkland City Departments will be maintained as much as feasible for emergency situations.

**C. SITUATION**

**Emergency/Disaster Conditions and Hazards**

As outlined in the Community Profile and Risk Assessment, Kirkland is subject to a number of hazards that may negatively impact structures within the city, including those used for housing, and cause disruption or reduction of essential services. The nature of the damage to structures may be such that citizens of Kirkland will be forced to leave their homes or places of business and seek alternative shelter.

In a major disaster, thousands of residents could be forced from their homes, depending on such factors as time of occurrence, area demographics, building construction, and existing weather conditions. There may be large numbers of dead and injured. Thousands of family members may be separated immediately following a sudden-impact incident, such as children in school and parents at work. Large numbers of transients, such as tourists, students, and foreign visitors may be involved.

**Planning Assumptions**

While the City anticipates assistance from human service organizations, such as the American Red Cross (ARC), there is no guarantee that assistance will be available. The City may initially have to operate shelters or meal sites with few or no external resources available and the City's ability to provide shelters and resources to manage those shelters may be severely limited.

Community-based and faith-based organizations will provide interim assistance with sheltering and mass care needs.

In a major incident, sheltering and feeding activities may be required to accommodate victims for at least 30 days after the onset of the incident.

**D. CONCEPT OF OPERATIONS**

**General**

The Parks and Community Services Department has been designated the lead agency responsible for managing the activities of ESF 6. State and federal agencies have been designated to support the ESF 6 mission. Resources from the private sector will also be applied to the response and recovery effort.

Parks and Community Services will work directly with coordinating organization counterparts to provide the needed support, as identified. Requests for assistance will be initiated by the City EOC and Parks and Community Service Department will be notified.

The American Red Cross is congressionally mandated to provide emergency mass care services to populations affected by natural and technological disaster. As a primarily volunteer agency, those mass care services can take some time to mobilize initially. The Kirkland Parks & Community Services Department, therefore, is responsible for initial operation of the emergency shelter and mass care service coordination for the City of Kirkland in conjunction with local Red Cross and King

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County Emergency Coordination Center (KCECC) guidance. Upon request, and as coordinated through the KCECC, the Red Cross would activate, manage, and support public shelters and would provide related services needed by displaced populations. The Parks & Community Services Department will support shelter operations as needed beyond Red Cross limitations.

The City of Kirkland's shelter operations will be coordinated regionally through the EOC whenever possible.

High Risk Population assistance is dependent on scope of disaster and may include accessibility needs, functional needs or medical needs.

Individual assistance to disaster victims will be provided primarily by local disaster organizations and various county, state and federal government agencies. The range of services needed by disaster victims will depend on the emergency, and could include temporary housing, furniture, building/repair supplies, and occupational and mental health services.

If City resources cannot meet the needs for a given situation, requests for assistance can be made, through the EOC, to the King County Emergency Coordination Center or directly to the Washington State Emergency Operations Center (State EOC).

Animal care and control services in Kirkland are provided by contract with King County Animal Care and Control. An animal shelter is located at the Eastside Pet Adoption Center 821 - 164th Ave. NE Bellevue, WA 98008 (206) 296-3940.

The Humane Society for Seattle/King County operates an animal shelter at 13212 SE Eastgate Way, Bellevue, WA 98005 (425) 641-0080. The shelter provides services or support for animal care.

An agreement is in place between the City of Kirkland and the American Humane Association, headquartered at Denver, CO, to provide additional animal support services, if requested, and resources are available.

### **Organization**

Command Centers and Field Command Posts may be established for the coordination of field operations. The Command Center shall provide regular status reports and provide timely reports regarding emergency public information to the EOC. Co-location of field command posts will be the preferred method of field operations when multiple departments or agencies have field command posts established.

The impacts of disaster may necessitate the provision of emergency food, water, shelter, sanitation, clothing, childcare, health and mental health care for disaster victims, as well as crisis support for City staff and volunteers. The Kirkland Parks & Community Services Department will coordinate the delivery of the appropriate services with the American Red Cross, Salvation Army, Washington Volunteer Organizations Active in Disasters (WAVOAD), and local church and service groups.

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**Procedures**

The Parks & Community Services Department shall coordinate with the Kirkland EOC and appropriate City departments to identify safe areas of the City, inspect potential facilities for building safety, identify safe routes of travel, determine the appropriate number and location of shelters, duration of use, etc. It is imperative that sheltering needs are clearly identified and coordinated, whenever possible, through the King County Emergency Coordination Center (KCECC) before shelter sites are activated.

The Parks & Community Services Department, in coordination with the Office of Emergency Management, will identify and maintain a list of City-owned public facilities or other public and private facilities that may be used as emergency shelter facilities.

Designated City-owned facilities may be used as emergency shelter facilities in situations where there may or may not be other Red Cross shelters operating. City-owned facilities may also be used when there will be a delay in opening official Red Cross shelters or when it is the most expedient method for providing temporary shelter during a disaster. Parks & Community Services Department staff will coordinate the management of City-owned facility operations until Red Cross is able to assume control of shelter operations. In all cases, we will continue to assist, however necessary, in providing temporary shelters to the public. A number of public and private schools, churches, and other facilities have also been identified as potential disaster relief sites.

City of Kirkland staff may be requested to act as emergency workers in Red Cross shelters and will be offered shelter operation training through the American Red Cross. The Human Resource Department shall be responsible for the assignment of City workers to disaster relief efforts in cooperation with Parks & Community Services and other City departments and for the registration of emergent volunteers as emergency workers as specified in WAC 118-04-200.

The Office of Emergency Management, in cooperation with King County Office of Emergency Management, shall coordinate county, state and federal resources and services necessary for disaster relief in the Kirkland community.

Public information regarding shelter availability and locations shall be coordinated through the City's Emergency Operations Center Public Information Officer.

Individual assistance to disaster victims will be provided primarily by insurance companies, local human service organizations and various city, county and state government agencies. In the event of a presidential disaster declaration, additional assistance may become available to eligible individuals. This may include low interest loans, housing grants, food stamps, disaster counseling, and unemployment benefits. These services are normally available through a tele-registration process coordinated by the Federal Emergency Management Agency (1-800-621-3362; TTY: 1-800-462-7585).

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The Parks & Community Services Department will coordinate with various community and service groups that may be able to provide relief services or resources within the community. Individual organizations will retain the responsibility for identifying and screening volunteers before they are assigned a task. Background checks will be required of all non-City employee volunteers prior to them staffing a Red Cross or City-operated shelter. City staff working in Red Cross shelters must meet Red Cross level background checks. The Parks & Community Services Department is also responsible for maintaining lists of community and service groups that could serve and assist in this vital role.

The hearing impaired can call 711 for assistance. The City will seek assistance from human service agencies to ensure that high risk populations receive sheltering assistance.

A complete listing of agencies and services providing emergency assistance in disasters is in the Emergency Operations Center Procedure Manual.

**Prevention and Mitigation Activities**

- See City of Kirkland's Hazard Mitigation Plan Annex to the King County Regional Hazard Mitigation Plan.

**Preparedness Activities**

- Provide appropriate training for personnel on responsibilities under ESF 6.
- Conduct drills and exercises to test the plan and procedures.
- Maintain a good working relationship with partner agencies.
- Maintain updated contact information for personnel and support agencies.
- Maintain updated list of resources that support ESF 6.

**Response Activities**

- Provide designated representatives to the EOC.
- Assess need for opening shelters and other sites for providing assistance.
- Assess safety and operational status of selected shelter facilities.
- Establish communication with and gather information and situation status from departments and agencies assigned to ESF 6.
- Open or coordinate opening of shelter(s), meal site(s) or other services as dictated by the situation and as resources permit.
- Coordinate with the American Red Cross and other support agencies.
- Coordinate with the EOC - Finance Chief to ensure expeditious purchasing of food, equipment and supplies as required.
- Request additional resources as needed.

**Recovery Activities**

- Prepare a prioritized list of damaged facilities and infrastructure associated with ESF 6 in Kirkland.
- Continue gathering, documenting and reporting damage assessment information and financial information.

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- Provide documentation of damage assessment information and cost documentation as needed for preliminary damage assessments and disaster recovery funding.
- Coordinate/manage restoration of facilities and infrastructure associated with ESF 6 in Kirkland.
- Coordinate with other agencies as needed.

**E. RESPONSIBILITIES**

**Lead Agency - Parks & Community Services Department**

- Develop plans for and coordinate the utilization of, City facilities and park sites for use as reception centers/staging areas or shelters and provide staffing, as available.
- Coordinate necessary shelter supplies and support logistics with the EOC. Make vehicles, supplies and personnel available to transport mass care supplies to shelters, disaster meal sites, or service center sites as required.
- Coordinate resources of various volunteer, religious, community and human service groups, and private businesses that can assist with relief efforts.
- Coordinate pre-planning of high risk population care and services with King County Public Health, other medical services and agencies as needed.
  
- Coordinate animal care and services issues with King County Animal Care and Control, the Humane Society for Seattle/King County, veterinarians, and other private agencies as needed.

**Support Agencies**

**Office of Emergency Management**

- Coordinate with county, state and federal representatives for provision of mass care and individual assistance services.

**Amateur Radio Emergency Services (ARES)**

- Assist in providing emergency radio communications between shelters, neighborhood hubs, fire stations, and the Kirkland EOC.

**Fire Department**

- Provide fire suppression and emergency medical services at Red Cross shelters and/or City operated shelters.

**Human Resources Department**

- Coordinate registration of emergent volunteers as emergency workers, as outlined in WAC 118-04-200.
- In coordination with other City departments, provide for emergency sheltering of City staff during disaster activities.
- Identify City staff available to assist at Parks-operated disaster relief sites such as shelters.

**Police Department**

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- Establish security and crime prevention at Red Cross and/or City operated shelters.
- Provide crowd and traffic control at Red Cross and/or City operated shelters.
- Assist in identifying safe routes of travel for shelter staff and transport of supplies.

**Public Works Department**

- Coordinate disposal of solid waste from shelters.
- Assist in crowd control operations with temporary traffic control measures and barricades.
- Assist in providing potable water supplies for distribution.
- When requested through the EOC, and prior to opening, the Facilities Division will provide building safety inspections of potential Red Cross shelters and/or City operated shelters.

**All City Departments**

- Provide staff to assist with temporary shelter operation and provide backup to Parks & Community Services Department staff in the use of City facilities for staging/reception areas or temporary shelters.

**American Red Cross (ARC)**

- Act as the lead agency for emergency shelter operations and mass care service delivery when resources permit. This is a coordinated effort with the City and the King County ECC.
- Provide food, clothing, temporary housing, mobile canteen service, medical services, mental health services and other necessities to disaster victims.
- Provide health and welfare inquiry services.

**Public Health-Seattle and King County**

- Provide assistance in coordinating response and sheltering need of high risk populations in King County.

**Regional Animal Services of King County**

- Provide assistance in finding shelter and services for owners of pets and other animals.
- Coordinate reunification of pets with owners.
- Provide staff and facilities to handle stray or injured pets.
- Assist in placing stray or injured pets and animals with local veterinarians or kennels.

**The Humane Society for Seattle/King County**

- Provide assistance in finding shelter and services for owners of pets and other animals.
- Assist with reunification of pets with owners.
- Assist with handling of stray or injured pets.

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- Assist in placing stray or injured pets and animals with local veterinarians or kennels.

**American Humane Association**

- Provide staffing, coordination of resources and documentation.
- Provide pre-evacuation personnel to assist in the evacuation of humans and their companion animals from predicted storm impact areas.
- Provide damage assessment personnel to assist in determining what resources may be needed.
- Assist in the coordination of outside assistance and relocation of animals within or outside the affected area as may be appropriate.
- Provide skilled animal handlers for assistance in existing or temporary animal shelters.
- Provide certified technical animal rescuers.
- Provide rescue equipment designed specifically for animals.
- Provide vehicles as a support for technical rescuers or other agencies (depending upon resources).
- Act as a liaison to the NARSC (National Animal Rescue & Sheltering Coalition).

**Inglewood Presbyterian Church and Northwest University**

- Serve as a heating, cooling and/or charging station within their respective communities.
- Provide staff or volunteers to manage and maintain the city-owned generators on site.
- Coordinate with the Kirkland EOC to contribute to situational awareness and overall coordination of mass care within the city.

**F. APPENDICIES**

APPENDIX 1: King County Shelter Typing Table

**G. REFERENCES**

Shelter Operations Participant's Workbook, American Red Cross  
City of Kirkland Hazard Mitigation Plan Annex to the King County Regional Hazard Mitigation Plan  
Pet Shelter Operations Manual

**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #7  
Logistics**

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**LEAD AGENCIES:** Finance & Administration Department  
Human Resources Department

**SUPPORT AGENCIES:** Police Department  
All City Departments  
King County Emergency Coordination Center  
Washington State Emergency Operations Center

**A. INTRODUCTION**

**Purpose**

To provide for the best coordination of physical resources and personnel in order to effectively respond to an incident.

**Scope**

This ESF addresses resource support including coordinating/obtaining emergency supplies, facility space, office equipment and supplies, contracting services, and personnel required to support immediate response and recovery activities and to sustain recovery efforts as they move forward. ESF 7 also provides support for requirements not specifically identified in other ESFs, including excess and surplus property and coordinating the receipt, storage, and distribution of donated goods.

**B. POLICIES**

Primary resource support responsibilities will be coordinated by the Department of Finance and Administration (F&A) and the Human Resources Department.

The priorities for providing resources shall be for the protection of life, property, and the environment as well as for providing continuity of government services.

Every effort will be made to source needed resources from within City government before making resource requests. When City resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, then assistance can be requested through the King County Office of Emergency Management (KCECC) or the Washington State Emergency Operations Center (SEOC). Requests for federal resources will be forwarded through the SEOC.

ALL RESOURCE REQUESTS MUST BE COORDINATED THROUGH THE EOC. In order to minimize the impacts of the disaster as well as maximize the potential for federal reimbursement of disaster expenses, EOC personnel should make a sincere effort to follow jurisdictional procurement procedures and will strive to adhere to procurement standards in the Code of Federal Regulations (44 CFR 13.36). Logistics and Resource

personnel will coordinate resource ordering and procurement with the Finance/Administration Section Chief.

**C. SITUATION**

**Emergency/Disaster Conditions and Hazards**

As outlined in the Community Profile and Risk Assessment, Kirkland is subject to a number of hazards that may negatively impact City infrastructure and cause disruption or reduction of essential services, making access to and transportation of resources difficult and slow.

**Planning Assumptions**

In an emergency or disaster, Kirkland's utilities systems, transportation systems, and/or communications may sustain damage or be impacted which could result in disruption or shut-down of portions of some or all of these systems.

Disaster response and recovery activities, including resource management, that rely on the use of the transportation or communications systems will likely be impacted and may be difficult to deliver or coordinate.

The City of Kirkland may not have all of the resources, either in type or quantity that may be required to combat the effects of all potential hazards during a disaster.

Members of our community who are seniors, children, disabled, homeless, non-English speakers, low-income or otherwise in need of ongoing support, will be more vulnerable during and after an emergency. A partnership approach will be needed between government, private industry, volunteer agencies and the media to ensure essential resources reach vulnerable residents during an emergency.

**D. CONCEPT OF OPERATIONS**

**General**

To the maximum extent possible, the continued operation of a free market economy using existing distribution systems will be utilized. Mandatory controls on the allocation, utilization or conservation of resources can be used when necessary for the continued protection of public health, safety and welfare. Whenever possible, voluntary controls are preferred.

The City will commit all resources necessary to protect lives and property and to relieve suffering and hardship, whenever possible.

**Organization**

The Finance Department will be responsible for inventories, allocation, utilization and conservation of resources necessary to respond to and recover from all incidents.

Since the scope of many emergencies may overwhelm resources under the control of City government, the EOC Logistics Chief will manage the identification of other resources, either governmental or private sector. It may become necessary to

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reallocate how City personnel, equipment, vehicles, materials and facilities are utilized.

The Human Resources Department is the lead agency for essential human resource activities in the City and as such, may assist other departments in identifying and assigning employees to assist in disaster recovery. It may be necessary to hire temporary employees to meet staffing requirements.

Additional personnel resources may be obtained through existing mutual aid agreements with schools, colleges, private businesses and labor organizations. Requests for additional assistance should be coordinated through the EOC.

**Procedures**

City departments, although retaining responsibility for the day-to-day supervision of their work force, should coordinate their personnel needs with the Human Resources Department. Since non-essential activities may be canceled during an emergency, City employees may be required to work either overtime or "out of class", and shall be compensated in accordance with existing rules and bargaining unit agreements. Requirements of the Fair Labor Standards Act (FLSA) shall apply.

The Human Resources Department will be responsible for the recruitment, registration and coordination of volunteer emergency workers. Volunteers will be registered as emergency workers and provided identification, assignments appropriate to their qualifications, and administrative details, in accordance with WAC 118-04.

Potential resource distribution and storage areas are identified in Emergency Support Function 7, Attachment C – Potential Staging and Evacuation Areas.

**Preparedness Activities**

- Provide appropriate training for personnel on responsibilities under ESF 7.
- Conduct drills and exercises to test the plan and procedures.
- Maintain updated contact information for personnel and support agencies.
- Maintain an updated list of and operational readiness of City-owned resources that support ESF 7.
- Identify potential locations for receiving resources and potential staging areas.
- Maintain updated mutual aid agreements with other jurisdictions and memoranda of understanding (MOUs) with local suppliers.

**Response Activities**

Provide designated representatives to the EOC.

- Identify current, and consider future, logistical and resource needs.
- Order, manage, (re)assign and/or demobilize resources and provide logistical support according to established procedures.
- Replenish consumable supplies, including fuel, as necessary.
- Coordinate activities with other response functions and support agencies.
- Properly document all actions and maintain accurate records of expenses.

### **Recovery Activities**

- Continue to identify logistical and resource needs as determined by the event.
- Continue to order, manage, re-assign, and/or demobilize resources and provide logistical support, as needed.
- If directed, identify and select a site for the establishment of a Disaster Recovery Center (DRC) and make all logistical arrangements for activation of the DRC.
- Replenish supplies and insure operational readiness of equipment and facilities.
- Demobilize resources, resource receiving locations, and staging areas.

## **E. RESPONSIBILITIES**

### **Lead Agencies**

#### **Finance Department**

- Coordinate the allocation, utilization and/or conservation of resources.
- Locate and procure resources for the EOC and field operations to support emergency response and recovery or to promote public safety.
- Coordinate the handling of damaged or destroyed City property and assist in its disposal according to the Kirkland Municipal Code and the procedures for debris removal outlined in ESF 3;
- Locate and coordinate the use of available space for incident management activities.
- Determine the availability of consumable non-edible supplies stocked in distribution facilities and customer supply centers and arrange for their procurement when needed and available.
- Procure required stock from vendors or suppliers when City resources are unavailable or have been expended.
- Provide for the procurement of contractor services when necessary.
- Estimate the cost of providing resources, record purchases and track expenditures.

#### **Office of Emergency Management**

- Develop resource management standard operating procedures for the logistics section of the EOC in coordination with the Finance Department.
- Maintain compiled lists of all City-owned resources from all departments.

#### **Human Resources Department**

- Act as the lead agency for coordinating human resource activities and the hiring of temporary personnel.
- Prioritize needs for human resources assistance and assign volunteers appropriately.
- Coordinate assignment of employees, as necessary, to make best use of employee resources in disaster response and recovery.
- Provide representation in the EOC, when activated, to monitor human resources, employee and volunteer safety, and volunteer status.

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- Coordinate registration of emergency worker volunteers and track the reassignment of City employees to disaster tasks.
- During a disaster, complete Form EMD-078 Emergency Worker Daily Activity Report when required.
- Maintain emergency contact numbers for City employees and their designated contact(s).

**Support Agencies**

**Police Department**

- Complete background investigations on volunteers, in accordance with WAC 118-04.

**All City Departments**

- Identify resource distribution and storage areas.
- Estimate costs of providing resources and provide this information to the Finance Department.
- Develop plans and procedures to utilize all City staff for emergency assignments, noting essential and non-essential employee categories, and identify staff that could be released to assist other departments; provide this information to the Office of Emergency Management for use in EOC activations.
- Assess impact of the incident on available resources post-incident, and identify repair, maintenance and replenishment needs.
- Maintain records of personnel, contractors and equipment costs and provide information to Finance representatives as may be required for FEMA Public Assistance.

**F. REFERENCES**

WAC 118-04  
Kirkland Municipal Code

**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #8  
Public Health and Medical Services**

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<b>LEAD AGENCY:</b>	Kirkland Fire Department
<b>SUPPORT AGENCIES:</b>	Evergreen Hospital Medical Center Seattle-King County Public Health King County Medical Examiner’s Office Puget Sound Blood Center Kirkland Police Department Kirkland Public Works Department American Red Cross

**A. INTRODUCTION**

**Purpose**

To coordinate the organization and mobilization of medical, health, mental health, and fatality management services during and immediately following emergencies or disasters within the City of Kirkland.

**Scope**

This ESF covers the provision of medical, health, mental health, and fatality management services for Kirkland citizens, those located in Kirkland at the time of a disaster, and fire department service areas. ESF 8 addresses activities regarding public health services, mental health services, and mortuary services occurring separately or coincidentally with a significant emergency or disaster. These activities are categorized into the following functional areas:

- Assessment of public health needs.
- Assessment of mental health needs.
- Health surveillance.
- Providing for surge capacity at hospitals.
- Water, food and drug safety.
- Emergency worker health and safety.
- Radiological, chemical, and biological hazards.
- Public health information.
- Vector control.
- Potable water, wastewater, and solid waste disposal.
- Veterinary services and dead animal disposal.
- Fatality management and victim identification.

**B. POLICIES**

Activities within ESF 8 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS).

The City of Kirkland will coordinate ESF 8 activities with Seattle-King County Public Health. In the event of a large-scale event, a Mass Casualty Incident (MCI) may be

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declared to allow Emergency Medical Services personnel to follow the established written emergency protocols as referenced in the Seattle-King County Mass Casualty Incident (MCI) Plan.

The day-to-day organizational structure of Kirkland City departments will be maintained as much as feasible for major emergency and disaster situations.

When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Emergency Coordination Center (KCECC).

**C. SITUATION**

**Emergency/Disaster Conditions and Hazards**

A significant natural disaster or technological event that overwhelms the City of Kirkland would demand county, state, and federal public medical care assistance.

Hospitals, nursing homes, pharmacies and other medical/health care facilities may be structurally damaged or destroyed. Those facilities that survive with little or no structural damage may be rendered unusable or only partially usable because of damage to utilities (power, water, sewer), or the inability of staff to report for duty.

Medical and health care facilities which remain in operation and have the necessary utilities and staff may be overwhelmed by the "walking wounded" and seriously injured patients who are transported there in the immediate aftermath of an emergency/disaster.

Medical supplies and equipment will likely be in short supply. Most health care facilities maintain only inventory stock to meet their short-term (24 to 36 hours) normal patient load needs. Disruptions in local communications and transportation systems could prevent timely resupply.

Uninjured persons who require daily medications such as insulin, antihypertensive drugs, and digitalis may have difficulty in obtaining these medications because of damage or destruction of normal supply locations and general shortages within the disaster area.

Damage to transportation systems may delay medical transports and outside assistance from other agencies.

Damage to drinking and wastewater systems may complicate health care and possibly add to the victim or patient totals.

Hazardous materials incidents will present unique problems to patient care as the patients themselves may become contaminated and considered hazardous.

**Planning Assumptions**

Resources within the affected area will be inadequate to clear casualties from the scene or treat them in local hospitals. Additional medical capabilities will urgently be needed to supplement and assist in triage and treat casualties in the affected area and to transport to the closest appropriate hospital or other health care facility. Medical resupply will be needed throughout the event area.

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Damage to chemical and industrial plants, sewer lines and water distribution systems, along with secondary hazards such as fires, will result in toxic environmental and public health hazards to the surviving population and response personnel.

The damage and destruction caused by a natural or technological event will produce urgent needs for mental health crisis counseling for victims and emergency responders.

Disruption of sanitation services and facilities, loss of power, and massing of people to shelters may increase the potential for disease and injury.

Public health emergencies may require implementation of public health measures to contain and control communicable diseases or spread of environmental hazards.

It is likely that public demand for health information and health and medical services will increase during disasters.

The use of gymnasiums and community centers as temporary medical shelters, alternate care facilities, and family assistance centers may be necessary. Warehouses or airport hangars may be used as temporary morgues as needed by the King County Medical Examiner.

Members of our community who are seniors, children, disabled, homeless, non-English speakers, low-income or otherwise in need of ongoing support, will be more vulnerable during and after an emergency. A partnership approach will be needed between government, private industry, volunteer agencies and the media to ensure essential health-related information and services reach vulnerable residents during an emergency.

Health and medical services will be restored during the recovery period as soon as practical and within the limitations and capabilities of affected agencies.

#### **D. CONCEPT OF OPERATIONS**

##### **General**

The Kirkland Fire Department shall establish a system to expand emergency medical support, and provide support to local hospitals and the Emergency Operations Center (EOC) in the coordination and establishment of expanded hospital facility needs during an emergency as resources are available.

Any site designated by the Incident Commander may serve as a command post, staging area, triage, treatment, transportation station, communications center, medical clinic, alternate care facility, temporary morgue or in any other functional capacity appropriate for the situation.

In the event of structural failure or inaccessibility to medical clinics and hospitals in a disaster, any City facility or temporarily established site may act as a remote emergency clinic, alternate care facility or morgue for its local area until coordination of more permanent facilities can be established by the Kirkland EOC.

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Operations within the City will be coordinated with the King County ESF 8 Area Command Center, led by Public Health – Seattle & King County. The Area Command Center coordinates the following:

- Establishment of overall health and medical response and recovery objectives.
- Coordination of incident information with ESF 8 agencies.
- Identification and coordination of medical resources.
- Management of the acquisition and use of medical resources.
- Activation of the health and medical Joint Information System (JIS) as needed to coordinate the content and timing for release of accurate and consistent health and medical information to the public, media, and community response partners.
- Coordination of health and medical information.
- Investigation into the cause and manner of death resulting from an emergency or disaster.
- Overseeing regional health and medical surge capacity measures associated with added capacity or mobilization of volunteer personnel.
- Collaborating with local EOCs to provide logistical support for medical needs shelters, alternate care facilities, medication centers, mortuary operations, family assistance centers, and other field response locations.
- Implementing local medication distribution strategies directed by the Local Health Officer.
- Coordinating with the Puget Sound Blood Center to support the blood distribution system.
- Identification of potential sites and support staff for temporary emergency clinics.
- Emergency care at shelters and congregate care facilities.
- Coordination of medical transportation resources.
- Support of recovery activities aimed at restoring health and medical services to pre-event status.

The provision of basic and advanced life support services shall be provided as per existing standard operating procedures, patient care guidelines and treatment/transfer protocols as promulgated or coordinated by the Emergency Medical Services Division of Public Health – Seattle & King County.

The American Red Cross may support the Emergency Medical Services response with additional resources.

### **Organization**

The lead agency responsible for the organization and mobilization of pre-hospital medical services during emergencies will be the City of Kirkland Fire Department. Public Health - Seattle & King County is the lead agency in providing health, medical, and mortuary response within King County.

The Fire Chief or his/her designee shall provide direction and control over Fire Department resources and coordination with the EOC. Department personnel shall operate according to specific directives, and by exercising reasonable personal

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judgment when unusual or unanticipated situations arise and command guidance is not available.

Coordination with providers of animal care/services will be the responsibility of the Parks and Community Services Department.

**Procedures**

The Fire Department will utilize the King County Mass Casualty Incident Plan (separately published document). When activated, the Fire Department will work with the EOC to coordinate expansion of hospital care to field operations when needed.

Mutual aid agreements exist with numerous jurisdictions and departments throughout King, Pierce and Snohomish Counties. Requests for assistance will be coordinated through the EOC.

Communications will be through established channels.

In the event that mental health counseling is necessary for emergency workers, the City will utilize the services of the Kirkland Fire Department Chaplains. If further support is needed, the King County Critical Incident Stress Management Team will be requested. Mental health counseling for citizens and disaster victims may be obtained through the American Red Cross and other local area mental health organizations following the disaster.

**Prevention and Mitigation Activities**

Public Health – Seattle & King County will provide:

- Communicable disease surveillance, investigation, and community containment.
- Environmental health protective actions such as vector control, environmental sampling, and food product embargoes.
- Development of medical stockpiles.

**Preparedness Activities**

- Conduct drills and exercise to test the plan and procedures.
- Maintain updated list of resources that support ESF 8.
- Provide ongoing medical service training to personnel.
- Provide CPR training to the public through periodic classes.
- Establishes medical transport procedures to facilitate disaster operations.  
Work with local health care providers to establish potential disaster treatment centers within the City of Kirkland.

**Response Activities**

- Establish Incident Command for on-scene emergency operations.
- Provide basic life support (BLS) to ill or injured persons.
- Coordinate the transport of ill or injured persons.
- Request additional medical services depending on the number of injuries.
- Request critical incident stress debriefing teams.
- Request assistance through King County ECC.

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- Coordinate response effort with other City and County agencies.
- Monitor and assure safe drinking water supply.
- Provide emergency repairs to utility systems as necessary.

**Recovery Activities**

- Monitor recovery activities, continue to identify needs, and provide public health and medical services as necessary.
- Replenish supplies and ensure operational readiness of EMS equipment and facilities.
- Demobilize ESF 8 resources.

**E. RESPONSIBILITIES**

**Lead Agency - Kirkland Fire Department**

- The Emergency Medical Services Division of the Fire Department shall develop an inventory of medical facilities, clinics, medical transportation options, communications, and supply sources.
- Implement the King County Fire/Medical Resources Plan which specifically deals with handling mass casualty incidents (separately published document).
- The Fire Department officer in charge of an incident shall establish Incident Command and provide initial incident evaluation to ensure appropriate coordination of resources and management of the incident.
- Assure that the implementation of the Simple Triage And Rapid Treatment (S.T.A.R.T.) system is not delayed pending the arrival of the primary medic units. The incident commander shall assure that all responsibilities of the medical group supervisor position are completed.
- Coordinate all aspects of medical care and transportation of patients at a specific scene including but not limited to triage, treatment, transportation and set-up of an initial morgue area.
- Contact Hospital Control (primary: Harborview Medical Center) and activate the Seattle area hospital disaster plan when appropriate.
- Provide assistance to health care facilities in the implementation of plans to reduce patient populations if evacuation is necessary and with provisions for continuing medical care for patients that cannot be evacuated.
- Provide incident status and operational needs to the EOC at regular intervals.
- Communications shall be through normal established channels.
- The Incident Commander shall evaluate the on-scene situation and determine whether or not there is a need for post-incident critical incident stress debriefing (CISD). Requests for the CISD Team will normally be coordinated through the EOC.

**Support Agencies**

**Evergreen Hospital Medical Center**

- Provide liaison at the EOC to provide coordination of operations when appropriate.
- Coordinate movement of patients from the field to area hospitals through Hospital Control. Primary Hospital Control is located at Harborview Medical Center. Back-up is Overlake Hospital.

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- Coordinate the establishment of temporary medical facilities with the EOC and Fire Department personnel.

**Seattle/King County Public Health**

- Provide leadership and direction in responding to health and medical emergencies across King County consistent with the authority of the Local Health Officer.
- Activate the ESF 8 Area Command Center, Joint Information System and the MAC Group as appropriate.
- Provide medical advice and treatment protocols regarding communicable diseases and other biological hazards to EMS, hospitals, and healthcare providers.
- Maintain a 24/7 Duty Officer program and serve as the primary point of notification for health and medical emergencies in King County.
- Coordinate assessment and response to disaster consequences affecting food safety, water quality, and sanitation.
- Coordinate and collaborate with community response agencies in identifying environmental impact, remediation, and recovery activities.
- Coordinate the response of regional veterinarian services and animal care groups.
- Direct response activities to vector-borne public health emergencies.
- Support mass care sheltering plans throughout the county in coordination with the American Red Cross and ESF 6 Mass Care agencies. Public Health's role in mass care sheltering will focus on assisting with environmental health assessments at shelters. Provide epidemiological surveillance, case investigation, and follow-up to control infectious disease, including acts of bioterrorism and outbreaks of food borne illness.
- Assess the health and medical impacts and potential consequences posed by emergencies and disasters and determine appropriate courses of action.
- Direct and manage medical surge capabilities including medical needs shelters, alternate care facilities, medication centers and temporary morgues.
- Coordinate and manage incident information and medical resources for healthcare agencies across King County.
- Direct and manage regional isolation, quarantine, and other control measures necessary in response to disease outbreaks.
- Direct and manage mass vaccination and antibiotic dispensing operations.
- Coordinate requests for medical resources with private vendors, the King County ECC and the State EOC, as needed.
- Support the King County Department of Community and Human Services and the American Red Cross in meeting demands for regional mental health services.
- Direct the development and dissemination of health messages to the public, media, response partners, and community based organizations.
- Activate the Public Health Information Call Center as needed.

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- Activate the Community Communications Network during emergencies to provide public health and related information to community based organizations (CBO) and healthcare providers serving vulnerable populations and to receive incident information from CBOs.
- Utilize local Medical Reserve Corps (MRC) resources as necessary.

**King County Medical Examiner**

- Provide notification of emergency morgue locations.
- Authorize the release of the deceased.
- Coordinate transportation of the deceased.
- Track incident related deaths resulting from emergencies and disasters.
- Manage disaster related human remains.
- Oversee a family assistance center to provide a private, safe and secure place for survivors of disaster victims to gather, and to facilitate necessary communication with the KCMEO, and to facilitate the coordination of psychosocial support.

**Puget Sound Blood Center**

- Coordinate operations relative to collecting and distributing blood, based on local hospital and clinic facility needs.
- Maintain and check supplies before an anticipated disaster or emergency.
- During a disaster situation, obtain necessary blood supplies from local and surrounding areas, if necessary.
- Establish drawing stations as needed, and request media publicity to facilitate public response.

**Kirkland Police Department**

- Provide assistance to the medical examiner in the identification of the deceased.
- Provide security to field morgue operations and facilities.
- Provide perimeter control at incident scenes when requested.

Kirkland Public Works Department

- Monitor and assure a safe drinking water supply.
- Conduct emergency repairs to utility systems as necessary.

**American Red Cross**

- Provide support to the City of Kirkland Fire Department and Public Health - Seattle & King County in planning for, and providing medical and public health assistance for an emergency or disaster.
- Provide available personnel to assist in temporary infirmaries, immunization clinics, morgues, hospitals, and nursing homes.
- Acquaint families with available health resources and services and make appropriate referrals.
- Provide supportive counseling for the family members of the dead and injured.

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- Provide emergency first aid, supportive counseling, health care for minor illnesses and injuries to individuals in mass care shelters, selected disaster clean-up areas, and other sites deemed necessary by the Department of Health.
- Supplement the existing health system, subject to the availability of staff.
- Provide direction regarding blood and blood products through regional blood centers at the request of the appropriate agency.

**F. REFERENCES**

City of Kirkland Hazard Mitigation Plan Annex to the King County Regional Hazard Mitigation Plan  
Kirkland Fire Department Directives  
Seattle-King County Mass Casualty Incident Plan  
King County Fire Resource Plan  
Washington State Fire Services Resource Mobilization Plan

**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #9  
Search and Rescue**

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- LEAD AGENCY:** Fire Department
- SUPPORT AGENCIES:** Planning and Community Development Department -  
Building Services  
Police Department  
Public Works Department  
Human Resource Department  
King County Office of Emergency Management  
King County Sheriff's Office  
Washington State Military Department, Division of  
Emergency Management  
Washington State Department of Transportation –  
Aviation Division  
FEMA Urban Search & Rescue

**A. INTRODUCTION**

**Purpose**

It is the purpose of Emergency Support Function 9 to provide for the coordination and effective utilization of all available resources in conducting Search and Rescue (SAR) operations.

**Scope**

This ESF is applicable to SAR operations occurring separately or coincidentally with a significant natural, human-caused, or technological emergency or disaster. SAR operations referenced in this ESF may include such specialized rescues as confined space, trench or high-angle specialty rescue teams; wilderness area search and rescue operations, where rescuers are working in a wooded or more natural area; and water rescue.

This ESF does not address search and rescue operations typically conducted by the Kirkland Fire Department such as searching for and rescuing persons within a burning building and the extrication of entrapped persons in vehicles at automobile accidents.

**B. POLICIES**

The City of Kirkland has personnel from the Fire Department trained in various areas of specialty rescue. When unable to obtain resources through Fire Dispatch, other specialty rescue teams including water, confined-space, high-angle, and heavy rescue may be obtained through automatic and mutual aid within King County under the procedures outlined in the King County Fire Resource Plan. Rescue personnel from outside the area (King County) may be requested by the

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Kirkland EOC through the King County Office of Emergency Management that then may contact the Washington State Military Department, Division of Emergency Management.

When State resources have been depleted, the Washington State Emergency Operations Center (State EOC) can request resources from other states through the Emergency Management Assistance Compact (EMAC), or with the requisite proclamation, can request Federal Urban Search and Rescue (USAR) assets.

The Incident Commander at the scene of a search and rescue operation shall always consider the safety of rescue personnel of top importance.

It is the policy of the Kirkland Fire and Building Department to comply with Washington Administrative Code Sections 296-62-145 (part M and all appendices), 296-62-075, 296-62-07003, 296-305-05003, and 403-12 as they are applicable to confined space rescue.

The rescue of survivors or potential survivors shall be considered primary, recovery of bodies secondary in any SAR operation. When SAR activities result in the discovery of a deceased person, or SAR workers assist in the recovery of human remains, the scene commander will ensure compliance with Chapter 68.08 RCW.

**C. SITUATION**

**Emergency or Disaster Conditions and Hazards**

Kirkland is a community with large park areas in which people, especially children, may become disoriented and lost, necessitating search and rescue efforts.

Kirkland continues to have a large amount of development and construction work in all parts of the city. This work often includes trenching, use of cranes, and other sophisticated and potentially dangerous equipment and behaviors.

Private aircraft are often used in and around Kirkland.

The City of Kirkland has public and private waterfront on Lake Washington. There is the potential for near-shore water accidents as well as boating emergencies on the Lake.

Kirkland is threatened by major events such as earthquakes or airplane crashes that could result in large numbers of victims needing to be found and identified.

Major emergencies may precipitate building collapses requiring search and rescue operations including heavy rescue, technical rescue, and emergency medical services.

**Planning Assumptions**

The type of search and rescue mission involved may vary from an incident where one victim is trapped to a multi-victim incident. Unique conditions related to the incident may also vary and will dictate the specific type of rescue.

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Support such as helicopters, drones, tracking dogs, and outside specialized groups may take hours to assemble and deploy to the site of the incident.

**D. CONCEPT OF OPERATIONS**

**General**

The Fire Department is responsible for the coordination of USAR and technical rescue activities within Kirkland. In addition to the City of Kirkland, the Kirkland Fire Department provides fire protection services by contract to King County Fire District 41. Coordination with this jurisdiction during major emergencies and disasters will be handled through the Kirkland EOC.

Heavy SAR operations will be coordinated by the Fire Department with support from the Police and Public Works Departments.

The Building Division will provide technical support in case of structural damage or collapse. Federal Urban Search and Rescue (USAR) teams, volunteers, outside agencies and the private sector may also be utilized during heavy rescue emergencies.

The primary resource for wilderness area search and rescue are the volunteers of the King County Search and Rescue Council who may be activated through the King County Office of Emergency Management or the King County Sheriff's Office.

SAR operations for missing aircraft are the responsibility of the Washington State Department of Transportation, Division of Aeronautics. The Kirkland Police Department will be responsible for coordinating ground support of these operations upon request.

**Organization**

King County is divided into three (3) Fire Zones. Kirkland is located within Fire Zone 1. The King County Fire Resources Plan (separately published document) provides for the coordination of countywide fire resources during local emergencies. The Washington State Fire Services Resource Mobilization Plan provides for the coordination of statewide and interstate fire resources during local emergencies.

Fire and rescue services are provided from six fire stations strategically located throughout the Fire Department's service area.

Overall supervision of on-duty resources is provided by the Battalion Chief or a Captain acting as Battalion 21 until relieved by a Deputy Chief or the Fire Chief.

**Procedures**

The Fire Chief or his/her designee shall provide direction and control over department resources and will coordinate with the EOC. Department personnel shall operate according to specific directives, department standard operating procedures (SOP) and by exercising reasonable personal judgment when unusual

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or unanticipated situations arise, and command and policy guidance is not available.

On-scene management of emergencies will follow the Incident Command System (ICS) as published by the National Emergency Management Institute and the National Fire Academy.

Command posts may be established for the management of field operations. The field Incident Commander shall provide regular status reports to the EOC as the emergency situation allows. The coordination of resources and requests for assistance will be through the EOC. Co-location of command posts will be the preferred method of field operations when multiple departments/agencies have command posts established.

During localized emergencies expanding beyond the City limits of Kirkland but within Fire Zone 1, fire resources will be requested via the Regional Communication Center. When resources in Zone 1 are exhausted or unavailable, the Zone 1 Fire Coordinator shall coordinate the zone-wide allocation of incoming fire resources.

Requests for assistance from King County shall be made through the EOC. The King County Fire Service Coordinator shall coordinate the distribution of incoming fire resources in major emergencies involving areas greater than a single Fire Zone. Coordination for Zone 1 activities shall be through the King County Zone 1 Coordinator and the King County Emergency Coordination Center (ECC). Communications for this coordination will be between the Kirkland EOC and King County ECC.

**Prevention and Mitigation Activities**

- The City of Kirkland works to mitigate the need for search and rescue by:
- Requiring that work be done under a permit to ensure safe practices at construction sites.
- Keeping all City park sites well lighted and with well-marked footpaths.
- Providing lifeguards at all open beaches.

**Preparedness Activities**

- The City of Kirkland undertakes the following preparedness activities:
- ESF 9 training for firefighter personnel in urban search and rescue techniques.
- Training of firefighter personnel with neighboring departments involved in confined space rescue.
- Making contacts with such agencies as WSDOT Aviation Division and King County SAR to have a better understanding of their abilities and responsibilities.

**Response Activities**

- Provide designated representatives to the EOC.
- Establish communication with and gather information and situation status from departments and agencies assigned to ESF 9.

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ESF 9: Search and Rescue

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- Coordinate search and rescue activities with other response functions.
- Request additional resources as needed.

**Recovery Activities**

- All SAR responders, both Kirkland Fire Department and support agencies, will assist in the demobilization of the incident and the return of personnel and resources to available status.
- The Incident Commander may choose to initiate critical incident stress debriefing for victims, family members, and on-scene personnel. These services will be requested through the EOC.

**E. RESPONSIBILITIES**

**Lead Agency - Kirkland Fire Department – Emergency Services Division**

- Inventory personnel and equipment and routinely review policies and procedures governing SAR operations.
- Provide direction and control through the Fire Chief over department resources, and coordinate with the EOC for additional resource requests.
- The Search and Rescue (SAR) Duty Officer will alert SAR agencies, organizations, and volunteers of the need for SAR support and will initiate search and rescue operations. A mission number will be obtained from the State Military Department, Emergency Management Division.
- Kirkland Fire Department will have the responsibility of initial coordination of near-shore water rescue within its jurisdiction. Kirkland FD may hand off the scene to another agency as appropriate.
- Heavy SAR operations will be coordinated by the Kirkland Fire Department, with support from the Police and Public Works Departments.
- Anticipate need for additional support using mutual aid and communicates needs to the EOC.

**Support Agencies**

**Planning and Community Development - Building Services**

- Provide technical support in the event of structural damage or collapse by conducting structural damage assessments.

**Police Department**

- Provide for the security of rescue personnel, and crowd control when necessary, in the event of structural damage or collapse.

**Public Works Department**

- Provide heavy equipment and personnel for the removal of debris to facilitate access to victims.
- Provide engineering personnel for technical support in the event of structural damage or collapse to conduct damage assessment(s) on involved structure(s). Report findings to Incident Command.

**Human Resource Department**

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ESF 9: Search and Rescue

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- Coordinate the registration of volunteer emergency SAR workers for employee status under RCW 38.52.060.

**King County Office of Emergency Management**

- Contact King County Sheriff's SAR to request support when necessary.
- Contact State DEM to request a mission number for all operations.
- Assist in obtaining other specialized resources as needed.

**King County Sheriff's Office**

- Coordinate with Kirkland local authorities to conduct effective SAR operations.
- Support water rescue efforts with Marine Patrol personnel and equipment and deep-water rescue efforts with the Dive Team.
- The King County Sheriff's Office Special Operations Unit will be contacted for assistance by the bomb squad if a collapsed building is believed to be the result of a bombing. The bomb squad will investigate for additional explosives prior to the start of any SAR operation.
- Provide access to specialized resources/technicians.

**Washington State Military Department, Division of Emergency Management**

- Supply mission numbers for all SAR operations.
- Provide access to other statewide resources.
- Provide access to out-of-state resources, such as Federal Urban Search and Rescue Teams.

**Washington State Department of Transportation- Division of Aviation**

- Direct air SAR operations.
- Liaise with other agencies, such as Coast Guard, if needed.
- Support local agencies during land SAR operations by providing aircraft and air operations support.

**F. REFERENCES**

Kirkland Fire Department Policies and Procedures  
King County Fire Resource Plan  
Washington State Fire Services Resource Mobilization Plan

**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #10  
Hazardous Materials**

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<b>LEAD AGENCY:</b>	Fire Department
<b>SUPPORT AGENCIES:</b>	Eastside Hazardous Materials Response Team Police Department King County Sheriff's Office Northeast King County Regional Public Safety Communication Agency (NORCOM) Public Health – Seattle & King County Washington State Department of Ecology Washington State Patrol

**A. INTRODUCTION**

**Purpose**

To provide information on the ability to detect, measure, report, and reduce risks involving any hazardous material within the City of Kirkland.

**Scope**

This ESF addresses response to actual or potential discharges and/or releases of hazardous materials within the City. It is intended to complement and coordinate with existing hazardous material response plans used by the Kirkland Fire Department

**B. POLICIES**

The Federal Emergency Planning and Community Right-To-Know Act, or SARA Title III, states that the Local Emergency Planning Committee (LEPC) is responsible for planning and coordinating hazardous materials information. In this region it is the King County LEPC that plans for all unincorporated areas of the county and for all political jurisdictions within the county that do not have their own LEPC. Kirkland has deferred to the King County LEPC.

SARA Title III requires that all facilities with hazardous materials report specified types and quantities of hazardous materials to the LEPC. These facilities are also required to maintain plans for warning, notification, evacuation and site security under these regulations.

The King County LEPC Emergency Resource Plan addresses the exercise of local capabilities, location of facilities reporting inventories of hazardous materials and provides the public with related information on request.

Required training for employees involved in emergency response operations for releases of hazardous substances is defined in WAC 296-824-300.

**C. SITUATION**

### **Emergency or Disaster Conditions and Hazards**

Hazardous materials may be released during naturally-occurring events like earthquakes, or during industrial accidents, terrorism or illegal activities.

There are several sites in Kirkland that house reportable amounts of hazardous materials.

Interstate 405 runs through the center of Kirkland, and hazardous materials travel this roadway daily.

Illegal drug labs and terrorist activities are also possible and are considered hazardous materials events.

The Olympic pipeline runs close to the Kirkland City boundary.

Wind direction and speed could exacerbate the effect of a hazardous materials spill outside the City limits and could impact the City and its occupants.

### **Planning Assumptions**

A hazardous materials release could cause the relocation of the Kirkland Emergency Operations Center.

Hazardous materials incidents often require isolation, evacuation or shelter in place to protect nearby citizens and responders from the effects of a release. In some cases, it may be unsafe or impractical to move a large population during a hazardous materials event. When this is the situation, shelter in place may be the only practical solution.

In a disaster or major emergency, Kirkland's utilities, transportation, and communications systems may sustain damage or be impacted which could result in disruption or shut-down of portions of some of these systems and reduce the effectiveness or ability to provide hazardous materials response services.

## **D. CONCEPT OF OPERATIONS**

### **General**

It shall be the responsibility of the Fire Department to coordinate the command, control and effective mitigation of hazardous materials emergencies.

The Kirkland Fire Department is a member of the Eastside Hazardous Materials Response Program. Each of seven member agencies trains its firefighters to meet first responder and operational level competencies, its command personnel to satisfy hazardous material on-scene commander competencies and assigns a minimum of two members per operational shift to be part of the Eastside HazMat Team.

King County is divided into three (3) Fire Zones. Kirkland is located within Fire Zone 1. The King County Fire Resources Plan (separately published document)

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ESF 10: Hazardous Materials

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provides for the coordination of countywide fire resources during localized emergencies. The Washington State Fire Services Resource Mobilization Plan provides for the coordination of statewide and interstate fire resources during localized emergencies.

On state and interstate roadways, the senior Washington State Patrol officer on the scene will assume the incident command role.

On inland waterways, such as Lake Washington, the United States Environmental Protection Agency (EPA) on-scene coordinator or other designated official may assume the incident command role.

Public Health – Seattle & King County and the Washington State Department of Ecology are the lead agencies for recovery from hazardous materials incidents. Washington State Department of Health is the state lead for radiological incidents.

### **Organization**

The Kirkland Fire Department has the primary responsibility for responding to hazardous materials incidents, coordinating additional response, carrying out evacuation orders, and other measures in the event of a technological or radiological incident.

Fire, rescue, and initial hazardous materials response services are provided from five fire stations strategically located throughout the fire department's service area.

HazMat 1 (HM-1), the primary response vehicle for the Eastside Hazardous Materials Response Team, is located at Bellevue Fire Station 6 – 1850 132nd Ave. NE Bellevue, WA 98005.

Overall supervision of on-duty resources is provided by the Battalion Chief or Captain acting as Battalion 21 until relieved by a Deputy Chief or the Fire Chief. The City's Bureau of Fire Prevention is responsible for administering a hazardous materials permit and inspection program.

### **Procedures**

Procedures for response will vary based upon the location of the hazardous materials release, the type of material involved, and the population affected. Generally, efforts will include warning of the public, requests for local experts, notification of state and federal response and regulatory agencies, requests for cleanup resources, recovery of the response and clean-up costs, and post-incident monitoring of the site.

Citizens can expect to be notified of a major release by NORCOM, using its Reverse 911 system, and may also be notified through the Emergency Alert System (EAS), local news reports, or door-to-door by Kirkland Police and firefighters. Following an earthquake, collapsed roads and bridges may delay door-to-door notification.

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Once it becomes evident that a radiation emergency may have occurred, access to the scene shall be strictly controlled. Physical demarcation of the exclusion ("hot") zone (e.g., barrier tape) shall be of primary concern. Once radiation survey instrumentation is available, the size of the hot zone shall be adjusted to ensure that exposure outside of the hot zone shall not exceed 2 mR/hour.

In case of a transportation accident involving a nuclear weapon, FEMA recommends that the radius of the exclusion zone be set at 2,000 feet.

Emergency responders should be alert to any and all clues indicating the presence of radiological materials. In the absence of medical emergencies in the hot zone, entry should not be made until an operational radiation survey meter is available.

Until it is known that no respiratory hazard is present, emergency responders shall wear positive pressure self-contained breathing apparatus (SCBA) in the hot zone and during the initial stages of decontamination. All personnel at the scene shall attempt to minimize potential contact with hazardous substances whenever possible. The selection of protective clothing will depend on expected hazards (dusts, liquids, flammable atmospheres, etc.).

Command posts may be established for the management of field operations. The Incident Commander shall provide regular status reports to the EOC as the emergency situation allows. The coordination of resources and requests for assistance will be through the EOC. Co-location of command posts will be the preferred method of field operations when multiple departments/agencies have command posts established.

During localized emergencies expanding beyond the service area limits of the Kirkland Fire Department but within Zone 1, fire resources will be requested via the Regional Communication Center. When resources in Zone 1 are exhausted or unavailable, the Zone 1 Fire Coordinator shall coordinate the zone-wide allocation of incoming fire resources.

Requests for assistance from King County will be made through the EOC. The King County Fire Service Coordinator coordinates the distribution of incoming fire resources in major emergencies involving areas greater than a single Fire Zone.

Radiation survey meters and dosimeters are maintained by the Eastside Hazardous Materials Response Team on the response vehicles utilized by that consortium (currently HM-1 and HM-2).

See the Kirkland Fire Department Standard Operating Procedures and the Eastside Hazardous Materials Team Standard Operational Guidelines for additional policies and procedures.

### **Mitigation Activities**

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ESF 10: Hazardous Materials

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- Promote household hazardous waste education and collection.
- Conduct fire inspections at businesses that store reportable quantities of hazardous materials.
- Coordinate with the King County LEPC to ensure that current information is logged.

**Preparedness Activities**

- Ensure that personnel get regular training on basic hazardous materials response.
- Conduct drills and exercise to test the plan and procedures.
- Maintain a good working relationship with partner agencies.
- Maintain updated contact information for personnel and support agencies.
- Maintain updated list of resources that support ESF 10.

**Response Activities**

- Provide designated representatives to the EOC.
- Establish communication with and gather information and situation status from departments and agencies assigned to ESF 10.
- Coordinate fire, rescue and hazardous materials response activities with other response functions.
- Request additional resources as needed.

**Recovery Activities**

- Prepare a prioritized list of damaged fire department facilities, apparatus, and equipment in Kirkland in coordination with ESF 4.
- Continue gathering, documenting and reporting damage assessment information and financial information.
- Provide documentation of damage assessment information and cost documentation as needed for preliminary damage assessments and disaster recovery funding.
- Coordinate/manage restoration/repair of fire department facilities, apparatus, and equipment in coordination with ESF 4.

**E. RESPONSIBILITIES**

**Lead Agency - Kirkland Fire Department**

- Kirkland Fire personnel will follow the operational policies set out in Fire Department Directive 319.
- The Duty Battalion Chief will become the Incident Commander at the scene.
- The Incident Commander will coordinate assistance from the Eastside HazMat Team.
- At a radiological emergency, the Fire Department will establish command and scene control, assess the situation, decontaminate and provide emergency medical treatment for exposed victims, and contain and control the release of escaping hazardous substances only if such containment and control:

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Comprehensive Emergency Management Plan  
ESF 10: Hazardous Materials

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- could reasonably be expected to favorably impact the outcome of the emergency, and
  - when personnel are available with the necessary equipment and training to perform such operations safely.
- The Fire Department will ensure that the appropriate agencies for clean-up and disposal of spilled radiological materials are contacted.
  - Decontamination and incident termination procedures shall be performed as outlined in the Eastside Hazardous Materials Team Standard Operational Guidelines and in WAC 296-824-500.
  - Carry out evacuation orders, if necessary. Contact NORCOM to activate reverse 911 or contact the Kirkland EOC to activate EAS through the King County ECC.
  - Fire Department incident command will coordinate with the Emergency Operations Center (EOC) when it is necessary to evacuate, shelter, or care for victims of a hazardous materials event.

**Support Agencies**

**Eastside Hazardous Materials Response Team**

- Operate in accordance with Eastside HazMat Team Operating Guidelines.
- Respond to incident, and report to Duty Battalion Chief/Incident Commander.
- Make decisions on need for additional personnel and agency expertise; coordinate request with Kirkland Fire.
- Decontamination and incident termination procedures shall be performed as outlined in the Eastside Hazardous Materials Team Standard Operational Guidelines.

**Kirkland Police**

- Assist with evacuation and site security for hazardous materials releases.
- Provide crowd and traffic control when needed.
- Assist with warning and emergency information.
- Participate and possibly take command in hazardous materials incidents where illegal activities are involved (i.e. an illegal drug lab).

**King County Sheriff's Office**

- Assists with evacuation and site security in King County Fire District 41.
- Provide crowd and traffic control when needed.
- Assists with warning and emergency information.
- Participate in hazardous materials incident management, possibly taking command, when the event involves illegal drug activities (i.e. illegal drug lab).

**Public Health – Seattle & King County**

- Determine when a contaminated site is safe to reoccupy.

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Comprehensive Emergency Management Plan  
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- Coordinate and provide environmental health services, including inspections for food and water contamination, inspections of temporary housing, and disposal of solid waste.
- Maintain King County's hazardous waste program.

**Washington State Department of Ecology**

- Provide on-scene coordination, technical information on contamination, clean-up, disposal and recovery, environmental damage assessment, laboratory analysis, and evidence collection for enforcement actions for non-radiological environmental threats.
- Assume responsibility for removal of hazardous materials, including those held in interim storage by the Kirkland Fire Department.

**Washington State Patrol**

- Act as the Incident Commander for hazardous materials incidents on all interstate and state highways unless the local jurisdiction assumes that responsibility.

**F. REFERENCES**

Fire Department Directive 319  
Eastside HazMat Team Operating Guidelines  
SARA Title III  
King County Fire Resource Plan  
Washington State Fire Services Resource Mobilization Plan  
RCW 70.136.030  
RCW 70.136.035

**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #11  
Agriculture & Natural Resources**

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**LEAD AGENCY:** Parks and Community Services Department

**SUPPORT AGENCIES:** Police Department  
Finance and Administration Department  
Public Works Department  
King County Office of Emergency Management  
American Red Cross  
Salvation Army  
Public Health - Seattle and King County  
Washington State Emergency Management Division

**A. INTRODUCTION**

**Purpose**

To coordinate the procurement and distribution of food and water during a major disaster.

**Scope**

This ESF addresses procurement and distribution of food and water within the City of during a disaster or major emergency including coordination with other agencies.

**Policies**

Activities within ESF 11 – Agriculture and Natural Resources will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS).

The day to day organizational structure of City departments will be maintained as much as feasible for major emergency and disaster situations.

When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, then assistance can be requested through the King County Emergency Coordination Center (KCECC) or the Washington State Emergency Operations Center (State EOC).

It is the policy of the City of to educate its citizens, businesses, and City staff regarding their responsibility to provide for their own food and water for a minimum of 72 hours (recommended 1 week), following a natural or technological disaster.

**B. SITUATION**

**Emergency/Disaster Conditions and Hazards**

As outlined in the City’s Hazard Identification and Risk Analysis, Kirkland is subject to a number of hazards both natural and man-made that may negatively

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Comprehensive Emergency Management Plan  
ESF 11: Agriculture & Natural Resources

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impact utilities, transportation, and communications systems which are vital to supporting procurement and distribution of food and water.

Natural and man-made hazards/events may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment which may cause disruption to essential services.

**Planning Assumptions**

Disasters have occurred in the City and will likely occur again, some with warning and others with no warning at all.

In a disaster or major emergency, Kirkland’s utilities and/or transportation systems may sustain damage or be impacted which could result in disruption or shut-down of portions of some of these systems and reduce the ability of the City to procure or distribute food, water, and other essential items.

Disaster response and recovery activities that rely on the use of communications systems will likely be impacted and may be difficult to coordinate.

The City government does not have the infrastructure or resources to provide food and water to the population. The City relies on a partnership with human services organizations such as the American Red Cross (ARC); State and County public service agencies; faith based organizations; and the private sector to provide food and water to citizens following a disaster. Actions taken under ESF #11 relating to nutritional support will be coordinated and conducted cooperatively with the above organizations whenever possible.

**C. CONCEPT OF OPERATIONS**

**General**

In the event of a major disaster, the Parks & Community Services Department will coordinate with the Kirkland EOC to contact the King County Emergency Coordination Center (KCECC) and the American Red Cross and other relief agencies to request assistance in providing food and water.

Once shelters are activated, the primary distribution of food and water will be coordinated through the Kirkland EOC, KCECC, the Red Cross emergency shelter/mass care system, and supported as necessary by Parks & Community Services staff.

Communications systems failure in an emergency may make communications with outside agencies impossible. In such cases, shelter operations and food and water procurement and distribution within the City is the sole responsibility of the City and the Parks & Community Services Department coordinated through the Emergency Operations Center. Response will be based upon identified needs and available resources.

**Organization**

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ESF 11: Agriculture & Natural Resources

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Management and procurement of food and water in the City of Kirkland for disaster victims and disaster workers shall be coordinated by the Parks & Community Services Department, with the assistance of the Finance Department. These efforts will be coordinated through the Emergency Operations Center (EOC).

An Emergency Food Coordinator will be appointed by the EOC to identify and manage the distribution of food and water during emergencies.

The EOC will coordinate the transportation and delivery of incoming donated goods and resources. The PARKS department will coordinate and manage the distribution of donated goods and resources within the community.

The Kirkland EOC, in conjunction with the King County Office of Emergency Management, would coordinate county, state and federal services needed in providing food and water to Kirkland residents on a long-term basis.

#### **Procedures**

Public information regarding distribution sites of food and water shall be coordinated through the EOC Public Information Officer.

The Seattle/King County Public Health Department shall be called upon by the City of Kirkland to assist the Public Information Officer in preparing and issuing information regarding the safe storage and consumption of food and water after a disaster.

Actions taken under ESF #11 to protect, conserve, rehabilitate, recover, and restore NCH resources are guided by City policies and procedures. During a disaster, these actions will be coordinated with the EOC.

A list of resources for food and water can be found in the EOC Manual.

#### **Prevention and Mitigation Activities**

- Establish and maintain an emergency food and water program which stocks all city facilities with enough food and water to support City employees for at least 72 hours.
- See City of Kirkland Hazard Mitigation Plan Annex to the King County Regional Hazard Mitigation Plan.

#### **Preparedness Activities**

- Provide appropriate training for personnel on responsibilities under ESF 11.
- Conduct drills and exercise to test the plan and procedures.
- Maintain a good working relationship with partner agencies.
- Maintain an updated contact information for personnel and support agencies.
- Maintain updated list of resources that support ESF 11.

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**Response Activities**

- Establish communication with and gather information and situation status from departments and agencies assigned to ESF 11.
- Priority is given to provide critical supplies of food to areas of acute need and then to areas of moderate need.
- Coordinate agriculture and natural resources activities with other response functions.
- Request additional resources as needed.

**Recovery Activities**

- Prepare a prioritized list of list of damaged facilities, vehicles, and equipment in Kirkland assigned to ESF 11.
- Continue gathering, documenting and reporting damage assessment information and financial information.
- Provide documentation of damage assessment information and cost documentation as needed for preliminary damage assessments and disaster recovery funding.
- Coordinate/manage restoration/repair of facilities, vehicles, and/or equipment utilized by ESF 11 as appropriate. Coordinate replenishment of any normal supplies for ESF 11.
- Coordinate with other agencies as needed.

**D. RESPONSIBILITIES**

**Lead Agency - Parks and Community Services Department**

- Coordinate with the Finance Department regarding the purchase of food and water. Coordinate with Utilities Department to determine availability of potable water within our system.
- Coordinate with the Utilities Division, other City departments and relief agencies regarding transportation and distribution of food and water to City staff and citizens.
- Coordinate with food distributors for the provision and distribution of food to disaster victims or food service organizations.
- Parks and Community Services Department in coordination with the Office of Emergency Management will establish predetermined points of distribution (POD) sites throughout the City for the distribution of food and water, i.e. recreation centers, schools, faith based facilities, etc.
- The Parks department will utilize congregate feeding arrangements as the primary outlet for disaster food supplies whenever possible.
- The Human Services Coordinator will assist with the facilitation of this ESF by serving as the City's liaison to organizations that are provided social services.
- During a disaster, coordinate with PHSKC and King County Animal Control (KCAC) agencies to reference any changes in animals and plant life within the City to ensure any abnormalities are noticed and reported to the EOC.

**Support Agencies**

#### **Police Department**

- The Police Department (PD) will assist with the security and protection of food, water, and donated goods whenever possible.

#### **Finance and Administration Department**

- Provide for the procurement of food and water.
- Develop a system for the tracking of necessary financial expenditures such as staffing, vehicles, food, water, etc.

#### **Public Works**

- Primary responsibility is to ensure water supplies are restored and are available within the City. They will assist the Parks & Community Services Department with availability and distribution of water to our citizens.

#### **All City Departments**

- City employees may be requested to assist in the transportation of food and water to distribution sites as directed through the EOC.

#### **King County Office of Emergency Management**

- Coordinate food and water distribution needs with appropriate city, county, state, federal and volunteer agencies.

#### **American Red Cross (ARC)**

Whenever possible, the ARC will assist the City to provide disaster victims and first responders with food, clothing, shelter, first aid and supplementary medical/nursing care and assist the City to meet other urgent immediate needs.

- Maintain a list of ARC shelters within the City and surrounding communities and will open shelters in or around the area as needed.
- May certify additional shelters as needed during a disaster depending on the size and significance of the disaster.
- Assess and maintain ARC equipment and supplies staged within the City.
- Provide training related to mass care and sheltering to City employees and citizens.
- Provide a liaison to KC ECC during disasters and exercises, whenever possible.

#### **Salvation Army**

- Provide mobile canteen services, as resources allow.
- Provide emergency feeding services, as resources allow.
- Whenever possible, coordinate with ARC and the City's EOC to collect and distribute food, clothing and other supplies.
- Maintain a resource listing of equipment, supplies and facilities and their availability.
- Provide a copy of the resource listing to the Emergency Management office upon request.
- Assess equipment and training needs.

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ESF 11: Agriculture & Natural Resources

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- Coordinate activities with the City EOC.

**Public Health Seattle and King County**

- Analyze water samples from sources suspected of contamination and make appropriate recommendations.
- Develop procedures to notify the residents of the City how to treat contaminated food and water.
  
- Inspect (if available) donated goods with the Department of Agriculture. Oversee the safe distribution of food, water and donated goods.
- All action taken in ESF #11 regarding animal and plant disease and pest response will be coordinated with Public Health of Seattle/King County (PHSKC) whenever possible.

**Washington State Emergency Management Division**

- Request the assistance of state agencies and private organizations having emergency mass care capabilities when requested by local governments.
- Provide overall logistical support of nationally donated goods by managing the State Logistics Center 72 hours following its activation.
- Alert those state and local agencies that have the expertise needed with managing food (Agriculture), water (Department of Health), and donated goods (Government Surplus Administration).

**REFERENCES**

King County Regional Disaster Plan  
Washington State Comprehensive Emergency Management Plan  
National Response Framework

**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #12  
Energy**

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<b>LEAD AGENCY:</b>	Public Works Department
<b>SUPPORT AGENCIES:</b>	Puget Sound Energy Planning and Community Development Department - Building Division Police Department

**A. INTRODUCTION**

**Purpose**

The purpose of Emergency Support Function (ESF) 12 is to document how the City proposes to maintain energy services to the public during and following an incident, working in coordination with utilities agencies that provide assessment, repair and restoration of energy services (electricity and natural gas).

**Scope**

This ESF addresses the collection, evaluation and coordination of information on energy system damage following an incident and estimations on the impact of energy system outages within the City of Kirkland. The outcomes of this coordination are to meet essential needs of the City of Kirkland during an emergency event and to provide for the efficient restoration of services when utility failure occurs. These systems include electrical power, natural gas, and the status of the Olympic Pipeline.

**Policies**

All utilities, whether publicly or privately owned, will be expected to manage the utility within their own service areas, providing emergency services based upon their requirements and capabilities.

Emergency demand reduction measures for private utilities are regulated by the Washington Utilities and Transportation Commission.

**B. SITUATION**

**Emergency or Disaster Conditions and Hazards`**

The City of Kirkland will periodically experience emergency and disaster situations that require restoration of essential public services. Transmission lines, substations and pipelines may be damaged or destroyed, necessitating repair, reinforcement, or replacement to ensure safe operations. Personnel, equipment, and supply resources may be insufficient to meet demands.

Most homes in Kirkland are served with electricity and/or natural gas to be used as an energy source. Gas service could be interrupted by a severe earthquake,

which could sever lines. Broken gas lines to buildings could also cause gas to build up in the structure, creating an explosion hazard.

Puget Sound Energy power lines are both overhead and underground in Kirkland. Kirkland is susceptible to high winds and interference from tall trees and other vegetation.

### **Planning Assumptions**

In a disaster or major emergency, utility systems in Kirkland may sustain damage that could result in disruption or shut-down of portions of some or all of these systems.

Disaster response and recovery activities that rely on the use of the utility systems will likely be impacted and may be difficult to coordinate.

Disruption or damage to one utility system may cause disruption or damage to another utility system due to the interrelated nature and dependency of one system on another.

There may be widespread and/or prolonged electric power failure. With no electric power, communications will be affected, traffic signals will not operate potentially causing traffic gridlock, and utility pump stations will be operating on generators. Such outages will impact all emergency response services.

## **C. CONCEPT OF OPERATIONS**

### **General**

Electric power and natural gas fuel is provided to Kirkland residents by Puget Sound Energy (PSE) whose headquarters, Customer Call Center and Emergency Operations Center are located in Bellevue. From this location, PSE coordinates its response to power outages and fuel shortages. The Kirkland EOC maintains regular communication with the PSE EOC when activated and may request a liaison from PSE should the incident require one.

The Olympic Pipeline passes through the eastern edge of Kirkland, carrying gasoline, diesel, and jet fuel through that portion of the city. BP North America, which operates the pipeline, maintains a Control Center in Renton. The Kirkland EOC coordinates with the Control Center for all incidents involving the pipeline.

### **Organization**

The Public Works Department is the lead agency for coordinating disaster response information and priorities with all private utilities operating within the City of Kirkland.

A representative of Puget Sound Energy may be assigned to the King County Emergency Coordination Center to coordinate with all jurisdictions within King County should the incident require it.

### **Procedures**

The Emergency Operations Center will coordinate emergency response and recovery operations with private utility companies from the EOC when it is activated.

The EOC Public Information Officer will coordinate information regarding electricity and natural gas with PSE's media relations team through the PSE Emergency Coordination Center.

### **Mitigation Activities**

- Establish and maintain emergency contact information for representatives of Puget Sound Energy.
- Participate in training opportunities provided by Puget Sound Energy.

### **Preparedness Activities**

- Develop and maintain agency procedures and checklists in support of this ESF.
- Be prepared to assist energy providers in carrying out the function of this ESF during an emergency or disaster.
- Disseminate public information regarding high wind watches and warnings and winter storm watches and warnings via the City website and social media platforms.

### **Response Activities**

- Assist energy providers with their response activities and ensure that they are integrated into ESF 12 decision-making processes.
- Facilitate the restoration of energy systems through legal authorities and waivers.

### **Recovery Activities**

- Compile damage and operational capability information from energy and utility companies.
- Coordinate local efforts to provide energy to critical facilities to meet essential needs.

### **Responsibilities**

#### **Lead Agency - Public Works Department**

- Facilitate all communication between energy providers and the City.
- Advise utilities of essential emergency services needed to protect life and property.
- Prepare briefing forms or other means that will enable them to coordinate and provide status reports, specific requirements and useful recommendations to the Logistics Section Chief or the Incident Commander.
- Maintain and operate an emergency system of power generators within the city. These generators are fixed or portable and are located at critical facilities and infrastructure and are put into use according to the City's

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ESF 12: Energy

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Emergency Power Outage and Generator Refueling Response Plan.  
(Appendix 1).

- Members of the Public Works Department who are working in the field on street issues and other related response activities will report any utility failures or concerns.

**Support Agencies**

**Puget Sound Energy**

- Provide services at normal level or repair service delivery issues in a timely manner and in accordance with the PSE Emergency System Restoration Plan.
- Provide information to appropriate EOC representatives and/or Public Works field crews about the status of service and estimated service resumption times.
- Contact high-risk consumers, such as hospitals, nursing homes, etc., if an extended outage is expected.

**Planning and Community Development Department - Building Division**

- Report any utility failures observed while in the field and send to the EOC.

**Police Department**

- Provide support in securing areas where electrical or natural gas incidents pose a danger to the public.
- Provide assistance in implementing road closures and detours.

**REFERENCES**

Puget Sound Energy Emergency System Restoration Plan

**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #13  
Public Safety, Law Enforcement and Security**

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**LEAD AGENCY:** Police Department

**SUPPORT AGENCIES:** Fire Department  
NORCOM  
Washington State Patrol

**A. INTRODUCTION**

**Purpose**

To provide for the effective coordination of local law enforcement operations and resources during major emergencies and disasters.

**Scope**

This ESF addresses the coordination and provision of law enforcement and public safety-related activities during a disaster or major emergency within the City of Kirkland. It does not address day-to-day operations of the Police Department. Response activities related to terrorism are addressed in a Terrorism Annex to this plan.

**B. POLICIES**

The Police Department (PD) will coordinate activities within ESF 13. It is anticipated that the City will retain primary authority and responsibility for law enforcement activities, utilizing the ICS for all response and recovery activities.

Law enforcement agencies that are assisting the City of Kirkland will operate under the direction and control of the Police Department while operating within the City. Federal agencies may operate independently from the City of Kirkland.

**C. SITUATION**

**Emergency/Disaster Conditions and Hazards**

Any large scale emergency or disaster, natural or man-made, holds potential for causing disruption and the need for control and coordination by law enforcement to insure the safety and security of our citizens.

The City will periodically experience emergency situations that may overwhelm current law enforcement capabilities. Equipment and personnel may be damaged or unavailable at times when they are most needed.

**Planning Assumptions**

Landline communications may be interrupted during and following an incident, limiting the coordination of law enforcement operations. Cellular and radio communication will be relied upon heavily, if available. Congested frequencies should be expected.

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Comprehensive Emergency Management Plan  
ESF 13: Law Enforcement

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Normal response times will be elongated by such occurrences as bridge failures, landslides, fallen debris, flooding or fire. Police responses may need to be prioritized.

The Washington State Patrol maintains jurisdiction for traffic enforcement and control on all state and interstate roadways within the city.

**D. CONCEPT OF OPERATIONS**

**General**

The Kirkland Police Department is the lead agency for the coordination of public safety, law enforcement, and security activities within the City of Kirkland.

During an emergency or disaster, the Kirkland Police Department performs functions that include, but are not limited to, warning and evacuation, search and rescue, emergency medical services, communications, access control, and enforcement of emergency traffic regulations.

On-scene management of multi-agency emergencies will follow the Incident Command System (ICS) as published by the Emergency Management Institute and the National Fire Academy.

Mutual aid agreements exist between Kirkland and the King County Sheriff's Office for assistance in handling incidents within the City limits. This kind of supplemental law enforcement assistance, when necessitated by an event, will be requested through the Kirkland EOC.

**Organization**

The Police Department will follow all departmental policies and procedures relating to chain of command and on-scene management. See Kirkland Police Department Policies and Procedures.

**Procedures**

The Police Department will follow all departmental policies and procedures relating to chain of command and on-scene management and will utilize the ICS. During an emergency operation all personnel shall have a primary responsibility to communicate all pertinent intelligence upward to the next higher level of authority.

A unified command structure will be established when law enforcement agencies from outside the City of Kirkland are assisting with operational activities within the City.

The Emergency Mobilization Plan (PAT-011) will be used to mobilize PD personnel. As communication systems may fail in a major event, Police staff should report to work as soon as possible following obvious major disasters regardless of whether they have been notified.

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ESF 13: Law Enforcement

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A designee of the Police Department will report to the City EOC, if activated, to coordinate law enforcement activities with other response functions.

PD units, with the use of their sirens and public address systems, may be used to disseminate warning and emergency information.

**Prevention and Mitigation Activities**

- Ensure that all personnel have individual and family plans so that officers are prepared to participate in all phases of response and recovery operations.

**Preparedness Activities**

- Train law enforcement personnel on the Incident Command Structure and conduct exercises to ensure understanding of command structure during an incident.

**Response Activities**

- Provide command representatives to the City EOC and coordinate requests for additional law enforcement assistance through the Incident Management System.
- Assist in the receipt and dissemination of alert and warning information.
- Provide security to City facilities, as requested.
- Coordinate emergency traffic control throughout the City.
- Provide communication technologies (e.g. telephones, radios, and access to PD frequencies) in support of emergency operational needs.

**Recovery Activities**

- Conduct damage assessments of public safety and security facilities, including the Kirkland Justice Center, and all equipment.
- Coordinate repairs and/or replacement of damaged apparatuses and equipment.

**E. RESPONSIBILITIES**

**Lead Agency - Police Department**

- Develop emergency and evacuation plans for facilities under department management.
- Develop and maintain resource lists for equipment, personnel and supply sources.
- Provide support to the Office of Emergency Management in the dissemination of emergency warning information to the public and in the operation of the EOC.
- Enforce any special emergency orders issued by the City of Kirkland or other state or federal jurisdictions.
- Provide security and perimeter control at incident scenes and at the Kirkland EOC.
- Provide emergency traffic control.

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ESF 13: Law Enforcement

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- Assist the Public Works Department in determining satisfactory evacuation routes.
- Provide direction and control for evacuation efforts as appropriate.
- Provide assistance for urban search and rescue activities.
- Supply security for temporary morgue sites.
- Conduct windshield surveys and initial City-wide damage assessments in coordination with the Kirkland Fire Department and other city teams as appropriate.
- Provide explosive device identification, handling, and disposal during potential technological or human-caused events.
- Document field activities, emergency work, overtime and expenses.

**Support Agencies**

**NORCOM**

- Manage all calls through the 911 system and assign response to appropriate law enforcement or other agencies.
- Maintain back-up communication systems in the event that the 911 system becomes inoperable.

**Washington State Patrol**

- Assist the PD in law enforcement operations within the City of Kirkland when requested and as available.
- Lead law enforcement operations on state roadways that run through the City, particularly I-405 and SR 520.
- Coordinate and maintain liaison with the appropriate county and state departments, as identified in the Washington State Comprehensive Emergency Management Plan.

**REFERENCES**

Kirkland Police Department Policies and Procedures, Emergency Mobilization Plan (PAT-011).

**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #14  
Long Term Recovery**

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**LEAD AGENCY:** City Manager’s Office

**SUPPORT AGENCIES:** Planning and Community Development Department  
Finance and Administration Department  
Office of Emergency Management  
All City of Kirkland Departments  
King County OEM  
Washington State Military Department, Emergency Management Division  
FEMA  
Small Business Administration  
Voluntary Organizations Active in Disasters (VOAD)  
American Red Cross  
Other Community- and Faith-based Organizations

**A. INTRODUCTION**

**Purpose**

To provide guidance for the utilization and coordination of local, county, state, federal, and private resources to facilitate long-term recovery, and to reduce the effects of future incidents, whenever possible.

**Scope**

Short-term recovery involves the restoration of critical services such as emergency medical capabilities, communications, water supply, sewage service, power, and debris removal. Long-term recovery involves efforts taken to regain normal, everyday functions such as commerce and employment, public transportation, and the use of buildings, roadways, bridges, and other structures. This ESF covers the City’s efforts to restore normal, everyday functions of the city government, Kirkland businesses and residents.

**B. POLICIES**

The Finance Director (or designee) is the Applicant Agent for the City of Kirkland in events where there is a Presidential Declaration of Emergency or a Major Disaster Declaration which would require the City to file Preliminary Damage Assessments (PDAs). The Finance Department will work in conjunction with the Office of Emergency Management to manage any federally-funded recovery grant projects that result from the City’s PDAs and subsequent county/state application(s) for federal assistance.

Coordination of long-term recovery efforts within the City by community-based and faith-based organizations will be the responsibility of the Office of Emergency Management.

Long-term community recovery efforts will focus on permanent restoration of infrastructure, housing, and the local economy, with attention to mitigation of future impacts of a similar nature, whenever possible.

Should the primary EOC location at Kirkland City Hall be compromised or inoperable, the location of the EOC will be moved to the Kirkland Justice Center or to another location deemed safe and workable.

## **C. SITUATION**

### **Emergency/Disaster Conditions and Hazards**

In the event of a major disaster, the City can expect disruption and damage to communications systems, public and private utilities systems, transportation systems and other critical infrastructure, all of which will cause disruption to essential City services. Recovery may be a long-term process which will impact individuals, businesses, and government, for weeks, months, or possibly years.

### **Planning Assumptions**

This plan assumes the following:

- A safe location can be found for coordination of response and recovery.
- Resources are available; trained personnel exist to establish authority and to implement plans and procedures.
- Continuity of government and government functions will be maintained, if possible.
- The private sector is likely to be affected by shortages of food and clothing; damage to housing and loss of possessions; lack of normal employment and access to public transportation and roadways.
- To recover, residents may need to remove debris, maintain employment, access funds for repairs and provide care for children and the elderly or disabled.
- Permits and licenses may be needed for rebuilding.
- Utilities such as phones, safe drinking water and sewer services will need to be re-established.
- Supplies of food and fuels will be required.
- People will be seeking reunification with their families.
- The public will need assistance with insurance claims, public programs and consumer fraud topics.
- Personal records will need to be recovered and positive identification verified.
- Trained workers will be needed to maintain commerce and restore critical services.
- Long-term housing and historical site preservation will require attention.
- Language barriers may impede delivery of services.
- Emergency repairs will be needed on bridges, roads, and public buildings.
- Long-term business recovery strategies, codes, and ordinances may be needed.

- Emergency local expenditure ordinances may be required.

**D. CONCEPT OF OPERATIONS**

**General**

The City Manager’s Office will coordinate efforts to move from response to recovery and will advise the City Council on long-term recovery needs. The City Manager may recommend revisions to policies or ordinances to facilitate recovery efforts.

The City will assess the social and economic consequences of a major disaster to inform the development of an effective long-term recovery plan.

The City Manager’s Office and the Office of Emergency Management will work together to determine responsibilities for long-term recovery activities and will coordinate with all agencies involved in recovery to ensure a continuity of effort.

The Office of Emergency Management will coordinate with county, state, and federal agencies to facilitate the delivery of assistance programs to individuals, including the identification of appropriate sites for Disaster Recovery Centers.

In managing both short-term and long-term recovery efforts, the City Manager may form ad hoc committees or partnerships with other jurisdictions, state and federal agencies, and the private sector to advise and assist in the development of recovery plans for Kirkland.

The City will utilize the post-incident environment as an opportunity to measure the effectiveness of previous community mitigation efforts and consider necessary changes to mitigation plans when appropriate.

**Organization**

The City Manager’s Office will serve as the lead agency for the coordination of long-term recovery within the City of Kirkland. Recovery efforts will be coordinated through the Emergency Operations Center (EOC) until the EOC is closed. Once the EOC has been closed, recovery will be coordinated from the Office of Emergency Management.

The Buildings Division will coordinate post-disaster safety evaluations of damaged buildings.

The Finance Director (or designee) will act as the Applicant Agent for the City in events where there is a Presidential Declaration of Emergency or Major Disaster Declaration.

All City departments will participate in post-incident coordination activities to ensure an effective long-term recovery process. All coordination with county, state and federal agencies will be coordinated by the Office of Emergency Management.

**Procedures**

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Comprehensive Emergency Management Plan  
ESF 14: Long Term Recovery

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The Kirkland Emergency Operations Center will be activated and staffed to coordinate response efforts and support field operations, and will gather and provide situational information to assist in the development of a recovery plan.

Short-term recovery will begin as soon as immediate life-saving efforts in response to the disaster are completed.

The City's Communications Director (or designated PIO) will disseminate information about the FEMA disaster assistance registration process and other available programs to assist individuals and businesses as they become available. This information will be distributed in coordination with the King County Emergency Coordination Center whenever possible.

When necessary, the Department of Planning and Community Development will assist businesses with relocation within Kirkland.

Non-time critical missions and recovery actions affecting properties of historic significance and archeological sites will be coordinated with the State Office of Archeology and Historic Preservation.

**Mitigation Activities**

See City of Kirkland Hazard Mitigation Plan Annex to the King County Regional Hazard Mitigation Plan.

**Preparedness Activities**

- Maintain the Kirkland EOC in a state of readiness.
- Continually review the EOC roster, make replacements where necessary, and train all EOC staff.
- Routinely inventory supplies and equipment, all plans and policy documents, and all memoranda of understanding or other agreements that may be utilized during recovery.

**Recovery Activities**

- Determine long-term recovery needs and coordinate with state and federal agencies as needed for delivery of necessary long-term recovery resources and programs.
- Coordinate the operation of disaster recovery centers.
- Document recovery activities and maintain accurate expense records.

**E. RESPONSIBILITIES**

**Lead Agency - City Manager's Office**

- Lead long-term recovery planning efforts within the City.
- Advise and work with the City Council on long-term recovery issues, financial impacts, and any recommended revisions to policies or ordinances.
- Oversee coordination of all City departments, local partner organizations, and county, state and federal agencies involved in recovery efforts.

## **Support Agencies**

### **Finance and Administration Department**

- Finance Director (or designee) will act as the Applicant Agent for the City in events where there is a Presidential Declaration of Emergency or Major Disaster Declaration.
- Coordinate the collection and processing of records to document disaster expenses for the City.
- Coordinate and process disaster-related emergency purchases and emergency contracts (in consultation with the City Attorney's Office).
- Assist in identifying sources of disaster funds if departmental budgets are exceeded.
- Provide documentation and claims information to the City's insurance carriers following a disaster and process claims.
- Complete and submit Preliminary Damage Assessments (PDAs) and submit to the County.

### **Office of Emergency Management**

- Manage the EOC to coordinate response efforts and support field operations.
- Assist with gathering and provide situational assessments to be used in the development of a recovery plan. Advise City Council and the City Manager's Office on all recovery-related issues.
- Coordinate with federal, state, county, local and private organizations involved in long-term recovery activities in the City.

### **Planning and Community Development Department**

#### Planning

- Assist businesses with relocation and other recovery operations.
- Advise the City Manager's Office regarding land use for recovery operations staging and temporary housing.

#### Building

- Coordinate post-disaster safety evaluation of damaged buildings at the appropriate time after preliminary damage assessment.
- Review building codes and permit regulations that may need to be revised or waived to facilitate recovery efforts.

### **All City Departments**

- Document all costs and personnel hours associated with long-term recovery projects.
- Coordinate activities with OEM and the City Manager's Office.
- Assist with the development of a city-wide long-term recovery plan as needed.
- Train department personnel in the implementation of the recovery plan and operational procedures.

### **King County Emergency Coordination Center**

- Coordinate county, state and federal long-term recovery assistance with communities within King County.

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ESF 14: Long Term Recovery

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- Forward requests from the City to the State Emergency Operations Center and facilitate communication between the two agencies.

**Washington State Emergency Operations Center**

- Support local long-term recovery and mitigation activities with available resources.
- Coordinate federal assistance with King County and/or the City.

**F. REFERENCES**

National Disaster Recovery Framework.

City of Kirkland Hazard Mitigation Plan Annex to the King County Regional Hazard Mitigation Plan.

Regional Coordination Framework for Disasters and Planned Events in King County.

**CITY OF KIRKLAND, WASHINGTON  
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**EMERGENCY SUPPORT FUNCTION #15  
Public Affairs**

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**LEAD AGENCY:** City Manager’s Office

**SUPPORT AGENCIES:** Office of Emergency Management  
All City Departments  
King County Emergency Coordination Center

**A. INTRODUCTION**

**Purpose**

This document is designed to provide guidance for the effective development and delivery of accurate, coordinated, and timely incident-related information to affected audiences, including the citizens of the City of Kirkland, City personnel and their families, and all public and private partners.

**Scope**

This Emergency Support Function (ESF) addresses the public information strategies of the City and outlines the responsibilities for processing, coordinating, and disseminating incident-related information to all audiences.

**B. POLICIES**

The City of Kirkland government recognizes the importance of providing vital health and safety information to affected populations and will do everything possible to ensure that the information is consistent, accurate, complete, and promptly delivered using communication methods that will disseminate the information as widely as possible to affected populations and the general public, including those with alternate communication needs.

The City Communications Program Manager of the City Manager’s Office is designated as the Lead Public Information Officer (PIO) for the City’s Emergency Operations Center (EOC).

The Lead PIO will conduct training with the PIO team in emergency communication methods.

During non- and activated EOC incidents, the City will implement all traditional and non-traditional means of communication.

During non-activated EOC incidents, public information will be coordinated between the Communications Program Manager and the Office of Emergency Management (OEM). During incidents that require emergency public information from the City, the City will monitor both traditional media outlets as well as social media to gain situational awareness and may employ a Virtual Operations Support Team (VOST) in support of this effort. The VOST will fall under the Public Information Officer in the EOC chain of command.

The EOC Incident Commander or her/his designee and the PIO or her/his designee will approve all press releases.

The City may provide PIO support to the King County Emergency Coordination Center (KCECC).

## **C. SITUATION**

### **Emergency/Disaster Conditions and Hazards**

Kirkland is subject to a number of hazards both natural and human-caused that may negatively impact communications systems.

Natural and human-caused incidents may cause damage to communications systems and cause disruption to essential services.

### **Planning Assumptions**

In a disaster or major emergency, Kirkland's communications systems will likely sustain damage or be impacted which will result in disruption or shut-down of portions of some or all communications systems.

In the event of a disaster or emergency situation, the public, employees, and the media will need the City to provide accurate and timely incident-related information.

Within affected areas, normal means of communication may be either destroyed or largely incapacitated; therefore only limited information should be anticipated from the disaster area until communication can be restored.

Demands for information from media outside the City will be significantly increased during and after a disaster.

City PIO support personnel may be limited during an incident.

## **D. CONCEPT OF OPERATIONS**

### **General**

Any or all of the following methods may be utilized to relay emergency information to the public:

- Print, radio and television media
- City County, State and Federal websites and social media accounts
- City email distribution lists (List Serv)
- Emergency Alert System (EAS) –King County Dispatch
- Reverse 9-1-1® Community Warning System (NORCOM)
- Generator-powered reader board signs at city fire stations

ESF 15 will coordinate with ESF 2 as needed.

It is anticipated that in some circumstances emergency public information may need to be released from field command posts. Contact will be established between the Lead PIO

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ESF 15: Public Affairs

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in the EOC and the field staff to coordinate the release of information pertaining to the incident.

The City of Kirkland PIO staff will post emergency public information to the City's website and social media accounts (Twitter and Facebook) as well as to the Regional Public Information Network (RPIN) as deemed appropriate.

Information will be shared with surrounding affected and non-affected jurisdictions through a Joint Information System (JIS). Under NIMS, a JIS is designed to effectively manage public information at an incident, regardless of the size and complexity of the situation or the number of entities involved in the response.

When activated, the King County Emergency Coordination Center (KCECC) and the Washington State Military Department, Emergency Management Division (WAEMD) EOC may also release incident-related information to the affected audiences and the public.

Should the City of Kirkland be affected by a multi-agency emergency response incident, public information support may be provided by the U.S. Homeland Security/Federal Emergency Management Agency (FEMA).

In the event of a terrorist incident, the release of information to the public may be coordinated with the Federal Bureau of Investigation (FBI) and other Federal agencies.

Depending on the size and scope of the incident, the Washington State Military Department, Emergency Management Division (EMD) and FEMA may establish a Joint Information Center (JIC) to coordinate federal, state, and local information sharing.

### **Organization**

The City Communications Program Manager (City Manager's Office) is designated as the lead Public Information Officer (PIO) for the Emergency Operations Center (EOC). Additional PIO support will be determined by the size and scope of the incident and may include public affairs and social media specialists who will work under the direction of the PIO and the Incident Commander.

During an emergency incident that has prompted the City of Kirkland to activate its EOC, public information will be coordinated through the PIO function that is established with the command function of the EOC.

During an emergency incident that has not prompted the activation of the City's EOC, public information will be coordinated between the Communications Program Manager and staff of the City's OEM.

### **Procedures**

Media briefings will normally take place at Kirkland City Hall. In the event that City Hall is not functional or communications are inadequate, an alternate location will be identified and announced by the Lead PIO.

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The PIO will utilize the PIO Emergency Checklist for guidance during incidents which require the dissemination of emergency public information.

The Emergency Manager or her/his designee will help the Public Information Officer coordinate Emergency Alert System (EAS). Activation of the Emergency Alert System is coordinated through King County Office of Emergency Management.

The PIO will maintain a record of public information released and all public affairs activities, using the NIMS Form 214 or similar means of documentation.

**Preparedness Activities**

- Regularly review the PIO Emergency Checklist and make revisions to policies and/or procedures for the release of public information when necessary.
- Train and exercise members of the City's PIO Team and VOST.

**Response Activities**

- Provide designated representatives to the EOC.
- Make emergency notifications and warnings as needed.
- Establish communication with and gather information from first responders, public and private partner organizations, and the general public.
- Coordinate communications and the release of information with the King County Emergency Coordination Center and other support agencies.

**Recovery Activities**

- Provide public information related to recovery efforts throughout the City, especially regarding recovery assistance, disaster recovery centers, damage assessments and recovery planning.

**E. RESPONSIBILITIES**

**Lead Agency - City Manager's Office**

- Establish and maintain standard operating procedures for use during emergencies, pre-establish priorities for release of emergency information; establish contact with media; develop information dissemination channels and systems.
- Gather emergency public information for timely release to the public, with approval by the Incident Commander and PIO.
- Give information briefings to City officials, King County, State Emergency Management Division, news media and the public.
- Coordinate with King County when information is to be released via the Emergency Alert System.
- Determine appropriate location(s) for public official and media briefings.
- Oversee all City-issued media releases.
- Use city communications resources to disseminate information including the City website, social media accounts, and television stations.
- Provide a liaison to work with Federal, State or County Public Information Officer(s), if resources are available.
- Maintain the PIO EOC Checklist (Appendix 1).
- Record current updates on the 24-Hour Event Information Line during major incidents.

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- Coordinate dignitary visits upon request.

**Office of Emergency Management**

- Upon request, provide logistical support to the PIO for the efficient dissemination of emergency public information.
- If needed, request additional PIO personnel either through the Zone 1 Public Information Officer network or through the Logistics Section if the City EOC is activated.

**All City Departments**

- Provide timely information to the EOC regarding field activities and incident-related public information.

**King County Emergency Coordination Center**

- Administer the Regional Public Information Network website ([www.rpin.org](http://www.rpin.org)) and ensure timely posting of emergency news alerts and advisories.

**F. APPENDICES/ATTACHMENTS**

Appendix 1: Public Information Officer Checklist

Appendix 2: Emergency News Release Template

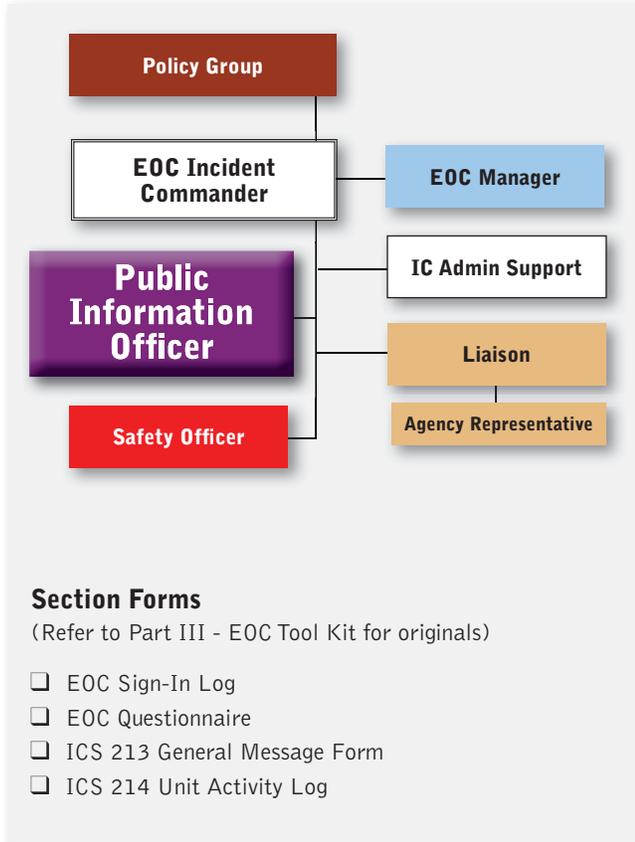
Appendix 3: Instructions to Record the 24-Hour Event Hotline

**G. REFERENCES**

City of Kirkland, CEMP, ESF #2: Communications and Warning  
King County Regional Disaster Response Plan, ESF #15 – External Affairs/Public Information

# Appendix 1

## Public Information Officer – Roles and Responsibilities



The description below represents the basic roles and responsibilities during an EOC activation for the position listed above. These are the most basic and generic descriptions, and during the course of events, may be changed.

### Reports to EOC Incident Commander

#### Role

Collect, validate, and disseminate information to the public and media in accordance with the City of Kirkland Public Information Plan and the goals of the Policy Group, Mayor and EOC Incident Commander (IC).

#### Responsibilities

- Establish public information goals and objectives for the emergency response that ensures accurate and timely information to the news media, citizens, government officials, and other interested parties.
- Field phone calls from media representatives and communicate the information in line with the goals and objectives of the City of Kirkland Public Information Plan, the Policy Group, Mayor and EOC IC.
- Give media information about time/place of upcoming media events.
- Participate in the Joint Information System and Center, as appropriate.
- Reiterate previously issued facts to ensure a common understanding to the media.
- Establish and maintain an Incident "Fact Sheet" to assist community call takers communicate a consistent message.
- Coordinate dignitary visits.
- Manage internal communications for City personnel.

## Public Information Officer – Major Responsibilities and Tasks Checklist

The following checklist should be considered as a minimum requirement for this position. Users of this checklist should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

<b>Start-up Actions</b>	
<input type="checkbox"/>	Check in to the EOC upon arrival.
<input type="checkbox"/>	Sign the EOC Sign-In Log as the Public Information Officer, noting the date and time of assuming the position.
<input type="checkbox"/>	Don the Public Information Officer vest and take custody of the PIO supplies.
<input type="checkbox"/>	Coordinate with the EOC Incident Commander (IC) for your operating location and set up your workspace.
<input type="checkbox"/>	Review your position responsibilities checklist.
<input type="checkbox"/>	Initiate and maintain ICS forms and logs, including the Unit Activity Log (ICS 214) to include the following: <ul style="list-style-type: none"> <li>• Messages received.</li> <li>• Actions taken.</li> <li>• Jurisdictions represented.</li> <li>• Decision reasoning and documentation.</li> <li>• Requests filled.</li> <li>• EOC personnel assigned to your Section.</li> </ul>
<input type="checkbox"/>	Determine the need for group or unit establishment, make required personnel assignments as staff arrives at the EOC.
<input type="checkbox"/>	Request additional resources through the appropriate Logistics Section Unit.
<input type="checkbox"/>	Anticipate situations and problems before they occur.
<input type="checkbox"/>	Initiate City of Kirkland Public Information Plan.
<b>Operational Duties</b>	
<input type="checkbox"/>	Secure guidance from the EOC IC regarding the release of available information.
<input type="checkbox"/>	Keep the EOC IC advised of all unusual requests for information and of all major critical or unfavorable media comments.
<input type="checkbox"/>	Coordinate all media events with the EOC IC.
<input type="checkbox"/>	Ensure that all departments, agencies and response organizations in the jurisdiction are aware that they must coordinate release of emergency information through the PIO and that all press releases must be cleared with the EOC IC before releasing information to the media.
<input type="checkbox"/>	Establish a Media Information Center at a site away from the EOC, Command Post and incident for media use and dissemination of information. Provide for workspace, materials, telephones and staffing. Announce safe access routes to Media Information Center for media.
<input type="checkbox"/>	Schedule and post times and locations of news briefings in the EOC, Media Information Center and other appropriate areas.
<input type="checkbox"/>	Prepare and provide appropriate information to the media. Post news releases in the EOC, Media Information Center and other appropriate areas.
<input type="checkbox"/>	Develop an information release program.
<input type="checkbox"/>	Make arrangements to ensure that visually, hearing, and language impaired citizens have access to the same public information being presented.

## Public Information Officer – Major Responsibilities and Tasks Checklist, cont...

<b>Operational Duties cont...</b>	<input type="checkbox"/>	Review current Incident Objectives (ICS 202) and observe incident operations.
	<input type="checkbox"/>	Interact with other branches/groups/units to provide and obtain information relative to public information operations.
	<input type="checkbox"/>	Coordinate with Situation Status Unit of the Planning Section and define areas of special interest for public information action. Identify means for securing the information as it is developed.
	<input type="checkbox"/>	Maintain up-to-date picture of situation for presentation to the media.
	<input type="checkbox"/>	Obtain, process, and summarize information in a form usable for presentations.
	<input type="checkbox"/>	Provide periodic briefings and press releases about the disaster situation throughout the affected areas.
	<input type="checkbox"/>	Coordinate press releases with incident level PIOs to get specific information.
	<input type="checkbox"/>	Periodically prepare briefings for the Policy Group.
	<input type="checkbox"/>	Provide copies of all releases to the EOC IC.
	<input type="checkbox"/>	Ensure rumor control function is established as necessary, and has the means for identifying false or erroneous information. Develop procedure used to squelch such information.
	<input type="checkbox"/>	Provide sufficient staffing and telephones to efficiently handle incoming media and public calls and to gather information (use WebEOC if available).
	<input type="checkbox"/>	Prepare, update and distribute to the public a Disaster Assistance Information Directory containing locations to obtain food, shelter, supplies, health services, etc.
	<input type="checkbox"/>	Prepare a briefing/fact sheet to be distributed to all employees at the beginning of each shift so they can answer questions from the public.
	<input type="checkbox"/>	Broadcast emergency information/updates on local cable channel either through message boards or live taping.
	<input type="checkbox"/>	Arrange for meetings between media and officials or incident personnel.
	<input type="checkbox"/>	Determine which radio and TV stations are operational.
	<input type="checkbox"/>	Continue to monitor broadcast media and use information to develop follow-up news releases and rumor control.
	<input type="checkbox"/>	Ensure that announcements, information and materials are translated and prepared for special populations and are going out through various means (alternate language stations/papers/closed captions/text messages).
	<input type="checkbox"/>	Issue other information pertaining to the incident (acts of heroism, historical property damage, prominence of those injured or killed, other human interest stories).
	<input type="checkbox"/>	Ensure file copies are maintained of all information released.
<input type="checkbox"/>	Collect and transmit information summaries and Unit Activity Logs (ICS 214) to the Documentation Unit at the end of each operational period.	
<input type="checkbox"/>	Incorporate all releases into EOC situation reports.	
<b>Establish a Joint Information Center as Required</b>	<input type="checkbox"/>	Establish a Joint Information Center adjacent to the EOC where it will not interfere with the EOC activities and is separate from the <i>media information center</i> .
	<input type="checkbox"/>	Contact the Logistics/Facilities Unit for any support required to set up the Joint Information Center (JIC). Contact the agencies and/or jurisdictions to inform them of the activation of the Joint Information Center/Joint Information System.

## Public Information Officer – Major Responsibilities and Tasks Checklist, cont...

<b>Establish a Joint Information Center as Required, cont...</b>	<input type="checkbox"/>	Once activated, all future releases should be coordinated through the JIC .
	<input type="checkbox"/>	Lead PIO of JIC obtains approval from those in authority before releases are made.
	<input type="checkbox"/>	When operational activities decline, the JIC will begin to transfer public information functions back to the responsible jurisdictions and agencies.
	<input type="checkbox"/>	Coordinate Press Conferences and brief incident personnel on facts.
	<input type="checkbox"/>	Provide personnel involved in the Press Conference with reference materials pertaining to the incident.
<b>Response to Special Requests for Information</b>	<input type="checkbox"/>	Receive requests for information.
	<input type="checkbox"/>	Determine if policies have been established to handle requests, and if so, proceed accordingly (e.g. request for public information from media).
	<input type="checkbox"/>	Obtain any required permission to satisfy request (i.e., incident commander, city attorney).
	<input type="checkbox"/>	Determine if requested information is currently available.
	<input type="checkbox"/>	Determine if currently unavailable information can be reasonably obtained by contacting incident personnel.
	<input type="checkbox"/>	Assemble the desired and/or available information and provide it to the requesting party (fill out appropriate forms if necessary) or advise of the inability to do so, as the case may be.
	<input type="checkbox"/>	Coordinate as necessary, for news media flights into the incident area.
	<input type="checkbox"/>	Coordinate as necessary, for dignitary flights into the incident area.
	<input type="checkbox"/>	Provide for appropriate protective clothing to visiting dignitaries and media as necessary.
<b>Deactivation</b>	<input type="checkbox"/>	Upon shift change or termination of the EOC: <ul style="list-style-type: none"> <li>• Fully brief your relief on events and status of actions being taken.</li> <li>• Turn over a set of logs to your replacement.</li> <li>• Give all required forms, logs, and reports (timesheets, materials, and equipment) to the Documentation Unit at the end of your operational period.</li> </ul>
	<input type="checkbox"/>	Ensure that any open action items will be assigned and completed after the deactivation.
	<input type="checkbox"/>	Provide input and feedback to the After Action Report by submitting an EOC Questionnaire (in EOC Tool Kit).
	<input type="checkbox"/>	Determine what follow-up may be required before you leave.
	<input type="checkbox"/>	Deactivate the Public Information position and close out logs when authorized by the EOC IC.
	<input type="checkbox"/>	Leave forwarding phone numbers where you can be reached.

## Emergency Update Hotline (Public) 587-3767

### How to change the voice message for EOC Activation Status

Currently anyone on the Emergency Management Action Team (EMAT) Outlook Distribution List should be able to do this.

#### Step 1

Using any phone, dial (425) 587-4477. From a city phone you only need to dial 4477.

#### Step 2

You will hear a greeting that you've reached the Announcement Recorder. Press **[1]** when prompted to proceed.

#### Step 3

Next, you will be asked to enter your ID (**your OWN voicemail box number a.k.a. the last 4 digits of your city phone number**) followed by pressing **[#]**.

#### Step 4

You will then be asked to enter your password (**your OWN voicemail password**) followed by pressing **[#]**.

#### Step 5

Next, you will be asked to enter the extension of the call handler (**enter 3767**) followed by pressing **[#]**.

#### Step 6

Here's where you can record your greeting. There are only 3 options you should work with as follows:

- Press **[1]** to Toggle between the Standard Greeting and the Alternate Greeting, or
- Press **[2]** to play or record your Standard Greeting
- Press **[6]** to play or record an Alternate Greeting

In general, you will want to record a Standard Greeting and make sure it is set up to actually play the Standard Greeting at all times. The Alternate Greeting is helpful if you want to temporarily play another message for a set period of time and then automatically return to the Standard Greeting after that time period is over.

## Employee Update Hotline 587.3770

### How to change the voice message for EOC Activation Status

Currently anyone on the Emergency Management Action Team (EMAT) Outlook Distribution List should be able to do this.

#### Step 1

Using any phone, dial (425) 587-4477. From a city phone you only need to dial 4477.

#### Step 2

You will hear a greeting that you've reached the Announcement Recorder. Press **[1]** when prompted to proceed.

#### Step 3

Next, you will be asked to enter your ID (**your OWN voicemail box number a.k.a. the last 4 digits of your city phone number**) followed by pressing **[#]**.

#### Step 4

You will then be asked to enter your password (**your OWN voicemail password**) followed by pressing **[#]**.

#### Step 5

Next, you will be asked to enter the extension of the call handler (**enter 3767**) followed by pressing **[#]**.

#### Step 6

Here's where you can record your greeting. There are only 3 options you should work with as follows:

- Press **[1]** to Toggle between the Standard Greeting and the Alternate Greeting, or
- Press **[2]** to play or record your Standard Greeting
- Press **[6]** to play or record an Alternate Greeting

In general, you will want to record a Standard Greeting and make sure it is set up to actually play the Standard Greeting at all times. The Alternate Greeting is helpful if you want to temporarily play another message for a set period of time and then automatically return to the Standard Greeting after that time period is over.

# Appendix 2



**City of Kirkland**  
**EMERGENCY NEWS RELEASE**

**123 – Fifth Avenue**  
**Kirkland, WA 98033**

[www.kirklandwa.gov](http://www.kirklandwa.gov)  
<https://twitter.com/kirklandgov>

Month, Date, Year (Tahoma font 11 pt)

Time

Event #: Issued by the State

**Headline (Tahoma font 18 pt)**

*Subheadline (Tahoma font 14 pt italics)*

Contact: Lead PIO

Kirkland Emergency Operations Center

Email

425-587-XXXX (EOC PHONE NUMBER)

CELL PHONE

**KIRKLAND, Wash –**

- Body text of news release should be Tahoma font 11 point
- Paragraph spacing should be 1.5 spaces
- Write in 3<sup>rd</sup> person
- Lead paragraph should include the Who, What, Where, When, Why. Need to grasp reader's attention.
- 2<sup>nd</sup> paragraph may include a quote to emphasize key message. Get authorization from person attributed to quote. (i.e. Mayor)
- 3<sup>rd</sup> paragraph should give background information, facts
- Last paragraph should include contact information (name, title, phone, email, website)
- Spell check document
- Have someone proof release before issuing
- Refer to AWC "How to Write a Press Release" checklist for additional tips

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