



CITY OF KIRKLAND

CITY COUNCIL

Penny Sweet, Mayor • Jay Arnold, Deputy Mayor • Neal Black • Kelli Curtis
Amy Falcone • Toby Nixon • Jon Pascal • Kurt Triplett, City Manager

Vision Statement

Kirkland is one of the most livable cities in America. We are a vibrant, attractive, green and welcoming place to live, work and play. Civic engagement, innovation and diversity are highly valued. We are respectful, fair and inclusive. We honor our rich heritage while embracing the future. Kirkland strives to be a model, sustainable city that values preserving and enhancing our natural environment for our enjoyment and future generations.

123 Fifth Avenue • Kirkland, Washington 98033-6189 • 425.587.3000 • TTY Relay Service 711 • www.kirklandwa.gov

AGENDA

KIRKLAND CITY COUNCIL MEETING

City Council Chamber
Tuesday, October 19, 2021
5:30 p.m. – Study Session
7:30 p.m. – Regular Meeting

COUNCIL AGENDA materials are available on the City of Kirkland website www.kirklandwa.gov. Information regarding specific agenda topics may also be obtained from the City Clerk's Office on the Friday preceding the Council meeting. You are encouraged to call the City Clerk's Office (425-587-3190) or the City Manager's Office (425-587-3001) if you have any questions concerning City Council meetings, City services, or other municipal matters. The City of Kirkland strives to accommodate people with disabilities. Please contact the City Clerk's Office at 425-587-3190. If you should experience difficulty hearing the proceedings, please bring this to the attention of the Council by raising your hand.

PLEASE CALL 48 HOURS IN ADVANCE (425-587-3190) if you require this content in an alternate format or if you need a sign language interpreter in attendance at this meeting.

ITEMS FROM THE AUDIENCE provides an opportunity for members of the public to address the Council on any subject which is not of a quasi-judicial nature or scheduled for a public hearing. (Items which may not be addressed under Items from the Audience are indicated by an asterisk*.) The Council will receive comments on other issues, whether the matter is otherwise on the agenda for the same meeting or not. Speaker's remarks will be limited to three minutes apiece. No more than three speakers may address the Council on any one subject. However, if both proponents and opponents wish to speak, then up to three proponents and up to three opponents of the matter may address the Council.

1. *CALL TO ORDER*
2. *ROLL CALL*
3. *STUDY SESSION*
 - a. Equity Plan of Record Update
4. *HONORS AND PROCLAMATIONS*
 - a. Walk and Roll to School Month Proclamation
 - b. Code Enforcement Month Proclamation
5. *COMMUNICATIONS*
 - a. *Announcements*
 - b. *Items from the Audience*
 - c. *Petitions*
6. *PUBLIC HEARINGS*
7. *SPECIAL PRESENTATIONS*
 - a. COVID-19 Update

PUBLIC HEARINGS are held to receive public comment on important matters before the Council. You are welcome to offer your comments after being recognized by the Mayor. After all persons have spoken, the hearing is closed to public comment and the Council proceeds with its deliberation and decision making.

***QUASI-JUDICIAL MATTERS** Public comments are not taken on quasi-judicial matters, where the Council acts in the role of judges. The Council is legally required to decide the issue based solely upon information contained in the public record and obtained at special public hearings before the Council. The public record for quasi-judicial matters is developed from testimony at earlier public hearings held before a Hearing Examiner, the Houghton Community Council, or a city board or commission, as well as from written correspondence submitted within certain legal time frames. There are special guidelines for these public hearings and written submittals.

ORDINANCES are legislative acts or local laws. They are the most permanent and binding form of Council action, and may be changed or repealed only by a subsequent ordinance. Ordinances normally become effective five days after the ordinance is published in the City's official newspaper.

RESOLUTIONS are adopted to express the policy of the Council, or to direct certain types of administrative action. A resolution may be changed by adoption of a subsequent resolution.

b. Resolution R-5434 Update

8. *CONSENT CALENDAR*

a. *Approval of Minutes*

(1) October 5, 2021

b. *Audit of Accounts*

c. *General Correspondence*

d. *Claims*

(1) Claims for Damage

e. *Award of Bids*

f. *Acceptance of Public Improvements and Establishing Lien Period*

g. *Approval of Agreements*

h. *Other Items of Business*

(1) Major Development Projects List and Planning Work Program Update

(2) Resolution R-5496, Approving an Eastside Transportation Partnership Interlocal Agreement Between King County, East King County Jurisdictions, and Snohomish County to Support Multi-Jurisdictional Planning and Coordinated Transportation Planning on Behalf of Those Jurisdictions

(3) August 2021 Financial Dashboard Report

(4) Procurement Report

9. *BUSINESS*

a. Olympic Pipe Line Franchise Renewal

(1) Ordinance O-4767 and its Summary, Granting Olympic Pipe Line Company LLC, a Delaware Limited Liability Company, its Successors and Assigns, a Nonexclusive Franchise to Construct, Operate, Maintain, Remove, Replace, and Repair Existing Pipeline Facilities, Together with Equipment and Appurtenances Thereto, for the Transportation of Petroleum Products Within and Through the Franchise Area of the City of Kirkland

b. Fire Stations Improvements Update

- c. Comprehensive Emergency Management Plan (CEMP) Adoption
 - (1) Resolution R-5497, Adopting the City of Kirkland 2021 Comprehensive Emergency Management Plan
- d. Teen Services Update
- e. 2022 State Legislative Priorities Draft Review
- f. Solid Waste Contract Procurement Rates Discussion

10. REPORTS

- a. *City Council Regional and Committee Reports*
- b. *City Manager Reports*
 - (1) Legislative Request Memoranda
 - (a) Anti-Idling Campaign
 - (2) Calendar Update

ITEMS FROM THE AUDIENCE

Unless it is 10:00 p.m. or later, speakers may continue to address the Council during an additional Items from the Audience period; provided, that the total amount of time allotted for the additional Items from the Audience period shall not exceed 15 minutes. A speaker who addressed the Council during the earlier Items from the Audience period may speak again, and on the same subject, however, speakers who have not yet addressed the Council will be given priority. All other limitations as to time, number of speakers, quasi-judicial matters, and public hearings discussed above shall apply.

11. ITEMS FROM THE AUDIENCE

12. EXECUTIVE SESSION

13. ADJOURNMENT

EXECUTIVE SESSIONS may be held by the City Council only for the purposes specified in RCW 42.30.110. These include buying and selling real property, certain personnel issues, and litigation. The Council is permitted by law to have a closed meeting to discuss labor negotiations, including strategy discussions.



CITY OF KIRKLAND
City Manager's Office
123 Fifth Avenue, Kirkland, WA 98033
425-587-3001

MEMORANDUM

To: Kurt Triplett, City Manager

From: James Lopez, Deputy City Manager, External Affairs
David Wolbrecht, Senior Neighborhood Services Coordinator

Date: October 8, 2021

Subject: EQUITY PLAN OF RECORD UPDATE

RECOMMENDATION:

It is recommended that the City Council hear a presentation by Chanin Kelly-Rae, President and CEO of Chanin Kelly-Rae Consulting LLC on the executive summary of the City's diversity, equity, and inclusion gap analysis and recommendations (Attachment A).

BACKGROUND DISCUSSION:

On August 4, 2020, the City Council adopted Resolution R-5434 to ensure the safety and respect of Black people and dismantle structural racism in Kirkland (Attachment B). Section 3b of R-5434 called for "Contracting for a comprehensive City organizational equity assessment to identify gaps in diversity, equity and inclusion in all areas of City policy, practice and procedures, and to identify proposed actions steps to address these gaps." The City contracted with Chanin Kelly-Rae Consulting LLC to conduct this assessment, as she had conducted the organization-wide diversity and implicit bias training for all City staff throughout 2019. Retaining Ms. Kelly-Rae for the organizational equity assessment strategically leveraged the trusted relationships and shared understanding that were developed during the 2019 training process.

The purpose of a comprehensive organizational equity assessment is to allow City Council, City staff, and the community to better understand issues related to organizational and community inequities and to identify strategies for addressing those inequities in City government and the community. As part of the organizational equity needs assessment, Ms. Kelly-Rae has guided a gap analysis and strategic planning process involving the community to better position the City in identifying internal and external growth opportunities relative to the areas of diversity, equity, and inclusion. The result of this work will be an "Equity Plan of Record", which is intended to inform various programs, policies, and practices across the City organization, not just those identified in R-5434.

Ms. Kelly-Rae's approach to the organizational equity needs assessment is separated into five phases: Implicit Bias Training, Planning and Scoping, Organizational Equity Needs Assessment, Gap Analysis, Presentation and Publication of Equity Plan of Record. Since January 2021, Ms. Kelly-Rae has conducted numerous one-on-one interviews, focus groups, employee listening sessions, community meetings, an all-staff survey, a community survey, and strategic document review. Ms. Kelly-Rae provided an update on her work at the May 4, 2021 City Council [Study](#)

Session.¹ Informed by her research, Ms. Kelly-Rae has compiled executive summary findings of her diversity, equity, and inclusion gap analysis and recommendations. Ms. Kelly-Rae will present those findings for Council review and discussion.

As part of that work, Ms. Kelly-Rae worked closely with City staff on the draft City's Diversity, Equity, Inclusion, and Belonging (DEIB) Five Year Roadmap (Attachment C), which will be one chapter of the City's Equity Plan of Record. The DEIB Five Year Roadmap is structured to align with the King County Equity and Social Justice Strategic Plan and contains the same six goal areas as the King County plan. Within those six goal areas are currently a total of 18 goals and 67 objectives. Ms. Kelly-Rae and her team are still integrating additional community and City data and feedback, and additional goals and/or objectives may still be forthcoming. However, the goals and objectives that are currently drafted are not anticipated to change substantively.

NEXT STEPS

The intent after Council reviews the gap analysis and draft DEIB Roadmap is for staff to share the draft DEIB Roadmap with the community and those who attended the R-5434 focus groups for feedback and suggestions. Ms. Kelly-Rae will also convene her community diversity advisory group for review of the document. Both of these efforts will help inform potential Council adoption of the final DEIB Roadmap in January 2022. Implementing the final DEIB Roadmap will become the work program for the DEIB Manager once the position is filled. In the meantime, staff will proceed with DEIB Roadmap objectives that are listed as Q4 2021 actions.

Attachment A: Diversity, Equity, and Inclusion Gap Analysis and Recommendations

Attachment B: Resolution R-5434

Attachment C: Draft Diversity, Equity, Inclusion, and Belonging Five Year Roadmap

¹ City Council Study Session, May 4, 2021. https://www.kirklandwa.gov/files/sharedassets/public/city-council/agenda-documents/2021/may-4-2021/3b_study-session.pdf



ASSESSMENT OF CITY OF
KIRKLAND'S
EFFORTS ON DIVERSITY,
EQUITY, INCLUSION &
BELONGING

EXECUTIVE SUMMARY
October 19, 2021

The City of Kirkland has declared itself a safe, inclusive, and welcoming community for all people. Together, we are concerned with the welfare of all people who live, work, or visit the city. Our goal is that everyone feels respected, valued, and has a sense of belonging.



Overview

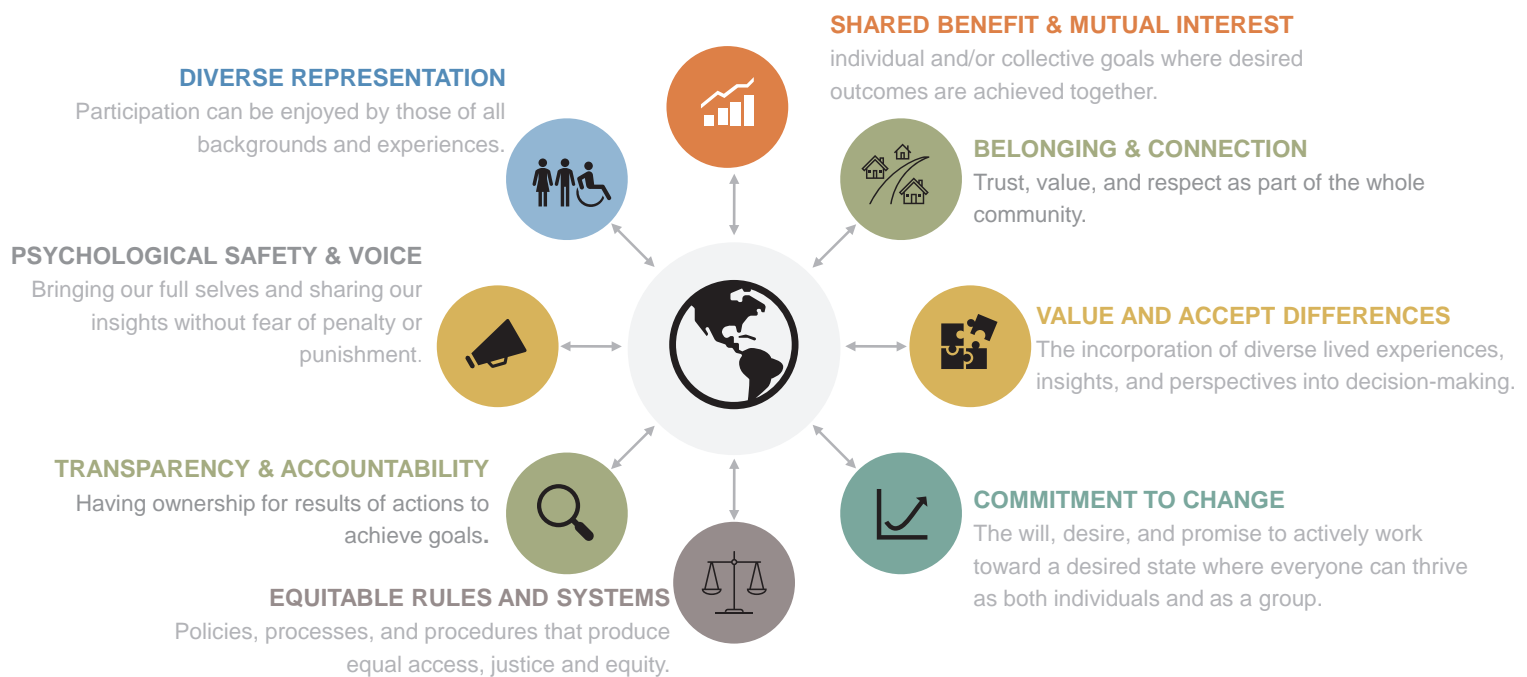
- The Purpose of the Organizational Equity Assessment and Gap Analysis: Historical Background & Background Discussion
- Review Process and methodology of assessment
- Presentation of Assessment Report Findings – Executive Summary
- Highlight of Recommendations
- Acknowledgements

Background Discussion

- Following the tragic killing of George Floyd by a police officer on May 25, 2020 in Minneapolis, Minnesota, numerous marches and rallies were held in Kirkland calling for an end to structural racism and for the City to demonstrate that Black lives matter.
- At the June 16, 2020 Council meeting, the Council issued a statement directing the City Manager to develop a framework for the City's response to the community.
- At the July 7, 2020 Council meeting, the Council held a public hearing on the draft framework, Resolution R-5434.
- At the July 21, 2020, Council meeting, the Council received further community feedback on the revised resolution and adopted various amendments to it.

8 Drivers of Diversity, Equity, Inclusion & Belonging

Critical elements that promote, support, maintain, and sustain best practices of DEIB.



Review Process and Methodology of Assessment

Diversity, Equity, Inclusion, and Belonging [DEIB] Strategic Project Mapping Initiative Milestones



ID	Deliverable Task
1	Formation of DEIB Strategic Advisory Group
2	D&I staffing assignment for DEIB Project Initiative
3	Develop framework and scope for needs assessment
4	Community Diversity Advisory Group [CDAG] Structured
5	Review of internal data, policies, and related documents
6	Administration of individual interviews, forums, surveys for needs assessment, gap analysis.
7	Conduct focus groups, forums with relevant stakeholders to secure input on city programs and services
8	Gap Analysis. Data analysis of all data/insights collected resulting in recommendations for action
9	Departmental Planning and Strategy for Equity Planning and Strategic Alignment
10	Kirkland City Council Retreat
11	Equity Plan of Record – Organizational development and diversity management plan, DEI Dashboard/Output goals
12	Community Engagement and Outreach Activities
13	Staff Diversity & Inclusion Training



Presentation of Assessment Report Findings

Gap Analysis Results and Key Findings are organized into the following focus areas:

1. Leadership Insights - Kirkland Director's Team, Houghton Community Council, Kirkland City Council
2. Staff Insights – Employees of the City of Kirkland
3. Community Insights – Business owners/operators, residents, students, visitors, and community stakeholders with an interest in the City of Kirkland.
4. Organizational Document Review Findings – Policies, processes, and procedures governing the City of Kirkland's operations and budget impacting diversity, equity, inclusion, and belonging.

High Level Leadership Insights

The assessment defines “leaders” as members of the Kirkland Director's Team (City Manager and Department Directors), Kirkland City Council Members, and Houghton Community Council Members. Each leader participated in 1:1 interviews to assess workplace, workforce, and community culture relative to diversity, equity, inclusion, and belonging in the City of Kirkland. The following represents themes from their interview responses:

Diversity, Equity, Inclusion and Belonging (DEIB) conversations, strategies, and engagement represent a value-add for the community and city government because this represents a vehicle to constructively engage in meeting the needs of an increasingly diverse city.

Leadership commitment is seen as higher today than at any other time over the past several years.

Leaders see their individual roles as modeling best practices and behaviors, partnering with staff and community to find solutions to today's challenges, and better communicating current efforts and successes.

The biggest missed opportunity was waiting to engage in a more formal, structured process to develop a DEI strategy plan.

The biggest win has been to engage in the process of a formal process to develop the DEI Strategic Plan in partnership with the community.

Most leaders believed that DEI efforts have been more reactive than proactive over the past five (5) years.



High Level Staff Insights – Focus Groups

There were a total of 10 Staff Listening Sessions

3 – All Staff (Virtual)

3 Kirkland Police Department (In-Person)

4 Kirkland Fire Department (In-Person)

What follows are representative samples of insights shared by staff during Listening Sessions (Focus Groups) to collect insights and experiences shared by staff as employees of the City of Kirkland.

There was a consistent theme among skilled trade female staff that participated in the listening sessions that shared a strong concern over physical safety, specifically unwanted touching by male supervisors in positions of authority.

Some staff that did not have the benefit of a college degree shared that they don't always feel like there is an opportunity to advance to manager or leadership roles. Those same participants were unclear on the competencies and requirements to advance beyond their current role.

Most staff participants felt that they could trust their immediate supervisor, but the same sentiment was not consistently shared when referencing senior (Director level) leaders. Staff are more likely to trust the leaders closest to them in the chain of command.

Sworn officers and Non-Sworn Officers (Police and Fire) were more likely than not to express distrust in senior leadership outside of their departments. Many shared instances of having been made promises of transparency and collaboration, and felt those commitments were not kept.

Many staff with Kirkland Fire Department shared that they are understaffed, overworked, and do not have the operational resource staffing support that promotes good order. There are generally a small number of officers in the fire houses that take on the additional role of ordering supplies and ensuring that equipment needs are in order during their off hours, down time, or stay on additional hours to ensure that the station operates to high standards. They "burn out," but do these tasks because they must be done.

Kirkland Police officers express low morale, feel targeted and attacked, and share that they are scapegoats when the City Council and City Manager's office cannot find solutions to difficult community problems; i.e. housing insecure residents living in RVs or unsheltered locations, people experiencing mental illness, teens drinking in the park during Covid-19. Officers shared that they are sent onsite to deal with complaints yet are not given clear direction by leaders. Or, when direction is given, and the public perception is not positive the officers take blame for because of poor planning by City leaders.

Both fire and police officers made appeals for additional time to train.

Staff were more likely than not to believe that the City Council makes decisions based on political pressure than to take on difficult issues and do what they know is the right thing to do.

Staff across every department want more opportunity to learn and grow in their professional capacity, even if they don't promote within city government.

Most staff love their jobs and feel it is a joy and privilege to work for the City of Kirkland and its community.

Most staff want a more open, transparent, and accountable government. Those same staff shared that they would like to be part of solutions-oriented strategies.

Most staff do not believe there is a culture of psychological safety to disagree with senior leaders or City Council.

Kirkland Police want to be able to share their successes and promote positive images of the officers and department without feeling like they are being punished for humanizing themselves individually and/or collectively. The vast majority shared that they want to continue to improve community and police relations. They shared that they are frustrated when something negative involving police is in the news because they believed it would negatively impact them, even when that negative action is 3000 miles away.

The vast majority of staff want to be involved in the decision-making that will affect their lives and careers.

Human Resources staff shared that there is disorganization, lack of support, and lack of consistent leadership for their department.

Most staff shared that DEI is a business imperative and want to see what is being done to improve the culture and diversity of the City of Kirkland as both an employer and community.

The majority of staff expressed a desire to continue to improve public and private interactions with the community. This was a theme that went through every listening session. Staff want to hear from the community and meet the public where they are in terms of needs from the City of Kirkland.

The workplace culture of Kirkland is strong and people express that they are happy to see the City focus on DEI efforts.

People of color on staff were more likely to share having had negative experiences as employees of the City of Kirkland. Black staff were more likely to share having negative experiences more than all other racial/ethnic groups.

Most staff felt that it is past time for the community to discuss and/or engage in conversations regarding DEI issues.

Many staff members shared that they want to see the City use data to share progress toward goals of any kind. Most staff shared that they want more information and communication from senior leaders as opposed to less information.

High Level Staff Insights

Top 3 Staff Strengths

Areas with High Sentiment Scores



City of Kirkland Gender Ethnic Diversity



Observation 1

The below observations represent the top 3 strengths as it relates to the entire survey population. Not isolating factors such as race, education, or tenure, roughly 80% of the survey population believed that the City of Kirkland is treated with respect, feels comfortable being themselves, and observed other employees within the city being treated with respect and dignity.

At work, I am treated with respect.



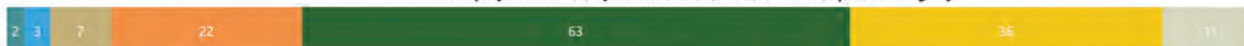
(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

At work, I feel comfortable being myself.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

Employees for the city of Kirkland are treated with respect and dignity.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

City of Kirkland Gender Ethnic Diversity

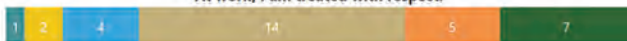
Observation 3

The below observations represent the top 3 strengths as it relates to both minority and non-minority respondents. Both groups identified with the same survey questions, with roughly 84% identifying these survey questions as overall strengths by the City of Kirkland. While the below responses represent 90% of the total population, individuals who chose to identify as "Prefer not to identify" listed "Everyone working for the city of Kirkland is treated fairly regardless of ethnic background, race, gender, age, ability, or other differences not related to job performance" as top strength, as opposed to "My supervisor creates an environment that is safe and respectful"

Minority Respondents

Non-Minority Respondents

At work, I am treated with respect.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

My supervisor creates an environment that is safe and respectful.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

My supervisor tries to understand my point of view.



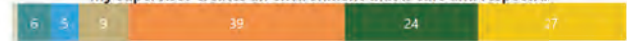
(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

At work, I am treated with respect.



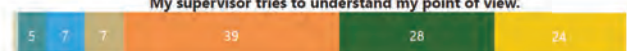
(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

My supervisor creates an environment that is safe and respectful.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

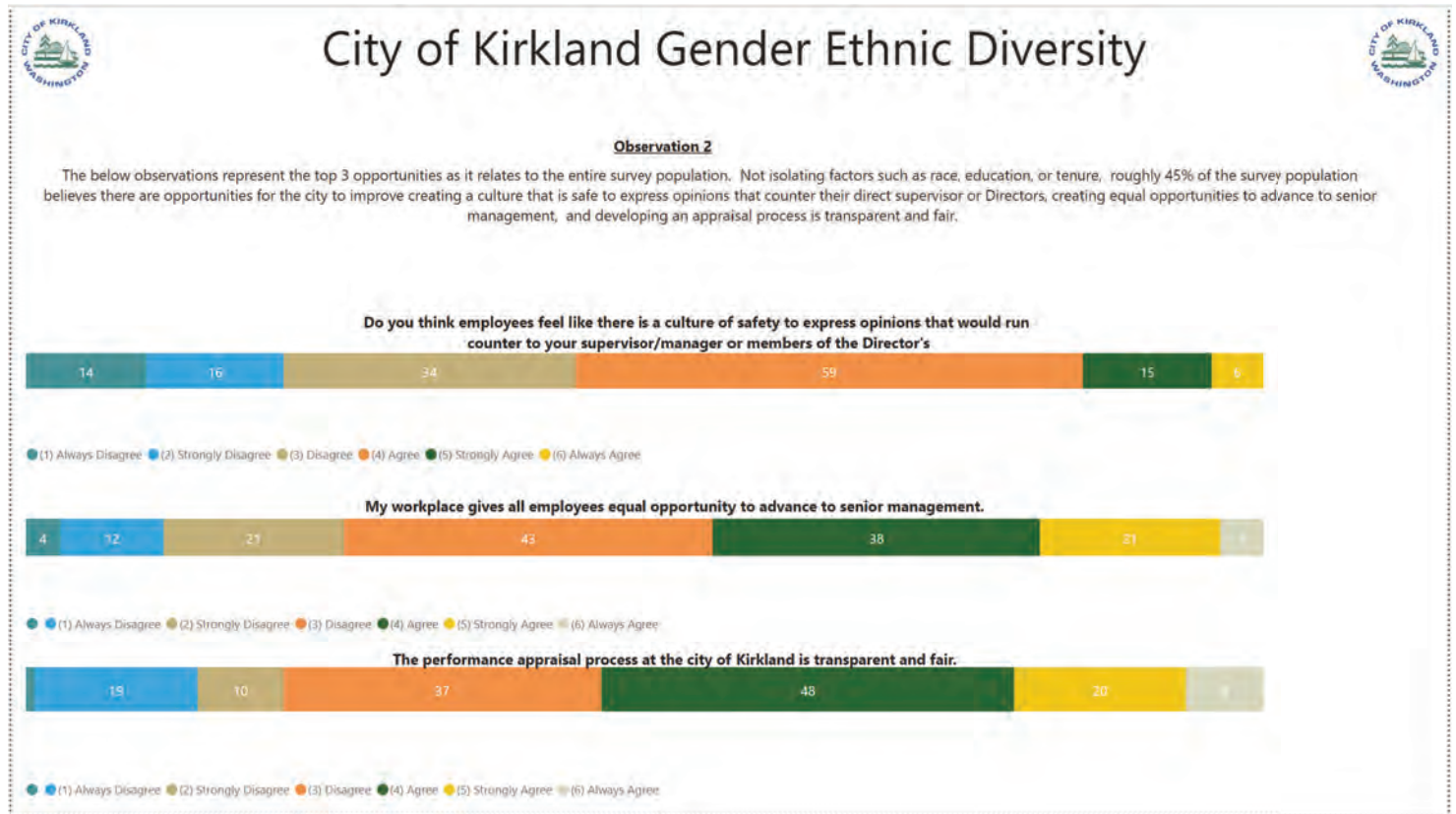
My supervisor tries to understand my point of view.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

High Level Staff Insights Growth Opportunities

Areas with Lowest Sentiment Scores Require
Improvement





City of Kirkland Gender Ethnic Diversity



Observation 7

The below observations represent the top 3 opportunities as it relates to the entire survey population. Both populations address concerns with advancement within the organization. Minority groups express opportunities to create an environment that allows for promotions based on performance. In contrast, the non-minority populations represent opportunities to make an environment that provides equal opportunities to advance to senior leadership.

Minority Respondents

I am paid fairly for the work I do.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

I have the same opportunities for advancement as other city of Kirkland employees with similar experience and performance levels.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

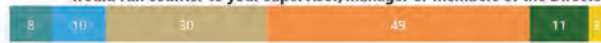
Diversity and inclusiveness issues are openly discussed.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

Non-Minority Respondents

Do you think employees feel like there is a culture of safety to express opinions that would run counter to your supervisor/manager or members of the Director's.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

My workplace gives all employees equal opportunity to advance to senior management.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree

The performance appraisal process at the city of Kirkland is transparent and fair.



(1) Always Disagree (2) Strongly Disagree (3) Disagree (4) Agree (5) Strongly Agree (6) Always Agree



Community Insights

City of Kirkland - Diversity, Equity, Inclusion & Belonging Assessment 2021

Community Focus Group Participant High Level Insights:

- Community members mentioned the need for cultural competency training for all City staff, specifically related to public services that often happen in person, “training for the ‘first faces’ of the City - being able to be culturally responsive and speak other languages.”
- Overall community members expressed a need for social safety nets in the form of alternatives to policing, mental health services in community and schools and alternative court measures. “Community service restorative justice workshops/ideas to repair the situation that led to community court engagement; link social services to individuals as they come out of court; addresses the smaller, but equally important community issues.”
- Educate the community on ways that they can help to end anti-Black racism.
- Would like to see more BIPOC community members in decision-making, leadership roles helping to decide on policy and budget matters. Perhaps selection on Boards, Advisory, or other groups.
- Body cameras should be worn and used at all times, permitting legal use. Police show negative interactions with BIPOC community, which only perpetuates negative stereotypes. The department should be willing to also share positive interactions.
- Some community members shared that armed police don’t make kids feel safe, they feel uncomfortable.
- Police Unions cannot be allowed to protect officers who are doing the wrong things, breaking rules, harming the community and BIPOC people. There must be real accountability and responsibility for causing harm.
- The community must do more to address disparities in punishment of students, white kids don’t face same consequences as BIPOC students (who face more harsh consequences). Schools overreact when Black kids do the same things as white kids. Punishment is not equal or always appropriate.

Kirkland Promotores, Eastside for All, Eastside Refugee and Immigrant Coalition, and the Latino Community Fund Community Survey

Latinos in Kirkland Survey Result Highlights

Respondents: 209 households surveyed consisting of 477 adults and 257 youth under the age of 18.

- ☐ Thank you for taking us into account – we feel forgotten.
- ☐ 74% would feel comfortable calling the police if needed for an emergency situation.
- ☐ What respondents like about Kirkland:
 - 1) 80% feel safe in Kirkland.
 - 2) It is quiet, clean, good jobs, good education, parks, and libraries.
 - 3) Overall, the people are respectful and friendly.
- ☐ 50% do NOT have health insurance.
- ☐ What respondents don't like about Kirkland:
 - 1) Housing is very expensive.
 - 2) No Latino stores, events or cultural center ("no Latino community").
 - 3) No services in Spanish, lack of support for Latino community.
 - 4) Racism and discrimination are a real problem.
 - 5) Bad traffic.

Cities of Residence	
Kirkland: 120	Duvall: 1
Bothell: 22	Renton: 1
Bellevue: 12	Auburn: 1
Lynwood: 12	Edmonds: 1
Redmond: 11	Kent: 1
Kenmore: 9	Mukilteo: 1
Woodinville: 5	Shoreline: 1
Everett: 3	Snohomish: 1
Issaquah: 2	Vancouver: 1
Seattle: 2	Burien: 1
Unknown: 1	

Respondents who did not reside in Kirkland either worked in Kirkland or had some other connection to Kirkland via family or friends.

What services and information are needed by the Latino Community?

- Programs and services in Spanish!
- A Latino community center
- Quality art, recreation, and sports activities that are affordable
- Latino social/health services
- English classes for adults
- Latinos in City staff positions
- Opportunities to participate in civic efforts & decision-making processes

Kirkland Community Diversity, Equity, Inclusion & Belonging Survey

610 Respondents

Survey Languages:

English

Spanish

Russian

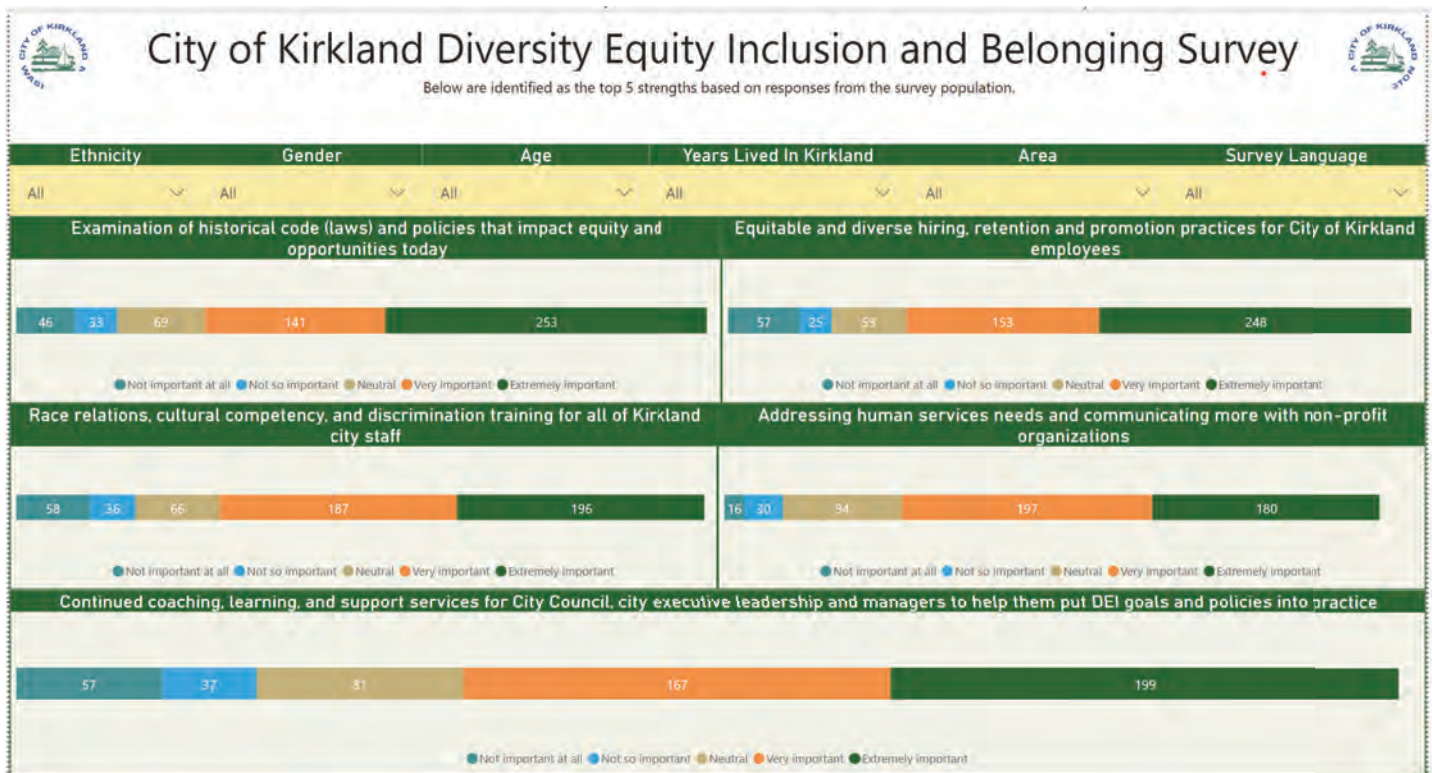
Portuguese

Chinese



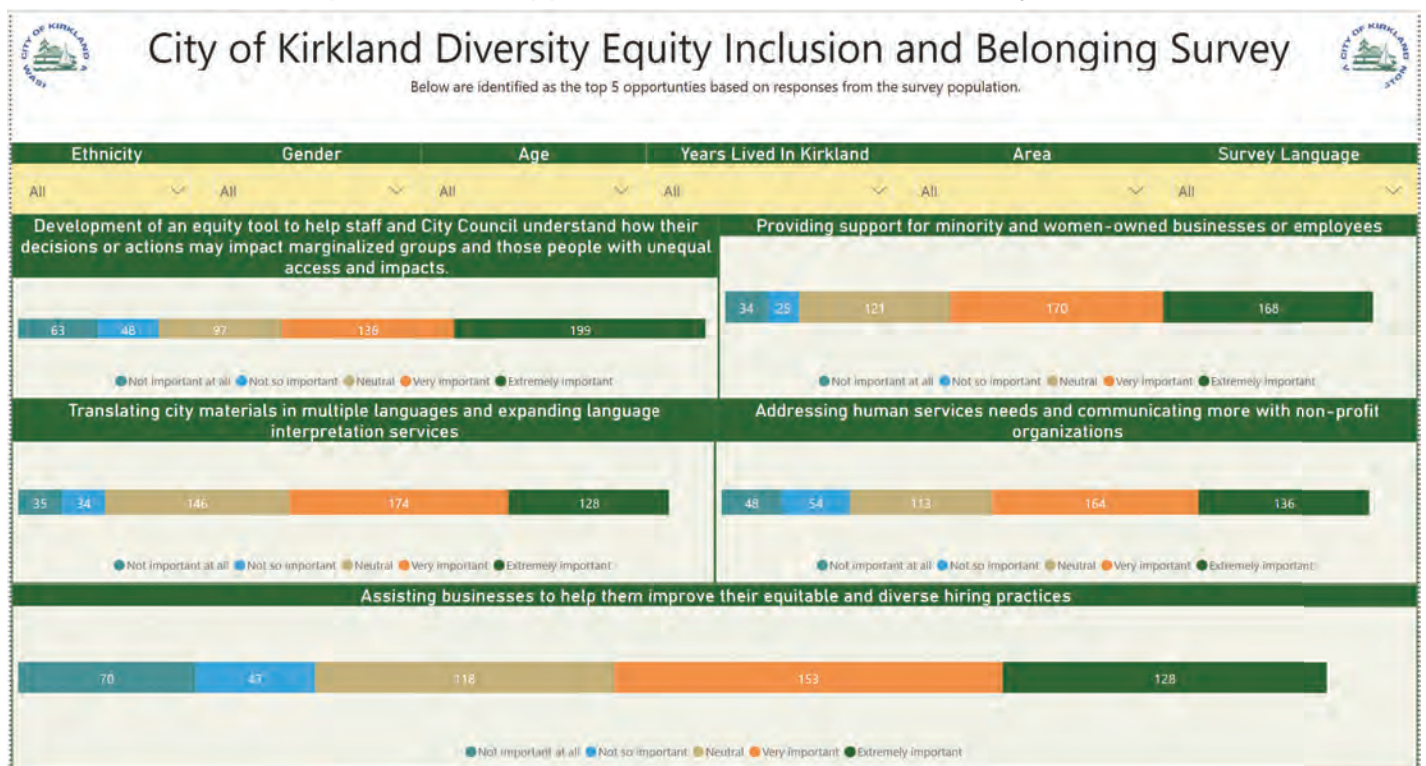
© 2021 City of Kirkland - Diversity, Equity, Inclusion & Belonging Assessment 2021

High Level Community Insights – Top 5 Most Important Priorities for Entire Community



City of Kirkland - Diversity, Equity, Inclusion & Belonging
Assessment 2021

Top 5 Growth Opportunities based on Community Feedback



City of Kirkland - Diversity, Equity, Inclusion & Belonging
Assessment 2021

HCC Decision Making Authority & Tenure

Any Kirkland ordinance or resolution that applies to land, buildings or structures within the HCC boundaries becomes effective only on the approval of the HCC (or by the failure of the HCC to disapprove the action). The HCC also has the authority to make recommendations to the Kirkland City Council and the City Manager on any issues which may directly or indirectly affect the area within the HCC boundaries.

The Town of Houghton was founded in 1948 and consolidated with the city of Kirkland in 1968. **The municipality existed for 20 years.**

In 1967, a new state law (the Community Council Law) allowed for the smaller of two merging cities to form their own Community Council. This council would have disapproval (veto) power over land use decisions that affected their community. After much negotiation and several votes, Houghton and Kirkland voted to consolidate in 1968. Houghton became the first community in the state of Washington to have their own neighborhood council.

The Houghton Community Council has existed for 53 years. The HCC has existed as a legal entity for 33 years longer than the community they represent today.

HCC Insights and Findings

Executive/Leader Interviews with 5 of 7 HCC Council Members

Two (2) members refused to be interviewed as part of the DEI Assessment Initiative.

Insights shared during interviews:

- Most characterize their influence as members of the HCC as “having very little influence, control or authority” over matters of the City of Kirkland; particularly, outside of their borders. Their focus is on land use in the HCC jurisdictional boundaries.
- Strong desire to maintain the neighborhood culture, which was described as “small, modest homes in a community of blue-collar shipyard workers.”
- Desire to do what is best for their neighborhoods and all of the city of Kirkland.
- When asked about the information that comes before them. The agenda and resolution will have maps, spreadsheets, etc to help consider a matter before the HCC. The City staff provides the information. We are the bosses, and they are the staff, doesn’t make sense because they know more than we do. We use the data as a jumping off point, and we can ask the staff questions.
- On understanding impact of decision-making using data as an HCC body. We don’t see what we need. We ask for data to understand impact. Northwest University wanted to do a remodel. Wanted info from subcontractors, vendors, etc. NW University made promises regarding the project. Transportation studies from both pre/post build of school. They try to predict future impact based on past decision-making (legacy/historical data)
- Vast majority of Kirkland residents and community members have no idea that the HCC exists, and of those that come to know of their existence, they are unsure of what it is that the HCC does as a governing body.

- All shared that they cannot VETO any actions outside of the HCC boundaries.
- They are elected by members of the HCC community every four (4) years.
- Most HCC Council Members have historically been seated for terms of 10-20+ years, and when some have decided they no longer want to serve (in the past) an outgoing member would identify someone that a personal friend (or known to them) and that person could generally replace the outgoing member.
- Outreach and engagement to the community is done through the efforts of either the City of Kirkland Planning staff, or the Central Houghton Neighborhood Association (and their local Homeowner's Associations). They use social media, email, newsletters, word-of-mouth, and place signs around the neighborhood to communicate when their meetings will occur.
- When asked about low turnout and participation by their HCC neighbors. Public processes generally attract the same types of people, most are busy living their lives and don't participate in matters of government unless they notice something being built near their own properties.
- They don't receive any data or information to know the impact of their decision-making. When things are built, it generally takes a long time to see any significant impact.
- HCC exists today because they are preserving a commitment, and community.
- At least 2 members wished that all 13 neighborhoods had a more direct role in the discussions and decisions that impacted their areas.
- They try to avoid having to exercise their VETO authority and prefer to maintain a close working relationship with the City Manager, City Council, and Planning Department. On decision-making: "I feel like we beat it to death how it will impact the neighborhood. Goal is not to veto but negotiate with Council and neighborhoods."

- When asked if the other Kirkland neighborhoods should have a decision-making body that is equal to the HCC, in the interests of equity. Response: Other neighborhoods weren't a City. One respondent shared, "*In a perfect world, the City Council would make decisions, but they don't.*" Some HCC members wished that it were possible, but at least one member said that if other neighborhoods had the equivalent of the HCC "nothing would ever get done." They believe that the City Council (and some in the City) doesn't want them to exist.
- When asked to describe the historical character. Response was a community with lower roof heights, low-income residents, small lots, chicken coops, and small houses. Kirkland wanted to house battleships on the waterfronts and the HCC community fought against the plans of the City of Kirkland.
- Wishes the City were more responsive to the neighborhoods.
- HCC is preserving the old neighborhoods, most on HCC live in old homes.
- Maintaining character which was working class families. When the HCC member who shared this characterization was asked if that is what they believed the current Kirkland could be described as the individual wished that it was.
- When asked, "what charm are you preserving?" Response was "single family lots, a family community."
- Most were not supportive of Triplexes and/or Accessory Dwelling Units (ADUs) on lots.
- Housing prices are the greatest barrier for the community.
- "I don't know what Kirkland's character is anymore."
- Kirkland is a lot of single young men, and a lot of tech workers.

Examples of Exercise of Disapproval Jurisdiction on Matters Related to the Kirkland Zoning Code Amendments (Legislative Authority)

General

- School heights (more restrictive)

KZC 90

- Reasonable Use Exceptions (less restrictive)

KZC 112

- Inclusionary zoning requirements for affordable housing not adopted (except for HENC zones), provisions may be used voluntarily (less restrictive)

KZC 113

- Cottage, Carriage and Two/Three-Unit Homes (more restrictive)

KZC 115

- FAR limits in single family zones (less restrictive)
- Garage design in single family zones (less restrictive)
- Solar panels on flat roofs 6" height bonus (more restrictive)
- 4' setback for bay windows and other projections in single family zones ...(less restrictive)
- Porches in setbacks (more restrictive)
- Boat and trailer parking (less restrictive)
- Marijuana business buffers from childcare centers (more restrictive)

KZC 127

- Homeless encampments
- Must be sponsored by local church, can't be sponsored by other community organizations (more restrictive)
- Notices must be sent to HCC



RECOMMENDATIONS

City of Kirkland - Diversity, Equity, Inclusion & Belonging Assessment 2021

Organizational Document Review Findings - Themes

The Strategic Plan & Vision
City Charter Documents



City of Kirkland - Diversity, Equity, Inclusion & Belonging
Assessment 2021

Recommended Action Steps

Share results, data, and information highlighting strengths and areas needing improvement.

- Hire a Diversity & Inclusion leader to regularly monitor progress, support efforts, and share key highlights from the assessment, both strengths and weaknesses.
- Celebrate key strengths and clearly communicate the benefits to staff and community members of each goal area.
- Highlight core strengths (i.e., respect) on your DEI webpage to support the community & employee value propositions.
- Emphasize the DEI Strategic Plan as the vehicle to address opportunities.
- Publish the resulting impact of DEI Strategic Plan and resulting data to address opportunities on an annual basis.

Leverage support and commitment to drive areas of improvement

- Embed reminders of City leadership commitment as a key driver of inclusion for the City of Kirkland into communications and business planning for DEI.
- Reinforce self-reported individual accountability, and perceptions of senior leadership and manager commitment to a fair and inclusive work environment in regular DEI communications, particularly those with a call to action for both City staff and community members.
- Embed DEI strategy across each business vertical and establish measurable objectives to hold leaders accountable for results.

Increase efforts to amplify voices, particularly those of marginalized populations.

- Conduct regular focus group to better understand why some team members do not feel they have a voice, probing on key areas from the survey with low scores across all demographics: voicing contrary opinions, open and honest communication and perspectives like mine are taken into consideration.
- Develop managers skills so they are more capable in listening and hearing employees. Integrate into leadership competencies and behaviors.
- Review Performance Management System to ensure regular opportunities are being taken to have open and honest discussion between employees and their managers.
- Expand mechanisms for employees and community members to share their voice and provide ongoing recommendations, such as Listening Sessions and Town Halls with opportunities for discussion and feedback, team meeting processes and practices, surveys, suggestion boxes with consistent follow up.
- Leverage community partners, task-force(s) and other diverse groups as advisory groups to solve organizational issues. Communicate their successes broadly to the community.

Recommended Action Steps

Investigate diversity, equity, and safety concerns

- Investigate concerns around merit-based recognition, equal opportunity, and psychological/physical safety concerns.
- Conduct focus groups among demographic groups who shared the greatest equity concerns (see recommended design on next slide).
- Review performance management system and rewards processes/practices, considering lower merit-based recognition responses.
- Review hiring practices / promotional practices to highlight possible inequities and redesign for equity.
- Review / Audit L&D participation data, set goals for equitable growth and development experiences.
- Review disaggregated data to identify opportunities of strength and growth that inform strategic direction and decision-making.

Investigate and monitor the experiences of marginalized populations.

- Probe into the biggest areas of concern, such as having a voice and equity.
- Leave space in the focus groups for any additional issues to come up (not covered in the survey).
- Address psychological safety, so that all employees feel that they can share concerns openly with peers, managers, directors, and senior leaders.
- Establish DEI competencies for the organization (operational), and for employees (leaders and individual contributors). Build this into performance reviews and hold all accountable for growth and effort toward goals.
- Conduct focus groups among demographic groups with lower survey scores across factors (see recommended design on next slide).

Recommended Action Steps

Regarding the Houghton Community Council (HCC)

Washington State law grants the Houghton Community Council unique authority over certain land use issues, creating a barrier to the equitable distribution of City programs, services and resources both inside and outside of their borders of jurisdiction.

These inequities include, but are not limited to, neighborhood level veto rights over the availability of affordable housing, increased residential and commercial density, and school expansion.

Based on statements made by several members of the Houghton Community Council, no one else should have the voice and authority that exists for the HCC because “nothing would get done in the City of Kirkland.”

Several former HCC members have expressed regret for having been members of the HCC in the past and believe that it is antiquated and not a fair and equitable body that serves to promote access for community members/residents that are lower income, renters, and marginalized members of the community. The HCC has been described by most people asked as not representative of a diverse community.

Staff is therefore directed to work with the Washington state legislature, the Kirkland City Council and the Kirkland community to sunset the existence of this council. Without the ability to fairly and equitably create a citywide policy that gives equal voice and decision-making authority to all neighborhoods, the City Manager should move expeditiously to bring the Houghton Community Council to a close.

STAFFING RECOMMENDATIONS

Diversity Staffing Central Services Team

The City of Kirkland should proceed to fill the following roles:

- Diversity Manager – To assist in the monitoring, communication, and operational support of city departments in the implementation of the Kirkland Diversity, Equity, and Inclusion Strategic Plan. This role should report to the City Manager or Deputy City Manager.
- Outreach and Engagement Coordinator – To increase and improve regular communication and engagement with the community and its stakeholders. Helping to connect City departments with the community for the purpose of collaboration, and shared decision-making.
- Data Analyst – To study, track, measure, and report on data at all levels of government relative to DEI goals and performance measures. This information should be available to both the community and City staff/leaders to make informed decisions.

Open and Transparent Communication with Staff and Community

Work with Kirkland Communications and Information Technology to build and maintain a platform to share all of the assessment findings, DEI strategic plan updates in a place and manner that can be accessed by the public and staff, and other data and information informing, influencing, and guiding the DEI priorities of the City of Kirkland. The City must publish an annual update and report of their DEI Strategic Plan to the community.

All Recommended Action Steps from the gap assessment are included in the draft City of Kirkland Diversity, Equity, Inclusion, and Belonging 5 Year Roadmap

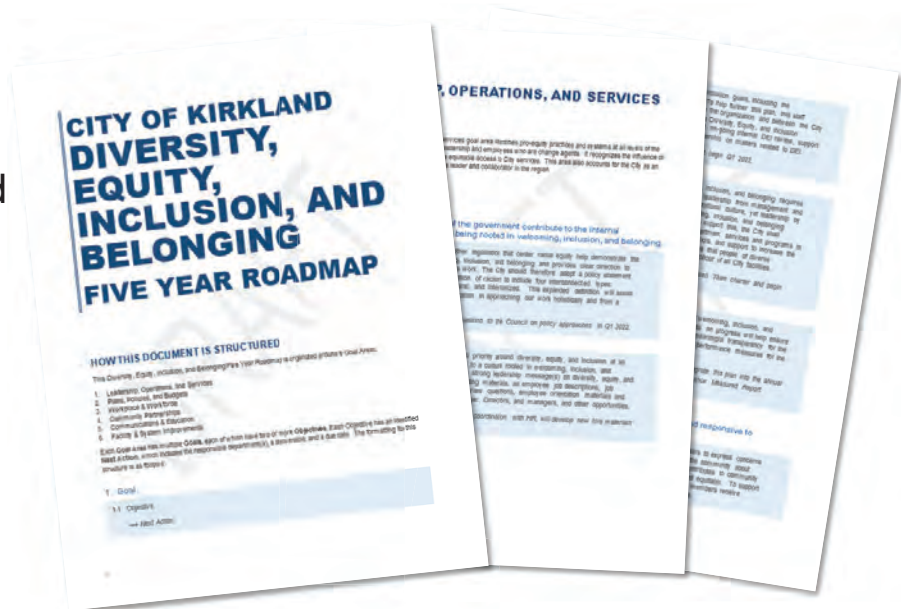
Structured to align with King County Equity & Social Justice Strategic Plan

6 Goal Areas

18 Goals

67 Objectives

Defines next actions, department, performance measures, and timing.



Special Acknowledgements

While this project was dependent upon the collaboration, partnership, and extraordinary efforts of many in city government and across the community, special mention is being shared of the following without whom this project would not have been successful.

James C. “Jim” Lopez, Deputy City Manager
David Wolbrecht, Senior Neighborhood Services Coordinator
Andreana Campbell, Management Analyst
Joy Johnston, Interim Communications Program Manager
Chelsea Amable-Zibolsky, Project Manager
Amy Bolen, Executive Assistant
Carmine V. Anderson, Administrative Assistant
Kirkland Promotores
Eastside for All
Eastside Refugee and Immigrant Coalition
Latino Community Fund
King County Equity and Social Justice Office

Chief Cherie Harris, Kirkland Police Department
Tim Day, Deputy Fire Chief Operations
The Kirkland City Council
The Houghton Community Council
Community Diversity Advisory Group (CDAG)
The City of Kirkland Department Directors along with their Department Leadership Teams
Lake Washington School District
Kirkland Chamber of Commerce
Lake Washington Technical School
The Community of Kirkland Washington

RESOLUTION R-5434

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AFFIRMING THAT BLACK LIVES MATTER AND APPROVING THE FRAMEWORK FOR KIRKLAND TO BECOME A SAFE, INCLUSIVE AND WELCOMING COMMUNITY THROUGH ACTIONS TO IMPROVE THE SAFETY AND RESPECT OF BLACK PEOPLE IN KIRKLAND AND END STRUCTURAL RACISM BY PARTNERING WITH THOSE MOST AFFECTED

1 WHEREAS, On February 21, 2017 the City Council adopted
2 Resolution R-5240 declaring Kirkland a Safe, Inclusive and Welcoming
3 Community for all people; and
4

5 WHEREAS, following adoption of Resolution R-5240, the City has
6 taken many budgetary and policy actions to make progress towards this
7 goal but recognizes there is still much more to be done to achieve
8 equity, justice and inclusion for everyone; and
9

10 WHEREAS, since the tragic killing of George Floyd by a police
11 officer on May 25, 2020 in Minneapolis, Minnesota, there have been
12 dozens of protests, marches and rallies in Kirkland calling for an end to
13 structural racism and for the City to demonstrate that Black lives matter;
14 and
15

16 WHEREAS, at the June 16, 2020 City Council meeting, the
17 Council issued a formal statement to the community on issues of
18 structural racism and injustice and requested that the City Manager
19 develop "a framework for a citywide response to the issues of bias and
20 racism towards our Black and brown community members" to be
21 presented at the July 7, 2020 Council meeting; and
22

23 WHEREAS, the June 16 statement also asked the City Manager
24 to bring to the July 7, 2020 Council meeting "a request for necessary
25 resources for early implementation actions and community-wide
26 conversations on these critical topics"; and
27

28 WHEREAS, the Eastside Race and Leadership Coalition has for
29 several years brought together local stakeholders from across the
30 community in pursuit of a vision in which the diversity of leaders in local
31 government, social service and non-profit organizations, commerce and
32 education sectors reflect those living in the communities, and that the
33 decisions they make respect the cultural and social differences of those
34 living, working, learning and growing in these communities and
35 eliminate barriers that would otherwise keep them from achieving their
36 fullest potential; and
37

WHEREAS, several notable Black leaders from the Eastside Race and Leadership Coalition formed a group called the Right to Breathe Committee, and since June 12, 2020 have been engaging the City in discussions and have called upon the City to abolish systemic Anti-Blackness to ensure equal justice, provide oversight and accountability through equitable shared decision-making that embodies the phrase "nothing about us without us", and de-escalate encounters involving people enforcing laws and rules against Black people; and

WHEREAS, community members have encouraged the City to evaluate police policies against the national Campaign Zero's "8 Can't Wait" campaign to end police violence, and to commit to President Barack Obama's four part "Mayor's Pledge", which includes: reviewing the City's police use of force policies; engaging the Kirkland community by including a diverse range of input, experiences, and stories in the review; reporting the findings of the review to the community and seeking feedback; and reforming the City's police use of force policies;

WHEREAS, this resolution incorporates elements of the "8 Can't Wait" and "Mayor's Pledge" initiatives and is also intended to create a path to progress on the goals of community stakeholders seeking change;

NOW, THEREFORE, be it resolved by the City Council of the City of Kirkland as follows:

Section 1. The City Manager is hereby directed to develop Transparency strategies to allow the community and the Council to understand how the City as an organization is performing. These strategies shall include but are not limited to:

- a. Developing a police "use of force" public dashboard;
- b. Evaluating enhancements to the existing police dashboard that help guard against bias in police action;
- c. Developing a School Resource Officer public dashboard;
- d. Developing a Human Resources public dashboard;
- e. Developing a Human Services public dashboard; and
- f. Other strategies identified by the community and the Council.

Section 2. The City Manager is further directed to develop Accountability strategies to allow the community and the Council to understand the City's current police use of force policies and identify possible changes to such policies. These strategies shall include but are not limited to:

- a. "8 Can't Wait" police use of force policy review;
- b. Contracting for third party policy use of force review and use of force data evaluation and analysis;
- c. Structured Council use of force policy and data deliberations;
- d. Evaluating options for independent civilian oversight of police use of force.
- e. Developing a police body camera pilot program; and
- f. Review of national best practices for alternatives to police for

90 serving those experiencing homelessness, behavioral health
91 issues, drug addiction and other community challenges.
92

93 Section 3. The City Manager is further directed to develop
94 further Accountability strategies to allow the community and the Council
95 to understand and identify possible changes to other City organizational
96 structures, programs, and policies. These strategies shall include but
97 are not limited to:

- 98 a. Evaluating implementation of a community court to reduce
99 disproportional impacts on traditionally marginalized
100 populations;
- 101 b. Contracting for a comprehensive City organizational equity
102 assessment to identify gaps in diversity, equity and inclusion
103 in all areas of City policy, practice and procedure, and to
104 identify proposed actions steps to address these gaps;
- 105 c. Conducting a comprehensive review of City procurement and
106 contracting processes and documents to eliminate barriers
107 for disadvantaged businesses enterprises to compete for City
108 projects;
- 109 d. Evaluating whether public art, public symbols, special events
110 and City programming in Kirkland are welcoming to all
111 community members;
- 112 e. Expanding the diversity of public art, symbols, events and
113 programming to be more inclusive; and
- 114 f. Other strategies identified by the community and the
115 Council.
116

117 Section 4. The City Manager is further directed to develop
118 Community Engagement strategies to facilitate citywide conversations
119 about structural racism and policy and program solutions. These
120 strategies shall include but are not limited to:

- 121 a. Community engagement process centered around Black
122 people;
- 123 b. Targeted additional stakeholder engagement including
124 Indigenous people and people of color, with a focus on
125 including intersectional voices;
- 126 c. Town Halls, virtual meetings and small group discussion;
- 127 d. Surveys, mailers and social media campaigns;
- 128 e. Council retreat and public hearings; and
- 129 f. Other strategies identified by the community and the
130 Council.
131

132 Section 5. The City Manager is further directed to develop
133 Funding strategies to implement the entire framework set forth in this
134 resolution. These strategies shall include but are not limited to:

- 135 a. Funding an outside review of police use of force;
- 136 b. Funding a body camera pilot project;
- 137 c. Funding community engagement strategies;
- 138 d. Reserving additional funding to implement ideas from
139 community engagement, a national best practices review,
140 and the equity assessment; and
- 141 e. Meeting other funding needs identified by the community

142 and the Council.

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Section 6. The City Manager is hereby directed to return to the Council by August 4, 2020 with funding recommendations for Council authorization to implement the elements of the framework resolution.

Passed by majority vote of the Kirkland City Council in open meeting this 4 day of August, 2020.

Signed in authentication thereof this 4 day of August, 2020.


Penny Sweet, Mayor

Attest:


Kathi Anderson, City Clerk

CITY OF KIRKLAND DIVERSITY, EQUITY, INCLUSION, AND BELONGING FIVE YEAR ROADMAP

HOW THIS DOCUMENT IS STRUCTURED

This Diversity, Equity, Inclusion, and Belonging Five Year Roadmap is organized around 6 Goal Areas:

1. Leadership, Operations, and Services
2. Plans, Policies, and Budgets
3. Workplace & Workforce
4. Community Partnerships
5. Communications & Education
6. Facility & System Improvements

Each **Goal Area** has multiple **Goals**, each of which have two or more **Objectives**. Each Objective has an identified **Next Action**, which includes the responsible department(s), a deliverable, and a due date. The formatting for this structure is as follows:

1. Goal.

1.1 Objective.

→ *Next Action.*

Goal Area**LEADERSHIP, OPERATIONS, AND SERVICES****OVERVIEW**

The Leadership, Operations, and Services goal area identifies pro-equity practices and systems at all levels of the organization through accountable leadership and employees who are change agents. It recognizes the influence of day-to-day operations in shaping the equitable access to City services. This area also accounts for the City as an organization as it positions itself as a leader and collaborator in the region.

GOALS**1. Leadership at all levels of the government contribute to the internal organizational culture as being rooted in diversity, equity, inclusion, and belonging.**

- 1.1 Formal policy statements and other legislation that center racial equity help demonstrate the City's commitment to diversity, equity, inclusion, and belonging and provides clear direction to staff about the importance of this work. The City should therefore adopt a policy statement on racial equity, including a definition of racism to include four interconnected types: interpersonal, institutional, structural, and internalized. This expanded definition will assist leaders at all levels of the organization in approaching our work holistically and from a common ground of understanding.

→ *The City Manager will provide options to the Council on policy approaches in Q1 2022.*

- 1.2 Communicating the City's values and priority around diversity, equity, inclusion, and belonging (DEIB) at all levels of the organization contributes to a culture rooted in welcoming and belonging. As such, staff shall infuse strong leadership message(s) on DEIB into the City website, marketing materials, all employee job descriptions, job applications, job advertisements, interview questions, employee orientation materials, routine messages from the City Manager, Directors, and managers, and other opportunities.

→ *CMO and the Leadership Team, in coordination with HR, will develop new hire materials in Q2 2022.*

- 1.3 Sustained efforts of furthering diversity, equity, inclusion, and belonging (DEIB) goals, including the implementation of this plan, require dedicated staff. To help further this plan, this staff resource can strengthen strategic relationships within the organization and between the City and community groups. Therefore, the City will hire a Diversity, Equity, Inclusion, and Belonging Manager to guide implementation of this plan, conduct on-going internal DEIB review, support community relations, and advise City Council and leadership on matters related to DEIB.

→ CMO will oversee hiring process to have incumbent begin Q1 2022.

- 1.4 Fostering an organizational culture rooted in welcoming, inclusion, and belonging requires staff engagement at all levels of the organization. Clear leadership from management and the executive team helps set the tone for such an organizational culture, yet leadership by non-management employees also contributes to diversity, equity, inclusion, and belonging becoming daily, embodied values of the organization. To support this, the City shall restructure the Diversity Services Team to support all department services and programs in receiving racial equity and culturally specific knowledge, tools, and support to increase the effectiveness of service delivery. The City shall also ensure that people of diverse backgrounds and identities are represented in the art and décor of all City facilities.

→ CMO and Human Resources will update Diversity Services Team charter and begin meeting in Q3 2022.

- 1.5 Embarking on a commitment to an enterprise-wide culture of diversity, equity, inclusion, and belonging is a journey. The identification of regular checkpoints on progress will help ensure that the organization stays on track in its efforts and provide meaningful transparency for the community. Therefore, staff are directed to develop outcome performance measures for the goals in this plan and provide regular reports on them.

→ CMO and the Finance & Administration department will integrate this plan into the annual performance measures report beginning with the 2021 Performance Measures Report (published in 2022).

2. City services are accessible, inclusive, equitable, and responsive to community input.

- 2.1 The City currently provides multiple avenues for community members to express concerns or complaints about City personnel. Ensuring that feedback from the community about personnel is handled promptly, professionally, and transparently contributes to community members' trust in the City and its commitment to being inclusive and equitable. To support this, staff will update the City's Ombud Program so that community members receive immediate and easy-to-follow responses to complaints and concerns.

→ CMO will update the City's Ombud Program with clear workflow, mechanisms, and integration with complaint processes for the Police Department, including recent changes of oversight by the Washington state Criminal Justice Training Commission, in Q1 2022.

- 2.2 Stabilizing community members experiencing quality of life stressors and/or behavioral and emotional crises is a key need that has historically fallen on emergency personnel. Such personnel are not intended to provide the intensive level of support needed for individual high utilizers of 911 and other vulnerable community members. Providing services to such community members in the least restrictive setting possible, improving access to achieve earlier intervention that results in better health outcomes, and preventing hospitalization and criminal legal involvement, whenever possible, are outcomes that require a different, holistic approach to crisis intervention. Therefore, staff are directed to prioritize the implementation of the Community Responder Program.

→ CMO will oversee hiring processes to have incumbents for the Supervisor and Lead Community Responder positions to begin in Q1 2022, and to have the remaining positions filled in Q1 2022.

- 2.3 Park facilities and recreation programs provide an important outlet for community members' sense of well-being and belonging by supporting exercise, connecting with nature, recreating, and building community. Parks and recreation programs can be newer community members' initial entry point to City services and connection to the broader community. To help ensure a welcoming and belonging community, staff shall regularly review park usage guidelines and procedures, including facility reservation and recreation registration processes, and align future improvements and programming with needs of the community.

→ Parks and Community Services will include recommendations on equity improvements of these processes as part of the forthcoming Parks, Recreation, and Open Spaces Plan, to be adopted in 2022.

- 2.4 School Resource Officers in Kirkland are intended to help keep students physically, socially, and emotionally safe at school, provide for positive interactions between officers and students, families, and community members, connect students with supportive services, and help keep students out of the criminal justice system. School Resource Officers were requested by the community and included in the 2018 Police Proposition 1. However, there are also community concerns, particularly among students and families of color, about the impact on students of color by a police presence in schools. Therefore, staff are directed to make needed changes to the School Resource Officer Program to meet the varied community interests.

→ CMO will begin any needed community engagement in Q4 2021 to inform program changes in Q3 2022.

- 2.5 In the traditional justice system in the United States, punitive action is taken against low-level, non-violent offenses like theft, shoplifting, and trespassing, which does not address the reasons behind the crime. Problem-solving alternatives like Community Court seek to go beyond punitive actions to identify and address the underlying challenges of court participants that may contribute to further criminal activity. Community Court participants often engage with a community resource center for needed services such as drug and alcohol treatment, financial and housing assistance, and employment/educational services. This approach allows people to get the services they need to address the underlying issues, which helps reduce recidivism. The City should therefore continue operation of the Kirkland Community Court and prioritize resource needs for it and the related Resource Center.

→ *The Municipal Court and CMO will maintain ongoing support for the Community Court Pilot Program, report on performance, and will bring forward any resource needs as part of the 2023-2024 biennial budget process (Q4 2022).*

3. Kirkland is a trusted regional partner and leader in racial and social equity initiatives.

- 3.1 Many organizations and governments are engaging in diversity, equity, inclusion, and belonging assessments to inform their strategic planning for both internal and external policies, processes, and programming. Collaboration at the regional level is an important way for the City to contribute to this work, learn best practices, and demonstrate its commitment to these values. As such, staff will continue to contribute to regional events and conferences to develop shared analysis, learning, and planning with governments and community groups within the Northwest region, including the Governing for Racial Equity and Inclusion Group, Eastside Race and Leadership Coalition, and others.

→ *CMO will maintain attendance and planning coordination with the Human Service Division, Police Department, Human Resources, and other relevant departments, and will provide quarterly presentations on insights and trends at the City leadership retreats beginning in Q1 2022.*

- 3.2 Just as regional engagement helps the City position itself as a learning leader in diversity, equity, inclusion, and belonging work, many opportunities exist nationally for the City to deepen its best practices and amplify the efforts of other governments. The City shall support national racial justice initiatives within government through participation in events, peer exchanges, and best practice resource-sharing with public and private organizations, such as the Government Alliance for Race and Equity (GARE), Race Forward, PolicyLink, and the National League of Cities.

→ *CMO will maintain an ongoing list of national racial justice initiatives which the City is participating in and will publish on the City's website in Q1 2022 and will update regularly.*

- 3.3 Welcoming America is a nonprofit, nonpartisan organization that leads a movement of inclusive communities becoming more prosperous by ensuring everyone belongs. The City signed on as a welcoming city through the Welcoming America network in 2017. One initiative of Welcoming America is its Certified Welcoming process, a formal designation for cities and counties that have created policies and programs reflecting their values and commitment to immigrant inclusion. Obtaining Certified Welcoming would demonstrate the City's commitment to diversity, equity, inclusion, and belonging (DEIB); however Certified Welcoming requirements include several elements that would best be addressed in partnership with other Eastside cities and community-based organizations. To support this, staff will continue participation in the Welcoming Cities Collaborative with other Eastside cities and community-based organization(s) to develop a regional plan on DEIB efforts, which includes as an outcome achieving the Certified Welcoming designation for the region from Welcoming America.

→ *CMO will continue to partner with Eastside cities and community-based organization(s) to develop a draft regional plan by Q4 2022.*

- 3.4 Washington State law grants the Houghton Community Council unique authority over certain land use issues, creating a barrier to the equitable distribution of City programs, services and resources. These inequities include, but are not limited to, neighborhood level veto rights over the availability of affordable housing, increased residential and commercial density, and school expansion. Staff is therefore directed to work with the state and the Kirkland community to sunset the existence of this council.

→ *The City's state legislative agenda will include sunseting the Houghton Community Council in Q4 2021.*

- 3.5 Acknowledging and sharing an authentic history of place is a key component to creating a welcoming, inclusive, and belonging community. Giving voice to the history of the Indigenous People who resided in present-day Kirkland and understanding their contributions and challenges with Kirkland's past helps the City move forward in a more equitable way. As such, staff will continue to collaborate with local tribal communities to complete the Indigenous history of Kirkland project, with associated land acknowledgement statement, and integrate the document with relevant plans and programs, such as the 2044 Comprehensive Plan update, neighborhood plans, and wayfinding signage.

→ *CMO will bring to Council for review and potential adoption a draft document in Q4 2021.*

Goal Area

PLANS, POLICIES, AND BUDGETS**OVERVIEW**

The Plans, Policies, and Budgets goal area focuses on integrating equity into department work plans. It aligns efforts throughout City departments and with other levels of government. This goal area also emphasizes the impact financial decisions can have on equity.

GOALS**4. Department and agency business plans, including line of business and other planning processes, include analyses of equity impacts from their operations, services and programs.**

- 4.1 Integrating analysis of equity into daily work of the departments helps center equity into City processes and programs. This allows for continual reflection and improvement, which are key aspects of equity work. To support this, staff will standardize the process and implementation of an equity impact assessment tool and provide training to all managers on its application within their work plans.

→ CMO will formalize an equity impact assessment tool and will provide at least one staff training session by Q2 2022.

- 4.2 The City's Comprehensive Plan and other long-range planning efforts guide City Council, leadership, and staff in various decisions related to Kirkland's future. Ensuring that the perspectives, insights, and voices of Black, Indigenous, and other People of Color (BIPOC) are included in the creation and review of such plans helps them be reflective of Kirkland's diverse community. As such, the City will identify and utilize a BIPOC and equity-centered third-party review process, as a supplement to the City's use of the Urban Land Institute, for the City's Comprehensive Plan and other long-range planning processes.

→ The Planning and Building department will provide recommendations by Q2 2022.

- 4.3 Data from numerous sources, including Public Health – Seattle & King County and others, demonstrates the disproportionate impact that large scale emergencies have on communities of color, communities of lower income, and limited English proficiency speakers, among others. Many factors contribute to a safe community in the case of emergency, and the City provides a critical leadership role in such situations. Therefore, the City shall incorporate procedures into emergency plans to support the safety of populations that may be at higher risk of impacts, with regular review to account for demographic changes.

→ *The Office of Emergency Management will update all relevant procedures and define a regular review process by Q3 2022.*

5. Equity and social justice initiatives are synchronized across City departments and with other government entities, such as County, State, and Federal.

- 5.1 Collective impact with other governmental and community partners is best achieved through strategic alignment of priorities for equity and social justice. King County has demonstrated that its approach is to “lead with race” in King County’s implementation of its Equity and Social Justice Strategic Plan. To best leverage strategic alignment, the City will align Kirkland’s equity efforts with King County’s approach to “lead with race” related to prioritizing categories of equity.

→ *The City Manager will provide options to the Council on policy approaches in Q2 2022.*

- 5.2 Since 2011, the City Council has adopted City Work Programs to help implement priority goals, identify the priority focus of the City’s staff and resources, and enable the public to measure the City’s success in accomplishing its major policy and administrative goals. The Work Program is developed in conjunction with the biennial budget process. Implementation of Resolution R-5434 was one of the 2021-2022 Work Program items. To ensure the continuation of diversity, equity, inclusion, and belonging (DEIB) work, the City will continue to incorporate DEIB efforts into the biennial City Work Program.

→ *CMO will integrate recommendations for Council consideration into the 2023-2024 biennial budget process (Q4 2022).*

- 5.3 The Washington State Legislature passed several bills during the 2021 session that influence law enforcement statewide, which have now gone into effect. Some of the recent reforms to Washington’s law enforcement rely heavily on transferring services to non-law enforcement service providers, such as behavioral health providers and homeless services. This approach aligns with the City’s implementation of its new Community Responder Program. The Kirkland Police Department evaluates and implements changes to its policies regularly to reflect best practices and community feedback, and many of the new legislative changes had already been adopted in Kirkland. The City shall ensure full implementation of 2021 legislative actions on police reform in internal Police Department processes, civilian oversight processes, and responses to emergency calls related to mental health.

→ *Police Department and CMO will integrate changes and provide an update by Q1 2022.*

6. Financial decisions include equity impact assessments and considerations.

- 6.1 The City’s budget is not only an operational roadmap of how to support public safety, maintain parks, keep pedestrians safe, or protect our natural environment, but it is also a

statement of values. Integrating analysis of equity into the budget process centers equity into the City's core document of operational decisions. Doing so helps ensure that the investments made by the City in the provision of services embody the values and priorities of diversity, equity, and inclusion. As such, the City will factor diversity, equity, inclusion, and belonging considerations into the budget process by incorporating an equity impact assessment into each service package request and other specific and appropriate budget processes.

→ *CMO and Finance and Administration will integrate an equity impact assessment into the 2023-2024 biennial budget process (Q2 2022).*

- 6.2 City personnel represent a wide variety of roles and responsibilities that together demonstrates a level of service for a particular line of business. To meet service level demands that sometime shift between budget cycles, departments seek to adapt or add positions by submitting position adjustments. Integrating analysis of equity into position funding centers equity into the City's decision making around level of service related to personnel. Therefore, staff will incorporate an equity impact analysis and statement into the required components of processes used in staff funding outside of the regular budget process.

→ *Finance and Administration will integrate an equity impact assessment into memoranda in support of positions and other staff funding processes by Q2 2022.*

Goal Area

WORKPLACE & WORKFORCE

OVERVIEW

The Workplace & Workforce goal area emphasizes fostering a workplace that is empathetic, respectful, and engaged with social and racial equity issues. It provides an overview on actions to help in developing a high-performing workforce that reflects the Kirkland community. This goal area articulates goals for intentional employee development through training, coaching, and mentoring. It also addresses staff recruitment at all levels of the organization.

GOALS

7. The workplace culture is one of empathy, respect, and engagement with social and racial equity issues.

- 7.1 The perspectives, sentiment, and suggestions of staff are both valuable indicators of organizational climate and insightful sources of meaningful change. One-on-one interviews and similar opportunities for sharing, such as focus groups, are valuable for understanding the perspective of staff. Additionally, broader scale, quantitative sources of data through a survey instrument can highlight larger trends for both challenges and opportunities. Therefore, the City will implement an employee feedback program with focus groups and an annual employee engagement survey of all staff to assess, among other topics, perceptions of work culture, career advancement, and having the necessary skills and support to apply diversity, equity, and inclusion.

→ *Human Resources will pilot a focus group process and will publish a pilot employee engagement survey by Q3 2022, with results published on the City's intranet for all employees to review by Q4 2022. Data will include demographic indicators including race, gender, location, tenure, and level.*

- 7.2 Shared decision making between supervisors and their staff can contribute to creative problem solving within their group for business practices, policies, and programs that impact them and the community. Allowing for meaningful staff participation in decision making can also help staff feel more ownership over their role and the service they provide the community. As such, the City will provide training to supervisors to ensure that employees have opportunities to make meaningful contributions to decision making. The City shall encourage and support active engagement and collaboration among managers and staff to positively influence decision-making and outcomes.

→ *Human Resources and CMO will research best practices and begin training of supervisors by Q2 2022.*

- 7.3 Ongoing training in cultural competence, implicit bias, and other diversity, equity, and inclusion topics is necessary to ensure that the organizational culture continues to be one that is rooted in welcoming and belonging. Offering training on these topics annually supports the growth and deepening understanding of longer-term staff, as well as onboarding new employees. To support this, the City will integrate cultural competence, implicit bias, and other diversity, equity, inclusion, and belonging (DEIB) topics into standard City trainings and will recognize individuals and teams for their contributions made toward a welcoming and belonging workplace. Further, the City shall establish DEIB competencies that will provide the foundation of expectations for all City employees.

→ *Human Resources will audit current trainings, research options, and provide options to CMO for review by Q2 2022 with implementation by Q3 2022.*

- 7.4 The meaningful participation of staff in performance evaluations of their supervisors can help foster a more trusting, engaged, and higher performing workforce through all staff being provided different perspectives of their performance. Appropriate measures would need to be implemented to ensure that there was no potential for retaliation or other unintended negative consequence. As such, the City will strengthen avenues for trusted and safe staff feedback to supervisors by employing 360-degree feedback reviews or similar methods.

→ *Human Resources will identify a tool for staff feedback and will begin training supervisors on its use by Q3 2022.*

- 7.5 Managing conflict is an essential part of building a welcoming and belonging culture. An organization's ability to create a safe, empathetic, and respectful workplace is dependent on having conflict resolution systems and resources available and accessible to all City staff. As such the City shall create a clear protocol for managing conflicts, provide education and training on how to manage conflict productively, and implement a process to measure the performance of these efforts.

→ *Human Resources will research best practices and provide options to CMO for review by Q3 2022.*

8. Employee knowledge and talent is intentionally developed through training, coaching, and mentoring.

- 8.1 Many factors contribute to employee satisfaction, including the engagement and support of their supervisor in their career development. Such support could look like co-creating development plans with each employee that includes regular check-ins on the employee's experience at the City and the City's role in retaining that employee. The plan can identify next actions related to training opportunities and "on-the-job" exposure for how the employee plans to grow their talent at the City, if they want. Therefore, the City will train supervisors on working with employees on co-creating employee development plans.

→ *Human Resources will research employee development best practices, identify options for review by the leadership team, and train to supervisors on its use by Q3 2022.*

- 8.2 Many factors contribute to employee satisfaction, including having a clear career path to develop and grow. While some job classifications in the City have clear career paths, others do not, which can lead to talented staff feeling dissatisfied and potentially seeking employment elsewhere. To help address this, the City will work with the relevant unions to establish clear career paths for job classifications, with identified competencies, skills, and training to guide employee career development and succession planning.

→ *Human Resources will work with relevant unions to establish career development paths by job class and publish on the City's intranet by Q4 2022.*

- 8.3 Employees leave employment with the City for a variety of reasons. Robust data collection is needed to ensure that such reasons are not evidence of patterns of inequity or barriers to equal employment opportunities. Therefore, the City will enhance current assessment tools (e.g. application pool, hiring data, promotion data, and exit surveys) to measure attrition, identify reasons for attrition, and address barriers to equal employment opportunities.

→ *Human Resources and CMO will audit current process and implement improvements by Q3 2022.*

9. Talent acquisition practices consistently provide equal opportunity and strive to close representation gaps at all levels.

- 9.1 Including a diversity of perspectives on hiring panels helps counter unconscious biases towards candidates of color, women candidates, limited English proficiency candidates, veterans, and candidates with disabilities. Providing a consistent and standard approach to ensuring diverse hiring panels will operationalize this support mechanism throughout the organization. In support of this, the City will develop diverse hiring panel guidelines and process and require hiring managers to certify that they were followed for all selections prior to offer of employment. Such hiring panel guidelines and process will include a strong presumption for external job postings.

→ *Human Resources will research best practices, create interview guidelines, and distribute and provide training to hiring managers by Q2 2022.*

- 9.2 Due to their role in the hiring process, managers play a critical function in providing equal opportunity for diverse candidates. As such, hiring managers need to understand and be skilled at encouraging a welcoming and belonging environment. Therefore, the City will

require hiring managers to include at least one interview question to assess management candidates on their ability to foster diversity, equity, inclusion, and belonging.

→ *CMO and Human Resources will develop at least five standard DEI interview question options for hiring managers for use beginning Q2 2022.*

- 9.3 Emergency personnel in the Fire and Police Departments are often a community member's primary personal interaction with the City. Encouraging a diversity of emergency personnel that represents the Kirkland community demonstrates to the diverse Kirkland community that they are welcome and belong here. As such, staff will implement and enhance the current comprehensive recruitment plans for the Fire and Police Departments that focuses on underrepresented categories of staff, focusing on race, ethnicity, and gender identity, and accounting for other social factors that contribute to intersectional identities of potential candidates.

→ *Human Resources will provide an update to CMO on the status of the plans by Q2 2022 for continued enhancement and implementation in 2022.*

- 9.4 Regular tracking of diversity in the City's hiring process provides the needed data to adjust strategies and tactics to achieve the City's goals around diversity, equity, inclusion, and belonging (DEIB). Reporting on such progress also provides accountability and transparency to the organization and the community on the City's commitment to DEIB goals. Such tracking and reporting are best achieved using specialty software. Therefore, the City will implement a software platform that supports diversity hiring and tracking.

→ *Human Resources and Information Technology will complete implementation of a software platform by Q4 2021.*

Goal Area**COMMUNITY PARTNERSHIPS****OVERVIEW**

The Community Partnerships goal area ensures the City's contracts and other agreements express its equity and social justice values and policies. It identifies ways the City can help build internal capacity for community-based organizations partnering with the City as well as supporting the growth and sustainability of our community partners. This goal area also respects the importance of formal and informal, on-going relationships with community partners to foster continual improvement of City services.

GOALS**10. The City's equity and social justice values and policies are expressed in contracts and other agreements.**

10.1 Creating a procurement environment in which business owners of color, women-owned businesses, and immigrant-owned are afforded equitable opportunities for business partnerships with the City to create the opportunity to leverage City spending to increase utilization of such businesses. Implementing a policy and program that provides the maximum practicable opportunity for increased participation by such businesses in City contracting for public works, consulting services, supplies, material, equipment, and other services will demonstrate the City's commitment to fostering a welcoming and belonging community. Therefore, staff are directed to implement the Equity in Contracting policy and associated program to expand vendor recruitment, internal organizational training, and external vendor training.

→ CMO and Finance and Administration, in consultation with the City Attorney's Office, will update all necessary contract language and develop a training schedule and other program elements by Q2 2022.

10.2 The City has provided for several years grants to Kirkland's neighborhood associations that in totality represent the geographic extent of Kirkland. Although neighborhood associations provide valuable community building activities, opportunities for other groups to seek funding for community building would help foster a more welcoming culture and sense of belonging across the community. As such, staff will develop formal opportunities for funding of community building activities beyond the Neighborhood Matching Grant Program for diverse community events or similar programs that celebrate Kirkland's diversity.

→ Based on available funding, CMO and Parks and Community Services will develop a pilot program to launch Q2 2022.

10.3 Agencies providing human services, as well as other small non-profit or community-based organizations, often do not have enough administrative staff capacity to complete multiple funding applications. Numerous cities throughout King County came together to form the Human Services Funding Collaborative, a shared application platform that helps minimize administrative burden for organizations seeking funding to provide services in food security, housing and homelessness prevention, health, mental health, and youth services, among others. City staff will continue to utilize the shared application of the Human Services Funding Collaborative to decrease administrative burden on service providers and better understand local and regional needs.

→ *Human Services division will continue to manage the Human Services Funding Collaborative applications and tasks associated with the grant for the 2023-2024 biennial budget cycle (Q3 2022).*

11. City partnerships with community-based organizations contribute to building their internal equity practices and capacities.

11.1 Business service organizations, business associations, and health and human services organizations around the region highlighted the impacts of the pandemic on immigrant-owned businesses. Feedback from the businesses demonstrated that many of them would benefit from technical assistance in language with access to additional translation services and further technical assistance. To help foster a welcoming and inclusive business environment, staff will provide technical assistance services for business operations that is culturally competent and provides access to in-language support.

→ *CMO will launch a pilot program of cultural navigators for business technical assistance by Q1 2022.*

11.2 The active participation of community members in seeking to make a difference in the civic life of the community, including having the ability, agency, and opportunity to be involved in decision-making processes that affect them, is foundational for transparent and responsive government. Although the City provides various opportunities for engagement, additional work focused on community members from groups underrepresented in civic life, including Black, Indigenous, and People of Color (BIPOC), will help foster a community that is more welcoming and promotes a culture of belonging. Therefore, staff is directed to offer trainings to community groups about how the City works and the services it provides, with an emphasis on BIPOC and other groups underrepresented in civic life. Further, the City will encourage, develop, support, and maintain opportunities for robust collaboration between community members, City staff, and City leaders.

→ *CMO will develop a regularly occurring civic training program that provides community members with knowledge of City functions and processes with the first training occurring by Q4 2022.*

11.3 Kirkland's Neighborhood Associations are independent non-profit organizations that serve to enhance the civic life of the Kirkland community. The City recognizes 13 neighborhood association boundaries that encompass the entire geographic area of the City. Neighborhoods are the building blocks of any city, and Kirkland is enriched by these strong civic organizations that work alongside the City to improve the quality of life for everyone in Kirkland. The neighborhood associations are open to all members of the community and often engage longer term residents, particularly those that own their home. Supporting the neighborhood associations in diversity, equity, inclusion, and belonging efforts will help foster a Kirkland that is more welcoming. As such, staff will help increase the diversity of representation on neighborhood association boards and general membership.

→ CMO will collaborate with the Kirkland Alliance of Neighborhoods in developing a plan to be implemented by Q4 2022.

12. On-going relationships, both contractual and informal, contribute to a continual improvement of City services to better meet the needs of all Kirkland community members.

12.1 Community feedback collection as part of the City's public processes can seem transactional to some community groups. Although unintended, this impact can sometimes deter further engagement from some community members or groups who would feel more supported by the building of relationships before the City requests information from them. To support this, staff will operationalize proactive relationship-building with community groups with the goal that the relationships offer mutual benefit.

→ CMO will develop a framework to be implemented by Q2 2022.

12.2 The work of fostering a safe, inclusive, and welcoming community where everyone belongs includes being able to appropriately respond to incidents of hate and bias that may occur. Developing a response and support plan to such incidents will demonstrate to the community, including businesses, that the City prioritizes the well-being and safety of all community members. King County recently supported the establishment of the Coalition Against Hate & Bias. Staff will work with the community to develop a response and support plan to incidents of hate and bias that occur in the community that can be easily communicated with community partners, businesses, and neighborhoods and that aligns with the intent of the King County Coalition Against Hate & Bias.

→ CMO and the Police Department will work with community groups to publish a draft plan by Q2 2022.

12.3 The City has several advisory boards and commissions which are responsible for formulating new ideas, gathering information, hearing and receiving public comments, analyzing complex issues, and making recommendations for specific projects and policies. Board members and commissioners are appointed by the City Council, which seeks to make appointments of qualified candidates who reflect the diversity of Kirkland, including with

respect to race, ethnicity, gender, sexual orientation, gender identification, the presence of any sensory, mental, or physical disability, background, and perspective, and status as a home owner or renter in Kirkland. To ensure a diversity of applicants, staff will develop a strategy to ensure that applicants for City Boards and Commissions are representative of the demographic diversity of the community.

→ *CMO and the City Clerk's Office will develop a recruitment strategy to increase representation for Boards and Commissions by Q2 2022.*

12.4 The concept of third place is that of a welcoming place beyond our homes and places of work. Sometimes, community members may use businesses as third places in a way that is unintended by the business, which can have impacts on the feeling of Kirkland being a welcoming and belonging community. Therefore, staff will work with the business community to continue education, outreach, and training on developing equitable and welcoming "third places" throughout the community.

→ *CMO will work with the Greater Kirkland Chamber of Commerce and other local business organizations to implement training with the first program to occur in Q1 2022.*

Goal Area

COMMUNICATION & EDUCATION**OVERVIEW**

The Communication & Education goal area supports the City's effective learning, outreach, and engagement with a diverse community. The City of Kirkland assures that no person shall on the grounds of race, color, national origin, or sex, as provided by Title VI of the Civil Rights Act of 1964 as amended, and the Civil Rights Restoration Act of 1987 (P.L. 100.259) be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any of its federally funded programs and activities. The City further assures every effort will be made to ensure non-discrimination in all of its programs and activities, whether those programs and activities are federally funded or not. This goal area identifies strategies of communicating with limited English proficiency community members. It infuses equity, inclusion, and belonging values into community member engagement with City services and opportunities. This goal area also supports the effective education, engagement, and communication of and authentic conversation about City initiatives with internal and external stakeholders.

GOALS**13. The City can effectively communicate with limited English proficiency (LEP) community members.**

13.1 Kirkland, like other communities in East King County, has experienced a shift in demographics over the last several years, including an increase in those with limited English proficiency. The City values the contributions of all members of the community and makes every effort to ensure that language is not a barrier to engagement with the City. As such, staff will increase City-wide language access and interpretation resources through standardized processes and creation of a City Language Access Plan, including training to all departments on use.

→ CMO, Finance and Administration, Human Resources, and Information Technology will collaborate on standard support documentation and training published by Q2 2022.

13.2 Translating vital City documents is the primary means of ensuring the City meets its obligation under Title VI. Additionally, the translation of documents also demonstrates the City's commitment to fostering a community of welcoming and belonging. The cost to translate documents is generally absorbed into departmental budgets but in some cases is not anticipated during the budgeting process. To help further the City's efforts at inclusion, staff will identify funding in all department budgets for Title VI vital document translation.

→ CMO and Finance and Administration will support all departments in identify anticipated budget needs for Title VI vital document translation, with specific funding allocations identified through the 2023-2024 biennial budget process (Q4 2022).

- 13.3 Bilingual personnel can enhance the City's ability to meet the customer service needs of the community. In recognition of this additional expertise, the City will explore a pilot Bilingual Pay Program for employees with demonstrated skill in a language (including American Sign Language) used by any group constituting at least 5% of Kirkland. Such a staff person would be a resource for other staff in minimal interpretation and translation tasks.

→ *Human Resources will research best practices, liaise with relevant unions, and present options for CMO review by Q4 2022.*

14. Community member engagement with City services and opportunities embodies values of equity, inclusion, and belonging.

- 14.1 Due to the size of the City as an organization, outreach and engagement activities are conducted by nearly all departments semi-autonomously. Examining and reflecting on the current processes used by different work divisions will ensure that there is a consistent and coordinated approach to community engagement across the organization. Therefore, staff will assess the effectiveness of the City's community engagement processes, and, based on that assessment, develop City-wide guidelines for engagement that ensure relationship building, consistency, coordination, and follow-up.

→ *CMO, in collaboration with other departments and community partners, will assess the existing engagement processes and will make recommendations as necessary by Q3 2022.*

- 14.2 Actively cultivating civic leaders will help ensure that the Kirkland community is highly engaged in seeking to make a difference in the civic life of the community. Although the City provides various opportunities for engagement, additional work focused on community members from groups underrepresented in civic life, including Black, Indigenous, and People of Color (BIPOC), will help foster a community that is more welcoming and belonging. Therefore, staff will develop and implement the Civic Accelerator Program to cultivate civic engagement for the purpose of diversifying public participation in various governmental processes and neighborhood organizations.

→ *CMO, in collaboration with other departments, will finalize and implement the pilot Civic Accelerator Program by Q4 2022.*

- 14.3 The City currently participates in various meetings with community members or groups. These meetings can provide an opportunity and avenue to support efforts of diversity, equity, and inclusion throughout the community. As such, staff will evaluate and restructure regular meetings with community groups or leaders – such as the Inclusion Network, the Kirkland Alliance of Neighborhoods, and the Business Roundtable – to incorporate themes of diversity, equity, inclusion, and belonging (DEIB) implementation at the City and in the community. The City of Kirkland will actively model, support, benchmark, and otherwise encourage implementation of best practices of DEIB through active engagement.

→ CMO will work with relevant groups and departments to implement recommendations by Q2 2022.

15. City initiatives are clearly communicated and foster effective dialogue between both internal and external stakeholders.

15.1 Keeping both the community and internal staff updated on the status of this Plan is a key requirement for successful and transparent implementation. Providing such updates in ways that are most meaningful and effective to the various audiences helps ensure a sense of welcoming and belonging around this Plan, which will further engender a sense of transparency, accountability, community ownership, and commitment to its success. To support this, staff will develop and implement effective, culturally competent communication plans for internal and external audiences that provide regular updates on progress made on this Plan. Additionally, the City will design, develop, and maintain a public facing webpage to communicate information and updates regarding this plan, which includes relevant data and resources for the benefit of the community.

→ CMO will develop initial communication plans by Q2 2022.

15.2 This Plan should be considered a living document. Although it provides a roadmap with destinations and milestones, those should be regularly reviewed and aligned with community expectations. Therefore, the City will provide regular avenue(s) for community feedback about this Plan and its implementation at City Hall for All and/or other effective platforms. Each department should include in its diversity, equity, inclusion, and belonging (DEIB) strategic planning a mechanism to regularly receive, process, and respond to community feedback in a manner that is consistent with the spirit of promoting DEIB.

→ CMO will incorporate feedback opportunities into its initial 2022 work plan by Q1 2022.

15.3 Kirkland's diverse community represents various cultures and backgrounds. Effective and efficient outreach and engagement by and between the City and the community is best achieved by employing culturally sensitive and effective methods and messages. To support this, staff will identify and/or provide training for culturally effective outreach methods and develop department level culturally effective outreach plans and strategies.

→ CMO will research best practices, develop a pilot program, and provide training by Q2 2022.

15.4 Traditional channels for City communications, whether owned (email listservs), shared (social media), or earned (news media), have inherently limited reach in the community. Engaging with those in the community that have been historically underrepresented in civic life, including those that identify as Black, Indigenous, or People of Color (BIPOC), LGBTQIA+, and immigrants, requires proactive measures of relationship building,

community partnerships, and alternative means of outreach and engagement. As such, staff will establish a proactive network of community members that identify as BIPOC, LGBTQIA+, immigrant, and other categories of civically underrepresented community members who are interested in providing input about their lived experiences as part of City feedback collection processes.

→ *CMO will research best practices and develop a pilot program to begin Q2 2022.*

15.5 Learning and training opportunities are an important method of sharing knowledge, data, and best practices in diversity, equity, inclusion, and belonging. To support this, the City will host, sponsor, and support learning opportunities and will share information, resources, and tools designed to foster a community that reduces disparities and inequitable outcomes.

→ *CMO will incorporate such opportunities into its initial 2022 work plan by Q1 2022 and will evaluate requests on a case-by-case basis.*

15.6 Learning must be accessible to all residents, businesses, and organizations across the city to transfer information, promote collaboration, and build community. The impacts of COVID-19 have caused many in-person outreach, engagement, training, and learning opportunities to be postponed or cancelled because of concerns for public safety. With many physical spaces having closed or operating with reduced capacity, virtual spaces are increasingly being utilized by governments, businesses, and residents. Most negatively impacted are people with lower incomes lacking broadband internet access and individuals with disabilities requiring communication accommodations to effectively communicate their needs in accessing services and resources. Therefore, staff will assess and identify spaces and resources that will help close the participation gap and achieve better outcomes for the community.

→ *CMO, in collaboration with the other departments, will research best practices and develop a resource list of options by Q1 2022.*

15.7 Regular tracking and reporting of key data contributes to the City's goals around diversity, equity, inclusion, and belonging (DEIB). The City Council included the development of various dashboards for use of force, general crime, School Resource Officer, Human Resources, and Human Services as part of Resolution R-5434. Publishing such dashboards provides transparency and accountability for the community and Council to understand how the City as an organization is performing. To support this, the City will complete the dashboards called for in Resolution R-5434 for use of force, general crime, School Resource Officer, Human Resources, and Human Services.

→ *CMO will coordinate the completion of all remaining R-5434 dashboards in Q4 2021.*

Goal Area**FACILITY & SYSTEM IMPROVEMENTS****OVERVIEW**

The Facility & Systems Improvements goal area affirms the City's Capital Improvement Program's role in advancing equity and identifies opportunities to be informed by underserved communities. The Capital Improvement Program (CIP) funds the City's capital needs over a six-year period based on various City-adopted long-range plans, goals and policies. Capital projects are generally large-scale in terms of cost, size, and benefit to the community. This goal area seeks to identify historically underserved areas through data and analysis to help fix historical inequities. This area also encourages planning for the impacts of large-scale events while centering the needs of disproportionately vulnerable communities.

GOALS

16. The City's Capital Improvement Program includes clear strategies to advance equity, which are informed by underserved communities.

16.1 A critical element of a balanced Capital Improvement Program (CIP) is preserving or enhancing existing facilities while providing new assets that will support service needs and community growth. Although much of the CIP is highly technical or prescriptive in nature, additional opportunities for community involvement in the CIP processes ensures underrepresented community members and groups have their voices heard for these critical services. Therefore, staff will incorporate more community feedback into prioritizing the City's capital improvement program. The City will develop, design, and implement a formal plan to solicit regular feedback and participation from the community on decisions related to the CIP, with a particular emphasis on underrepresented community members.

→ *Public Works and CMO will expand current options for community input on the CIP to inform the adoption of the 2023-2028 CIP (Q3 2022).*

16.2 Soliciting feedback from the community for City programs, policies, and plans is a key characteristic of a transparent and responsive government. However, unintended barriers to participation exist for some community members based on their social, cultural, ethnic, and/or historical experiences. Offering compensation to participants of select processes is one way to decrease barriers to active engagement and participation for those that may need to obtain child care or incur other expenses in order to participate, while also acknowledging the time, energy, and effort in discussing personal experiences that may include painful stories. To support this, the City shall adopt a policy to compensate community members from underrepresented groups who are most likely to not be engaged on a regular and consistent basis in civic life, such as those from lower income communities, people of color, and renters, for providing input from their lived experience.

→ *CMO and Finance and Administration will develop a pilot program for implementation by Q2 2022.*

16.3 Body worn cameras for police officers can demonstrate that a police agency is willing to be transparent and accountable for its actions and provide mutual safety and accountability between police and the community. Research supports that body worn cameras can lead to reductions in use-of-force incidents and community member complaints. Successful deployment of body worn cameras relies on thorough development of operational policies governing their use. To encourage transparency and safety, the City will implement a body worn camera pilot program that does not allow for facial recognition capabilities and that is informed by extensive community engagement, particularly with Black, Indigenous, and other People of Color (BIPOC).

→ *CMO will begin a community engagement process for the body worn camera pilot program by Q4 2021 for an implementation of the program by Q2 2022.*

17. Capital Improvement projects are mindful of historically underserved areas and seek to remedy any existing inequities.

17.1 Numerous public data sources exist for demographic data, including, but not limited to, the Census, Washington Office of Financial Management, Washington State Department of Transportation, and the Washington Office of Superintendent of Public Instruction. Compiling demographic data for specific areas of Kirkland will help the City identify potential gaps in service. Therefore, the City will standardize a consistent source of aggregated data from various sources that can be used by all departments to identify areas in the City of lower income, higher rates of residence by communities of color, and/or of limited English language proficiency to ensure equitable investments are made throughout the city.

→ *Planning and Building, Information Technology, and CMO will develop a pilot data tool that incorporates available demographic data sources for initial launch by Q3 2022.*

17.2 Integrating analysis of equity into the identification and prioritization of capital projects helps center equity into these major City investments. Doing so help ensure that investments are informed by any existing inequities. To support this, the City will incorporate an equity impact assessment to the Capital Improvement Program (CIP) process and projects. Every effort will be made to solicit input and experiences of residents, business, and interested community members to best inform needs.

→ *CMO, Finance and Administration, and Public Works will integrate an equity impact assessment into the 2023-2028 CIP adoption process (Q3 2022).*

17.3 Integrating analysis of equity into department strategic and master plans helps center equity in these foundational City documents that guide policy, programs, and procedures. Such

plans currently underway include the Parks, Recreation, and Open Spaces Plan, the Active Transportation Plan, and utility comprehensive plans. Therefore, the City will incorporate an equity impact assessment into the planning process for master and strategic plans. Every effort will be made to solicit input and experiences of residents, business, and interested community members to best inform needs.

→ *CMO will assist all departments in incorporating an equity impact assessment into their master and strategic planning documents beginning in Q1 2022.*

18. Anticipate facility needs related to issues from climate change, future pandemics, and other large-scale events, with an emphasis on meeting the needs of disproportionately vulnerable communities.

18.1 Cooling and warming centers are strategies used to support vulnerable residents during periods of intense heat or cold. Such centers are often air-conditioned or heated public spaces that are made available to community members. The City can better support the rapid deployment of cooling and heating centers by having approved plans and procedures that include staffing, general outreach, and community partners. As such, the City will standardize a community response plan for cooling and warming center activation in the event of future heatwaves or frigid weather.

→ *Office of Emergency Management and CMO will implement a plan in coordination with community partners that will be ready to implement by Q2 2022.*

18.2 Maintaining and enhancing the City's infrastructure is a critical public service that can have a large impact on the quality of life for the community. Keeping the public informed of impacts related to the City's infrastructure helps support the safety of the community and the trust the community has in City government. Such public information efforts that are timely, easily understood, and inclusive helps ensure that all community members feel safe and welcome. As such, City staff will enhance capital project notices, water quality reporting, spill response post cards, and similar infrastructure reporting mechanisms to include translated and culturally sensitive materials.

→ *Public Works and CMO will audit and update current materials for implementation by Q3 2022.*

18.3 Maintaining virtual connection has proven critically important for students, employees, business owners/operators, and residents across the city. The City will explore continued and expanded opportunities to make available the infrastructure required for internet access to help eliminate the negative impacts caused by poverty, COVID-19, or other factors impacting internet access.

→ *IT and Finance & Administration will research and provide options to the City Manager by Q3 2022.*

DRAFT



CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033
425.587.3800 www.kirklandwa.gov

To: Kurt Triplett, City Manager

From: Julie Underwood, Director of Public Works
Joel Pfundt, Transportation Manager
Blair Daly, Transportation Program Coordinator

Date: October 7, 2021

Subject: WALK AND ROLL TO SCHOOL MONTH PROCLAMATION

RECOMMENDATION:

It is recommended that the Mayor proclaims October 2021 as "Walk and Roll to School Month" in Kirkland.

BACKGROUND DISCUSSION:

The City is active in partnering with the Lake Washington School District to develop safer routes to school. A portion of the Streets Levy funding is dedicated to pedestrian safety, benefitting students walking and biking to school. Since 2013, over forty Rapid Flashing Beacons (RFB's) have been installed at crosswalks, including at junctions along the Cross Kirkland Corridor (CKC) interim trail. Portions of the CKC have been designated by the School District as Safer Routes to School, and over twenty of the RFBs have been installed on Safer Routes. These safer street crossings benefit students walking or biking to school and increase overall pedestrian safety in Kirkland.

Wednesday, October 6 was "International Walk to School Day 2021." Because the Council and the City support school safety and healthy, active lifestyles, staff recommends that the Council proclaim October as "Walk and Roll to School Month in Kirkland." The City has made similar proclamations since 2008.

Walk and Roll to School Day events are planned and carried out at schools primarily by Parent, Teacher, Student Association (PTSA); volunteers; and City staff playing a supporting role. Council Members are invited to participate by visiting any of the schools' events, which are held in the morning before school begins. The City encourages all Kirkland schools—elementary, middle, and high schools—to participate in Walk and Roll to School activities.

Representatives of Kirkland's schools have been invited to accept the proclamation virtually during the October 19 City Council meeting.

Attachment A: Proclamation



A PROCLAMATION OF THE CITY OF KIRKLAND

Proclaiming October 2021 as “Walk and Roll to School Month” in Kirkland, Washington

WHEREAS, the National Center for Safe Routes to School, a group working to improve safety and walking and biking conditions for children, encourages local communities to support International Walk to School Day and similar activities; and

WHEREAS, walking or biking to school supports an active, healthy lifestyle through common and enjoyable forms of exercise; teaches children the skills to walk and bicycle safely; and trains children to identify safer routes to school, including portions of the Cross Kirkland Corridor as designated by the Lake Washington School District; and

WHEREAS, the City Council adopted *Safer Routes to School Action Plans* in 2020 for each public elementary school in Kirkland; and to further advance safety the City is updating its *Active Transportation Plan* and creating a *Vision Zero Action Plan*; and

WHEREAS, the City recognizes the importance of safety for people walking and biking and has constructed multiple improvements to school walk routes across the City, including Rapid Flashing Beacons at crosswalks and school zone photo enforcement cameras at certain schools; and

WHEREAS, children and parents in Kirkland are encouraged to walk, bike, or ride the bus to school every day, but particularly during the month of October 2021.

NOW, THEREFORE, I, Penny Sweet, Mayor of Kirkland, on behalf of the City Council, do hereby proclaim the month of October as “Walk and Roll to School Month” in the City of Kirkland, Washington and encourage Kirkland residents to participate in this annual event and to always consider the safety of people walking and biking.

Signed this 19th day of October, 2021

Penny Sweet, Mayor



CITY OF KIRKLAND
Planning and Building Department
123 5th Avenue, Kirkland, WA 98033
425.587.3600 - www.kirklandwa.gov

To: Kurt Triplett, City Manager

From: Christian Geitz, Planning Supervisor
Adam Weinstein, Planning and Building Director

Date: October 19, 2021

Subject: Designating October 2021 as "National Code Enforcement Month" in Kirkland

RECOMMENDATION:

That the Mayor proclaim October 2021 as National Code Enforcement Month in Kirkland.

BACKGROUND DISCUSSION:

The American Association of Code Enforcement and Washington Association of Code Enforcement recommend that October be designated as National Code Enforcement Month to honor and recognize the City's efforts in Code Enforcement and the associated multi-disciplinary team of staff comprising members from almost every City of Kirkland department. This is an opportunity to highlight the important function of Code Enforcement in the City and the contributions that Code Enforcement staff members have made to improve the quality of our community. The purpose of the proclamation is to advance public and professional interest in Code Enforcement. Code Enforcement Officers primarily resolve code violations through a variety of means, including education, negotiation, voluntary correction, and mediation. Their case work includes the investigation and processing of various complaints including those related to water pollution, property maintenance and cleanup, building code violations, tree removal, and noise from general sources as well as development activity.

Within the Planning and Building Department, Devany Lunde and Shannon Sedlacek fill the two Code Enforcement Officer positions and manage the investigation and processing of hundreds of cases each year, working with property owners and the community to seek compliance through respectful engagement and application of City codes. Their diligent work, along with the support of members of the Code Enforcement Planning and Building Team, along with several other representatives on the Citywide Taskforce, has enabled them to manage and close out over 6,000 cases in the last 10 years.

Devany Lunde will represent the City of Kirkland Code Enforcement Team at the October 19 Council meeting to receive the proclamation.



A PROCLAMATION OF THE CITY OF KIRKLAND

Designating October 2021 as "National Code Enforcement Month" in Kirkland, Washington

WHEREAS, Code Enforcement Officers provide for the safety, health and welfare of community members within the City of Kirkland through the enforcement of building, zoning, housing, animal control, fire safety, environmental, and other codes and ordinances; and

WHEREAS, Code Enforcement Officers are dedicated, well-trained and highly responsible individuals who share the goals of preventing neighborhood deterioration, enhancing communities, ensuring safety, and preserving property values through knowledge, training, and application of City Codes; and

WHEREAS, the Code Enforcement Program works closely with all City Departments to protect the health, safety, environment, and infrastructure of the City and its residents and visitors by achieving compliance with codes and policies through education and outreach; and

WHEREAS, the collaborative approach across multiple City Departments has led to greater coordination and the development of reasonable, efficient, and effective solutions that help individuals and the community reach positive compliance outcomes; and

WHEREAS, Code Enforcement Officers are called upon to provide quality customer service and excellence to the residents and businesses in Kirkland; and

WHEREAS, the American Association of Code Enforcement and Washington Association of Code Enforcement, on behalf of its members, requests that October be set aside to honor and recognize our Code Enforcement Officers as an opportunity to highlight the contributions these individuals have made to the quality of our communities, to celebrate accomplishments in making collective decisions concerning our City that bring quality and meaning to our lives, and to recognize the participation and dedication of code compliance officers who have contributed their time and expertise to the improvement of communities throughout Washington State and the United States; and

WHEREAS, we recognize the many valuable contributions and continued commitment to public service made by the Code Enforcement Officers throughout the City of Kirkland.

NOW, THEREFORE, I, Penny Sweet, Mayor of Kirkland, on behalf of the City Council, do hereby proclaim October as "Code Enforcement Month".

Signed this 19th day of October, 2021

Penny Sweet, Mayor

**CITY OF KIRKLAND****City Manager's Office**123 Fifth Avenue, Kirkland, WA 98033 425.587.3001
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Tracey Dunlap, Deputy City Manager of Operations
Carly Joerger, Management Analyst
Leslie Miller, Human Services Supervisor
Jen Boone, Human Services Coordinator
Martha Chaudhry, Special Projects Coordinator – Economic Development
Tim Hanser, Financial Operations Manager

Date: October 12, 2021

Subject: AMERICAN RESCUE PLAN ACT (ARPA) CORONAVIRUS LOCAL FISCAL RECOVERY FUNDS (CLFRF) RELIEF PROGRAMS UPDATE

RECOMMENDATION:

City Council receives an update on the City's three COVID-19 relief programs funded by the American Rescue Plan Act (ARPA) Coronavirus Local Fiscal Recovery Funds (CLFRF).

BACKGROUND DISCUSSION:

On March 11, 2021 President Biden signed the American Recovery Plan Act (ARPA) into law. This bill provided \$1.9 trillion in funding for a variety of areas, including \$350 billion to support states, counties, cities, and tribes as the economy moves from crisis response into recovery from the COVID-19 public health pandemic. City Council received a staff report on April 29, 2021 seeking Council's guidance on a framework to strategically invest the City of Kirkland's \$10 million award. The framework prioritized spending among three areas – City investments, Economic Recovery, and Human Services. Staff presented the first tranche (\$5 million) spending plan to City Council at the September 19, 2021 regular meeting.

CITY OF KIRKLAND RELIEF PROGRAMS UPDATE:

The ARPA Implementation Team has developed three relief programs for Kirkland residents and businesses who experienced financial hardship from the COVID-19 public health crisis. These programs align with Council's guidance to target funds to those most impacted in the community, leverage other available funding sources, and use the funds as intended by Congress and the U.S. Department of Treasury. The following sections provide a status update on King County's Eviction Prevention and Rent Assistance Program (EPRAP) and the City of Kirkland's residential and commercial rent and utility assistance programs.

King County EPRAP

EPRAP continues to gain momentum. With additional technology infrastructure, staff capacity, and updated guidance from the U.S. Treasury allowing self-attestation of need by tenants and landlords,

EPRAP has increased rent assistance distribution significantly, averaging \$5 million weekly since mid-September. Last week's distribution totaled \$3.4 million and included advance payments to large landlord program participants. To date, total program expenditures are \$49.8 million. For weekly updates about the EPRAP program, visit King County Cultivating Connections' blog [here](#).

Over 28,000 households have applied for assistance:

- 4,948 households have received assistance and accounts are paid in full.
- 15,851 households are currently working with a partner community-based organization to receive assistance. Goal is to pay arrears in full for 12,000 households by the end of October 2021.

EPRAP has also contracted with Housing Justice Project (HJP) to implement the eviction prevention focus of the program that offers legal support for EPRAP-eligible households in an active eviction process for non-payment of rent.

City of Kirkland Residential Rent, Mortgage, and Utility Relief Program

This program launched September 16th in partnership with India Association of Western Washington and 4 Tomorrow. The program offers financial assistance up to \$7,500 for renters and homeowners behind in their payments. Applicants can opt-in to be considered for utility relief. More information on eligibility and how to apply is on the website at www.kirklandwa.gov/housing-help.

Status as of October 12

Number of Referrals to Partner Agencies	Applications in Process	Completed Applications	Applications Approved	Total Assistance Awarded
76	27	0	0	\$0

- 90% of applicants are tenants and owe an average of \$4,000 in past rent
- 10% of applicants are homeowners and owe an average of \$13,000 in overdue mortgage payments
- Initial intake data indicates average arrears per household is approximately \$4,500
- Total arrears for all households referred to partner agencies is \$337,318

Program Learnings

Staff have summarized program challenges and mitigation tactics below.

Leveraging King County EPRAP

Many King County EPRAP-eligible households are seeking assistance through the City's program. Tenants are concerned about the timeline to receive assistance through EPRAP, and households already behind 1-2 months in rent are seeking alternative forms of assistance. Staff drafted a letter for agencies to distribute to EPRAP eligible households that explains the benefits of waiting for assistance through EPRAP and the City's strategy to leverage the program to ensure assistance is available to the most Kirkland residents possible. Applicants that receive money from the City lose eligibility for EPRAP. However, Kirkland will be allowing EPRAP-eligible households to apply for Kirkland relief programs to minimize the chance of eviction. The City will prioritize non-EPRAP eligible households first and will also be reaching out to King County to explore reimbursement from EPRAP

for any eligible residents who receive City money. Any reimbursements would be reinvested to help more Kirkland residents with assistance.

Low Tenant Response Rate

Tenants have not responded with submitted applications as expected. Partners are making additional outreach efforts including follow-up emails and phone calls to applicants and landlords to assist with the application process. City staff have amplified additional outreach efforts to those referred and learned that several applicants received the application in their spam. Additional website edits were incorporated last week to strengthen understanding for what applicants should expect after submitting the intake form.

Difficulty Providing Required Documentation

Tenants who have responded are requiring extensive assistance to identify and collect the required documentation. Unlike the sources of federal dollars utilized by King County, the source of ARPA funds received by the City requires tenants and landlords to provide primary documentation demonstrating need, rather than self-attestation of need. Staff developed an extensive list of what forms of documentation meet eligibility requirements in order to serve as many people as possible.

Low Landlord Participation

Two of the early applicants let City staff know that their landlords are not willing to sign the agreement required to participate in the program. City staff have reached out to the landlords to find out what terms of the agreement were unacceptable. These quick refusals reflect a significant reduction in landlord participation in rent assistance programs across the nation in 2021 compared to 2020, according to the National Low Income Housing Coalition rent assistance administrator survey completed in August 2021.

- Nationally, 27% of landlords refuse to participate in assistance programs while even more, 43%, did not respond to offers of assistance.
- Landlords cited the following reasons for not participating: hesitancy to share W-9s, desire to retain their ability to evict tenants for reasons other than non-payment of rent, and concern with the expectation to offer additional tenant protections as a condition of program participation.

City of Kirkland Commercial Rent and Utility Relief Program

This program launched October 5th in partnership with India Association of Western Washington. The program offers grants ranging from \$1,000 to \$10,000 to small, Kirkland-based businesses to cover back rent on the commercial properties they lease. Applicants can opt in to be considered for utility relief. The intake window is open for the next two weeks and closes October 19th. Applicants meeting the criteria will be randomly sequenced for award consideration through a lottery system. More information on eligibility and how to apply is on the website at www.kirklandwa.gov/business-help

Status as of October 12

Intake Forms Received	Applications in Process	Completed Applications	Applications Approved	Total Assistance Awarded
43	0	0	0	\$0

- Staff is referring an additional 33 businesses to the program who have indicated interest after receiving the all-City mailer in June
- Staff is conducting extensive outreach: press release, eBiz news blast, robo text in six languages to 5,000+ valid cell numbers from Kirkland's business license database, This Week In Kirkland eNewsletter, featured topic of OneRedmond SPARK's webinar on October 6th, distributing printed flyers, and working on outreach with community based organizations, the Chamber and other partners.

City of Kirkland Utilities Relief Program

This program launched September 24th and provides up to \$1,500 in credit to City of Kirkland utility account holders with arrears due to COVID-19. Residents and businesses applying for the residential and commercial rent relief programs can easily opt-in to the utility relief programs through their respective rent relief applications. Residents and businesses behind in their utilities, but not rent, can learn more about eligibility and how to apply on the website at www.kirklandwa.gov/housing-help. Due to COVID-19, the City has discontinued utility shut-offs and late fees until at least February 1, 2022.

Status as of October 12

Applications Received	Completed Applications	Applications Approved	Total Assistance Awarded
6	4	0	\$0

- Staff have received roughly 20 phone inquiries.
 - Several callers stated they would not qualify for the program but would like to set up a payment plan, which staff will arrange in the near future.
- The assistance was advertised directly to account holders in arrears
 - Staff posted almost 300 door tags on households on September 25th for water/sewer customers
 - Letters were sent to over 300 solid waste-only customers on September 30th

Future Updates

Staff will continue to provide updates to the Council and the community on the relief programs through memos in the "COVID-19 Update" special presentation item on future Council meeting agendas.



KIRKLAND CITY COUNCIL MEETING MINUTES October 5, 2021

1. CALL TO ORDER

Mayor Penny Sweet called the study session to order at 5:30 p.m. and called the regular meeting to order at 7:30 p.m.

2. ROLL CALL

ROLL CALL:

Members Present: Deputy Mayor Jay Arnold, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Neal Black, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

Members Absent: None.

3. STUDY SESSION

a. King County Clean Water Plan Update

Utility Manager Josh Pantzke introduced King County Wastewater Treatment Division Director Kamuron Gurol and King County Capital Project Financial Advisor Courtney Black, who presented an overview of the King County Wastewater Treatment Division (WTD) rate drivers, asset management, capital improvement, Clean Water Plan, West Point power upgrades, and the Puget Sound Nutrient General Permit which may affect future utility rate increases.

b. Athletic Field Study Preliminary Findings

Parks and Community Services Director Lynn Zwaagstra introduced GreenPlay Principal-in-Change Tom Diehl, who presented the preliminary findings of the Athletic Field Use and Demand Analysis Study which will be integrated into the 2021 Parks, Recreation and Open Space (PROS) Plan.

4. HONORS AND PROCLAMATIONS

At the suggestion of Mayor Sweet, and with the subsequent approval of the Council, it was decided to consider item 12.d. out of order and consider the 132nd Square Park Art Work Recommendation as the first item of Business.

a. Indigenous Peoples' Day Proclamation

Mayor Sweet asked Councilmember Curtis to read the proclamation.

b. Domestic Violence Awareness Month Proclamation

Mayor Sweet asked Councilmember Falcone to read the proclamation which was accepted by Consejo Counseling and Referral Service Domestic Violence Advocate Cecilia Olson and community member Blair Daly.

5. COMMUNICATIONS

a. Announcements

b. Items from the Audience

None.

c. Petitions

6. PUBLIC HEARINGS

None.

7. SPECIAL PRESENTATIONS

a. COVID-19 Update

City Manager Kurt Triplett reported on the commencement of the commercial rental relief program and the implementation of the utility payment assistance notifications.

b. Resolution R-5434 Update

City Manager Kurt Triplett reported that the upcoming October 19 study session would be an update of R-5434 activities.

c. Youth Survey Report

Program Coordinator Regi Schubiger and Youth Council members Anna Petregal-LeMay and Jack Suk shared the results of a Youth Needs Assessment Survey conducted by Youth Council members.

d. Puget Sound Energy Storm Season Preparation Update

Puget Sound Energy Local Government Affairs and Public Policy Manager David Hoffman provided an update about its preparations to respond to seasonal storms.

8. CONSENT CALENDAR

a. Approval of Minutes

(1) September 21, 2021

(2) September 21, 2021

b. Audit of Accounts

Payroll: \$4,499,080.41
Bills: \$6,616,306.55
TB0922 Checks #722108-722236
SF924A Wire #420
SF924A Wire #421
SF928A Wire #422
SF928A Wire #423
TB0929 Checks #722237-722387
P-Card
SF104A Wire #424
SF104A Wire #425
SF104B Wire #426
SF104B Wire #427

c. General Correspondence

d. Claims

(1) Claims for Damage

A claim received from Carmine Anderson was acknowledged via approval of the consent calendar.

e. Award of Bids

(1) 2021 Annual Replacement of Aging/Failing Infrastructure Program

Council awarded the construction contract for the Annual Replacement of Aging/Failing Infrastructure (2021) to Blue Mountain Construction Group, LLC, of Seattle, Washington, in the amount of \$257,446.00, via approval of the consent calendar.

(2) Cross Kirkland Corridor Lighting Improvement

Council awarded the construction contract for the CKC lighting improvement project to Colvico, Inc., of Spokane, Washington in the amount of \$446,826.00, via approval of the consent calendar.

f. Acceptance of Public Improvements and Establishing Lien Period

(1) 2019 Citywide School Walk Route Enhancements

Council accepted the work on the 2019 Citywide School Walk Route Enhancement Project, as completed by A-1 Landscaping and Construction, Inc., of Snohomish, Washington, thereby establishing the statutory lien period; authorized the \$31,629 balance of REET1 funds to remain in the annual school walk program; and authorized the use of \$5,735 Surface Water Construction Reserves for surface water related improvements, via approval of the consent calendar.

g. Approval of Agreements

h. Other Items of Business

(1) Tourism Development Committee Member Resignation

Council acknowledged the resignation of David Bander from the Tourism Development Committee and approved the draft response thanking him for his service via approval of the consent calendar.

(2) Resolution R-5492 entitled, "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING AN INTERLOCAL AGREEMENT BETWEEN THE CITY OF KIRKLAND AND THE CITY OF BELLEVUE RELATED TO A WATER SYSTEMS INTERTIE AT POINTS DRIVE AND 96TH AVENUE NE."

The resolution was approved via approval of the consent calendar.

(3) Ordinance O-4768 and its Publication Summary entitled, "AN ORDINANCE OF THE CITY OF KIRKLAND RELATING TO FEE INCREASES FOR TRANSPORTATION IMPACT FEES AND AMENDING KIRKLAND MUNICIPAL SECTION 27.04.150."

The ordinance was approved via approval of the consent calendar.

(4) August 2021 Sales Tax Report

The report was acknowledged via approval of the consent calendar.

Motion to Approve the consent calendar.

Moved by Councilmember Amy Falcone, seconded by Councilmember Kelli Curtis

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Neal Black, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

9. BUSINESS

a. Adoption of Interim Affordable Housing Targets for Kirkland

Planning and Building Director Adam Weinstein provided an overview of the proposed resolution establishing affordable housing targets for Kirkland.

(1) Resolution R-5493, To Adopt Interim Affordable Housing Targets

Motion to Approve Resolution R-5493 entitled, "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND TO ADOPT INTERIM AFFORDABLE HOUSING TARGETS," including the new proposed section 3.

Moved by Deputy Mayor Jay Arnold, seconded by Councilmember Amy Falcone

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Neal Black, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

b. ARCH Housing Trust Fund Totem Lake Project Amendment

A Regional Coalition for Housing (ARCH) Executive Manager Lindsay Masters presented an overview of the proposed resolution authorizing a funding agreement for the Inland Group/Horizon Housing Totem Lake Project.

(1) Resolution R-5494, Authorizing the Duly Appointed Administering Agency for a Regional Coalition for Housing (ARCH) to Execute All Documents Necessary to Enter into Agreements for the Funding of the Inland Group/Horizon Housing Totem Lake Project, Utilizing Funds from the City's Housing Trust Fund

Motion to Approve Resolution R-5494 entitled, "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND AUTHORIZING THE DULY-APPOINTED ADMINISTERING AGENCY FOR A REGIONAL COALITION FOR HOUSING (ARCH) TO EXECUTE ALL DOCUMENTS NECESSARY TO ENTER INTO AGREEMENTS FOR THE FUNDING OF THE INLAND GROUP/HORIZON HOUSING TOTEM LAKE PROJECT, UTILIZING FUNDS FROM THE CITY'S HOUSING TRUST FUND."

Moved by Councilmember Kelli Curtis, seconded by Councilmember Neal Black

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Neal Black, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

Council recessed for a short break.

c. Kirkland Avenue/Lake Street Intersection Improvements

Senior Project Engineer Laura Drake provided an overview of possible urban design features for the Kirkland Avenue/Lake Street Intersection Improvement project and received Council direction.

d. 132nd Square Park Art Work Recommendation

Neighborhood Services Outreach Coordinator Rosalie Wessels and Cultural Arts Commission Chair Tracy MacLean presented an overview of the 132nd Square Park public art recommendation.

Motion to Approve the Public Art Committee recommendation of the 132nd Square Public Art Concept entitled "Individually We Transform Together We Soar" by Cobalt Designworks of Vancouver, Washington.

Moved by Councilmember Neal Black, seconded by Councilmember Amy Falcone
Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Neal Black, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

e. Eastrail Fiber Optic Project Memorandum of Understanding

Transportation Planner Kimberly Scrivner and Resilience and Technology Officer Xiaoning Jiang provided an overview of the resolution.

- (1) Resolution R-5495, Approving a Memorandum of Understanding with Property and Easement Holders of the Eastrail Corridor Including King County, Sound Transit, Puget Sound Energy, and the Cities of Woodinville, Redmond and Kirkland to Work Together to Address the Installation, Ownership and Maintenance Communications Infrastructure for Both Public and Private Use Along the Eastrail Corridor

Motion to Approve Resolution R-5495 entitled, "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING A MEMORANDUM OF UNDERSTANDING WITH PROPERTY AND EASEMENT HOLDERS OF THE EASTRAIL CORRIDOR INCLUDING KING COUNTY, SOUND TRANSIT, PUGET SOUND ENERGY, AND THE CITIES OF WOODINVILLE, REDMOND, AND KIRKLAND TO WORK TOGETHER TO ADDRESS THE INSTALLATION, OWNERSHIP AND MAINTENANCE COMMUNICATIONS INFRASTRUCTURE FOR BOTH PUBLIC AND PRIVATE USE ALONG THE EASTRAIL CORRIDOR."

Moved by Deputy Mayor Jay Arnold, seconded by Councilmember Amy Falcone

Vote: Motion carried 7-0

Yes: Deputy Mayor Jay Arnold, Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Neal Black, Councilmember Toby Nixon, Councilmember Jon Pascal, and Mayor Penny Sweet.

f. Proposed Communications Master Use Permit – CenturyLink – First Reading

Deputy Director of Public Works John Starbard provided an overview of the proposed communications master use permit for Council consideration. The ordinance will be brought back for Council action at the October 19, 2021 regular meeting.

- (1) Ordinance O-4770, Granting CenturyLink Communications, LLC, a Delaware Limited Liability Company, a Non-Exclusive Communications Master Use Permit for the Right, Privilege, and Authority to Make Use of the Permit Area for Wireline Communications Purposes

10. REPORTS

a. City Council Regional and Committee Reports

Councilmembers shared information regarding a King Conservation District Election Reform Subcommittee meeting; the upcoming Sound Cities Association Public Issues Committee meeting; the upcoming Sound Cities Association appointments to regional boards and commissions; the audit exit conference with the Washington State Auditor's Office; kudos to City Finance staff for receiving the Government Finance Officers Association Budget Award and clean financial, Federal and accountability audits; the draft proposed Legislative and Congressional District maps; a Sound Cities Association Meet the County Councilmember event with Councilman Dembowski; the City of Kirkland off-leash dog park public meeting; the Washington Bike, Walk, Roll Summit; an upcoming tour of The Sophia Way - Helen's Place shelter; the upcoming Sustainability Ambassador's Youth-Led Impact Project training; an upcoming Ismaili CIVIC donation drive for Afghan refugees; upcoming Walk and Bike to School Day events; the upcoming Willows Road Regional Trail Connection ribbon cutting event; an upcoming Cascade Water Alliance meeting; an upcoming King County Regional Water Quality Committee meeting; and an upcoming King County Metropolitan Solid Waste Management Advisory Committee meeting.

Motion to Authorize staff to draft a letter from the Council to encourage Governor Inslee to extend the eviction bridge, for the City Council's review at the October 19th city council meeting.

Moved by Councilmember Kelli Curtis, seconded by Councilmember Amy Falcone
Vote: Motion carried 5-2

Yes: Councilmember Kelli Curtis, Councilmember Amy Falcone, Councilmember Neal Black, Councilmember Jon Pascal, and Mayor Penny Sweet.

No: Deputy Mayor Jay Arnold, and Councilmember Toby Nixon.

b. City Manager Reports

City Manager Kurt Triplett reported on a meeting of the Legislative Workgroup which now has a preliminary draft legislative agenda which will presented to the

Council at the October 19th council meeting; the results of the Station Area cost benefit analysis will be presented at the October 26th special meeting; and an update of the mandatory vaccination requirements for firefighters.

(1) Calendar Update

(2) Acknowledging GFOA Budget Award and Clean Financial, Federal and Accountability Audits

11. ITEMS FROM THE AUDIENCE

None.

12. EXECUTIVE SESSION

None.

13. ADJOURNMENT

The Kirkland City Council regular meeting of October 5, 2021 was adjourned at 10:29 p.m.

Kathi Anderson, City Clerk

Penny Sweet, Mayor



CITY OF KIRKLAND
Department of Finance and Administration
123 Fifth Avenue, Kirkland, WA 98033 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
From: Kathi Anderson, City Clerk
Date: September 30, 2021
Subject: CLAIM(S) FOR DAMAGES

RECOMMENDATION

It is recommended that the City Council acknowledge receipt of the following Claim(s) for Damages and refer each claim to the proper department (risk management section) for disposition.

POLICY IMPLICATIONS

This is consistent with City policy and procedure and is in accordance with the requirements of state law (RCW 35.31.040).

BACKGROUND DISCUSSION

The City has received the following Claim(s) for Damages from:

- (1) Campbell, James W. and Marlene

Amount: unspecified

Nature of Claim: Claimant states damages occurred when water from a fire hydrant located on 128th Avenue NE flooded the property and interior of their adjacent residence.

- (2) VanBroekhoven, Kim

Amount: unspecified

Nature of Claim: Claimant states damages occurred when water from a broken watermain located on 8th Avenue flooded the property and interior of her adjacent residence.

Note: Names of Claimants are no longer listed on the Agenda since names are listed in the memo.



CITY OF KIRKLAND
Planning and Building Department
123 Fifth Avenue, Kirkland, WA 98033
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Adam Weinstein, AICP, Director of Planning and Building
Jeremy McMahan, Deputy Director of Planning and Building
Dawn Nelson, Planning Manager

Date: October 7, 2021

Subject: MAJOR DEVELOPMENT PROJECT LIST AND PLANNING WORK PROGRAM
STATUS UPDATE

RECOMMENDATION

It is recommended that the City Council receive the attached Major Development Projects and Planning Work Program updates and accept them through approval of the consent calendar.

BACKGROUND DISCUSSION

This quarterly report on major development projects has been supplemented with additional information on the status of duplex/triplex/cottage and accessory dwelling unit (ADU) applications to the City, along with a status update on the new Geo-Notification Application and active long-range planning projects.

Major Development Projects

The Major Development Projects list (see Attachment 1) shows the status of larger construction and land use permits throughout the City that are under construction or in the development pipeline. This list, which is updated quarterly and posted on the Construction Projects page of the City website, will be presented to the City Council on the consent agenda. Individuals can also sign up to receive email alerts when the list is updated by searching for "Subscribe to Kirkland Email Lists" on the City's website.

The Major Development Projects list includes six categories:

- Projects under construction;
- Building permits issued, but construction has not yet begun;
- Building permit applications in review;
- Zoning permits approved, but no building permit application;
- Zoning permit applications in review; and
- Projects in pre-permit review.

The list is focused on new development and major additions spanning all land use types (commercial, industrial, institutional, public and residential projects). It includes new or additional square footage and housing units for each project, aggregated by development stage

category, and totaled for all categories. The list also highlights the number of affordable housing units within each of the projects, including fractional affordable units where a payment in lieu of construction is allowed. Smaller projects, like short plats and cottage housing developments involving less than 10 new housing units, are not included because the resulting list would grow to a size that would be difficult to digest.

Based on the current list, development activity is expected to continue to be robust. Presubmittal meeting requests for developments ranging from home additions to small short plats for new housing, to large commercial and multifamily developments are being submitted at extremely high rates. To date this year, 156 presubmittal meeting applications have been received, compared to 100 in same time period for 2020 and 86 in 2019.

Missing Middle Housing

In March 2020, the City adopted updated regulations for Missing Middle Housing, including allowances for more and larger ADUs, and relaxed permit process requirements for Cottage, Carriage, and Two/Three-Unit Homes. Interest in this type of development remains high and the following table shows the number of applications, from presubmittal meeting applications to permit issuance, for Missing Middle Housing types over the last three years as well as the first nine months of this year. Tracking of Missing Middle Housing will become more robust as part of the Housing Dashboard being developed by the Planning and Building Department (note that the Housing Dashboard will also track the recently-adopted interim affordable housing targets, and provide geographic information about housing projects City-wide).

	March 2021 – September 2021	March 2020 – February 2021	March 2019 – February 2020	March 2018 – February 2019
ADUs				
Presubmittal Meetings	12	25	5	6
Building Permits Applied	28	56	23	43
Building Permits Issued	12	18	28	36
Cottages				
Presubmittal Meetings	15 (75 Units)	24 (125 Units)	2 (8 Units)	0
Building Permits Applied	19 (71 Units)	5 (22 Units)	1 (14 Units)	1 (6 Units)
Building Permits Issued	3 (10 Units)	1 (2 Units)	1 (6 Units)	0
2/3 Unit Homes				
Presubmittal Meetings	3 (23 Units)	2 (5 Units)	0	0
Building Permits Applied	0	1 (3 Units)	0	0
Building Permits Issued	0	0	0	0

Conversations with developers proposing cottage housing projects continue as they work to perfect their site designs. Eleven new construction permits for cottage developments were received this quarter.

Geo-Notification Application

The City Council received an overview and demonstration of the [Kirkland Activity Map](#), the City's new Geo-Notification Application, at its September 7, 2021 meeting. Staff continues to work with the software vendor to perfect the system to provide the most complete information to users. The go-live date for the system has been slightly delayed from October 1, 2021; however, it is expected to be ready for public use by November 1.

Planning Work Program

The current Planning Work Program (PWP) was adopted by City Council in August 2020 (R-5442). The next update of the PWP is scheduled for January 2022. Attachment 2 is a version of the adopted PWP that includes a column showing the status of projects by an estimate of what percentage has been completed. The bars to the right show the 2020 estimation of project timeframes and have not been modified since adoption.

Since the last quarterly update, The City Council has:

- Adopted interim affordable housing targets that will establish the groundwork for affordable housing targets in the 2044 Comprehensive Plan update (#35)
- Completed review of the 2020 Community Initiated Amendment Requests (#25) with deferral of the Michaels site to the Juanita neighborhood plan update
- Begun review of the Capital Improvement Plan, which informs the annual Capital Facility Element updates included in the Annual Comprehensive Plan Amendments (#33)

Since the last quarterly update, the Planning Commission:

- Conducted the public hearing and completed their recommendation to City Council on the Moss Bay and Everest Neighborhood Plans (#20)
- Adopted revised Planning Commission Rules of Procedure
- Received a [briefing from the Lake Washington School District](#) on growth trends, capital funding, capacity, and partnerships
- Considered the 2020 Community Initiated Amendment Requests (#25) and made their recommendation to Council
- Received the Phase 2 Community Initiated Amendment Request for the Bridle Trails Shopping Center (#19). The Commission begins their review of the request on October 14.
- Holds their public hearing on the annual Comprehensive Plan Amendments on October 14 (#33)

Additional updates:

- Due to the resignation of the City's Urban Forester, resumption of the Tree Code Amendment project (#1) is delayed. The Department is considering options for how to advance that project with current staffing resources.
- Staff has been discussing the future of the Kingsgate TOD project (#5) with WSDOT in light of the ST 3 realignment and resulting delay of the Sound Transit garage until 2035.

Staff continues to encourage WSDOT to proceed with the WSDOT garage, freeing up much of the surface lot for mixed use development, while continuing to reserve a portion of the site for the future Sound Transit garage.

- Regarding the Regional Center application with PSRC (#6), completion of the Moss Bay Neighborhood Plan update this year will conclude work on that subarea plan as requested by PSRC. The remainder of the Regional Center is encompassed in the NE 85th Station Area Plan subarea plan. The two plans together will constitute the City's revised Regional Center application.
- Regarding updates to the City's wireless service regulations (#22), the Planning & Building and Public Works Departments have retained a consultant to conduct an audit of existing City regulations for compliance with current federal mandates. That audit will help guide any required updates.
- As part of Sustainability Master Plan Implementation (#32), staff will present an initial list of potential code amendments for high performance buildings to Council in November. The intent is to establish a scope for of work for the project.

ATTACHMENTS

1. Major Development Projects List
2. Planning Work Program

1. Projects Under Construction										
Project	Location	Neighborhood	Total Res. Units	Affordable Units**	Office Sq. Ft.	Comm. Sq. Ft.	Inst. Sq. Ft.	Hotel Res.	Planner	
Area Park Branching Renovation	3551 Lake St S	Moss Bay							Anderson	
Pine Apartments (Remainder Sale/General Mixed Use) (DRB)	10030 118th Ave NE	Totem Lake	140	14					Leavitt	
Mira Townhomes Site Improvements (DRB)	203 1st Ave S	Moss Bay	22	N/A - Zone					Blake	
Parlow Spur Park - Ogeog CRC Improvements	602 5th Pl S	Everett				544			Culotta	
Cornwell/Daniel Mixed Use (DRB)	10600 120th Ave NE	North Rose Hill	135	13.5	3,000				Leavitt	
Eastside Prep Middle School Addition (ADR)	10502 NE 37th CIR	Lakeview					3,685		Duffy	
Kirkland Urban South Mixed Use (DRB)	200 Potter Park Ln	Moss Bay			250,000	60,000			Guter	
Plaza at Village Bay Pavilion	10205 NE Florida Dr	Lakeview				1,889			Leavitt	
Woodlands Reserve Townhomes	12298 N 12340 Juanda Dr NE	North	31	2.6					Wilkerson	
Boogie Rock (Bb Avenue Corridor)	315 & 321 5th Ave	Norfolk	15	2					Duffy	
Lake Street South Mixed Use (DRB)	140 Lake St S	Moss Bay	140	N/A - Zone		5,000			Guter	
BRANCO Office Bldg	509 8th St S	Everett			136,000				Culotta	
Mark Twain Elementary School Library and Classroom Addition	9525 130th Ave NE	North Rose Hill					11,274		Leavitt	
Rose Hill Elementary School Classroom Addition	8944 128th Ave NE	South Rose Hill					25,708		Leavitt	
San Francisco Elementary School Classroom Addition	12434 NE 60th St	Bellevue					12,486		Leavitt	
Fire Station 24 Redevelopment	8624 NE 123rd St	Juanda					12,000		Anderson	
Kirkland Urban South Parking Garage (DRB)	200 Potter Park Ln	Moss Bay							Guter	
Strands Road Flat (A)	8627 NE 144th Pl	Pine Hill	12	N/A - SF					Barnes	
Lake Washington High School Gymnasium Addition (B)	12003 NE 80th St	South Rose Hill					20,000		Leavitt	
DRB Townhomes (I)	340 3rd Ave S	Moss Bay	3	N/A - Size					Abdalla III	
Kirkland Way Mixed Use (DRB)	410 Kirkland Way	Moss Bay	171	17.1			20,000		Guter	
RD Homes Cottages (I)	11225 NE 118th St	Juanda	6	N/A - Size					Zike	
Resort Mixed Use (DRB)	312 Central Way	Moss Bay	70	N/A - Zone			16,415		Leavitt	
Lake Washington High School Addition (B)**	12003 NE 80th St	South Rose Hill					64,500		Gutz	
Jade Residences Apartments (DRB)	11903 NE 128th St	Totem Lake	136	14					Guter	
1102 Market Office (ADR)	1102 Market St	Norfolk			9,298				LeRoy	
Livingridge Project - Senior Housing (ADR)	11729 NE 118th St	Totem Lake	153	15.3					Laugier	
Ullava @ Totem Lake Phase 1 - Residential (DRB)	12560 120th Ave NE	Totem Lake	650	N/A - Zone					Guter	
Brilliantville Subdivision & Retail (B)	4604 118th Ave NE	Bellevue	35	N/A - SF					Goble	
Kirkland VA Townhomes (ADR)	1313 Market St	Market	9	1					Barnes	
The Walk III	431 7th Ave S	Moss Bay	17	2					Laugier	
Village Residential (DRB)	11801 NE 118th St	Totem Lake	82	5					Leavitt	
Ullava @ Totem Lake Phase 2 - Commercial (DRB)	12560 120th Ave NE	Totem Lake				86,787			Guter	
Livingridge Apartments & Senior Housing - 118th extension	11725 NE 118th St	Totem Lake							Laugier	
Vendett Duplexes	7945 NE 122nd Pl	Pine Hill	10	1					LeRoy	
Scandinavian Plaza (B)	11431 NE 118th St	South Juanda	27	N/A - SF		600		10	Barnes	
Leavitt Hotel	10820 NE 26th St	Everett							Gutz	
Subtotal:			1,864	87.5	399,188	191,211	144,653	10		
2. Building Permits Issued: No Construction										
Project	Location	Neighborhood	Units	Affordable Units**	Office Sq. Ft.	Comm. Sq. Ft.	Inst. Sq. Ft.	Hotel Res.	Planner	
Mark Twain Elementary School Gym Addition (B)	9525 130th Ave NE	North Rose Hill					6,245		Leavitt	
Rose Hill Elementary School Core Addition (B)	8944 128th Ave NE	South Rose Hill					3,760		Anderson	
Resort Mixed Use (DRB)	312 Central Way	Moss Bay							Leavitt	
Chick-Fil-A Drive Thru Lane Addition	12008 NE 124th St	Totem Lake							Blake	
Moss Bay Shell Car Wash Addition	406 Central Way	Moss Bay							Anderson	
12nd Square Park Redevelopment	13101 NE 123rd St	Kinggate					600		Anderson	
12nd Square Park Redevelopment	13101 NE 123rd St	Kinggate							Guter	
Totem Lake Connector Ped. Bridge	124th/124th	Totem Lake							Guter	
Ford of Kirkland - Surface Parking Expansion	11889 Slater Ave NE	North Rose Hill			49,147				Leavitt	
8th Street Office	802 8th Ave S	Everett				4,800			Laugier	
Hauge Commercial Building (ADR)	11834 NE 30th St	North Rose Hill							Gutz	
Totem Lake Retail (ADR)	12700 118th Ave NE	Totem Lake				6,450			Leavitt	
Subtotal:			0	0.0	49,147	11,250	10,605	0		
3. Building Permit Applications In Review										
Project	Location	Neighborhood	Units	Affordable Units**	Office Sq. Ft.	Comm. Sq. Ft.	Inst. Sq. Ft.	Hotel Res.	Planner	
Star Mixed Use (DRB)	12009 Slater Ave NE	Totem Lake	480	48.0			20,041		Leavitt	
Lee Johnson Rehabilitation - Building A	12545 130th Ave NE	Totem Lake				4,950			Leavitt	
Kinggate Multifamily	12703 NE 144th St	Kinggate	12	1.2					Anderson	
Crane Office Building	209 9th St S	Everett			34,731				Duffy	
503 3rd Ave S Townhomes	503 3rd Ave S	Moss Bay	13	1.3					Duffy	
State @ Totem Lake	12410 NE Totem Lake Way	Totem Lake	125	12.5					Culotta	
4th Avenue Townhomes	453 4th Ave S	Moss Bay	5	N/A - Zone					Abdalla III	
Railway Office Building	299 8th St S	Everett			28,000				Culotta	
Houghton Office (DRB)	8730 108th Ave NE	Houghton			8,700				Culotta	
AMPM Retail (ADR)	11402 NE 124th St	Totem Lake				2,635			Laugier	
Ben Franklin Elementary School Gym Addition (B)	12434 NE 60th St	Bellevue					4,601		Leavitt	
Lake House Apartments	12233 NE Totem Lake Way	Totem Lake	197	20		2262			Anderson	
Heads Up! Storage Ltd.	12631 Wilkes Rd NE	Totem Lake							Leavitt	
State Avenue Mixed Use Site Improvements (DRB)	12009 Slater Ave NE	Totem Lake							Leavitt	
NE 76th Street Cottages	12020 NE 76th St	South Rose Hill	7	N/A - Size					Duffy	
Kub Apartments	11929 100th Ave NE	Juanda	7	0.6					Goble	
Northman Residential Mixed Use (DRB)	12560 NE 80th St	North Rose Hill				84,000			Leavitt	
Proyle Mixed Use Building	13004 108th Ave NE	Juanda	21	2.1		4,859			Duffy	
World Building Redevelopment (DRB)	89 Kirkland Ave	Moss Bay							Corbett	
Chase Moon Cottages (A)	14444 Foster Creek Dr	Juanda	14	1					Laugier	
Railway Fuel Parking Expansion (B)	13110 NE 120th St	Totem Lake							Barnes	
Subtotal:			1,755	174.3	71,431	118,747	4,691	0		
4. Zoning Permit Approved/No Building Permit Application										
Project	Location	Neighborhood	Units	Affordable Units**	Office Sq. Ft.	Comm. Sq. Ft.	Inst. Sq. Ft.	Hotel Res.	Planner	
Kirkland Marina Boat Rental	70 Kirkland Ave	Moss Bay							Anderson	
Stoke Waterfront Corridor II	3211 Lake Vista Blvd	Lakeview	9	N/A - Zone					Laugier	
1020 Market Office Addition (ADR)	1020 Market St	Market			5,387				Leavitt	
Northwest University Master Plan (B)	5020 108th Ave NE	Central Houghton				175,000			Leavitt	
BEH Kirkland 14 Townhomes (ADR)	207 8th Ave West	Market	6	0.6					LeRoy	
Aspen Hills (B)	12060 141st Ave NE	Totem Lake			133,800				Barnes	
Holy Family Master Plan - parking, play areas, church expansion (B)	7595 120th Ave NE	South Rose Hill					3,322		Leavitt	
Subtotal:			15	0.6	139,187	0	178,382	0		
5. Zoning Permit Applications Under Review										
Project	Location	Neighborhood	Units	Affordable Units**	Office Sq. Ft.	Comm. Sq. Ft.	Inst. Sq. Ft.	Hotel Res.	Planner	
Carlson Wright Appl. Management/Security Building (B)**									Anderson	
Aspen Homes Townhomes (ADR)	1720 Market St	Market	8	1					Culotta	
Lee Johnson Rehabilitation (ADR)	12545 130th Ave NE	Totem Lake				180,029			Leavitt	
Kirkland Urban Phase 3 (DRB)	200 Central Way	Moss Bay			185,000	15,000			Leavitt	
Woodland Cottages	4599 112th Ave NE	Houghton	8	N/A - Size					Anderson	
1000 Avenue NE Corridor Improvements (I)	NE 123rd St to NE 140th St	Juanda							Anderson	
PSE Sammamish-Juanda 115 kV (BA)	Totem Lake-Juanda	Totem Lake/Juanda							Anderson	
Subtotal:			16	1.6	185,000	195,029	0	0		
6. Projects in Pre-Permit Review										
Project	Location	Neighborhood	Units	Affordable Units**	Office Sq. Ft.	Comm. Sq. Ft.	Inst. Sq. Ft.	Hotel Res.	Planner	
410 Corridor	4633 Lake Vista Blvd	Lakeview	5	N/A - Zone					Duffy	
124th St Condominiums	10213 NE 124th St	Juanda	7	1					Rubard	
Totem Lake Mixed Use - TL NE (DRB)	129th 128th Ave NE	Kinggate	12	N/A - SF		5,000			Anderson	
128th & 130th 120th Ave NE	128th & 130th 120th Ave NE	Totem Lake	115	N/A - Zone					Leavitt	
Self Storage Warehouse (ADR)	123rd Ave NE & NE 128th Pl	Totem Lake			1,000	96,000			Leavitt	
280 - 222 Central Way (DRB)	200 Central Way	Moss Bay	25	N/A - Zone	23,265	3,100			Leavitt	
Remains Townhomes (ADR)	12203 NE 128th Place	Totem Lake	65	6.5					Leavitt	
Zip Fiber Office	212 & 230 Market St	Market			40,000				Leavitt	
Eye & Contact Lens Center Relocation	801 Market St	Market	1	N/A - Size		1,198			Anderson	
Properly Change & Retail Clinic (DRB)	11837 NE 112th St	Totem Lake				27,633			Culotta	
Lagary Townhomes	595 Kirkland Way	Moss Bay	10	1					Abdalla III	
Totem Lake Multifamily - East Ascentage (DRB)	11910 NE 128th St	Totem Lake	265	26.5					Guter	
Alexander Cottages	539 Alexander Ave	South	16	N/A - Zone					Blake	
Waterfront 2 Condominiums	8048 NE Juanda Dr	Juanda	12	1.2					Corbett	
Juanda Drive Townhomes	12426 Juanda Dr NE	Pine Hill	10	1					Blake	
Juanda Bay Cottages Senior Apartments (DRB)	11853 97th Ave NE	Juanda	40	4					Laugier	
Totem Lake Multifamily - Main Street Property Group (DRB)	12707 120th Ave NE	Totem Lake	150	15					Blake	
Pine Station 27	12116 121st Way NE	Totem Lake					15,000		Anderson	
Reserve Subdivision	12434 Juanda Dr NE	Pine Hill	21	N/A - SF					Laugier	
Palms at Totem Lake	12355 120th Ave NE	Totem Lake	467	299					Leavitt	
Cherwin Car Wash Relocation	3603 NE 118th St	Juanda				2725			Laugier	
Lake WA Institute of Technology - Center for Design	11815 120th Ave NE	North Rose Hill					55,000		Leavitt	
Friends of Youth - New Ground Relocation	11005 NE 68th St	Houghton	8	8					Abdalla III	
Harbor Dodge Chrysler Jeep Service Center Tenant Improvement	12440 128th Ln NE	Totem Lake							Leavitt	
100 Property Street Parking	100th Pl NE & NE 121st St	Pine Hill	15	N/A - SF					Duffy	
Northrup Way Multifamily	10426 Northrup Way	Lakeview	125	N/A - Zone					Leavitt	
59th Place Townhomes	11438 59th Pl NE	Juanda	6	0.6					Anderson	
Sound Transit Kinggate Park & Ride Garage	13001 118th Way NE	Totem Lake							Culotta	
Coastal Lighting Research	12031 NE 80th St	South Rose Hill	275	27.5		14,000			Leavitt	
Mainstreet Office	12117 NE 118th St	North Rose Hill			18,620				Leavitt	
Calandra Retail	9950 NE 132nd St	Juanda			5,700		70,000	0	Laugier	
Subtotal:			1,666	393.3	82,885	165,314	70,000	0		
SUMMARY:										
	Residential Projects (Units)	Affordable Units	Office Projects (Sq. Ft.)	Commercial Projects (Sq. Ft.)	Institutional Projects (Sq. Ft.)	Hotel Projects (Rooms)				
1. Under Construction	1,864	87.5	399,188	191,211	144,653	10				
2. Building Permits Issued: No Construction	0	0.0	49,147	11,250	10,605	0				
3. Building Permit Appl. In Review	1,755	174.3	71,431	118,747	4,691	0				
4. Zoning Permit Approved, No Building Permit Application	15	0.6	139,187	0	178,382	0				
5. Zoning Permit Appl. Under Review	16	1.6	185,000	195,029	0	0				
6. Projects in Pre-Permit Review	1,666	393.3	82,885	165,314	70,000	0				
TOTAL	6,316	656.7	636,844	671,891	408,341	10				

	Significant Staff Implementation																				
START	TASK	TOPIC	Est. % Complete	DESCRIPTION	PM	2020				2021				2022							
						1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.				
2018-2019	1	Tree Code Amendments	75%	Comprehensive update of Chapter 95 of the Kirkland Zoning Code	Powers																
	2	Shoreline Master Program Update	100%	State mandated periodic update, includes consistency updates to critical area regulations	Geitz																
	3	Rooftop Amenities	100%	Modify height regulations to facilitate development of common space on multifamily and commercial roofs	Zike																
	4	Sustainability Master Plan	100%	Coordinate various plans with sustainability elements and ensure that sustainability is consistently integrated into all City activities	Barnes																
	5	Kingsgate Park & Ride	100%	Develop zoning regulations and design guidelines to facilitate Sound Transit garage and TOD development of the site	Coogan																
	6	Greater Downtown Urban Center	60%	Pursue King County and PSRC designation of a Greater Downtown Center	Weinstein																
	7	Market/Norkirk/Highlands Neighborhood Plan	100%	Update three plans for neighborhoods generally north of Downtown	Coogan																
	8	Station Area Plan	40%	Comprehensive planning effort for area surrounding the bus rapid transit station at I-405/NE 85 th Street	Zike																
2020	9	Design Guideline Updates – Totem Lake	100%	Minor updates to design guidelines to improve streetscapes and integrate TOD development of the Kingsgate P&R	Coogan																
	10	KMC Subdivision Updates	100%	Clean up KMC subdivision regulations to simplify administration and reflect changes to State law	Cilluffo																
	11	ADU Implementation Initiatives	50%	Implement a series of non-regulatory initiatives encourage development of ADUs following adoption on new rules	Guter																
	12	Streamline Public Project Regulations	100%	Updates to the KZC to streamline permitting of public infrastructure projects needed to support growth	Cilluffo																
	13	Urban Forest 6 Year Workplan Update	100%	Review success over past 6 years of implementing the Strategic Plan and identify work plan for next 6 years	Powers																
	14	Kirkland Outside the Walls	100%	Streamline pandemic business response plan to allow expanded outdoor seating and business operations	McMahan																
	15	2018 Community Amendment Requests - Study	100%	Consider Comprehensive Plan, Zoning Map, and KZC amendments related to two CAR requests approved for study	Guter																
	16	2044 Comprehensive Plan Update - Scope & Budget	10%	Develop preliminary scope of major Comp Plan update to enable biennial budget request for project	McMahan																
	17	Annual Comprehensive Plan Amendments	100%	Adopt mandatory updates to Capital Facility Plan and miscellaneous updates and rezones for park acquisitions	Coogan																
	18	Evaluation of outreach and inclusion strategies	25%	Evaluate methods to improve public processes to be more inclusive and transparent. Coordinate Citywide	tbd																
	19	Bridle Trails Shopping Center Zoning	15%	Property owner initiated plan to develop design guidelines and master plan encompassing all properties within the neighborhood center	Guter																
	20	Moss Bay & Everest Neighborhood Plan Update	90%	Update Moss Bay and Everest neighborhood plans, including any follow up work related to Greater Downtown as an Urban Growth Center	Barnes																
21	Geo Hazard Regulations Updates	0%	Revise geo hazard regulations in response to experience in implementation of the regulations	Barnes																	
22	Wireless Service Regulations Updates	0%	Update KZC regulations in response to federal mandates	tbd																	
2021	23	Evaluation of CAR Process	0%	Evaluate the CAR process to improve with neighborhood planning process, while allowing desirable CARs to be more nimble processed	tbd																
	24	Holmes Point Overlay Updates	0%	Reinitiate consideration of HPO amendments following adoption of geo hazard and tree regulations	tbd																
	25	2020 Community Amendment Request - Threshold	100%	Review CAR applications submitted by 2020 deadline and identify which applications should proceed to further study	tbd																
	26	2044 Comprehensive Plan Update - Prep	20%	Develop detailed work plan and community engagement plan. Retain consulting team for EIS and other tasks as needed	Coogan																
	27	Miscellaneous Code Amendments	100%	Update KZC on various priority topics to reflect current practice, clarify sections of the Code, and promote good planning principles	tbd																
	28	Sign Code Update	0%	Update KZC to clarify rules, enhance aesthetics, reduce visual clutter, and integrate recently-completed work on A-frame signs	Cilluffo																
	29	Cross Kirkland Corridor Design Regulations	0%	Review KZC regulations for development adjoining the corridor to ensure optimal design outcomes for public/private interface	tbd																
	30	Kingsgate & Juanita Neighborhood Plan Update	0%	Update Juanita and Kingsgate neighborhood plans	tbd																
	31	Design Guideline Updates – Rose Hill	0%	Minor updates to design guidelines to implement the Rose Hill Neighborhood Plan	Coogan																
	32	Sustainability Master Plan - Implementation	10%	Code amendment package to implement SMP (i.e. - High Performance Building Standards)	Barnes																
	33	Annual Comprehensive Plan Amendments	75%	Adopt mandatory updates to Capital Facility Plan and miscellaneous updates and rezones for park acquisitions	tbd																
	2022	34	Norkirk/Highland LIT District Study	0%	Review LIT district based on guidance from the neighborhood plans and Station Area Plan	tbd															
35		2044 Comprehensive Plan Update	0%	Begin community engagement and environmental work	tbd																
36		Miscellaneous Code Amendments	0%	Update KZC on various priority topics to reflect current practice, clarify sections of the Code, and promote good planning principles	tbd																
37		2020 Community Amendment Request - Study	0%	Consider Comprehensive Plan, Zoning Map, and KZC amendments related to any CAR requests approved for study	tbd																
38		Annual Comprehensive Plan Amendments	0%	Adopt mandatory updates to Capital Facility Plan and miscellaneous updates and rezones for park acquisitions	tbd																



CITY OF KIRKLAND
Public Works
123 Fifth Avenue, Kirkland, WA 98033
425-587-3000

MEMORANDUM

To: Kurt Triplett, City Manager

From: Julie Underwood, Director of Public Works
Joel Pfundt, Transportation Manager

Date: October 7, 2021

Subject: EASTSIDE TRANSPORTATION PARTNERSHIP REVISED AGREEMENT

RECOMMENDATION:

It is recommended that the City Council adopt a resolution authorizing the City Manager to sign on behalf of the City a revised Eastside Transportation Partnership (ETP) Agreement between King County, the communities in the area east of Lake Washington in King County, and Snohomish County. The revised agreement will supersede the present agreement in three respects: (1) Snohomish County is added as a party; (2) it adds an annual King County "funds collected and funds remaining" requirement; and (2) the new term of the agreement will extend through the end of 2023 with the possibility of an additional extension through 2025. By approving the consent calendar, the resolution authorizing the City Manager to sign the agreement is approved.

BACKGROUND DISCUSSION:

According to the King County Metro Website, the ETP was established through an interlocal agreement in 1987, which provided funds for a study that resulted in recommendations for transportation improvements on the Eastside. That study was completed, recommendations were adopted, and staffing responsibility for ETP was transferred in 1990 from the City of Redmond to King County. The study was updated in the 1990s, though now largely superseded by other regional planning efforts. Today, the ETP provides an Eastside forum for interjurisdictional cooperation to implement coordinated, prioritized transportation plans and programs through leadership, education, and advocacy.

Parties to the Agreement that are full voting members, include: Bellevue, Bothell, Issaquah, Kenmore, Kirkland, Mercer Island, Newcastle, Redmond, Renton, Sammamish, Woodinville, King County, small cities and towns (Beaux Arts Village, Clyde Hill, Hunts Point, Medina, and Yarrow Point), and Snoqualmie Valley cities (Carnation, Duvall, North Bend, and Snoqualmie).

This proposed agreement has three amendments to the current agreement. First, it adds Snohomish County as a limited voting member (see Section 2.2 of Exhibit A). Snohomish County has been participating essentially as a limited voting member at least since 2014. This amendment formalizes its status. Second, it requires King County to provide by June 30 of each year an update on funds collected and funds remaining (see Section 6.2). And third, the

duration is modified from December 31, 2021 to December 31, 2023 and, unless terminated earlier, will be extended automatically to December 31, 2025 (see Section 8.0).

The following summarizes the Agreement:

- Section 2.0 Defines the scope of voting rights for full voting members, limited voting members, and ETP-recognized non-members.
- Section 3.0 Identifies the number of representatives each member is entitled to. Representatives serve a one-year term. King County is represented by two County Councilmembers and the King County Executive.
- Section 4.0 The ETP shall adopt operating procedures, provide the latitude to assess dues for limited voting and non-voting members, and specifies that a chair(s) and vice chair(s) shall be elected by ETP.
- Section 5.0 States that King County is the Lead Agency and identifies its responsibilities.
- Section 6.0 Establishes minimum dues of \$100 per full voting representative. Dues are to be used for special events, public education, or uses authorized by the ETP. Dues may be increased annually by the ETP. The ETP can establish increased financial contributions, though King County can recuse itself from additional financial contributions.
- Section 7.0 A party may withdraw from ETP for any reason with at least 30 days' written notice. The withdrawing party is not entitled to a financial refund.
- Section 8.0 Once fully executed, the agreement/extension shall remain in effect until December 31, 2023. It extends automatically until December 31, 2025 unless terminated earlier.
- Section 9.0 All parties must agree to terminate the agreement.
- Section 10 The agreement does not contemplate the acquisition of real property.
- Section 11 Were the agreement to expire or be terminated, any remaining funds shall be disbursed proportionately.

Kirkland appoints two full-voting members. The current members are Deputy Mayor Jay Arnold and Councilmember Neal Black. The City's dues are \$200 annually.

NEXT STEPS:

If the Council wishes to continue its participation in the ETP, staff recommends adopting the attached Resolution.

Resolution

Exhibit A to Resolution: Eastside Transportation Partnership Agreement

RESOLUTION R-5496

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND APPROVING AN EASTSIDE TRANSPORTATION PARTNERSHIP INTERLOCAL AGREEMENT BETWEEN KING COUNTY, EAST KING COUNTY JURISDICTIONS, AND SNOHOMISH COUNTY TO SUPPORT MULTI-JURISDICTIONAL PLANNING AND COORDINATED TRANSPORTATION PLANNING ON BEHALF OF THOSE JURISDICTIONS.

1 WHEREAS, by interlocal agreement, King County and numerous
2 East King County jurisdictions have been involved in multi-jurisdictional
3 transportation planning and coordinated transportation plans that
4 benefit their communities through an Eastside Transportation
5 Partnership Agreement, originally executed in 1987; and
6

7 WHEREAS, the Eastside Transportation Partnership has served
8 as the central forum for information sharing, consensus building, and
9 coordination to develop recommendations for transportation policies,
10 projects, and programs; and
11

12 WHEREAS, the present agreement, as amended, is due to expire
13 at the end of 2021; and
14

15 WHEREAS, the parties to the present agreement wish to enter
16 into a new agreement that will supersede the present agreement and
17 (1) add Snohomish County as a party; (2) require King County to provide
18 by June 30 of each year an update on funds collected and funds
19 remaining; and (3) extend the term of the present agreement through
20 2023 with the possibility of a further extension through 2025.
21

22 NOW, THEREFORE, be it resolved by the City Council of the City
23 of Kirkland as follows:
24

25 Section 1. The City Manager is hereby authorized and directed
26 to execute on behalf of the City the "Eastside Transportation Partnership
27 Agreement" attached as Exhibit A.
28

29 Passed by majority vote of the Kirkland City Council in open
30 meeting this ____ day of _____, 2021.
31

32 Signed in authentication thereof this ____ day of _____,
33 2021.

Penny Sweet, Mayor

Attest:

Kathi Anderson, City Clerk

Eastside Transportation Partnership Agreement

Parties to Agreement

City of Bellevue
City of Bothell
City of Issaquah
City of Kenmore
City of Kirkland
City of Mercer Island
City of Newcastle
City of Redmond
City of Renton
City of Sammamish
City of Woodinville
King County
Small Cities
 Town of Beaux Arts Village
 City of Clyde Hill
 Town of Hunts Point
 City of Medina
 Town of Yarrow Point
Snoqualmie Valley Cities
 City of Carnation
 City of Duvall
 City of North Bend
 City of Snoqualmie

Transmitted to parties for approval and signature October 8, 2021.

THIS AGREEMENT is made and entered into by and among the CITY OF BELLEVUE, hereafter known as “Bellevue”; the CITY OF BOTHELL, hereafter known as “Bothell”; the CITY OF ISSAQUAH, hereafter known as “Issaquah”; the CITY OF KENMORE, hereafter known as “Kenmore”; the CITY OF KIRKLAND, hereafter known as “Kirkland”; THE CITY OF MERCER ISLAND, hereafter known as “Mercer Island”; the CITY OF NEWCASTLE, hereafter known as “Newcastle”; the CITY OF REDMOND, hereafter known as “Redmond”; the CITY OF RENTON, hereafter known as “Renton”; the CITY OF SAMMAMISH, hereafter known as “Sammamish”; the CITY OF WOODINVILLE, hereafter known as “Woodinville”; KING COUNTY, a legal subdivision of the State of Washington, hereafter called “King County”; the TOWN OF BEAUX ARTS VILLAGE, hereafter known as “Beaux Arts”; the CITY OF CLYDE HILL, hereafter known as “Clyde Hill”; the TOWN OF HUNTS POINT, hereafter known as “Hunts Point”; the CITY OF MEDINA, hereafter known as “Medina”; the TOWN OF YARROW POINT, hereafter known as “Yarrow Point”; the CITY OF CARNATION, hereafter known as “Carnation”; the CITY OF DUVAL, hereafter known as “Duvall”; the CITY OF NORTH BEND, hereafter known as “North Bend”; the CITY OF SNOQUALMIE, hereafter known as “Snoqualmie”; as members of the Eastside Transportation Partnership;

WHEREAS, the parties to this agreement recognize that multi-jurisdictional transportation planning and coordinated transportation plans benefit their residents; and

WHEREAS, the Eastside Transportation Partnership has served as the central forum for information sharing, consensus building, and coordination to develop recommendations for transportation policies, projects and programs for the area East of Lake Washington in King County;

NOW THEREFORE, in consideration of the mutual covenants contained herein, the parties hereto agree as follows:

1.0 Purpose of this Agreement

The purpose of this Agreement is to recognize the Eastside Transportation Partnership as the transportation board for the area East of Lake Washington in King County to share information, build consensus, and provide advice on plans, programs, policies and priorities for countywide, regional, state, and federal transportation decisions.

2.0 Members and Voting

Members shall have full voting rights, limited voting rights or shall be non-voting members, as follows:

2.1 Members with Full Voting Rights: Only jurisdictions which are signatories to this agreement shall have full voting rights on all of the following issues before the Eastside Transportation Partnership, unless otherwise noted, including:

1. Administrative issues, such as additional members and use of dues.
2. Recommendations to Sound Transit on policies and capital and service plans and implementation.
3. Recommendations to King County on Metro Transit planning, development and implementation of products and services.
4. Identification of projects for the regional competition, if prescribed by the process approved by the King County caucus of the Puget Sound Regional Council Transportation Policy Board.
5. Recommendations to WSDOT on policies, programs and projects.
6. Recommendations to the PSRC on plans, policies, programs, and projects such as the Regional Transportation Plan updates and regional funding policies, strategies or programs.
7. Input to the State Legislature and committees and commissions established by the Legislature on transportation policy, budget and priorities and legislative proposals and studies.
8. Recommendations to the federal delegation on federal legislation including reauthorization and funding priorities and other transportation-related programs.

2.2 Members with Limited Voting Rights: The Eastside Transportation Partnership may add members with limited voting rights on the issues such as those listed below by unanimous vote of the parties to the agreement at a regular meeting.

1. Recommendations to WSDOT on policies, programs and projects.
2. Recommendations to the PSRC on plans, policies, programs and projects, such as the Regional Transportation Plan updates and regional funding policies, strategies or programs.
3. Input to the State Legislature and committees and commissions established by the Legislature on transportation policy, budget and priorities and legislative proposals and studies.
4. Recommendations to the federal delegation on federal legislation including reauthorization and funding priorities and other transportation-related programs.

2.2.a Such members and voting rights, if any, shall be included in operating procedures to be adopted by the Eastside Transportation Partnership.

2.3 Non-Voting Members: The Eastside Transportation Partnership may add non-voting members by unanimous vote of the parties to the agreement at a regular meeting. The Eastside Transportation Partnership may remove non-voting members by a unanimous vote of the parties to the agreement at a regular meeting.

2.3.a Such members shall be included in operating procedures to be adopted by the Eastside Transportation Partnership.

3.0 Representation and Conduct

3.1 Representation of city and county members shall be as follows

Full Voting Members	Number of Representatives
Bellevue	2
Bothell	2
Issaquah	2
Kenmore	2
Kirkland	2
Mercer Island	2
Newcastle	2
Redmond	2
Renton	2
Sammamish	2
Woodinville	2
Small Cities Coalition Beaux Arts Clyde Hill Hunts Point Medina Yarrow Point	2 (shared)
Snoqualmie Valley Cities Carnation Duvall North Bend Snoqualmie	2 (shared)
King County	3
Limited Voting Members	Number of Representatives
Snohomish County	1

3.2 Elected officials shall be appointed to the Eastside Transportation Partnership by their cities and counties for a one-year term. King County representation shall be a maximum of two Councilmembers and the King County Executive.

3.3 Each city or county participating member may appoint an alternate for a one-year term. Designated alternates may vote in place of designated voting representatives in the absence of the designated representative.

4.0 Operating Procedures

4.1 The Eastside Transportation Partnership shall adopt operating procedures to specify limited voting members and non-voting members, if any, dues for limited and non-voting members, if any, and operational issues such as election of officers, formation of subcommittees and rules of order. A chair(s) and vice-chair(s) shall be elected per the operating procedures and shall be responsible for setting meeting agendas, running meetings and any other activities identified in the operating procedures

5.0 Lead Agency

5.1 King County will be the Lead Agency for receipt and disbursement of funds collected through annual dues, and general administrative and program support for the Eastside Transportation Partnership. King County assumes wage and benefit costs of its staff performing Lead Agency responsibilities to the extent that King County appropriates such funds. The Lead Agency shall, in its sole discretion, determine the level of staffing available based upon funding.

5.2 Lead Agency responsibilities may be limited to: maintaining Eastside Transportation Partnership membership rosters and distribution lists; arranging for Partnership meetings, including scheduling, agendas and rooms; collecting, administering and disbursing Partnership dues; providing Partnership meeting support to the chair(s) and vice chair(s); attending Partnership meetings; and preparing Partnership meeting summaries.

6.0 Financing and Cost Sharing Guidelines

6.1 **Yearly Dues:** The Eastside Transportation Partnership members shall pay a minimum \$100 per full voting representative in annual dues to remain in good standing. The Lead Agency will bill annually at the end of each year, and dues are to be paid within ninety days after receipt of the invoice. Members not in good standing shall lose voting rights until the required dues are paid. Additional dues above \$100, and any dues required by limited or non-voting members, will be determined by the Eastside Transportation Partnership and included in the operating procedures. Revenue from dues shall be used for special events, public education, or other expenses authorized by the Eastside Transportation Partnership. The designated Lead Agency shall not be required to pay yearly dues.

6.2 **Annual Review of Financing:** The Eastside Transportation Partnership shall determine by June 30 of each year whether additional annual dues above \$100 per voting representative will be required of the Eastside Transportation Partnership member jurisdictions for the following year. Additionally, King County will provide the Eastside Transportation Partnership a status update on funds collected and funds remaining by June 30 of each year.

6.3 **Additional financial contributions:** If additional financial contributions beyond an increase in dues are determined to be necessary, costs shall be shared among all voting members, with an option for King County to recuse itself from further financial obligations. Recused members may not vote on determining the additional financial contribution or uses for the additional funds.

6.4 **Modification to Agreement Required:** If additional funds are determined to be necessary, a modification to this agreement specifying cost-sharing, purpose, scope of work, administration, collection and disbursement of funds and other details is required in order to obligate a member jurisdiction to funding participation.

7.0 Withdrawal of a Party from this Agreement

Each party, for its convenience and without cause or for any reason whatsoever, may withdraw from participation in this Agreement by providing written notice, sent certified mail, return receipt required, to the chair(s) of the Eastside Transportation Partnership at least thirty (30) days in advance of the effective date of the withdrawal. A withdrawing party shall not be entitled to a refund of any payments to Eastside Transportation Partnership and shall pay any dues required to be paid under this Agreement for costs which had been obligated prior to the effective date of the withdrawal. All obligations other than dues cease upon withdrawal.

Each party's funding to perform its obligations under the Agreement, beyond the current appropriation year, is conditional upon appropriation by the party's governing body. Should such an appropriation not be approved for a future year, a party may exercise its right to withdraw from the Agreement.

8.0 Duration

This Agreement shall take effect upon being duly adopted by the governing bodies of all parties and executed by the authorized representatives of all parties. This Agreement shall remain in effect until December 31, 2023, unless terminated earlier in accordance with Section 9.0. This Agreement shall be automatically extended upon the same terms or conditions for another term commencing January 1, 2024 and ending no later than December 31, 2025.

9.0 Termination

All parties to this Agreement must agree to terminate this Agreement in order for such termination to be effective. If all parties desire to terminate this Agreement, they shall execute a Statement of Termination. Upon termination, no party shall be required to make any additional contributions. Any remaining funds shall be refunded to the parties to this Agreement according to Section 11.0.

10.0 Real and Personal Property

The acquisition of real property is not anticipated under this Agreement. Any personal property acquired pursuant to this Agreement shall be held by the Lead Agency. In the event this Agreement expires or is terminated in accordance with Section 8.0 or 9.0, any personal property other than cash shall remain with the Lead Agency.

11.0 Return of Funds

At such time as this Agreement expires without being terminated or revised, or is terminated in accordance with Section 9.0, any unexpended and uncommitted funds shall be distributed proportionately to those parties to this Agreement at the time of termination based on each party's percentage share of the total balance at the time of termination.

12.0 Filing

This Agreement shall be filed with the King County Department of Records and Elections.

13.0 Legal Relations

13.1 The parties shall comply with all applicable state and federal laws and regulations.

13.2 This Agreement is solely for the benefit of the parties hereto and gives no right to any other party. No joint venture or partnership is formed as a result of this Agreement. No employees or agents of one party or any of its contractors or subcontractors shall be deemed, or represent themselves to be, employees of any other party.

13.3 Each party shall defend, indemnify and hold harmless the other parties and their respective officials, employees, principals and agents from all claims, demands, suits, actions, and liability of any kind whatsoever which arise out of, are connected with, or are incident to any negligent acts of the first party, its contractor, and/or employees, agents, and representatives in performing the first party's obligations under this Agreement. The parties agree that their obligations under this paragraph extend to claims made against one party by another party's own employees. For this purpose, the parties, by mutual negotiation, hereby waive any immunity that, as respects the other parties only, would otherwise be available against such claims under the industrial insurance provisions of RCW Title 51. In the event any party incurs attorney's fees, costs or other legal expenses to enforce the provisions of this section, against another party, all such fees, costs and expenses shall be recoverable by the prevailing party.

13.4 The provisions of this section shall survive and remain applicable to each of the parties notwithstanding any termination or expiration of this Agreement and notwithstanding a party's withdrawal from this Agreement.

14.0 Entirety and Modifications

14.1 This Agreement merges and supersedes all prior negotiations, representations and agreements between the parties relating to the subject matter hereof and constitutes the entire agreement between the parties.

14.2 This Agreement may be modified only by written instrument signed by all the parties hereto.

15.0 Counterparts

The signature pages of this Agreement may be executed in any number of counterparts, each of which shall be an original.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be signed and delivered by its duly authorized officer or representative as of the date set forth below its signature. For purposes of this Agreement, a duly authorized electronic signature constitutes an original signature.

City of Bellevue
By: _____

Date: _____

City of Kenmore
By: _____

Date: _____

City of Newcastle
By: _____

Date: _____

City of Sammamish
By: _____

Date: _____

Town of Beaux Arts Village
By: _____

Date: _____

City of Medina
By: _____

Date: _____

City of Duvall
By: _____

Date: _____

City of Bothell
By: _____

Date: _____

City of Kirkland
By: _____

Date: _____

City of Redmond
By: _____

Date: _____

City of Woodinville
By: _____

Date: _____

City of Clyde Hill
By: _____

Date: _____

Town of Yarrow Point
By: _____

Date: _____

City of North Bend
By: _____

Date: _____

City of Issaquah
By: _____

Date: _____

City of Mercer Island
By: _____

Date: _____

City of Renton
By: _____

Date: _____

King County
By: _____

Date: _____

Town of Hunts Point
By: _____

Date: _____

City of Carnation
By: _____

Date: _____

City of Snoqualmie
By: _____

Date: _____



CITY OF KIRKLAND
Department of Finance & Administration
123 Fifth Ave, Kirkland, WA 98033 • 425.587.3100
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager
From: Michael Olson, Director of Finance and Administration
George Dugdale, Financial Planning Manager
Camille Hastings, Recovery Intern
Date: September 30, 2021
Subject: Monthly Financial Dashboard Report through August 31, 2021

RECOMMENDATION:

It is recommended that the City Council receive the monthly Financial Dashboard for August 2021.

BACKGROUND DISCUSSION

The Financial Dashboard is a high-level summary of some of the City's key revenue and expenditure indicators. It provides a budget to actual comparison for year-to-date revenues and expenditures for the general fund, as well as some other key revenues and expenditures. The report also compares this year's actual revenue and expenditure performance to the prior year.

This report reflects the continued effects of COVID-19, although the impact is not as significant as at various points in 2020. Total General Fund Revenues are 65.9 percent of budget, which is below the 66.7 percent budget threshold, although this is expected due to the timing of property tax revenues. General Fund Revenues are up 6.8 percent relative to the same period in 2020, reflecting the economy's continuing recovery as businesses reopen and vaccines become widely available.

Total Expenditures are 57.2 percent of budget, under the 66.7 percent budget threshold and down 2.3 percent relative to August 2020. This decrease is driven in part by several legal service expenditures that were significantly higher in 2020 than in 2021, including \$1.62 million in lease agreement buy-out payments related to the purchase of Evergreen Place Medical Center in March of 2020, which were funded with GEMT (Ground Emergency Medical Transport) revenue. Additional declines were found in Professional Services fees (down \$532,378) related to the timing of some other payments, including a large Human Services pooled grant in May of 2020.

The August dashboard reports Sales Tax revenues activity occurring in June. Relative to August 2020, Sales Tax revenue is up 19.7 percent, or \$3.3 million. This can be explained by a combination of strong growth in 2021 retail activity and economic contraction in the same period in 2020. In August 2021, most business sector categories reported growth compared to August 2020, with the most significant gains in the Other Retail category (up \$212,144 or 74.5 percent).

Property Taxes are 54.8 percent of budget, which is below the 66.7 percent budget threshold, but in line with expectations due to the timing of property tax payments. Relative to 2020, Property Tax revenues are up 38.4 percent due to additional property tax revenues from Fire Prop 1. Development Fees are 76.8 percent of budget, above the 66.7 percent budget threshold and up 9.5 percent relative to 2020. This is driven primarily by increases in Building (up 9.1 percent), Engineering (up 18.1 percent), and Fire (up 19.7 percent) revenues. These gains are offset somewhat by a 13 percent decrease in Planning-related development fees, which is related to several large projects passing through the planning process in prior years. Revenue from these projects is now being seen in other development permits, so there is likely to be a drop in these revenues next year. Despite this, development activity is still very high, and the current market does not suggest this will decline.

Utility taxes are 67.0 percent of budget, which is in line with the budget threshold. Compared to 2020, public utility taxes show an overall decrease of 0.4 percent, including a 23.4 percent decrease in Telephone Utility Tax (continuing a downward trend of the past several years), a 1.8 percent decrease in Solid Waste Utility Tax, a 3.7 percent decrease in Sewer Utility Tax, and a 5.8 percent decrease in TV/Cable tax. These declines are offset somewhat by a 9.6 percent increase in Electric Utility Tax and a 4.3 percent increase in Gas Utility Tax. Surface Water Utility Tax (paid on property taxes) shows little change and remains steady relative to 2020. Due to economic hardship related to COVID-19 and the temporary dismissal of late fees on utility billing, the City has experienced a growth in missed water/sewer and solid waste payments and arrears during the past year, disrupting the timing of revenues. Financial Planning will continue to monitor Utility Tax revenues as the City implements relief programs for collection of payments in arrears with ARPA Coronavirus Local Fiscal Recovery Funds (CLFRF) in the coming weeks.

Gas Tax is 52.5 percent of budget, which is below the 66.7 percent budget threshold and reflects a trend that has been observed throughout COVID-19. This is likely caused by decreased commuting as people develop more permanent flexible working schedules due to the prevalence of the COVID-19 Delta variant. Financial Planning will continue to monitor Gas Tax revenues throughout the year as we enter the recovery phase of the pandemic.

Fire Suppression Overtime is currently 73.2 percent of budget, well above budget threshold. There were June adjustments to recognize new revenue for vaccine clinics (\$190,000), and there will be future revenue to recognize 2021 wildland fire reimbursements, however Fire Suppression Overtime has increased 32.3 percent compared to August 2020 because the department has been operating without five firefighters (two firefighters on long-term leave and three vacancies).

Fuel Costs are 42.8 percent of budget through August, below the budget threshold but 41 percent higher than in 2020. Fuel costs are trending more closely to 2018 and 2019 averages, as there was a significant drop in costs in 2020.

Financial Planning will continue to monitor and project these expenditures and all City revenues being affected by COVID-19 throughout 2021, providing that information where needed to inform policy decisions.

August 2021 Financial Dashboard
 September 30, 2021

Revenues (through 8/31/21):

- General Fund Revenues** are 65.9 percent of budget, which is below the 66.7 percent budget threshold and in line with revenue from recent years. General Fund Revenues are up 6.8 percent relative to the same period in 2020, reflecting the economy's continuing recovery as businesses reopen and vaccines become widely available.

Sales Tax is 83.2 percent of budget, which is well above the 66.7 percent threshold. Relative to August 2020, Sales Tax revenue is up 19.7 percent, or \$3.3 million. This can be explained by a combination of strong growth in 2021 retail activity and economic contraction in the same period in 2020. In August 2021, most business sector categories reported growth compared to August 2020, with the most significant gains in Other Retail (up \$212,144 or 74.5 percent), Services (up \$54,530 or 15.5 percent), and Gen Merch/Misc. Retail (up \$40,802 or 16.8 percent). Only the Communications sector saw a decrease in revenue, down 10.3 percent (\$4,726). Note: There is a two-month lag between when Sales Tax is generated and when it is distributed to the City, so this period represents sales tax activity occurring in June 2021.

- Property Taxes** are 54.8 percent of budget, which is below the 66.7 percent budget threshold, but in line with expectations due to the timing of property tax payments. Relative to 2020, Property Tax revenues are up 38.4 percent due to additional property tax revenues from Fire Prop 1.

- Utility Taxes** are 67.0 percent of budget, which is in line with the budget threshold. Compared to 2020, public utility taxes show an overall decrease of 0.4 percent, including a 23.4 percent decrease in Telephone Utility Tax (continuing a downward trend seen this year), a 1.8 percent decrease in Solid Waste Utility Tax, a 3.7 percent decrease in Sewer Utility Tax, and a 5.8 percent decrease in TV/Cable tax. These declines are offset somewhat by a 9.6 percent increase in Electric Utility Tax and a 4.3 percent increase in Gas Utility Tax. Surface Water Utility Tax (paid on property taxes) shows little change and remains steady relative to 2020. Due to economic hardship related to COVID-19 and the temporary dismissal of late fees on utility billing, the City has experienced a growth in missed water/sewer and solid waste payments and arrears during the past year, disrupting the timing of revenues. Financial Planning will continue to monitor Utility Tax revenues as the City implements relief programs for collection of payments in arrears with ARPA Coronavirus Local Fiscal Recovery Funds (CLFRF) in the coming weeks.

- Development Fees** are 76.8 percent of budget, above the 66.7 percent budget threshold and up 9.5 percent relative to 2020. This is driven primarily by increases in Building (up 9.1 percent), Engineering (up 18.1 percent), and Fire (up 19.7 percent) revenues. These gains are offset somewhat by a 13 percent decrease in Planning-related development fees, which is related to several large projects passing through the planning process in prior years. Revenue from these projects is now being seen in other development permits, so there is likely to be a drop in these revenues next year. Despite this, development activity is still very high, and the current market does not suggest this will decline.

- Business Fees** are 88.4 percent of budget, also above the 66.7 percent budget threshold. As capacity restrictions are lifted and local businesses continue to recover from previous economic shutdowns, revenue from Business Fees is expected to grow in the short-term as it returns to pre-pandemic levels before levelling off.

- Gas Tax** is 52.5 percent of budget, which is below the 66.7 percent budget threshold and reflects a trend that has been observed throughout COVID-19. This is likely caused by decreased commuting as people develop more permanent flexible working schedules due to the prevalence of the COVID-19 Delta variant. Financial Planning will continue to monitor Gas Tax revenues throughout the year as we enter the recovery phase of the pandemic.

Expenditures (through 8/31/21):




- General Fund Expenditures** are 57.2 percent of budget, under the budget threshold and down 2.3 percent relative to August 2020. This decrease is driven in part by several legal service expenditures that were significantly higher in 2020 than in 2021, including \$1.62 million in lease agreement buy-out payments related to the purchase of Evergreen Place Medical Center in March of 2020, which were funded with GEMT (Ground Emergency Medical Transport) revenue. Additional declines were found in Professional Services fees (down \$532,378) related to the timing of some other payments, including a large Human Services pooled grant in May of 2020.

- General Fund Salaries/Benefits** are 63.2 percent of budget through August, within the expected range and slightly under the budget threshold.

- Fire Suppression Overtime** is currently 73.2 percent of budget, above budget threshold. There were June adjustments to recognize new revenue for vaccine clinics (\$190,000), and there will be future revenue to recognize 2021 wildland fire reimbursements, however Fire Suppression Overtime has increased 32.3 percent compared to August 2020 because the department has been operating without five firefighters (two firefighters on long-term leave and three vacancies).

- Contract Jail Costs** are 41.6 percent of budget through August, decreasing 2.4 percent relative to last year. Based on trends observed in recent years, expenses are slowly returning to pre-pandemic levels in this category as the use of other jails begins to increase.

- Fuel Costs** are 42.8 percent of budget through August, below the budget threshold but 41 percent higher than in 2020. Fuel costs are trending more closely to 2018 and 2019 averages, as there was a significant drop in costs in 2020.

City of Kirkland Financial Dashboard									
Annual Budget Status as of 8/31/2021				Budget Threshold (% Complete) : 66.7%					
	2021 Budget	Year-to-Date Actual 2021	% Received/Actual	August YTD	July YTD	Year-to-Date Actual 2020	YTD Change: 20 to 21		
							\$	%	
General Fund									
Total Revenues	111,554,597	75,529,909	67.7%			68,854,251	6,675,658	9.7%	
Total Expenditures	117,377,279	67,334,819	57.4%			68,771,360	(1,436,541)	-2.1%	
Key Indicators (All Funds)									
<i>Revenues</i>									
Sales Tax	23,932,560	19,918,378	83.2%			16,635,695	3,282,683	19.7%	
Property Taxes	27,699,385	15,167,123	54.8%			10,958,582	4,208,541	38.4%	
Utility Taxes	13,519,349	9,054,890	67.0%			9,091,463	(36,572)	-0.4%	
Development Fees	10,495,483	8,074,482	76.9%			7,361,507	712,974	9.7%	
Business Fees	3,437,353	3,039,450	88.4%			2,554,277	485,173	19.0%	
Gas Tax	2,069,037	1,086,250	52.5%			1,023,657	62,593	6.1%	
<i>Expenditures</i>									
General Fund Salaries/Benefits (1)	77,921,684	49,254,131	63.2%			47,865,813	1,388,318	2.9%	
Fire Suppression Overtime	1,594,010	1,166,462	73.2%			881,467	284,994	32.3%	
Contract Jail Costs	457,306	190,329	41.6%			195,098	(4,769)	-2.4%	
Fuel Costs	670,000	286,959	42.8%			203,576	83,383	41.0%	
(1) Excludes Fire Suppression Overtime									
Status Key									
Revenues are higher than expected or expenditures are lower than expected:									
Revenues or expenditures are within expected range:									
WATCH - Revenues lower/expenditures higher than expected range or outlook is cautious:									



CITY OF KIRKLAND

Department of Finance & Administration

123 Fifth Avenue, Kirkland, WA 98033 425.587.3100

www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Jay Gewin, Purchasing Agent

Date: October 7, 2021

Subject: REPORT ON PROCUREMENT ACTIVITIES FOR COUNCIL MEETING OF October 19, 2021.

This report is provided to apprise the Council of recent and upcoming procurement activities where the cost is estimated or known to be in excess of \$50,000. The "Process" column on the table indicates the process being used to determine the award of the contract.

The report is compiled through an analysis of the City's purchase orders, approved contracts, significant change orders, and bid awards recently approved by the City Council.

The City's major procurement activities initiated since the last report dated September 7, 2021 are as follows:

No.	Project/Purchase	Process	Estimate/Price	Status
1.	Replacement Water Rescue Crafts for Fire Dept.	Sole-source	\$72,216.00	Purchase order awarded to RP Advanced Mobile Systems, LLC of McMinnville, OR
2.	Trailer-mounted mobile LED video screen for Parks and Community Services Dept.	Invitation for bids	\$241,613.50	Purchase order awarded to Insane Impact, LLC of Waukeg, IA
3.	SCBA training air paks for Fire Dept.	Cooperative purchase	\$57,937.10	Purchase order awarded to Municipal Emergency Services, Inc. of Chicago, IL
4.	2021 Annual Replacement of Aging/Failing Infrastructure Program	Invitation for bids	\$257,446.00	Contract awarded to Blue Mountain Construction Group, LLC of Seattle, WA
5.	Cross Kirkland Corridor Lighting Improvement Project	Invitation for bids	\$446,826.00	Contract awarded to Colvico, Inc. of Spokane, WA

No.	Project/Purchase	Process	Estimate/Price	Status
6.	Structural engineering third-party review for Madison Development Rose Hill Mixed Use Project Phase 2, Building 3	Request for qualifications	\$65,000.00	Contract awarded to WSP USA of San Diego, CA
7.	Replacement aid unit vehicle for Fire Dept.	Cooperative purchase	\$362,548.08	Contract awarded to True North Emergency Equipment, Inc. of Hillsboro, OR
8.	Human Services Contract for Parks and Community Services Dept.	Grant agreement	\$224,204.00	Contract awarded to Catholic Community Services of Western Washington of Seattle, WA
9.	126 th Ave. NE Watermain Design	Request for qualifications	\$186,550.00	Contract awarded to The Blueline Group of Kirkland, WA

Attachment: Advanced Mobile Systems LLC Competitive Process Waiver

**CITY OF KIRKLAND****Department of Finance & Administration****123 Fifth Avenue, Kirkland, WA 98033 425.587.3100****www.kirklandwa.gov**

To: Kurt Triplett, City Manager

From: Joe Sanford, Fire Chief
Dave Van Valkenburg, Deputy Chief
Jay Gewin, Purchasing Agent

Date: August 19, 2021

Subject: REQUEST FOR WAIVER OF COMPETITIVE BIDDING – Replacement of Water Rescue Craft from RP Advanced Mobile Systems.

RECOMMENDATION:

Staff recommends waiving a competitive process to purchase replacement watercraft from RP Advanced Mobile Systems (RPAMS).

BACKGROUND DISCUSSION:

The City of Kirkland purchased water rescue crafts, Seadoos search and rescue models (SAR), in 2014 as a sole source provider. The water rescue craft (WRC) is part of the City's water rescue program. The Kirkland Fire Department incorporates rescue swimmers, floatation devices, rescue surfboards, and water rescue craft to provide a comprehensive water rescue program.

The watercraft has been subjected to wear and tear due to exposure to wind and waves. Damage to the hulls of the WRC has decreased their expected life span. Storage of the craft was improved with the use of a boat lift. Raising WRC out of the water has decreased damage from wind and docks. Staff anticipates new WRC will not require early replacement because of improved storage.

The original replacement schedule was set to purchase two new WRC in 2023. Our WRC are spending more time out of service for substantial repairs and maintenance. Delivery times for new WRC have increased to 18 months or more from the time of order. Material shortages, limited supply, necessary modifications, and high demand are all factors increasing delivery times. A September 2021 order date will allow acceptance of the new WRC in February of 2023.

The City went out for a public competitive bid for two WRC on August 6, 2021. No bids were received by the August 23, 2021 due date. Therefore, KFD is seeking to purchase the WRC directly from RPAMS since we have no reason to expect that re-bidding the project will result in a different outcome.

Replacement options and costs for the new WRC have been extensively researched. Utilizing RPAMS will provide WRC from an authorized dealer.

Furthermore, RPAMS provide the shortest build and delivery times. With our existing WRC requiring increasing service, the shortest possible delivery time is desirable. The goal is to minimize the possibility of the City having no WRC in service.

Alternative vendors willing to purchase, equip and modify the RWC not viable options. When contacted, I90 Motorsports and Larson Power Sports, declined to submit bids to purchase and modify WRC with the necessary equipment and upgrades. The open competitive bid process resulted in no additional vendors of the product being identified.

Replacement watercraft from RPAMS will be delivered to the City at the after-tax cost of \$94,213.00. Attachment B.

KMC 3.85.210 provides that the competitive process may be waived by the City Manager for purchases greater than \$50,000 when the purchase is legitimately limited to a single source of supply and/or special market conditions apply.

Please contact DC Van Valkenburg or Jay Gewin if you require additional information.

☒ Request Approved ☐ Request Denied
 9/13/21
Kurt Triplett, City Manager



CITY OF KIRKLAND
Department of Public Works
123 Fifth Avenue, Kirkland, WA 98033 425.587.3800
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Julie Underwood, Director of Public Works
Stephanie Croll, Senior Assistant City Attorney
John Starbard, Deputy Director of Public Works

Date: October 7, 2021

Subject: OLYMPIC PIPE LINE FRANCHISE RENEWAL

RECOMMENDATION:

It is recommended that the City Council approve an ordinance to renew an existing franchise agreement with Olympic Pipe Line for ten years, with the potential for an additional ten years at the City's discretion.

BACKGROUND DISCUSSION:

Olympic Pipe Line, which began in 1965, operates a 400-mile interstate pipeline system that includes 12-inch, 14-inch, 16-inch, and 20-inch pipelines. The pipelines run along a 299-mile corridor from Blaine, Washington to Portland, Oregon. The system transports gasoline, diesel, and jet fuel. The fuels are delivered to Seattle's Harbor Island; Seattle-Tacoma International Airport; Renton, Tacoma, and Vancouver, Washington; and Portland, Oregon.

For many years, the pipeline ran to the east of Kirkland but not within it. With the June 1, 2011 Juanita-Finn Hill-Kingsgate annexation, however, a small segment of the pipeline now is in Kirkland running generally north/south near 136th Avenue NE. In this area, Olympic has two parallel lines—one 16-inch and one 20-inch—that are mostly in private easements. The lines cross City rights-of-way at four locations, so a franchise agreement is necessary (see map, Exhibit A to Attachment A).

The City's first franchise agreement with Olympic began on June 1, 2011, coincident with the effective date of the aforementioned annexation. The term of that agreement was ten years and expired on June 1, 2021. Prior to the expiration date, consistent with requirements of the 2011 agreement, Olympic contacted the City to begin negotiations for a renewal of the agreement. Section 4.3 of the 2011 agreement provides that if the parties do not complete the renegotiation process before the expiration date, the agreement continues on a year-to-year basis until a new agreement is established or the franchise terminated.

Shortly after the annexation, the City undertook a process with the Planning Commission, the Houghton Community Council, the Planning Department (now the Planning and Building Department), and the Fire and Building Department (now the Fire Department) to amend the *Kirkland Zoning Code* to increase public and property owner awareness, attempt to reduce risks, and amend land use requirements in response to the presence of the pipeline within the

City limits (see [KMC 118.10](#)). Additionally, the pipeline is regulated by federal laws and the Washington State Utilities and Transportation Commission.

Since the commencement of the franchise agreement in 2011, Olympic has paid the City a franchise fee annually. It began at \$6,000 per year and has escalated at three percent per year, as is called for in this renewal. Olympic has paid its 2021 fee, which was \$8,063.50.

The proposed and recommended franchise agreement, which is in the form of an ordinance, is provided (see Attachment A). Summaries of the provisions of the agreement are provided below.

- Section 1. The effective date would be June 1, 2021. Even though on one level the agreement has expired, the agreement provides for it to continue on a year-to-year basis until a new agreement is entered into. Making the agreement effective retroactive to June 1 was selected for consistency with the 2011 agreement. The "Franchise Area" is the rights-of-way within Kirkland restricted to the geographical area depicted in Exhibit A to Attachment A, not the entire City.
- Section 2. Through the franchise, the City would grant a non-exclusive right to Olympic Pipe Line to operate its liquid petroleum delivery system business in a limited area of the City's rights-of-way.
- Section 3. The franchise does not authorize Olympic to install any new pipeline(s) or facilities without the City's written consent.
- Section 4. The term of the franchise is ten (10) years. Within a specified notice period, Olympic may request an additional ten (10) years, for a total of twenty (20) years. The City has the sole discretion whether to grant the additional ten years. Either party may express its intent to terminate the franchise. If the franchise expires before being renewed, it shall continue on a year-to-year basis until a new franchise is entered into.
- Section 5. The franchise shall not be conveyed to another party, in whole or in part, without the City Council providing consent through ordinance or resolution.
- Section 7. Olympic shall provide detailed plans, obtain a City permit, and—if requested by the City—furnish a bond prior to performing any construction or maintenance in the franchise area, except in the event of an emergency. In the event of an emergency, Olympic may take immediate action provided it notifies the City's Fire Department and its permitting authority. The City and Olympic will exercise best efforts to coordinate their respective construction work during the term of the franchise.
- Section 8. If Olympic chooses to abandon or cease using any of its facilities in the franchise area, it shall notify the City and will have up to 180 days to remove them at Olympic's sole expense. Alternatively, Olympic could ask the City for permission to abandon the facilities in place and secure them in a manner appropriate to a former petroleum product pipeline. If facilities are removed, Olympic shall restore the area where the facilities

had been to the City's reasonable satisfaction. If Olympic fails to remove or secure the facilities, the City can cause it to be done itself or seek a judicial order to have the work performed at Olympic's expense.

- Section 11. Olympic will maintain a publicly-available emergency response plan, meet periodically with the City about the plan if so requested in writing, and shall cooperate with the City in the event of a pipeline emergency. Olympic will have available "at all times," at the county level, sufficient emergency response equipment and materials to respond to a spill, leak, rupture, or other release at Olympic's sole expense, including remediation.
- Section 12. If a City public improvement requires a relocation of Olympic's facilities, then Olympic will make the changes or relocations at its sole expense. The City will endeavor to provide Olympic with 360 days written notice. Olympic has the right to suggest alternatives and provide relevant supporting data, but the City retains sole discretion. If those facilities need to be changed or relocated again within five (5) years, then the City bears the expense. While this does not apply to private development or third-party projects generally, it does apply to third party projects that facilitate the construction of a project in the City's adopted CIP, TIP, or similar plan. Olympic will complete its work at least ten (10) days prior to the beginning of the public improvement project, or as agreed. The City agrees to assist with Olympic's application for federal, State, or local funds, if any, to accomplish Olympic's required relocation work.
- Section 16. Olympic shall maintain insurance for the duration of the franchise, naming the City and its officials, consultants, and volunteers as additional insureds, in the following limits: a) commercial general liability at \$100,000,000 per occurrence; b) automobile liability at \$1,000,000 per person and per accident; c) worker's compensation at \$2,000,000; and d) pollution legal liability not less than \$50,000,000 per occurrence.
- Section 17. Olympic shall pay the City an annual franchise fee of \$8,063.50 (2021), which shall escalate by three-percent annually for the term of the franchise.

The proposed franchise was provided a first reading by the Council at its September 7, 2021, Regular Meeting in accordance with [RCW 35A.47.040](#). Prior to the meeting, staff received Council questions about the emergency response plan referenced in Section 11 of the draft ordinance.

Staff followed up on the questions, reviewed the plan, and met virtually with representatives of Olympic Pipe Line. Kirkland's Emergency Manager is satisfied about the overall scope and quality of the plan, which was updated in April 2021. However, the City pointed out to Olympic that some of the references to people, positions, and facilities were outdated, and that the plan needed to incorporate references to the regional communications center NORCOM that Kirkland uses for its emergency dispatch. Further, while the plan is quite detailed about actions by Olympic and federal and State agencies, it did not provide significant detail about the City's roles and responsibilities for various emergency responses. The outcome of the constructive and collaborative meeting was that Olympic will comb through its plan to update the out-of-date references, and Kirkland staff observed that it would be prudent for the City to develop an

incident response plan specific to the Olympic Pipe Line. The Emergency Manager will be convening a workgroup to start the local response plan. The workgroup will include Police, Fire, Public Works, Parks (for sheltering), the Lake Washington School District (the pipeline runs behind Kamiakin Middle School), and any other identified key stakeholders. Olympic referred Kirkland to documents and resources to help with that effort.

Additionally, upon further review, the draft ordinance reviewed by the Council on September 7 had a vague and dated reference concerning public access to Olympic's emergency response plan somewhere on the Web. However, staff could not find the plan on the Web. The language in Section 11 of the September 7 ordinance read as follows (*emphasis added*):

11.1 The Company warrants that it will maintain an Emergency Response Plan that is in compliance with the applicable requirements of local, state and federal agencies with jurisdiction. (*Emergency Response Plan available on Information Sharing Website*). Upon written request by either party, the parties agree to meet periodically to review the Emergency Response Plan and procedure.

With Olympic's concurrence in hand, staff proposes an amendment to subsection 11.1, as shown below. This amended language was incorporated into the ordinance attached to this staff report so that, if the Council agrees with this new language, it can act on a clean, amended version of the ordinance. The aforementioned State law, RCW 35A.47.040, does not prohibit amendment between the first reading and final legislative action. Using legislative format here, the proposed new language is as follows:

11.1 The Company warrants that it will maintain an Emergency Response Plan that is in compliance with the applicable requirements of local, ~~state-State~~, and federal agencies with jurisdiction. (~~Emergency Response Plan available on Information Sharing Website~~) The general public may obtain a copy of the Emergency Response Plan by contacting either Olympic Pipe Line or the Washington State Department of Ecology directly. Upon written request by either party, the parties agree to meet periodically to review the Emergency Response Plan and procedure.

NEXT STEPS:

Having previously conducted a first reading of this proposed franchise, the Council now can take action on it at the October 19 Council meeting, or at subsequent meetings if the Council needs additional information prior to adoption.

Attachment 1: BP Pipeline Emergency Plan
Ordinance
Exhibit A to Attachment A: Map
Ordinance Publication Summary

FACILITY RESPONSE PLAN

**BP Pipelines (North America)
U.S. Pipelines and Logistics**

Northwest Pipelines District

Prepared for:

Northwest Pipelines
600 SW 39th Street, Suite 275
Renton, WA 98057

Copy # 29

SECTION 1 INTRODUCTION

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Figure 1.1: Record of Changes

This plan will be reviewed and updated at least annually or whenever necessary to reflect changes in procedures, response strategies, phone numbers, and regulatory mandates. These changes will be noted in the Record of Changes form. Plan review and modifications will be initiated and coordinated by the Environmental Coordinator. If no plan changes are necessary, a letter will be sent to agencies confirming that the existing plan is still accurate.

Change Number	Date of Change	Name of Person Authorizing the Change	Elements of the Plan That Were Changed	Description of Change
1	10/2002	Jim Clark	Changed portions of: Table of Contents Sections 1, 2, 3, 4, 6, and 7 Appendices A, B, C, D, E, F, and G	
2	6/2004	Jim Clark	Added Cherry Point Crude Pipe Line Changed portions of: Table of Contents Sections 1, 2, 3, 4, 5, and 7 Appendices B, C, and E	
3	12/2005	Shan Mathews	Changed portions of: Sections 1, 2, 3, 4, 6, and 7 Appendices B, C and D	Plan was updated to reflect changes in Olympic staff as well as to capture informal comments provided by Rebecca Post, Washington Department of Ecology (WDOE) Plan Coordinator
4	6/2007	Shan Mathews	Added Preamble Changed portions of: Table of Contents Sections 1, 2, 3, 4, 7 Appendices E and G	Plan was revised to reflect changes in Olympic staff as well as account for new regulatory requirements of WAC 173-182
5	5/2009	Shan Mathews	Removed Preamble Changed portions of: <ul style="list-style-type: none"> Table of Contents 	Plan was revised to reflect changes in Olympic staff and response equipment as well as to address comments provided by Dan McDonald, WDOE Plan Coordinator on 9/8/08

Change Number	Date of Change	Name of Person Authorizing the Change	Elements of the Plan That Were Changed	Description of Change
5	5/2009	Shan Mathews	<ul style="list-style-type: none"> Sections 1, 2, 3, 4, 5, 6, 7 Appendices A, B, E, F, G 	
6	1/2010	Shan Mathews	Changed portions of: <ul style="list-style-type: none"> Sections 1, 3, 4 Appendices B, E 	Plan was revised to reflect changes in Olympic staff and to address comments provided by Kelli Gustaf, WDOE Plan Coordinator on 12/23/09
7	11/2010	Shan Mathews	Changed portions of: <ul style="list-style-type: none"> Sections 3, 4 	Plan was revised to reflect changes in Olympic staff
8	3/2011	Shan Mathews	Changed portions of: <ul style="list-style-type: none"> Table of Contents Sections 1, 3 Appendices A, E, G 	Plan was revised to remove all references to RSPA
9	4/2011	Shan Mathews	Changed portions of Section 1	Added City of Kent to the distribution list
10	9/2011	Shan Mathews	Changed portions of: <ul style="list-style-type: none"> Table of Contents Sections 1, 2, 3, and 4 Appendix C 	Plan was revised to reflect changes in Reports from Outside Sources, Spill Report Form, Olympic staff, Olympic Incident Management Team, Olympic System Map, Block Valve and Facility Directions, and the addition of Notification Procedures for Report from Outside Sources.
11	11/2011	Shan Mathews	Changed portions of: <ul style="list-style-type: none"> Table of Contents Sections 1, 3, and 7 Appendices E and G 	Updated Figures 1.2, 3.5, and E.1 Corrected typos and formatting in 7.1 and G.3 Removed Figures 3.7 and 3.8
12	12/2012	Kelli Gustaf	Changed portions of: <ul style="list-style-type: none"> Table of Contents Section 1, 2, 3, 5 and 7 Field Document 	Plan was revised to reflect changes in Olympic staff. Updated Figure 1.2 and the Binding Agreement (Section 1.5). Updated notification forms in Section 3 and in the Field Document. Updated Figure 2.1 with new BP terminology. Updated Section 5.5, 5.6, and 5.8 to coordinate with the NWACP. Added nine Olympic Pipe Line Company Spill Response Trailers.

Change Number	Date of Change	Name of Person Authorizing the Change	Elements of the Plan That Were Changed	Description of Change
12	12/2012	Kelli Gustaf		into Section 7.
13	8/2013	Kelli Gustaf	Changed portions of: <ul style="list-style-type: none"> • Table of Contents • Section 1, 2, 3, 5 • Appendix C, G, H • Field Document 	Plan was revised to account for new Washington State regulatory requirements of WAC 173-182. Updated WUTC emergency contact number. Updated Figure 1.2, 1.3 and 1.5. Updated Section 2.2.9 and 2.3 (spills to ground). Updated Figure 3.3. Update Section 5.6.1 (Dispersants). Added products handled and tank inventory and updated facility information in Appendix C. Updated Facility Information in Appendix C. Added Claims Plan in Appendix G. Updated Cross-Reference and moved it to Appendix H.
14	10/2013	Kelli Gustaf	Changed portions of: <ul style="list-style-type: none"> • Section 1; Figure 1.3 • Appendix D • Appendix E; Figure E.1, Section E.6 	Update Cherry Point Crude Line Notifications. Added Butane Line to Section 1, Appendix D and E. Updated Spill History
15	12/2014	Kelli Gustaf	Annual Plan Review	Minor administrative changes. Updates will be reflected in March 2015 5-Year WDOE submittal.
16	03/2015	Kelli Gustaf	5-Year Submittal	Section 1: <ul style="list-style-type: none"> • Updated distribution list • Changed Spill Response Plan to Facility Response Plan Section 2: <ul style="list-style-type: none"> • Replaced Figure 2.1 with reporting guide from field document • Removed Figure 2.2 • Added "confirm product type" to sec 2.3 Section 3: <ul style="list-style-type: none"> • Added Butane Line (Sec 3.1) • Updated Figure 3.2 to match FD • Updated Figure 3.3 with new personnel

Change Number	Date of Change	Name of Person Authorizing the Change	Elements of the Plan That Were Changed	Description of Change
16	03/2015	Kelli Gustaf	5-Year Submittal	<p>Updated Section 5.5 to include procedures/forms to track and account for waste.</p> <p>Section 6:</p> <ul style="list-style-type: none"> Added GRP website Added NW Wildlife Response Commitment Updated Vulnerability Maps <p>Section 7:</p> <ul style="list-style-type: none"> Added 2 command post locations between Olympia and Vancouver Removed Waste and Alternative Technologies Section. The same information is in Section 5 <p>Section 8:</p> <ul style="list-style-type: none"> Changed "Plan" to FRP <p>Appendix A</p> <ul style="list-style-type: none"> Updated A.1 Updated Figure A.3 with new AAR document Updated QI Requirements Removed Figures A.6, A.7, A.9 Updated IMT Training Matrix <p>Appendix B</p> <ul style="list-style-type: none"> Removed hyperlinks Updated Letters of Intent <p>Appendix C</p> <ul style="list-style-type: none"> Updated Figure C.7 Updated Figure C.8 to include hazard classifications from Section E.6 NW Pipelines Updated Figure D.3 and D.4 with new personnel

Change Number	Date of Change	Name of Person Authorizing the Change	Elements of the Plan That Were Changed	Description of Change
16	03/2015	Kelli Gustaf	5-Year Submittal	<p>Appendix D</p> <ul style="list-style-type: none"> • Replaced “Olympic District” with Appendix E • Added Renton Station and Allen Station reportable releases to Figure E.1 • Updated E.3.1 to include Incident Potential Worksheet (Figure E.2) • Update E.3 with the addition of the WRRL • Updated worst case volumes for DOT, WA, and OR • Removed Section E.6 and added it to Figure C.8 • Added trajectories • Updated Planning Standard Spreadsheets <p>Appendix F</p> <ul style="list-style-type: none"> • Reviewed and changed font <p>Appendix G</p> <ul style="list-style-type: none"> • Reviewed and changed font <p>Appendix H</p> <ul style="list-style-type: none"> • Updated all cross-references <p>Appendix I</p> <ul style="list-style-type: none"> • Updated definitions
17	08/2015	Terri Malone	Response to WDOE’s Evaluation	<p>Table of Contents</p> <ul style="list-style-type: none"> • Updated page numbers of Section 1 <p>Section 1</p> <ul style="list-style-type: none"> • Updated Record of Changes • Page numbers for Figures 1.2 through Section 1.5 were changed as a result of the additional entry into the Record of Changes • Updated Section 1.5 - Binding Agreement to cover both the Olympic Pipe Line and BP Cherry Point Crude Line

Change Number	Date of Change	Name of Person Authorizing the Change	Elements of the Plan That Were Changed	Description of Change
18	09/2015	Kelli Gustaf	Response to WDOE's Evaluation	<p>Table of Contents</p> <ul style="list-style-type: none"> Updated page numbers throughout entire FRP <p>Section 1</p> <ul style="list-style-type: none"> Figure 1.2 - Removed GRP distribution list Figure 1.3b - Updated the Worst Case Discharge Volume for the Cherry Point Crude Line Updated page numbers throughout the section <p>Section 3</p> <ul style="list-style-type: none"> Figure 3.4 - Minor personnel & contractor updates <p>Section 4</p> <ul style="list-style-type: none"> Section 4.6 - Added description of Alternate QIs Figure 4.5 - Updated to reference the NWACP <p>Section 5</p> <ul style="list-style-type: none"> Section 5.6.2 - Updated reference to Sections 4617 and 9407 of the NWACP Figures 5.7 and 5.8 - Inserted current information Removed dated information and updated page numbers throughout the section <p>Section 6</p> <ul style="list-style-type: none"> Figure 6.2 - Added Cherry Point Crude Line to Vulnerability Analysis Index Map & Map 1 Section 6.5 - Inserted current information Section 6.7 - GRP reference updated <p>Appendix D</p> <ul style="list-style-type: none"> Figure D.5 - Inserted Crude System Map Updated page numbers throughout appendix <p>Appendix E</p> <ul style="list-style-type: none"> Figure E.2 Added Planning Standard Spreadsheets and Bayview Alternate Planning Standard

Change Number	Date of Change	Name of Person Authorizing the Change	Elements of the Plan That Were Changed	Description of Change
18	09/2015	Kelli Gustaf	Response to WDOE's Evaluation	Appendix G Updated contractor information for claims administration support
19	02/2016	Kelli Gustaf	Response to WDOE's Evaluation	<p>Section 1</p> <ul style="list-style-type: none"> • Updated Figure 1.1 • Updated Figure 1.2 • Updated Section 1.1 • Updated Section 1.5 - Binding Agreement with M. Horn <p>Section 2</p> <ul style="list-style-type: none"> • Updated Figure 2.1 • Updated Section 2.3.5 • Updated Section 2.9 <p>Section 3</p> <ul style="list-style-type: none"> • Updated Figure 3.2 • Updated Figure 3.4 <p>Section 4</p> <ul style="list-style-type: none"> • Updated Section 4.3 • Updated Figure 4.4 <p>Appendix D</p> <ul style="list-style-type: none"> • Added Cherry Point PL Elevation Profile • Added Overview Map for Cherry Point PL <p>Appendix E</p> <ul style="list-style-type: none"> • Updated Appendix E.5 - added Planning Standard Spreadsheets
20	04/2016	Kelli Gustaf	Response to WDOE's Evaluation	<p>Section 1</p> <ul style="list-style-type: none"> • Updated Figure 1.1 <p>Section 6</p> <ul style="list-style-type: none"> • Updated Section 6.7

Change Number	Date of Change	Name of Person Authorizing the Change	Elements of the Plan That Were Changed	Description of Change
21	05/2016	Kelli Gustaf	USDOT - PHMSA Letter of Correction	Table of Contents Section 1 <ul style="list-style-type: none"> Updated Figure 1.3
22	06/2017	Justin Ivy	Plan Review	Section 1 <ul style="list-style-type: none"> Updated Figure 1.3
23	07/2017	Justin Ivy	Plan Review	Section 1 <ul style="list-style-type: none"> Updated QI's Section 2 <ul style="list-style-type: none"> Updated Communications and external Affairs Updated Footers and Headers Section 3 <ul style="list-style-type: none"> Updated individual (p.3-9) Updated Claims Admin numbers Updated NRC Section Section 7 <ul style="list-style-type: none"> Removed two way radios/Unicator Appendix G <ul style="list-style-type: none"> Removed reference to Performance Unit and Richmond terminal
24	11/2017	Justin Ivy	Plan updates per new WAC Rules	Section 2 <ul style="list-style-type: none"> Air Monitoring Guidelines and Community Air Monitoring Plan Appendix D <ul style="list-style-type: none"> Crude Line Discharge volume Appendix E <ul style="list-style-type: none"> Spill volume calculations Appendix H <ul style="list-style-type: none"> Cross Reference Matrix

Change Number	Date of Change	Name of Person Authorizing the Change	Elements of the Plan That Were Changed	Description of Change
25	04/2018	Justin Ivy	Plan updates per WDOE of Ecology Pipeline Contingency Plan Review Checklist Requirements	Section 2 <ul style="list-style-type: none"> • Air Monitoring and Community Air Monitoring Guidelines • Added CTEH Air Monitoring Equipment List Appendix D <ul style="list-style-type: none"> • Figure D.10 Appendix E <ul style="list-style-type: none"> • Spill volume calculations for Kalama, Toutle, and Stillaguamish Rivers Appendix H <ul style="list-style-type: none"> • Cross Reference Matrix
26	06/2019	Alexandria Crooks	Plan updates per Plan Review Checklist Requirements, Washington Department of Fish and Wildlife comments, and Olympic Pipe Line Company LLC. Staffing changes.	Section 3 <ul style="list-style-type: none"> • Figure 3.1 – Notification Flow Chart • Figure 3.2 – Spill Notification Form Figure 3.4 – Additional Notifications Section 4 <ul style="list-style-type: none"> • Figure 4.4 – Incident Management Team Organization Chart • Figure 4.5 - Incident Management Team Job Description Checklists Section 6 <ul style="list-style-type: none"> • Section 6.5 – Wildlife Protection and Rehabilitation • Section 6.6 – Considerations for Oiled Marine Mammals • Section 6.7 – Protection/Response Strategies Section 7 <ul style="list-style-type: none"> • Figure 7.1 – Locations of Spill Response Trailers • Section 7.1.4 Communications Equipment

Change Number	Date of Change	Name of Person Authorizing the Change	Elements of the Plan That Were Changed	Description of Change
26	06/2019	Alexandria Crooks	Plan updates per Plan Review Checklist Requirements, Washington Department of Fish and Wildlife comments, and Olympic Pipe Line Company LLC. Staffing changes.	Appendix D <ul style="list-style-type: none"> Figure D.1 – Crude / Butane Pipeline Emergency Response Notification Flowchart Figure D.2 – Initial Notification Log Figure D.3 - Cherry Point Contact List
27	06/2020	Alexandria Crooks	Plan updates per Olympic Pipe Line Company LLC. Staffing changes	Section 1 <ul style="list-style-type: none"> Figure 1.3A - Plan Information Summary – Olympic Pipeline Figure 1.3B – Plan Information Summary - Crude Line Figure 1.3C – Plan Information Summary - Butane Line Section 3 <ul style="list-style-type: none"> Figure 3.1 – Notification Flow Chart Figure 3.4 – Additional Notifications Figure 3.6 – Spill Response Contractors Section 4 <ul style="list-style-type: none"> Figure 4.4 - Incident Management Team Organization Chart Appendix D <ul style="list-style-type: none"> Figure D.1 – Crude / Butane Pipeline Emergency Response Notification Flowchart Figure D.3 – Cherry Point Contact List
28	11/2020	Alexandria Crooks	Plan correction per Pipeline and Hazardous Materials Safety Administration review	Section 1 <ul style="list-style-type: none"> Figure 1.3B – Plan Information Summary - Crude Line
29	04/2021	Alexandria Crooks	Plan Update per Ecology Comments and Regulatory Updates and 5-Year Submittal	Section 1 <ul style="list-style-type: none"> Figure 1.2 - Distribution List Section 1.6 - Oregon State Submittal Agreement

29	04/2021	Alexandria Crooks	Plan Update per Ecology Comments and Regulatory Updates and 5-Year Submittal	<p>Section 2</p> <ul style="list-style-type: none"> • Section 2.1 - Pipeline System Overview • Section 2.2.10 - Spills of Non-Floating Product • Section 2.9 - Personnel Accountability <p>Section 3</p> <ul style="list-style-type: none"> • Figure 3.1 – Spill Notification Form • Figure 3.2 - Incident Management Team (IMT) Incident Potential Worksheet (IPW) • Figure 3.3 - Additional Notifications • Figure 3.5 - Spill Response Contractors <p>Section 4</p> <ul style="list-style-type: none"> • Figure 4.4 - Incident Management Team Organization Chart • Figure 4.5 - Incident Management Team Roster <p>Section 6</p> <ul style="list-style-type: none"> • Section 6.3 - Wildlife Response Plan • Section 6.4- Wildlife Response Purpose and Organization • Section 6.5 - Wildlife Response Organization • Section 6.6 - Initial Response Actions • Section 6.7 - Considerations for Oiled Marine Mammals • Section 6.8 - Post Emergency Phase Response Actions • Section 6.9 - Wildlife Response Resources <p>Section 7</p> <ul style="list-style-type: none"> • Figure 7.2 - Spill Response Trailer Inventory <p>Appendix A</p> <ul style="list-style-type: none"> • Figure A.2 - Exercise Type and Frequency • Section A.2 - Training Program <p>Appendix B</p>
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				<ul style="list-style-type: none">• Section B.1 - Spill Response Contractors• Section B.1.2 - OSRO Evidence of Contracts Appendix D <ul style="list-style-type: none">• Figure D.2 – Initial Notification Log Appendix E <ul style="list-style-type: none">• Figure E.1 - Reportable Oil Spill History Record• Figures E-4 to Figure E-18 - Worst Case Discharge Planning Appendix F <ul style="list-style-type: none">• Section F.3 - Contracted Resources for Shoreline Cleanup Appendix H <ul style="list-style-type: none">• Figure H.1 - Washington Department of Ecology Cross-Reference Index• Figure H.3 - State of Oregon Department of Environmental Quality Cross-Reference Index Appendix I <ul style="list-style-type: none">• Figure I.1 Acronyms
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Figure 1.2: Distribution List

Organization	Location/Individual	Hard Copy	Electronic Copy
BP Pipelines NA	Tulsa Control Center		X
BP Pipelines NA	US Pipelines & Logistics (USPL) Department of Transportation (USDOT) Team		X
BP Pipelines NA	Cherry Point Meter Station		X
City of Bellevue	Franchise Manager		X
City of Kent	Franchise Manager		X
Clark County Emergency Services	Anna Pendergrass		X
Cowlitz County DEM	Ernie Schnabler, Director		X
King County DEM	Timothy Doyle, Director		X
Lewis County DEM	Steve Mansfield		X
Marine Spill Response Corporation (MSRC)	Chris Stadiem		X
Multnomah County Emergency Management	Chris Voss, Director		X
National Response Corporation Environmental Services Inc. (NRCES)	Sophie Todd		X
Olympic Pipe Line Company LLC	District Operations Manager	X	X
Olympic Pipe Line Company LLC	North Area Team Leader	X	X
Olympic Pipe Line Company LLC	Central Area Team Leader	X	X
Olympic Pipe Line Company LLC	South Area Team Leader	X	X
Olympic Pipe Line Company LLC	Environmental Coordinator	X	X
Olympic Pipe Line Company LLC	Renton Control Center	X	X
Olympic Pipe Line Company LLC	Renton Station Office (front desk)	X	X
Olympic Pipe Line Company LLC	Allen Pump Station		X
Olympic Pipe Line Company LLC	Anacortes Pump Station		X
Olympic Pipe Line Company LLC	Ferndale Pump Station		X
Olympic Pipe Line Company LLC	Woodinville Pump Station		X
Olympic Pipe Line Company LLC	Seattle Delivery Facility		X
Olympic Pipe Line Company LLC	Tacoma Pump Station		X
Olympic Pipe Line Company LLC	Tacoma Delivery Facility		X
Olympic Pipe Line Company LLC	Olympia Pump Station		X
Olympic Pipe Line Company LLC	Castle Rock Pump Station		X
Olympic Pipe Line Company LLC	Vancouver Delivery Facility		X
Olympic Pipe Line Company LLC	Portland Delivery Facility		X
Oregon Department of Environmental Quality (ODEQ)	Scott Smith	X	X
Pierce County DEM	Richard Schroedel		X
Skagit County Department of Emergency Management (DEM)	Mark Anderson, Director		X
Snohomish County DEM	Jason Biermann, Interim Director		X
The Response Group (TRG)	Lance Lindgren		
Thurston County DEM	Andrew Kinney		X
United States Coast Guard (USCG) Marine Safety Unit (MSU) Portland	Environmental Response		X

Organization	Location/Individual	Hard Copy	Electronic Copy
USCG Sector Puget Sound	Environmental Response		X
USDOT/Pipeline and Hazardous Materials Safety Administration (PHMSA)	John Hess, Emergency Support and Security		X
Washington Department of Ecology (WDOE)	Scott Zimmerman	X	X
Washington Department of Fish and Wildlife (WDFW)	Andy Carlson, Oil Spill Manager		X
Washington Emergency Management Division (WEMD)	Response Manager		X
Washington Utilities and Transportation Commission (WUTC)	Alan Rathbun, Director		X
Whatcom Unified Emergency Management	Local Emergency Planning Committee (LEPC) Coordinator		X

Figure 1.3: Plan Information Summary – Olympic Pipe Line

Owner:	Olympic Pipe Line Company LLC 2319 Lind Avenue SW Renton, WA 98055 Phone: (425) 235-7736	
Operator:	BP Pipelines North America 600 SW 39th Street, Suite 275 Renton, WA 98057 Phone: (425) 981-2510 Fax: (425) 981-2525	
Product Transported:	<ul style="list-style-type: none"> • Various grades of unleaded gasoline • Aviation turbine fuel (kerosene) • Diesel fuel • Refer to Appendix C.8 for product characteristics 	
Qualified Individuals (QI):	<ul style="list-style-type: none"> • Terry Zimmerman - QI (219) 973-5985 • Dustin Lambert - Alternate QI (425) 351-9938 • Jeff Berry - Alternate QI (206) 510-0562 <p>Refer to Figure 3.1 for a complete list of all QIs and alternates. For further information on QI's training and qualifications, refer to Section 4.6 and Appendix A in this Plan.</p>	
Pipeline Description:	Olympic Pipe Line Operating System is comprised of over 400 miles of petroleum products pipelines, extending from refineries in Northwest Washington and continuing through the state (paralleling Puget Sound and the Interstate 5 Corridor), terminating near Portland, Oregon.	
Response Zone Consists of the Following Counties:	Clark, Cowlitz, King, Lewis, Pierce, Skagit, Snohomish, Thurston, Whatcom in Washington, and Multnomah in Oregon	
Worst Case Discharge	The USDOT worst case discharge is 27,500 barrels (bbls). See Appendix E for details.	
Delivery Facilities:	<ul style="list-style-type: none"> • Bayview • Renton • Seattle • Tacoma 	<ul style="list-style-type: none"> • Spanaway (Tacoma Station) • Vancouver • Linnton (OR) • Portland (OR)
Pump Stations:	<ul style="list-style-type: none"> • Cherry Point • Ferndale • Anacortes (Shell and Tesoro) • Allen • Woodinville 	<ul style="list-style-type: none"> • Renton • Tacoma • Rainier (Olympia Station) • Castle Rock
Refineries:	<ul style="list-style-type: none"> • BP Cherry Point Refinery • Phillips 66 Ferndale Refinery 	<ul style="list-style-type: none"> • Tesoro Anacortes Refinery • Shell Puget Sound Refinery
Line Segments:	<ul style="list-style-type: none"> • 16" Cherry Point/Ferndale - Bayview Products Terminal • 16" Bayview Products Terminal - Allen Station • 16"/20" Allen Station - Renton Pump Station 	

	<ul style="list-style-type: none">• 12" Renton Pump Station• 14" Renton Pump Station - Portland Distribution Facility (DF)• 6", 8", 12" Lateral lines to Seattle DF, Seatac DF, Tacoma DF, Vancouver DF, and Portland DF. <p>For more details, refer to Appendix C.</p>
Statement of Significant and Substantial Harm:	<p>The response zone in this system contains pipeline segments greater than 6 5/8 inches in outside diameter and/or longer than ten miles. Sections of the pipeline cross major waterways, have experienced a release of greater than 1,000 bbls, are within five miles of public drinking water intakes, or are within one mile of environmentally sensitive areas. Therefore, in accordance with 49 Code of Federal Regulations (CFR) 194.103(b), the entire response zone described in this Plan will be treated as if expected to cause significant and substantial harm. Refer to Figures C.1 and C.2 in Appendix C for delivery line segments.</p>

Figure 1.4: Plan Information Summary – Crude Line

Owner:	BP West Coast Products Co. 4519 Grandview Road Blaine, WA 98230
Operator:	BP Pipelines North America 600 SW 39TH Street, Suite 275 Renton, WA 98057 Phone: (425) 235-7736 Fax: (425) 981-2525
Product Transported:	<ul style="list-style-type: none"> Crude oil Refer to Appendix C.8 for product characteristics.
Qualified Individuals (QI):	<ul style="list-style-type: none"> Terry Zimmerman - QI (219) 973-5985 Dustin Lambert - Alternate QI (425) 351-9938 Jeff Berry - Alternate QI (206) 510-0562 Refer to Figure 3.1 for a complete list of all QIs and alternates. For further information on QI's training and qualifications, refer to Section 4.6 and Appendix A in this Plan.
Pipeline Description:	The 24-inch bi-directional flow pipeline is approximately 5.3 miles long and supplies BP Cherry Point Refinery with raw crude oil for refining. The refinery receives light and heavy oil from the Trans Mountain Pipeline System owned and operated by Kinder Morgan. The refinery also receives or delivers crude to/from the Phillips 66 Ferndale Refinery.
Response Zone Consists of the Following Counties:	Whatcom County in Washington
Worst Case Discharge	The USDOT worst case discharge is 10,843 bbls. See Appendix D for details.
Delivery Facilities:	<ul style="list-style-type: none"> None
Pump Stations:	<ul style="list-style-type: none"> None
Refineries:	<ul style="list-style-type: none"> BP Cherry Point Refinery Phillips 66 Ferndale Refinery
Line Segments:	<ul style="list-style-type: none"> 24" Lake Terrell Road - BP Cherry Point Refinery For more details, refer to Appendix D.
Statement of Significant and Substantial Harm:	The response zone in this system contains pipeline segments greater than 6 5/8 inches in outside diameter and/or greater than ten miles. Sections of the pipeline cross major waterways, have experienced a release of greater than 1,000 bbls, are within five miles of public drinking water intakes, or are within one mile of environmentally sensitive areas. Therefore, in accordance with 49 CFR 194.103(b), the entire response zone described in this Plan will be treated as if expected to cause significant and substantial harm. Refer to Figures C.1 in Appendix C for delivery line segments.

Figure 1.5: Plan Information Summary – Butane Line

Owner:	BP West Coast Products Co. 4519 Grandview Road Blaine, WA 98230
Operator:	BP Pipelines North America 600 SW 39th Street, Suite 275 Renton, WA 98057 Phone: (425) 235-7736 Fax: (425) 981-2525
Product Transported:	<ul style="list-style-type: none"> Butane Refer to Appendix C.8 for product characteristics.
Qualified Individuals (QI):	<ul style="list-style-type: none"> Terry Zimmerman - QI (219) 973-5985 Dustin Lambert - Alternate QI (425) 351-9938 Jeff Berry - Alternate QI (206) 510-0562 Refer to Figure 3.1 for a complete list of all QIs and alternates. For further information on QI's training and qualifications, refer to Section 4.6 and Appendix A in this Plan.
Pipeline Description:	The 6-inch bi-directional Butane Pipeline originates at the BP Cherry Point Refinery and supplies the Chevron Ferndale Storage Terminal with butane for storage, rail, truck, and tanker ship delivery. The Chevron Ferndale Storage Terminal also ships and can receive butane from Phillips 66 Ferndale Refinery.
Response Zone Consists of the Following Counties:	Whatcom County in Washington
Delivery Facilities:	<ul style="list-style-type: none"> Chevron Ferndale Storage Terminal
Pump Stations:	<ul style="list-style-type: none"> None
Refineries:	<ul style="list-style-type: none"> BP Cherry Point Refinery
Line Segments:	<ul style="list-style-type: none"> 6" BP Cherry Point Refinery - Chevron Ferndale Storage Terminal For more details, refer to Appendix D.
Statement of Significant and Substantial Harm:	Not applicable

1.1 Purpose/Scope of Plan

This Facility Response Plan (FRP) provides guidelines to quickly, safely and effectively respond to a spill from the Olympic Pipe Line, the Cherry Point Crude Line, Butane Pipeline and associated facilities. Unless, superseded by a separate section within Appendix D for the Cherry Point Crude Line and Butane Pipeline, the materials in the plan applies to all three systems. The pipelines and associated facilities are operated by BP Pipelines North America herein referred to as "Company." For more information on this plan, contact the NW Pipelines Environmental Coordinator.

The FRP is meant to supplement responder's training and experience during an actual response. Since each response is different, the FRP may not always contain all the information needed to manage a spill. This FRP is designed to satisfy the requirements of the Oil Pollution Act of 1990 (OPA 90) and has been prepared in accordance with the National Oil and Hazardous Substances Pollution Contingency Plan (NCP) (40 Code of Federal Regulations [CFR] 300), and the Northwest Area Contingency Plan (NWACP). Specifically, this Plan is intended to satisfy the requirements of:

- Pipeline and Hazardous Materials Safety Administration (PHMSA), United States Department of Transportation (USDOT) (49 CFR 194)
- Washington Administrative Code (WAC) 173-182
- Oregon Administrative Rule (OAR) 340-141

1.2 Plan Updating Procedures

The Environmental Coordinator (Response Plan Custodian) is responsible for all reviews, updates and distribution of the FRP.

- The FRP will be reviewed annually and following each incident or exercise, if necessary.
- The FRP shall be reviewed, modified as necessary and submitted to Oregon Department of Environmental Quality (ODEQ), Washington Department of Ecology (WDOE), and PHMSA for approval every five years following initial approval
- Submit changes to ODEQ, WDOE and PHMSA within 30 days of review
- WDOE and ODEQ shall be notified in writing within 24 hours of any changes in the availability of spill response personnel and equipment.

Changes in operating conditions that require significant changes in the FRP include:

- New pipeline construction or purchase
- Change in Worst Case Discharge volume
- Change in commodities transported
- Change in OSRO's
- Change in Qualified Individuals (QI)
- Changes in the NCP and/or NWACP that impact appropriateness of response equipment or strategies
- Change in response procedures
- Change in ownership
- Other changes that materially affect implementation of the plan

Plan revisions or amendments will be numbered sequentially and distributed to all plan holders on the Distribution List (Figure 1.2). The change number, date of change and change numbers shall be entered in the Record of Changes (Figure 1.1) by the plan holder.

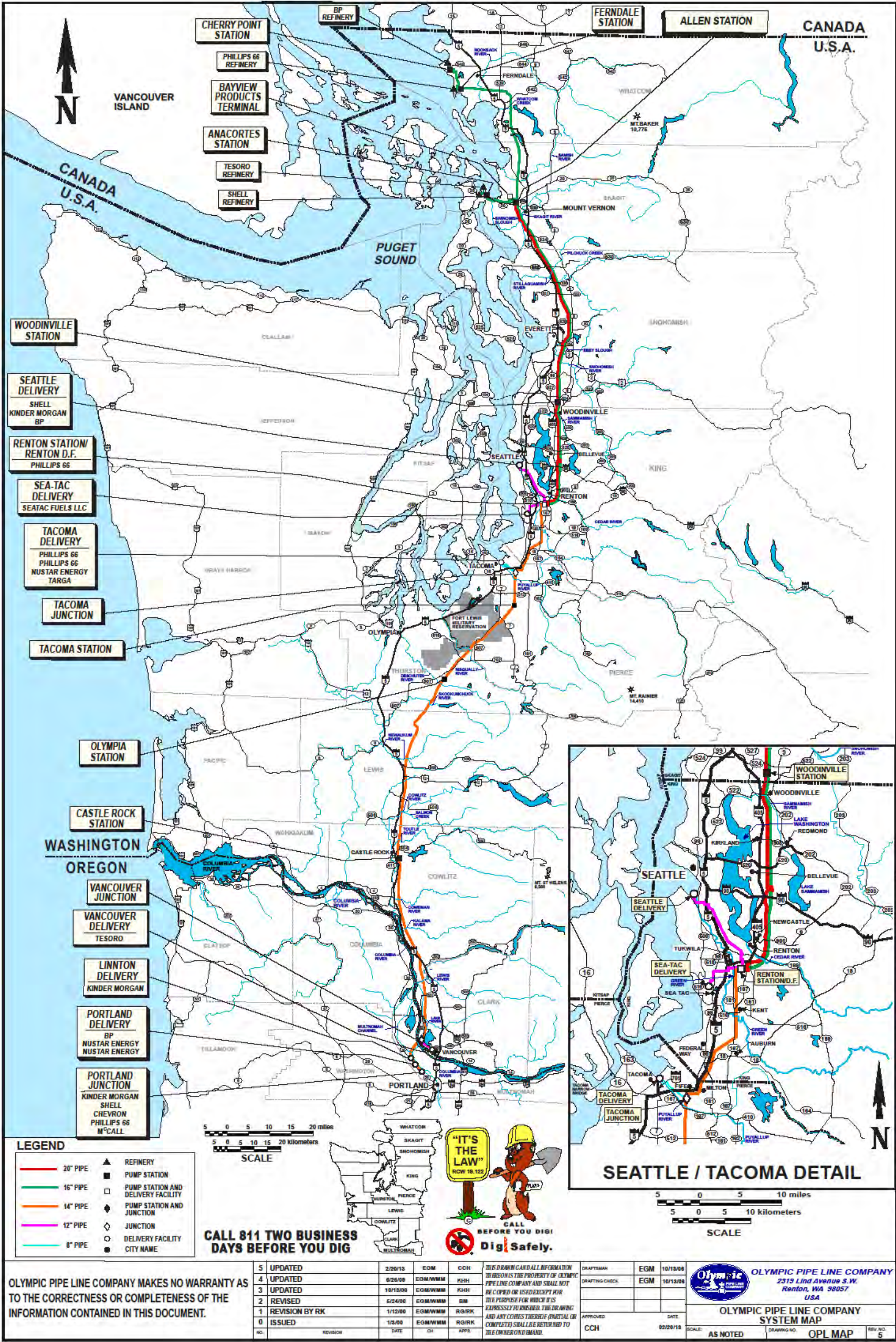
1.3 Plan Distribution

One copy of the FRP shall be maintained in a central location, accessible to the Incident Commander and/or designated members of the Incident Management Team. One copy of the FRP shall be placed at the front desk of the Olympic Pipe Line Company Renton Station office building (designated as the central command post). Copies of the FRP shall be maintained at the pipeline facilities listed in Figure 1.2.

A field document, outlining initial notification procedures and immediate response actions in the event of a product spill, shall be provided to all Company employees. The field document contains area-specific spill reporting requirements, notification numbers, spill detection procedures, and immediate spill response actions. Olympic Pipe Line Team Leaders and Field Specialists will keep a copy of the field document in their company vehicle.

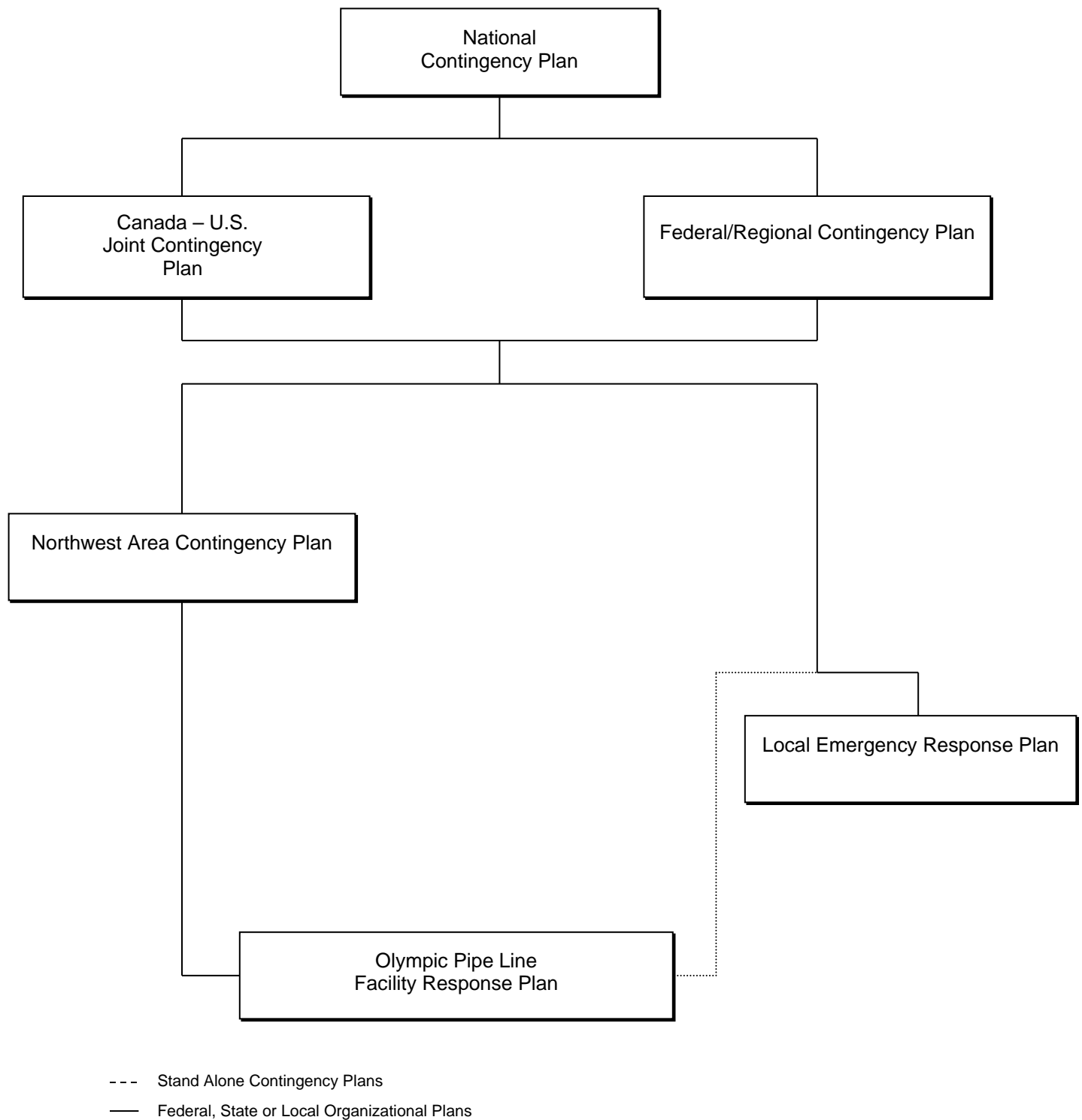
The Environmental Coordinator is responsible for distributing the FRP to authorized Plan Holders. If the individual holding this copy of the FRP is reassigned, this copy shall be transferred to that person's replacement. The Environmental Coordinator shall be notified upon future reassignments of FRPs.

Figure 1.6: System Overview



1.4 Interface with Other Plans

The Plan interfaces with the federal, state, and local plans outlined in the diagram below.



1.5 Certification of Adequate Resources



Washington State
 Department of Ecology
 Spill Prevention, Preparedness, and Response Program
 P.O. Box 47600, Olympia, WA 98504-7600
 Office Phone: (360) 407-7455
 Fax: (360) 407-7288 or toll free 1-800-664-9184

Binding Agreement for WAC 173-182 and WAC 173-186

WAC 173-182-220 and WAC 173-186-210 require that each plan contain a written statement binding the contingency plan holder to its use. The binding agreement shall be signed by:

- An authorized representative(s) of a nonprofit corporation established to provide oil spill contingency plan coverage;
- An authorized owner, or operator, or a designee with authority to bind the owners and operators of the facilities or vessels covered by the plan;
- An authorized resident agent of the vessel(s) submitting the plan;
- An authorized representative(s) of a company contracted to the vessel or facility and approved by ecology to provide containment and clean-up services.

WAC 173-182-142 and WAC 173-186-140 classify the permanent loss of personnel designated as the binding agreement signatory as a significant change to the plan and require notification to Ecology within 24 hours.

Submitting Party Information

Company Name: Olympic Pipe Line Company LLC	
Contact Name: Terry Zimmerman	
Signing Authority as Described Above (A, B, C, or D): B	
Address: 600 SW 39th Street, Suite 275, Renton, Washington 98057	
Phone Number: (206) 973-5885	Fax Number:
Email: Terry.Zimmerman@bp.com	Website:

Additional Submitting Party Information (If Needed)

Company Name:	
Contact Name:	
Signing Authority as Described Above (A, B, C, or D):	
Address:	
Phone Number:	Fax Number:
Email:	Website:

ECY 070-612

January 2020

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To request ADA accommodation including materials in a format for the visually impaired, call Ecology at 360-407-6831 or visit <https://ecology.wa.gov/accessibility>. People with impaired hearing may call Washington Relay Service at 711. People with speech disability may call TTY at 877-833-6341.

Binding Agreement

I certify that I have reviewed and am familiar with the information submitted in this Plan and that the information in the contingency plan is accurate. I am authorized to submit the plan and commit to:

- a) A safe and immediate response to spills and to substantial threats of spills that occur in, or could impact Washington waters or Washington's natural, cultural and economic resources;
- b) Having an incident commander in the state within six hours after notification of a spill;
- c) Implementation and use of the plan during a spill and substantial threat of a spill, and to the training of personnel to implement the plan;
- d) Making necessary and appropriate expenditures in order to implement plan provisions; and
- e) Working in unified command within the incident command system to ensure that all personnel and equipment resources necessary to the response will be called out to clean up the spill safely and to the maximum extent practicable.


Authorized Signature

5/13/2020
Date

Terry Zimmerman
Print Name

District Operations Manager
Title

Authorized Signature

Date

Print Name

Title

ECY 070-612

January 2020

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1.6 Oregon State Submittal Agreement

In accordance with Oregon Rule 340-141-0140(1) Plan Content Requirements:

MANAGEMENT CERTIFICATION

This plan is approved for implementation as herein described. Manpower, equipment, and materials will be provided as required in accordance with this Plan. Olympic Pipe Line Company is dedicated to protection of the environment and commits to implement the necessary measures, as specified in the Plan, as necessary in a spill response emergency.

In addition to any Oil Spill Removal Organization and non-company resources listed in this Plan, the necessary personnel and equipment resources, owned or operated by the facility owner or operator, are available to respond to a discharge within appropriate response times.

This plan has been prepared in accordance to and is consistent to the National Contingency Plan and the applicable Area Contingency Plan(s) for the facilities covered by this plan.

CERTIFICATION SIGNATURE:

	
 PRINTED NAME	 TITLE
 DATE	

SECTION 2 INITIAL RESPONSE ACTIONS

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2.1 Pipeline System Overview

Olympic Pipe Line Company LLC (Olympic) operates a petroleum liquids pipeline that originates at the Cherry Point Refinery in Whatcom County and ends at the Portland Delivery Facility in Portland, Oregon. The Olympic pipeline carries exclusively Group I, Group II and Group III refined petroleum products (i.e. gasoline, diesel and jet motor fuels). The Cherry Point crude operated by BP Pipelines North America (BP) line carries Group III oil and is described in Appendix D. The Butane line carries butane and is described in Appendix D.

Pipeline facilities include block valve sites, booster pump stations, mainline pump stations, junctions, terminals and delivery facilities. The location and description of the pipeline facilities can be found in Appendix C. The Olympic Geographic Response Plans sensitive receptors information in Section 6 and Olympics GIS layers on electronic mapping systems can be used to gather topographic details of the right-of-way (ROW).

Figure 2.1: Olympic Pipeline Incident Reporting Guide

To use this guide find your position and follow the steps which are listed in order of priority.

Field Operations Personnel:

- ☐ Assess your personal safety and move to a safe location if necessary.
- ☐ If this is an emergency and you need immediate assistance call 911.
- ☐ Call the Control Center – be prepared to give the Pipeline Controller the information needed to complete the Notification Checklist (i.e. your name, location, incident description, weather conditions, call-back number) as well as any support you feel you need. The Notification Checklist is on the following page.
- ☐ Your notifications are complete.
- ☐ Complete the Notification Checklist in the Field Document and turn it in to Health, Safety, Security, and Environment (HSSE).

Control Center Personnel:

- ☐ If the call is from a third party get their name, location and call back number and as much information as you can about the type of concern that is being reported. Decide if the pipeline must be shut down immediately. Dispatch an Operations and Maintenance (O&M) Specialist to confirm the report.
- ☐ If the call is from BP personnel, obtain their name, location and call back information of the person. Get the all information necessary to complete the Notification Checklist (i.e. location, incident description, weather conditions).
- ☐ Notify the Control Center Team Leader or their delegate. (a voice mail message does not count, keep calling until you speak to the person – if you cannot reach the Team Leader move on to making the notifications listed below)
- ☐ Notify the Area O&M Team Leader (a voice mail message does not count, keep calling until you speak to the person)
- ☐ Your notifications are complete.
- ☐ Complete the Notification Checklist in the Field Document and turn it in to HSSE.

Control Center Team Leader:

- ☐ When notified of an incident request all of the information detailed in the Notification Checklist. This information will be used by the District Operations Manager to assess the need for Incident Management Team response and Agency notifications.
- ☐ Notify the District Operations Manager or his delegate (a voice mail message does not count, keep calling until you speak to the person)
- ☐ Notify the Environmental Coordinator or backup HSSE person (a voice mail message does not count, keep calling until you speak to the person)
- ☐ Your notifications are complete
- ☐ Complete the Notification Checklist in the Field Document and turn it in to HSSE.

Environmental Coordinator:

- ☐ Make agency notifications as appropriate.
- ☐ Notify Environmental Team Lead
- ☐ Notify Communications and External Affairs
- ☐ Notify US Pipelines & Logistics (USPL) Department of Transportation (USDOT) Advisor (if reported to the National Response Center or Washington Utilities and Transportation Commission [WUTC])
- ☐ Notify USPL Crisis Management Advisor

2.2 Spill Detection and Mitigation Procedures

Olympic personnel continuously monitor operational performance and integrity throughout pipeline operations. This monitoring is performed through visual inspections and analysis of operational conditions, such as line pressures, flow volumes, pump and valve actuation, and tank levels, at the Olympic Renton Control Center (RCC). The RCC has the capability of controlling pumps and valves and monitoring the pressures and flow volumes along the entire length of the pipeline. The Tulsa Control Center monitors and controls the Cherry Point Crude and Butane Pipelines. If abnormal operating conditions precipitate during pipeline operation, audible and visual alarms activate, and an investigation is subsequently initiated to determine the source of the abnormal condition. Based on sensitivity of the leak detection system and historical data, under normal or adverse weather conditions the maximum time to detect a spill and shutdown throughput is 15 minutes. The information presented in this section is general in nature. Current and specific procedures are in the Operations Maintenance and Emergency Response (OMER) Manuals.

The information provided within this section describes the types of system monitoring utilized to detect and prevent leaks; and once a leak has been confirmed, the procedures initiated to prevent further discharge of material from the pipeline prior to the arrival or assembly of the spill response team.

2.2.1 Olympic Renton Control Center Monitoring

Pipeline pressures, flow rates, and line balances are monitored at the RCC, with conditions deviating outside of normal operational standards immediately investigated. Aboveground tanks facilities are equipped with independent high and high-high level alarms that will signal the RCC. In the case of a high level alarm transfer operations shall be suspended, with product diverted into an alternate storage or breakout tank. In the case of a high-high alarm, the facility will automatically be locked out. All equipment control and performance variations require immediate analysis in order to determine the source of the potential problem.

Leaks may be detected via several methods. All RCC Operations Controllers are trained in these methods and use their best judgment to analyze any potential leak situation.

Listed below are several methods by which a leak may be detected:

- Pressure drop/flow variation
- Shortage trend evident in over/short calculations,
- Significant shortage in one checking period without pressure drop,
- Use of a computational pipeline model,
- Recorded history of the system operating under similar conditions,
- Pipeline patrol planes surveillance,
- Landowner's reporting, and/or
- Reports issued on emergency telephones via company personnel, third parties, and/or civil authorities.

2.2.2 Abnormal Operating Conditions and Proposed Counter Measures

Unintended Valve Closure

Whenever a valve closes against an operational pipeline, abnormally high pressure can result. The following procedures shall be undertaken via the Olympic RCC Operations Controller(s) in the event of unintended valve closure:

- Upon receipt of an alarm for high pressure (or other information indicating a potentially blocked line), the RCC Operations Controller(s) shall immediately initiate emergency shutdown procedures through

suspension of operations of:

- The nearest pumping unit(s) upstream of the high pressure condition,
 - Pumping units at the originating station, and
 - All downstream pumping units.
- Subsequent to line shutdown, the RCC Operations Controller(s) shall investigate the source of the high pressure (using all available information) and subsequently determine the level and duration of the high pressure reported by the equipment.
 - Notification of the RCC Operations Team Lead shall commence immediately subsequent to line shutdown.
 - If conditions indicate that a loss of product from the pipeline might have occurred, the pipeline shall remain down, and field specialists will be dispatched to the affected area(s). The pipeline shall be blocked in segments in an attempt to isolate the affected area(s) and minimize the potential release.
 - If a release is confirmed, the RCC Operations Controller(s) shall commence defined spill response procedures.
 - If the decision is made to restart the pipeline, line balance calculations shall be monitored at frequent intervals. If the line balance indicates a consistent loss trend, the pipeline will be shut down as soon as the trend is apparent, and appropriate investigative steps shall be undertaken. Some imbalances upon start-up may be the result of line pack and should be expected but should not continue once pressure has stabilized.

Unintended Shutdown

An unintended shutdown of a pumping unit or station could result from pressure changes within the pipeline or via equipment failure. The Olympic RCC Operations Controller(s) response to this occurrence shall vary depending upon the probable cause. Data, such as computer trends, protective device settings, and computer alarm limits, may provide necessary information to determine probable cause.

Within multi-station pipeline segments, other station shutdowns may be affected upon the initial shutdown. A pumping unit shutdown resulting from pressure abnormalities (such as high discharge, high case, or low suction pressures) requires immediate investigation via the RCC Operations Controller(s):

- High discharge or case pressure could indicate a blockage within the pipeline. If an unexplained or high case discharge should occur, the RCC Operations Controller(s) shall initiate shutdown of the pipeline and follow the procedures previously outlined for addressing a valve closure.
- Low suction shutdown at intermediate pump stations could indicate a release from the pipeline, especially if the station control valve was not controlling suction pressure just prior to shutdown. If information indicates that a release may have occurred, emergency shutdown and isolation procedures shall be followed. Spill response procedures shall be initiated.
- If a shutdown results from equipment failure, an alarm will be received at the Olympic RCC.
- If the alarm indicates a lockout situation, the station or pumping unit will remain shutdown until an employee inspects the affected location. Start-up of any locked-out pump shall not be attempted prior to field analysis and completion of necessary repairs. Pumping units that remain locked out shall be isolated from the balance of the system.
- For alarms that are not indicative of a lockout condition, the RCC Operations Controller(s) shall investigate all available information to determine if the pumping unit should be restarted.

Line Pressure / Flow Changes

Sudden increases or decreases in pressure or flow can be the result of normal operational events, including:

- Pumping unit changes,

- Valve position changes, and
- Fluid specific gravity changes.

Abnormal conditions could also cause these changes, thus indicating line blockages or pipeline releases.

An unexplained increase or decrease in flow, in addition to a decrease in pressure outside of established limits, is an indication of a potential release. Should this condition occur, the RCC Operations Controller(s) will investigate all available information. If no operational reason or instrumentation malfunction is apparent, the RCC Operations Controller(s) shall immediately initiate emergency shutdown procedures and dispatch appropriate employees to the affected area(s). If a release is confirmed, the RCC Operations Controller(s) shall initiate defined spill response procedures.

An unexplained decrease in flow, coupled with an increase in pressure outside of established limits, is an indication of an unintended line blockage. In the event of such an occurrence, the RCC Operations Controller shall initiate shutdown procedures and follow requirements for addressing an unintended valve closure.

Potential Malfunctions

Potential malfunctions within the pipeline system include the failure of a pumping unit to stop or failure of a valve to open or close upon command.

- If a pumping unit fails to stop when commanded, a failsafe device will trip incoming power to the facility. The RCC Operations Controller(s) shall dispatch a field employee to investigate the problem.
- If a valve fails to open or close when commanded, the RCC Operations Controller(s) may have several options, depending upon the respective valve and the situation. The RCC Operations Controller(s) may elect to divert fluid to another location or shut down the pipeline or facility (if not already shutdown due to a facility lockout or shutdown). The RCC Operations Controller(s) shall monitor all available information and call for assistance from appropriate operations or maintenance personnel, as required.

2.2.3 Software/Hardware

Detection and estimation of release volumes is achieved through the use of SCADA (Supervisory Control and Data Acquisition) software, field hardware, and the experience of the Olympic RCC Operations Controllers. While no single element may identify a potential leak situation, the combination of hardware and software tools provides the Operations Controllers with optimal detection capabilities.

The SCADA Software, is designed to detect and post any failure of software or hardware. The SCADA system contains several software elements, which both alarm the Operations Controllers in the event of an abnormal condition, as well as automatically document the event for immediate, on-line review. Deviation limit alarms notify the Operations Controllers in the event of a system analog value deviating outside of a preset absolute or percentage of change limit. Deviation limits are calculated on a per scan basis (every four (4) to five (5) seconds).

The SCADA system provides the capability of trending any system discrete, analog, calculated point, or accumulator. There are several online trends available to the controller for each facility and motor operated valve. The Operations Controllers may also trend historical, on-line data.

The Operations Control Center is equipped with a computational pipeline model running on a computer interfaced to the SCADA computers. This software package can assist in identifying releases, instrumentation errors, and measurement errors. When an unexpected or unexplained alert from this system is received, the indicated line segment shall be shutdown immediately by the Operations Controller and the Control Center Supervisor is to be notified. The Controller will close the appropriate remote controlled valves and monitor pressure for a minimum of thirty minutes. The line may be restarted if there are no unexplainable pressure drops in the closed-in line segment(s) and the Control Center Supervisor or the Area Team Leader has approved a restart.

If the computational pipeline model goes off-line due to a communication outage or other problem, the Control Center Supervisor shall be notified immediately and the frequency of manual over/short

calculations shall be increased to intervals of not more than fifteen minutes during the outage.

Hourly log sheets are maintained by the Operations Controllers, which allow a review of activity, not only of past, but anticipated events. The Operations Controllers manually log volumes received into and out of the system, as well as over/short calculations. Review of these values via the Operations Controllers is based upon current line conditions and previous activities.

In the field Olympic utilizes esri ArcGIS for all Geographic information planning. ArcGIS Collector and ArcGIS Online is a complete cloud-based geographic information system (GIS) mapping tool. It is used to easily capture and update data in the field, with or without cell service. This program allows field staff to fill out forms, capturing and returning accurate field data that integrates seamlessly into ArcGIS, and collect or update data using a map or GPS. Tool features include:

- Downloading map areas to a device and working offline.
- Collecting points, lines, areas, and related data.
- Filling out easy-to-use, map-driven forms.
- Attaching photos and videos to pipeline features.
- Use professional-grade GPS receivers.
- Searching for features, coordinates, and places. This includes line segments, block valves, break out tanks, containment structures, control stations, safety equipment, pipeline right of way, access points, pipeline control points and Geographic Response Plans (GRP).
- Streamline field workflows by integrating with other applications on a wide range of devices.

Data is accessible using the ArcGIS application on all cell phones, tablets, and computers or can be accessed from ArcGIS online. Collected data and features can be exported from the program as a shapefile or a Keyhole Markup Language file for further distribution.

2.2.4 Visual Monitoring

In addition to continuous monitoring of operating conditions via the Olympic RCC, visual inspections of the pipeline ROW are conducted on a periodic basis.

Aerial visual inspection of the entire length of the pipeline, using a fixed-wing aircraft, is performed periodically (at least 26 times per year). Pipeline segments are also visually inspected via maintenance personnel during the normal course of work, and routine observations are made from surface vehicles as they drive along pipeline ROWs. Abnormal conditions are noted and responded to immediately. If abnormal conditions are noted via the RCC, field personnel are directed to the affected area(s) to visually assess the situation and prevent any risk of discharge of material.

2.2.5 Reports from Outside Sources

Signs are posted on perimeter fencing, with a 24-hour telephone number to call in the event of an emergency. The Olympic 24-hour telephone number is also printed on ROW signs at highway and water crossings and on mile post markers.

Outside sources may report conditions which indicate that a leak has occurred. When calls of this nature are received, the RCC Operations Controller(s) shall:

- Gather the necessary information from the caller using the Spill Report Form located in the Field Document,
- Assess SCADA and information received from the caller. If conditions warrant:
 - Initiate emergency procedures,
 - Dispatch field personnel to the site to perform a visual observation, and

- Continue monitoring all available information.

If a release is confirmed, the RCC Operations Controller shall commence defined spill response procedures.

2.2.6 Natural Disasters

In the event of a natural disaster (flood/storm, earthquake), the activities within Section 5.99.01, Part J of the OMER Manual shall be implemented. Additionally, the Landslide and Erosion matrix is utilized by the ROW team to inspect known locations of landslide and erosion features following rain events (1 inch or greater). For further assurance, annual inspections are conducted by the ROW team to ensure landslide and erosion repairs are effective.

Following a natural disaster, facility personnel will inspect Olympic facilities to determine any effect that the disaster may have had on pipeline operations. For landslide and earthquake inspections, the Pipeline Geotechnical Inspection and Structural Mechanical Inspection checklists in the Field Document should be utilized.

2.2.7 Safety Devices

Safety devices are installed within the Olympic operating system in order to:

- Protect pipeline facilities.
- Prevent injury to persons, property, and the environment.

These devices include:

- Relief valves.
- High and high-high level switches and alarms on storage tanks and sumps.
- Pump building and containment area hydrocarbon detection.
- Power failure alarms.

Generally, these alarms shall require or result in shutdown of some portion of the pipeline system. In the event of station lockout, field employees will be sent to investigate and correct the condition. The shutdown portion of the system shall not be restarted until the designated field employee(s) notifies the RCC Operations Controller(s) that an abnormal condition does not exist and the system is safe.

2.2.8 Release Prevention Methods

The following pipeline release prevention methods have been incorporated into the engineering design of the Olympic system:

- Check and gate valves have been installed to control back flow in the event of a release.
- Pressure relieving valves have been installed within the pipeline system to avoid pressure build-up.
- Regular inspection and maintenance of facilities is conducted.
- All valves, pipes, and fittings are maintained at a working pressure suitable to the design requirements of the system.
- Cathodic protection has been installed and maintained within the operating system.
- Line markers clearly define pipeline ROW/road crossings.
- Visual inspection of pipeline ROWs has been incorporated into routine operating procedures.
- Work by third parties in proximity to pipeline systems is monitored.
- All mainlines and lateral lines are subject to periodic inspections (five (5) year frequency) via internal inspection tools (i.e. smart pigs).

The following release prevention methods have been incorporated into the engineering design and operational procedures of Olympic facilities to prevent releases from pipeline or terminal tankage:

- High level alarms on all storage tanks.
- Monthly inspections of storage tanks.
- Frequent visual inspection during field surveillance.
- Hydrocarbon detectors within vaults.
- Secondary containment encompassing aboveground storage tanks and breakout tankage.
- Fencing encompassing facilities to prevent unauthorized entry.

2.2.9 Spills to Ground

All spills that threaten waters of the state (surface or ground water) or pose a threat to human health will be immediately reported following the notification procedures detailed in Section 3.

In the event that a release is known or suspected of impacting soil, a notification will also be made to the Washington Department of Ecology (WDOE) Toxics Cleanup Program within 90 days in accordance with the Model Toxics Cleanup Act (Washington Administrative Code [WAC] 173-340). As soon as practicable a groundwater spill assessment will be performed. The goals of the assessment will be to determine the nature and extent of the impact, the gradient and flow direction of groundwater in the vicinity of the release identify down-gradient sensitive receptors that may require protection, and identify potential preferential pathways that may be in proximity to the release location. The following paragraphs describe the general methods to fulfill the goals of the groundwater spill assessment.

- Groundwater assessment will be performed using existing wells if they are in the vicinity of the release and with additional grab sampling via direct-push or other intrusive techniques if the impact is known or suspected of extending beyond the existing monitoring well network.
- If existing wells are not present, then assessment will be performed using grab samples collected via direct-push drill rig or other intrusive methods. Wells will be installed as appropriate to supplement data from grab samples and to collect data to evaluate groundwater flow direction and gradient. Wells will be installed by a well driller licensed in Washington State and installed according to WDOE regulations.

Samples selected for chemical analysis will be submitted to an analytical laboratory licensed by WDOE) Chemical analysis methods will include methods approved by WDOE or the United States Environmental Protection Agency (USEPA).

- A sensitive receptor survey will be performed to evaluate the location of municipal water supply wells, wetlands, surface water bodies, and/or other sensitive receptors that may be adversely impacted by the release. Sensitive receptor surveys may include, but not necessarily be limited to: reviewing appropriate maps, reviewing WDOE well records, and visual reconnaissance.
- Where groundwater discharges or is suspected to discharge to surface water, visual inspection of surface water and/or surface water sampling and analysis will be performed to evaluate the groundwater to surface water pathway.
- If underground utilities, pipelines or other buried infrastructure are located in proximity to the spill, their locations will be confirmed and their potential to act as preferential pathways will be evaluated.

Olympic maintains a contract with National Response Corporation Environmental Services Inc. (NRCES) Antea Group (Antea) for the management of spill response involving releases to soil. NRCES is also Olympic's contractor for on-going soil and groundwater remediation projects. Contact information for NRCES can be found in Figure 3.5.

2.3 Spills of Non-Floating Product

Spills of Oil that, Depending on the Chemical Properties, Environmental Factors (Weathering), and Methods of Discharge, may Submerge or Sink (WAC 173-182- 324)

BP and Olympic handle several products, which, based on their physical and chemical properties, and/or the properties of the water bodies they may spill into, have the potential to sink or submerge. Refer to Figure 2.2 for a complete product list with potential non-floating oils identified.

Figure 2.2: Non-Floating Product List

Product Name	Density (kg/m3)	Specific Gravity	API	Group #	Sulfur
Gasoline	700 – 800	0.7 – 0.8	70.6 – 45.4	I	avg. 10 ppm
<i>(synonyms: RUL, subgrade, unlead)</i>					
Jet Fuel	775 – 840	0.77 – 0.84	52.3 – 36.9	I	Not avail.
<i>(synonyms: JetA1, avgas)</i>					
Diesel	720 – 880	0.82 – 0.88	41.1 – 29.3	II	< 15 ppm
<i>(synonyms: L SDF, ULSD)</i>					
Lube Oils*	846	0.85	35	III	Not avail.
Crude Oils*	700 – 950	0.7 – 0.98	70.6 – 17.5	I/II/III/IV	0 – 0.1%
<i>(synonyms: Bakken, Black Wax Crude, Canadian Oil Sands)</i>					

* Products with the potential to become non-floating oils per WAC 173-182-030(31).

2.3.1 Contracted Resources for Non-Floating Product Spills

Olympic has a service agreement with NRCES, an approved Primary Response Contractors (PRC) with the state of Washington and the U.S. Coast Guard. PRC has the necessary personnel and equipment (see contractor's PRC application and WRRL as appropriate) capable of responding to an oil spill within the time frames outlined in Table 2 to meet this regulatory requirement of WAC 173-182-324(2). PRC will aggressively respond to floating oil, will, and will prepare for detection, delineation, and recovery of non-floating oil if necessary.

2.3.2 Non-Floating Product Assessment

There are many important ways that a floating oil spill response differs from an NFO spill response, including the personnel, equipment, and tactics that will be used to respond to the spill. Because of these differences, it is important to determine early on whether a spilled product has the potential to sink or submerge.

Within the first hour of a spill, Olympic personnel will conduct an initial assessment of the characteristics of the spilled product, and the characteristics of the waterbody it spilled into (using Attachment A of section 9412.A2 in the NWACP). If available at the time, we will consult with available response partners including NRCES, the environmental unit, NOAA SSC, and other company resources to determine if there is a potential for the oil to sink or submerge. If the potential exists, we will begin to mobilize the equipment and personnel necessary to respond. If we do not immediately observe a potential to sink or submerge, we commit to reevaluating the potential as the response evolves.

Figure 2.3: Timetable for Non-Floating Product Response Resources

Time	Capability
1 hour	Assessment: BP will initiate an assessment and consultation with PRC regarding the potential for the spilled oil to submerge or sink. We may use environmental factors (i.e., density of the receiving water, the chemical properties of the oil released, or other indicators) to begin a non-floating oil (NFO) assessment to identify the need for personnel and equipment mobilization if it will be needed during the cleanup effort.
6-12 hours	Detection and Delineation: Should the assessment and consultation determine that the oil may become an NFO, the following PRC resources and personnel to detect and delineate the spilled oil could have arrived on scene: side scan sonar, multibeam sonar, laser fluorosensors, induced polarization system, divers, remotely operated vehicles, and/or other methods to locate the oil on the bottom or suspended in the water column. Additionally, containment boom, sorbent boom, silt curtains, or other methods for containing the oil that may remain floating on the surface, or to reduce spreading on the bottom, could have arrived.
12-24 hours	Sampling: PRC resources and personnel necessary to assess the impact of the spilled oil on the environment could have arrived. Recovery: Additionally, dredges, submersible pumps, sorbents, agitators, or other equipment necessary to recover oil from the bottom and shoreline could have arrived.

2.3.3 Tools for an NFO response

The Pacific Northwest response community has developed response resources and tools to support spills from NFOs. Available resources/tools that Olympic and NRCES may reference in the event of a spill include:

- NWACP Section 9412– Non-floating Oils Response Tools
- GRP sections including the Non-floating Oils Response Options and Considerations Tool and the updated Resources at Risk information which details resources in the water column and seafloor at risk from NFO releases
- Additional response resources are located in the Sector Puget Sound Area Contingency Plan
- uSCAT Technical Reference Manual
- Sunken Oil Detection and Recovery, American Petroleum Institute Technical Reports (1154-1, and 1154-2)

Olympic and NRCES will follow the above resource guidelines for detecting, delineating, and recovering non-floating oils, as applicable.

2.4 Spill Surveillance Guidelines

- Surveillance of an oil spill should begin within one (1) hour or as soon as possible following discovery to enable response personnel to confirm product type, assess spill size, movement, and potential impact locations.
- Clouds, shadows, sediment, floating organic matter, submerged sand banks, or wind-induced patterns on the water may resemble an oil slick if viewed from a distance.
- Assess present and future environmental conditions to determine the possible extent of the oil (i.e.

rain events).

- Use surface vessels to confirm the presence of any suspected oil slicks, if safe to do so. If possible, direct the vessels from the aircraft and photograph the vessels from the air to show their position and size relative to the slick.
- Updated reporting is required if the quantity, nature and/or area of impact of the spill changes from what was initially reported.
- Dispatch observers to downstream river or stream crossings to determine maximum reach of the spill.
- Adequate observation of oil on the water surface from a boat, dock or shoreline is difficult particularly in a fast moving streams or rivers where mixing is likely to occur.
- Spill surveillance is best accomplished using helicopters or small planes. Helicopters are preferred due to their superior visibility and maneuverability.
- Low visibility and night time surveillance can be improved by utilizing infrared camera equipped aircraft. The US Coast Guard and some county agencies have IR equipped helicopters that may be available to assist in spill tracking. These assets will be requested in situations when it is safe to fly and the aircraft and a crew trained in spill tracking are available.
- High wing fixed-wing planes provide better visibility than low-wing types.
- Document observations in writing and with photographs and/or videotapes.
- Describe the approximate dimensions of the oil slick based on available reference points (i.e. vessel, shoreline features, and facilities). Use the aircraft or vessel to traverse the length and width of the slick while timing each pass.
 - Calculate the approximate size and area of the slick by multiplying speed and time.
- Record aerial observations on detailed maps, such as topographic maps.
- Boats may be used to patrol the area and document the location and movements of the spill during periods of reduced visibility (dense fog or low cloud cover). However, this method may not be safe if the spill involves a highly flammable product.
- Oil spill tracking buoys are a tool that has been studied for open water spill tracking in low visibility conditions. Deployment of tracking buoys will be facilitated through response contracts with NRCES and MSRC. The performance of the buoys has not been evaluated in inland water situations which are a common scenario of a spill from the pipeline. If a tracking buoy is developed for river waters, its use will be incorporated into the plan.
- Surveillance is required during spill response operations to gauge effectiveness of response operations, assist in locating skimmers and continually assess size, movement, and impact of spill.
- An Oil Spill Surveillance Checklist is included in Figure 2.2.

2.4.1 Aerial Surveillance Resources

Olympic maintains contracts with four aviation companies that assure the availability of a variety of aircraft and BP certified pilots for spill surveillance operations. MSRC and NRCES will provide trained aerial oil surveillance personnel who can access both fixed and rotary wing aircraft and can be on-scene within 6 hours of notification. Additional assets will be brought in as needed to support spill recovery operations for three 10-hour periods during the first 72-hours of the response. The contract process allows Olympic the opportunity to pre-approve the contractor resources in accordance with BP Aviation standards. The contact information for each of the aviation companies can be found in Figure 3.5.

Figure 2.4: Oil Surveillance Checklist

Record your observations of spilled oil either in the Field Document or directly on a chart of the area under observation. This checklist is an aid for organizing your observations.

General Information

___ Date	___ Tidal or river stage (flood, ebb, slack, low water)
___ Time	___ On-scene weather (wind, sea state, visibility)
___ Case name	___ Platform (helicopter, fixed-wing aircraft, boat)
___ Observer's name	___ Flight path/trackline
___ Observers' affiliations	___ Altitude where observation taken
___ Location of oil's source (if known)	___ Areas not observed (e.g. foggy locations, restricted air spaces, shallow water areas)

Oil Observations

___ Slick Location(s)	___ Color and Appearance (e.g. rainbow, dull or silver sheen, black or brown in color, mousse)
___ Slick Dimensions	___ Percent Coverage
___ Orientation of Slick(s)	
___ Distribution of Oil (e.g. windrows, streamers, pancakes, or patches)	___ Is Oil Recoverable (Y/N)? (ex. black oil, mousse, and heavy dull or dark colored sheens)

Considerations

1. During surveillance flights, travel beyond known impacted areas to check for additional oil spill sites.
2. Include the name and phone number of the person making the observations.
3. Clearly describe the locations where oil is observed, as well as the areas where no oil has been seen.

Other Observations

Response Operations

___ Skimmer deployment (general locations where skimmers are working - are they working in the heaviest concentration of oil?)

___ Boom deployment (general locations of boom - does the boom contain oil? Is the oil entraining under the boom?)

Environmental Observations

- ___ Locations of convergence line, rip tides, and sediment plumes
- ___ Locations of kelp beds, seagrass beds, and other features that could be mistaken for oil
- ___ Wildlife present in area (locations and approximate numbers of birds and marine animals)

2.5 Air Monitoring Guidelines

- Air monitoring of the spill location and areas downstream should commence within one (1) hour or as soon as possible.
- Air monitoring will commence at the United States Department of Transportation (USDOT) recommended safe distance of 300 meters
- Monitoring for Lower Explosive Limit (LEL) and oxygen (O₂) will be used to evaluate the necessary evacuation distances and assure safe work locations
- Calibrated LEL/O₂ monitors will be used at all work locations
- Monitoring will be conducted upwind and at a safe distance downwind of the release location
- Monitoring will include low areas such as ditches, excavations and vaults where vapors may have collected and saturated soils exist.
- Results of the monitoring will be recorded on Spill Notification Report and communicated to the On Scene Commander
- All work locations will be monitored continuously, BP safety rules require that work be stopped and the site evacuated if the LEL is greater than 10 percent or O₂ less than 19.5 percent
- For all imminent threats to local populations the local first responders will be dispatched to evacuate. For non-imminent threats our internal Communications and External Affairs will make public announcements.
- Spills of gasoline may require monitoring for the presence of benzene and spills of crude oil may require monitoring for hydrogen sulfide (H₂S). A protocol for benzene and H₂S monitoring will be established by the Safety Officer as part of the Safety Plan.
- Any decisions to evacuate or shelter in place will be made by the initial Incident Commander (IC) or the Unified Command (UC) in conjunction with local fire departments, health departments and/or county emergency management personnel.

Community Air Monitoring

If any risks of impacts to local communities are present, we will acquire additional resources to aid in both the decision making process as well as hazard communications to the impacted community. For a description of action levels for various oil constituents of concern, please reference Section 5 of this plan (pg. 5-10 through 5-14). Any decisions to evacuate or shelter in place will be made by the initial IC or the UC in conjunction with local fire departments, health departments and/or county emergency management personnel. The Northwest Area Contingency Plan (NWACP) will be referenced for reaching out to at risk populations.

Air Monitoring Equipment

Air monitoring instruments will be provided by CTEH. Current equipment available to BP for an actual event are listed below. The most current list of air monitoring equipment will be kept by BP and can be made available upon request.

Detection limits used by responders will be established by utilizing the information provided by Section 9418 of the NWACP.

Figure 2.5: Air Monitoring Equipment

Industrial Hygiene Equipment	
Instrument	
3M Edge 5 Noise Dosimeter	MultiRAE Pro
Analytical Pump Battery Set (5 pack)	Nasal Ranger
AreaRAE 5-gas Monitor	Nextstep CLPX
Audio Mapping Software	OHD Fit Tester 3000
CAL2000 Gas Generator	Ohio Lumex
Drager Accuro Pump	ppbRAE Plus
Drager XAM5100	ProRAE Guardian Software
DryCal DC-Lite Primary Flow Meter	ProRAE Host Control Kit
EntryRAE	Quest NoisePro DL (5 pack)
GasTec GV-100 Piston Pump	Quest QC-10 Calibrator
GilAir Sampling Pump (per pump)	Quest SoundPro Sound Level Monitor DLX
Hapsite ER SituProbe Sampling System	RAE Link
Hapsite ER SPME Sampling System	RAE Link Mesh Kit
Hapsite ER Thermal Desorber Sampling System	Riken Formaldehyde Monitor
Hapsite GC/MS Headspace Unit**	SapphIRe IR with Thermomatch Software
Hapsite GC/MS Service Module**	Scott Nextstep SPM
Hapsite GC/MS**	SKC Analytical Pump (per pump)
HVS3 Vacuum	SKC Quick Take Hi-Vol Pump
IAQ Calc	ToxiPro Express Docking Station
Jerome 431-X Mercury Vapor Analyzer	ToxiPro Personal Monitor
Meteorological Station	ToxiRAE Plus Personal Monitor
Meteorological Station with onsite Dispersion	TSI AM510 Aerosol Monitor
Minican Sampling Canister	TSI DustTrak Aerosol Monitor
MiniRAE 2000	TSI DustTrak-DRX
Modeling Software	TVA-1000B (PID/FID)

MultiRAE Lite	UltraRAE 3000
MultiRAE Plus 5-gas Monitor	Zefon Aerosol Pump
Environmental Equipment	
Instrument	
D.O. Meter (YSI 55)	Manta II Dataport – computer interface
HACH Ammonia Kit	Oil/Water Interface Probe
HACH Surface Water Quality Kit	pH Meter
Hazmat Kit	Ponar
Hazmat ID (FTIR)	Stream Flow Meter
Kemmerer Sampler	Turbidity Meter
Manta II Datalogger	YSI Multi-Probe Plus

2.6 Spill Volume Estimates

Estimated spill volume is required to:

- Report to agencies,
- Determine liquid recovery requirements,
- Determine manpower and equipment requirements, and
- Estimate disposal and interim storage requirements.

If the volume of the spill is unknown, the IC, with guidance from HSSE personnel, should consider the following criteria to determine if reporting is required:

1. If the spill is ongoing; and
2. Whether the spill is located in an area that is adjacent to waters of the state or where there is a pathway to waters of the state, and the environmental conditions, such as rain events, or known shallow groundwater make impacts to water of the state likely.

Actual spill volumes are often unavailable or inaccurate so field estimates are usually required. Some rapid estimation methods are:

Catastrophic Failure during Transfer Operations

Multiply the pumping rate by the elapsed time of the leak and add the contents of the line between the closest valves or isolation points. Line volume can be determined using the Valve Effectiveness Study.

Volume Spilled (barrels [bbls]) = Pump Rate (bbls/min) x Elapsed time (min) + Line Contents (bbls)

Tank Overfills

- Multiply the elapsed time of the leak by the pumping rate.
- Volume spilled (bbls) = elapsed Time (min) x Pump Rate (bbls/min)

Visual Assessment

If a more accurate method is not available, the spill size can be estimated by conducting a visual

assessment of the surface area and thickness. Refer to Figure 2.4 for rough approximations of spill volume. These factors may yield unreliable results due to:

- Color interpretation of sheen varies with different observers.
- Appearance of a slick varies depending on available sunlight, sea state, river current and viewing angle.
- Different products behave differently, depending on their properties and local conditions.

Figure 2.6: Spill Estimation Factors

Oil Thickness Estimations				
Standard Term	Approx. Film Thickness		Approx. Quantity of Oil in Film	
	inches	mm		
Barely Visible	0.0000015	0.00004	25 gallons/mile ²	44 liters/km ²
Silvery	0.000003	0.00008	50 gallons/mile ²	88 liters/km ²
Slightly Colored	0.000006	0.00015	100 gallons/mile ²	179 liters/km ²
Brightly Colored	0.000012	0.0003	200 gallons/mile ²	351 liters/km ²
Dull	0.00004	0.001	666 gallons/mile ²	1,168 liters/km ²
Dark	0.00008	0.002	1,332 gallons/mile ²	2,237 liters/km ²
Thickness of light oils: 0.0010 inches to 0.00010 inches				
Thickness of heavy oils: 0.10 inches to 0.010 inches				

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2.6.1 River Current Estimation

River current is an important factor in determining the oil spill trajectory and which Geographic Response Plans can be deployed ahead of the moving slick. A quick estimate of current speed can be obtained using the “stick” method.

To measure by the “stick” method, drop a stick into the main stream of a river and measure the time it takes for the stick to travel 100 feet down stream. See Figure 2.5 to estimate river speed.

Figure 2.7: River Speed using the Stick Method

Time Required for Stick to go 100 feet (seconds)	Current Speed (miles per hour)
136	0.5
68	1.0
45	1.5
34	2.0
27	2.5

Time Required for Slick to go 100 feet (seconds)	Current Speed (miles per hour)
23	3.0
19	3.5
17	4.0
15	4.5
14	5.0
11	6.0
10	7.0
9	8.0
8	9.0
7	10.0

2.6.2 Oil Slick Velocity / Location Estimate

Based on the estimated nature of stream flows select the probable oil slick velocity (miles/hour):

- Estimate the total time until recovery can start (hours):
 - Estimate the time since the spill was identified
 - Add the time required to mobilize the response equipment and personnel to the control point
 - Add the time to deploy
- Estimate the distance that the spill will advance downstream (miles):
 - Use the total time estimated above
 - Multiply by the current speed estimated in Figure 2.5.
- Estimate the location of the front of the oil spill:
 - Determine the location on the river where the spill occurred
 - Locate the leading edge of the spill using the distance downstream estimated above
 - Select a Geographic Response Plan (NWACP or Olympic) downstream of the leading edge

2.6.3 Estimating Spill Trajectories

Oil spill trajectories should be estimated in order to predict direction and speed of product movement, impact on shorelines and other sensitive areas, and the most effective location to mobilize spill response resources for protection, containment, and recovery. Worst case discharge volume trajectories for the Olympic Pipe Line System can be found in Appendix E and Appendix D for the Cherry Point Crude Pipeline.

Oil spill trajectories can be estimated using vector addition or with computer programs. Hand calculations typically use the following assumptions:

- Oil moves at approximately the same direction and speed as water currents, unless the winds are strong.
- Multiply wind speed by 0.034 to determine the effect of winds on spill movement.

- The combined effects of winds and currents to estimate spill movement speed and direction.

More sophisticated predictions can be obtained from computer programs. Oil spill trajectory services can be obtained from National Oceanic and Atmospheric Administration (NOAA) through the Federal On-Scene Commander.

2.7 Initial Containment Actions

Initial containment actions will focus on onsite containment in the most effective manner to:

- Limit the spread of oil, thereby, preventing the oil from impacting water, and reducing the surface area and the shoreline to be cleaned;
- Concentrate the oil, when safe to do so, making physical recovery more efficient; and
- Limit the environmental impact to the immediate spill area.

Selection of the appropriate location and method will depend upon:

- Length of time spill occurs before being noticed,
- Amount of spill,
- Area of coverage; and
- Environmental factors such as wind speed and direction.

2.7.1 Safety Considerations

- Containment actions should not be conducted during inclement weather or unsafe conditions, such as high winds or rapid currents.
- Eliminate all ignition sources.
- Avoid contact with the spilled product and ensure that the area remains secure to air traffic.
- Be aware of potential changes in position and movement of slick due to tidal action.

In the event of emergencies such as fire or explosion requiring services such as rescue, evacuation, traffic control, etc., the first responder will attempt to establish a safe perimeter. Local emergency responders notified via 911 will conduct emergency response activities listed above. Pipeline operations for these situations are addressed in the Olympic OMER Manual.

2.8 Incident Classification

To ensure consistency in spill reporting and response, the Company has adopted the spill classification system summarized below.

Classification	Spill Volume
Tier I	Less than 5 bbls
Tier II	5 - 100 bbls
Tier III	More than 100 bbls

2.9 Evacuation

Evacuation may become necessary to protect personnel and public from hazards associated with an incident. Orderly evacuation is essential to protect the general public as well as company personnel and

property. Evacuation routes have been established and posted at each facility. A site orientation for new employees and visitors will be provided to ensure their awareness of the evacuation routes, muster points, who is responsible for ordering an evacuation and the accounting process using the sign in/sign out sheet.

During a larger incident, the IC should work with local responders to determine safe evacuation routes early in an incident to reduce confusion if evacuation becomes necessary. Muster points shall be at a safe distance from the incident in an appropriate direction (up wind, upstream, and upgrade). If the muster points do not provide adequate shelter, transportation to a central shelter should be arranged after all personnel are accounted for. Local police, fire, and Emergency Medical Services (EMS) must be notified of the evacuation as well as the location of the shelter. As the incident progresses, the IC must continuously evaluate the adequacy and necessity of the shelter. Use Figure 2.6 as reference when not utilizing site specific procedures.

Personnel evacuating their work areas should shut down all operating equipment, secure all sensitive materials, shut off water and electrical power, and follow direction from the runners. Runners (those identified during the site orientation) will direct personnel to the muster points, account for all personnel, ensure the evacuated area is secured, and report the status of the evacuation to the command post. Evacuated personnel shall remain at the shelter until directed otherwise. Local utility companies may be called to secure services to the site if necessary.

Figure 2.8: Evacuation Checklist

Action	Initials
Determine safe evacuation routes.	
Account for personnel.	
Identify muster points.	
Assign Runners to direct evacuation and account for all personnel.	
Identify adequate shelter.	
Arrange transportation to shelter.	
Shutdown all pumping and transfer systems.	
Shut in and properly secure facility and well sites.	
Close valves.	
Secure all electrical panels.	
Establish a secure perimeter around the evacuated area to prevent unauthorized entry.	
If time allows remove sensitive materials from the work site to prevent theft or damage.	
Account for all personnel.	
Ensure adequate medical care for injured personnel.	
Notify local police, fire and Emergency Medical Services (EMS) of the evacuated area, the reason for evacuation, and the location of the muster point.	
Notify Incident Commander (IC).	
Evaluate the adequacy of and need for shelter.	

2.10 Personnel Accountability

Send Word Now will be used for personnel accountability per the USPL Incident Management Plan. Contact the BP Notification Center to activate Send Word Now.

Notification Center 24 Hour Toll Free: 1-800-321-8642 (Local +1-630-961-6200)

Notification Center e-Mail: notcen@bp.com

2.11 Medical Emergency/Personal Injury

Figure 2.9: Medical Emergency/Personal Injury Checklist

Response Actions	Comment
<p>Medical emergencies may involve and/or be categorized as follows:</p> <ul style="list-style-type: none"> • First Aid - One or more patients with minor injuries which can be effectively managed with the application of routine First Aid. This type of injury does not require medical transport to a hospital, but may require follow-up with a Physician. • Serious - One or more patients with moderate to serious injuries, requiring response by local Emergency Medical Services (EMS) and may include transport to a hospital for advanced care and treatment. • Life-Threatening - One or more patients with serious or life-threatening injuries, requiring response by local EMS and includes transport to a hospital for advanced care and treatment. 	
Assess the scene. Take the following steps, if necessary.	
<p>Establish a secure perimeter around the area to prevent unauthorized entry.</p> <p>If Electrical Emergency (i.e. arc flash, etc.) do not approach patient.</p> <p>Ensure power source has been de-energized/Locked Out Tagged Out</p>	
Call 911 or summon local EMS (Figure 3.3) to the scene; provide information on the nature of injuries and number of injured persons.	
If trained, provide First Aid/CPR as necessary, until EMS arrives at the scene; injured personnel should not be moved unless the situation is life threatening.	
Assist with Medical Evacuation (via air or ground transport) as recommended by EMS personnel.	
Notify Team Leader and make appropriate internal and external notifications (Section 3).	
<p>In case of a fatality:</p> <ul style="list-style-type: none"> • Do not move the victim. • Do not release name of victim(s). • Contact local law enforcement. • Contact local medical authority. • Preserve the scene and secure the area. • Restrict all communications concerning the incident (do not release names of victims). 	
Conduct post-incident debrief and After Action Report.	
Ensure all incident/response documentation is compiled and filed.	

SECTION 3 NOTIFICATIONS

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3.1 Emergency and Notification Procedures

The notification sequence for a spill is as follows:

- The Spill Observer/First Responder will notify the Renton Control Center or Tulsa Control Center (Cherry Point Crude Pipeline and Butane Pipeline only) and if necessary 911 then identify and control the source of a spill, if safe to do so.
- The Operations Controller will notify the Area Operations and Maintenance (O&M) Team Leader and the Control Center Team Leader.
- The Control Center Team Leader will notify the District Operations Manager (Qualified Individual [QI]), Alternates, if necessary, and Environmental Coordinator who will make additional notifications as illustrated in the Notifications Flow Chart (Figure 3.1).

The priority of actions and response procedures will depend upon actual circumstances and will be determined by the Incident Commander. Follow up notifications are the responsibility of the Environmental Coordinator.

3.2 Notification Procedures for Reports from Outside Sources

Notifications for reports from outside sources are as follows:

- The Control Center Operator will notify the Team Leader and Control Center Supervisor.
- If the investigation is from a credible source and is:
 - Conclusive – The Control Center Supervisor will notify the District Manager (QI) and Environmental Coordinator upon spill awareness. The Environmental Coordinator will make all required regulatory notifications.
 - Inconclusive – Within one hour of field personnel arriving on scene, the Control Center Supervisor will notify the District Manager (QI) and Environmental Coordinator if there are indications of a potential release. The Environmental Coordinator will make all required regulatory notifications.

Figure 3.1: Spill Notification Form

Spill Assessment Form	
Date: _____	Time: _____
Name of person(s) completing report (list all controllers on-duty): _____ _____	
<input type="checkbox"/> Discoverer / Responder <input type="checkbox"/> Controller* <input type="checkbox"/> Other*	
*If Controller or Other, information / complaint received from:	
<input type="checkbox"/> Employee/contractor <input type="checkbox"/> Public <input type="checkbox"/> Other (i.e. agency) _____	
Name, address, and phone number of persons making report: _____ _____ () _____	
<input type="checkbox"/> Spill <input type="checkbox"/> Odor Complaint <input type="checkbox"/> Other _____	
Location: _____	
County: _____ City: _____ MP: _____	
If Spill: onto <input type="checkbox"/> Land <input type="checkbox"/> Water <input type="checkbox"/> Containment <input type="checkbox"/> Other _____	
Nearest Watercourse (name and distance, if known): _____	
Source: <input type="checkbox"/> Pipe <input type="checkbox"/> Tank <input type="checkbox"/> Valve <input type="checkbox"/> Pump <input type="checkbox"/> Fitting <input type="checkbox"/> Other _____	
Product: <input type="checkbox"/> Gasoline <input type="checkbox"/> Diesel <input type="checkbox"/> Jet <input type="checkbox"/> Transmix <input type="checkbox"/> Other _____	
Estimated Qty: _____ <input type="checkbox"/> gallons <input type="checkbox"/> barrels	
<input type="checkbox"/> Fire <input type="checkbox"/> Explosion <input type="checkbox"/> Evacuations <input type="checkbox"/> Damage <input type="checkbox"/> N/A	
Number of Injured: _____ Fatalities: _____ Number Evacuated: _____	
Damage in Dollars: _____ <input type="checkbox"/> N/A	
Cause: <input type="checkbox"/> Equipment Failure <input type="checkbox"/> Operator Error <input type="checkbox"/> Natural Phenomenon <input type="checkbox"/> Unknown	
Weather Conditions: <input type="checkbox"/> Clear <input type="checkbox"/> Cloudy <input type="checkbox"/> Raining <input type="checkbox"/> Snowing <input type="checkbox"/> Other _____	
Temperature: _____ ° F Wind Direction/Velocity _____	
Brief Incident Description: _____ _____	

INITIAL NOTIFICATIONS				
Upon Discovery of a product discharge, the Spill Observer/First Responder shall immediately notify Control Center for any loss of primary containment:				
NOTIFY	TIME		CONTACT	
Control Center (888) 271-8880				
<i>If this is believed an emergency, immediately notify 911.</i>				
NOTIFY	NO	YES	TIME	CONTACT
Has 911 been notified?				
Immediately upon notification, verification or suspicion of a release, the Controller Center Personnel shall complete the Spill Assessment Form.				
NOTIFY	TIME		REMARKS	
Control Center Team Leader				
The Control Center Team Leader shall notify the following Olympic personnel:				
NOTIFY	TIME		REMARKS	
Environmental Coordinator and/or Safety Coordinator				
District Operations Manager				
The Area Operations and Maintenance (O&M) Team Leader will begin obtaining resources necessary for operations to respond to the spill. Must determine if a Spill Response Contractors should be deployed and assess the need to activate an Incident Management Team (IMT). Spill Response Contractors Contact list provided on page 27.				
The Environmental Coordinator will notify the applicable Regulatory Agencies, the US Pipelines & Logistics (USPL) Department of Transportation (USDOT) Team (if reported to National Response Corporation Environmental Services Inc. [NRCES] or Washington Utilities and Transportation Commission [WUTC]), the USPL Crisis Management Advisor, Environmental Team Lead, Health, Safety, Security, and Environment (HSSE) manager, and Communications & External Affairs. Immediate Regulatory Agency Notifications provided on page 9.				
The District Operations Manager will make additional BP internal notifications as necessary. (i.e. Head of Operations and HSSE and BP Notification Center).				

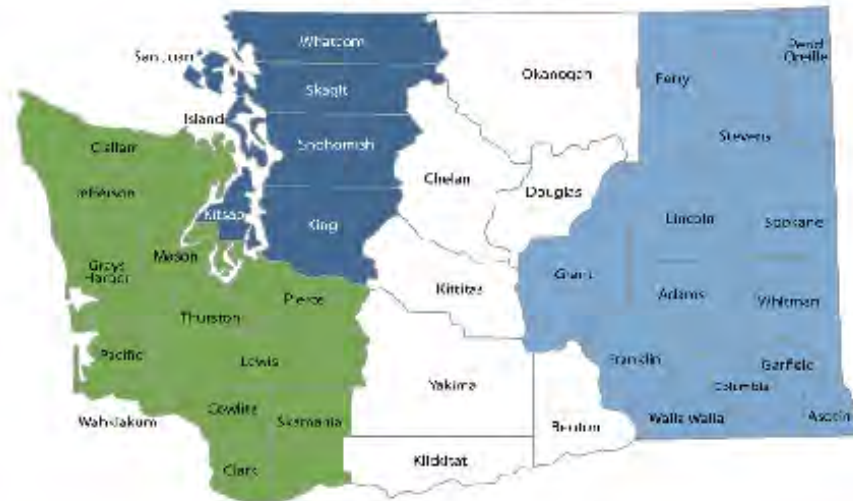
Note: Additional contacts and notifications can be logged on Incident Command System (ICS) Form 214a located in last section of Field Document

IMMEDIATE REGULATORY AGENCY NOTIFICATIONS				
Agency	Phone Number	Time	Contact	Notification
				Requirements *
National Response Center	(800) 424-8802			A volume of ≥5 gallons is released (5 barrels [bbl]. if result of maintenance work). Verbal notification required within one hour.
Incident #				
Washington State				
Department of Emergency Management	(800) 258-5990			Any size oil spill threatening or in Washington state waters. Immediate verbal notification required.
Incident #				
Washington Utilities & Transportation Commission (WUTC)	(888) 321-9144			Verbal notification is required within two hours of the discovery of an incident involving company's pipeline, such as a release of a hazardous liquid.
Department of Ecology – NW	(425) 649-7000			All spills to waters of the state, ground and to permeable secondary containment that threaten to impact waters of the state. Immediate verbal notification required.
Department of Ecology – SW	(360) 407-6300			
Oregon State				
Oregon Emergency Response System (OERS)	(800) 452-0311			Any size oil spill threatening or in Oregon state waters. Immediate verbal notification required.
Incident #				

* Refer to Section 3 Figure 3.4 – Required Agency Notifications for additional reporting standards.

Department of Ecology's Regional Offices

Map of Counties Served



Southwest Region

Northwest Region

Central Region

Eastern Region

Region	Counties served	Mailing Address	Phone
Southwest	Clallam, Clark, Cowlitz, Grays Harbor, Jefferson, Mason, Lewis, Pacific, Pierce, Skamania, Thurston, Wahkiakum	PO Box 47775 Olympia, WA 98504	360-407-6300
Northwest	Island, King, Kitsap, San Juan, Skagit, Snohomish, Whatcom	3190 160th Ave SE Bellevue, WA 98008	425-649-7000
Central	Benton, Chelan, Douglas, Kittitas, Klickitat, Okanogan, Yakima	1250 W Alder St Union Gap, WA 98903	509-575-2490
Eastern	Adams, Asotin, Columbia, Ferry, Franklin, Garfield, Grant, Lincoln, Pend Oreille, Spokane, Stevens, Walla Walla, Whitman	4601 N Monroe Spokane, WA 99205	509-329-3400
Headquarters	Across Washington	PO Box 47600 Olympia, WA 98504 -7600	360-407-6000

NORTHWEST PIPELINES DISTRICT CONTACTS			
Personnel	Phone Number	Time	Comments
Sandra Conlan Control Center Team Leader	(206) 786-1532		
Terry Zimmerman District Operations Manager	(219) 973-5985		
Dustin Lambert Central Operations and Maintenance (O&M) Team Leader	(425) 351-9938		
Jeff Berry South O&M Team Leader	(206) 510-0562		
Joseph Paquette North O&M Team Leader	(331) 229-6057		
Alexandria Crooks Environmental Coordinator	(425) 591-3599		
Michaela Decker Safety Coordinator	(312) 434-2764		
Jennifer Dively Health, Safety, Security, and Environment (HSSE) Manager	(219) 293-6333		
Pam Brady Communications & External Affairs	(360) 920-1171		
James Fraley US Pipelines & Logistics (USPL) Department of Transportation (USDOT) Advisor	(360) 957-0203		
BP Notification Center	(800) 321-8642		
Kristen Hancock Interim USPL Crisis Management Advisor	(331) 702-4480		

Figure 3.2: Incident Management Team (IMT) Incident Potential Worksheet (IPW)

If an Incident has disrupted normal Operations this IPW shall be used by the Qualified Individual (QI) to assist in determining if a Facility Response Plan / Emergency Response Action Plan shall be activated.

- If the IMT is activated this IPW shall be attached to the response documentation
- If the IMT is not activated this IPW shall be attached to the IRIS Incident report.
- If the IMT is activated notify the Business Support Team (BST) Leader.
- In the case additional personnel is required Olympic can activate the BP Mutual Response Team (MRT) and utilize The Response Group (TRG) a state approved Spill Management Team (SMT).
- When answering the Escalation Potential question refer to BP Response Priorities: People, Environment, Property, Business

Incident Name: _____ Incident Date: _____ Prepared By (QI or Alternate): _____ Consulted: HSSE _____ Operations _____ C&CM _____ Other _____ Incident Subject Matter Expert (SME) _____ Approved By: _____	Type Of Incident: <input type="checkbox"/> Loss of Primary Containment <input type="checkbox"/> Natural Disaster/ Severe Weather <input type="checkbox"/> Fire/Explosion <input type="checkbox"/> Medical Emergency <input type="checkbox"/> Security
---	--

ESCALATION POTENTIAL?		
Current Situation:		
Is the Incident under control: <ul style="list-style-type: none"> Is the Scene Safe? Is the Source Secure? Is the extent of impact known? Has the situation been contained /controlled? 	Yes	Continue to monitor and re-evaluate if the Situation changes for the worse or you can stand down
	No	Activate IMT and Refer to the appropriate Emergency Response Plan, per the incident type.
Does the asset have the resources to maintain control of the Incident and return to normal operations? <ul style="list-style-type: none"> Return to normal operation in 24 hours or less? Personnel trained to respond to incident type? 	Yes	Continue to monitor and re-evaluate if the Situation changes for the worse or you can stand down
	No	Activate IMT and Refer to the appropriate Emergency Response Plan, per the incident type.
Does the Incident have the potential to escalate with little to no notice? <ul style="list-style-type: none"> Is there potential that Media will become involved? Is there potential that Regulators will become involved? Are there outside forces (Weather, Local authorities, etc.) that may impair your ability to return to normal operations 	Yes	Activate IMT and Refer to the appropriate Emergency Response Plan, per the incident type.
	No	Continue to monitor and re-evaluate if the Situation changes for the worse or you can stand down
Additional Comments:		

Figure 3.3: Additional Notifications

*24 Hour Number

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
A. COMPANY PERSONNEL:			
Renton Control Center	(888) 271-8880*		
BP Notification Center (Mutual Response Team [MRT] and Business Unit Leader notification)	(800) 321-8642* (312) 856-2200*		
BP Group Security	(630) 420-4400		
B. COMPANY FACILITIES:			
Anacortes Pump Station	(360) 293-3551 (Main) (360) 293-8855 (Fax)		
Allen Pump Station	(360) 428-4214 x6007 (Main) (360) 757-1972 (Fax)		
Bayview Products Terminal	(360) 428-4214 (Main) (360) 848-1484 (Fax)		
Castle Rock Pump Station	(360) 274-4361 (Main) (360) 274-8172 (Fax) (360) 274-8385 (Alternate)		
Cherry Point Pump Station	(360) 371-7411 (Main) (360) 371-5614 (Fax)		
Shell Booster	(360) 293-5858 (Main)		
Ferndale Pump Station	(360) 384-4231 (Main) (360) 384-4200 (Fax)		
Linnton Delivery Facility	(503) 286-3272 (Main) (503) 285-8396 (Alternate)		
Olympia Junction	(360) 446-2300 (Main) (360) 446-7842 (Fax)		
Portland Delivery Facility	(503) 286-3997 (Main) (503) 285-8395 (Alternate) (503) 289-7427 (Fax)		
Portland Junction	(503) 222-1528 (Main)		
Renton Control Center	(425) 235-7726 (Main) (888) 271-8880 (Emergency) (206) 235-7717 (Fax)		

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
Renton Admin Office	(425) 981-2518 (Main) (425) 981-2525 (Fax)		
Sea-Tac Delivery Facility	(206) 246-0247 (Swissport)		
Seattle Delivery Facility	(206) 682-1211 (Main) (206) 343-7488 (Fax)		
Tacoma Pump Station	(253) 271-0341 (Main) (253) 271-7946 (Fax)		
Tacoma Delivery Facility	(253) 627-2505 (Main) (253) 627-1447 (Fax)		
Tacoma Junction	(253) 271-0341 x2529 (Main)		
E Booster	(360) 293-5555 (Main)		
Vancouver Junction	(360) 695-8723 (Main)		
Vancouver Delivery Facility	(360) 693-1364 (Main) (360) 693-8255 (Fax)		
Woodinville Pump Station	(425) 398-3846 (Main) (425) 481-1666 (ROW) (425) 483-9022 (Fax)		
C. NOTIFICATIONS AS APPROPRIATE:			
Federal Agencies			
U.S. Department of Transportation Pipeline and Hazardous Materials Safety Administration (PHMSA)	(202) 366-4000 (202) 366-4595		
National Oceanic and Atmospheric Administration (NOAA) Office of Response and Restoration - Seattle	(206) 526-6317* (206) 526-6329 (Fax)		
National Weather Service - Seattle	(206) 526-6087 (206) 424-2000 (#9000) after hours		
Federal Bureau of Investigation - Seattle	(206) 622-0460		
U.S. Fish and Wildlife Service Environmental Contaminants Olympia, WA Portland, OR	(360) 753-5821 (503) 231-6223		
U.S. Army Ft. Lewis Haz. Waste Management	(253) 967-4786		

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
U.S. Army Ft. Lewis Environmental Division	(253) 967-5646		
U.S. Army Ft. Lewis Fire Department	(253) 967-7161		
U.S. Navy Naval Shipyard	(360) 476-3466		
U.S. Navy Naval Base Seattle	(206) 526-3225		
U.S. Navy Supervisor of Salvage	(202) 695-0231		
Department of Interior Environmental Affairs	(503) 231-6157		
Nisqually National Wildlife Refuge	(360) 753-9467		
State Agencies:			
Oregon Department of Environmental Quality	(800) 452-4011		
Washington Highway Patrol (Emergency Only)	(360) 757-1175*		
Washington State Department of Fish and Wildlife <ul style="list-style-type: none"> Oil Spill Response Team/Emergency Hydraulic Project Approval North Puget Sound Region 4 (Mill Creek) (King, Skagit, Snohomish, and Whatcom Counties) Southwest Washington Region 5 (Vancouver) (Lewis, Cowlitz and Clark Counties) Coastal Washington Region 6 (Montesano) (Thurston and Pierce Counties) 	(360) 534-8233* (425) 775-1311 (360) 696-6211 (360) 249-4628		
Washington State Department of Natural Resources (Regional)	(360) 856-3500		
Washington Department of Parks and Recreation	(360) 755-9231		
Washington State Fire Marshall	(360) 753-0433		
Oregon Department of Fish and Wildlife	(503) 872-5255, x5591 or 5587		
Tribal Councils:			

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
Lummi Nation/Natural Resource Department	(360) 384-2225		
Muckleshoot Indian Tribal Council	(253) 939-3311		
Nisqually Indian Community Council	(360) 456-5221		
Nisqually Tribal Police	(360) 459-9603		
Nooksack Indian Tribal Council	(360) 592-5176		
Puyallup Tribal Council	(253) 597-6200		
Squamish Tribal Council.	(360) 598-3311		
Stillaguamish Board of Directors	(360) 652-7362		
Upper Skagit Tribal Council	(360) 856-5501		
D. PRIMARY OIL SPILL RESPONSE CONTRACTORS:			
National Resources Corporation Environmental Services Inc. (NRCES)	(800) 337-7455*		
Marine Spill Response Corporation (MSRC)	(425) 252-1300* (800) 259-6772*		
E. FIRE SERVICES, MEDICAL SERVICES AND ACCOMMODATIONS BY COUNTY:			
CLARK COUNTY:			
Fire Services: 911 or (360) 696-4461			
Clark County Fire District 5	(360) 759-4404		
Vancouver Fire Department	(360) 696-8166		
Medical Services:			
Memorial Urgent Care Clinic	(360) 696-5232		
Southwest Washington Medical Center	(360) 256-2000		
Accommodations:			
Best Western Inn of Vancouver	(360) 254-4000		
Comfort Inn	(360) 574-6000		
Ramada Inn	(360) 253-5000		
COWLITZ COUNTY:			
Fire Services: 911 or (360) 577-3098			
County Wide Dispatch	(360) 577-3098		
Castle Rock Fire Department			
Fire District #1 -- Woodland			
Fire District #2 - Kelso			
Fire District #3 - Toutle			

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
Fire District #5 - Kalama			
Fire District #6 - Castle Rock			
Kelso Fire Department			
Longview Fire Department			
Medical Services:			
Saint John Medical Center	(360) 423-1530		
Accommodations:			
Cowlitz Comfort Inn	(360) 425-4600		
Cowlitz Red Lion	(360) 636-4400 (800) 733-5466		
Kelso Super 8 Motel	(360) 423-8880		
KING COUNTY:			
Fire Services: 911 or (206) 296-3311			
Valley Com Dispatch	(253) 852-2121		
Auburn /Kent/Tukwila			
Burien/Normandy Park Fire District #2 - Seattle			
Des Moines Fire District #26			
E. FIRE SERVICES, MEDICAL SERVICES AND ACCOMMODATIONS BY COUNTY:			
Fire District #24 - Sea-Tac	(253) 852-2121		
Skyway Fire District #20 - Seattle			
Federal Way Fire Department	(253) 839-6234		
Renton Fire District #25	(253) 852-2121		
Fife Fire Department	(253) 627-0151		
Bellevue/Redmond	(425) 452-6917		
Fire District #16 - Kenmore	(425) 486-2784		
Kirkland Fire Department	(425) 587-3400		
North Highline Fire District - Seattle	(206) 243-0330		
Sea-Tac Fire Department	(253) 852-2121		
Seattle Fire Department	(206) 386-1498		
Medical Services:			
Harbor View Medical Center	(206) 731-3241		
Overlake Hospital	(425) 688-5000		

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
Swedish Medical Center	(206) 386-6000		
Valley Medical Center	(425) 251-5185		
Virginia Mason Hospital	(206) 624-1144		
Accommodations:			
Red Lion - Bellevue	(425) 455-5240		
Days Inn - Bellevue	(425) 643-6644		
Holiday Inn - Renton	(425) 226-7700		
Holiday Inn – SeaTac	(206) 248-1000		
Days Inn - SeaTac	(206) 244-3600		
Best Western Inn - Seattle	(206) 448-9444		
Days Inn - Tacoma	(253) 475-5900		
LEWIS COUNTY:			
Fire Services: 911 or (360) 740-1105			
Centralia Fire Department	(360) 330-7681		
Chehalis Fire Department	(360) 748-3394		
Fire District #2 - Toledo	(360) 864-2366		
Fire District #6 - Chehalis	(360) 748-6019		
Fire District #15 - Winlock	(360) 785-4221		
Napavine Fire Department	(360) 262-3320		
Medical Services:			
Capitol Medical Center	(360) 754-5858		
Providence Hospital	(360) 736-2803		
Saint Peter Hospital	(360) 493-7289		
Accommodations:			
King Oscar Motel	(360) 736-1661		
MULTNOMAH COUNTY, OR:			
Fire Services: 911 or			
Fire Marshal	(503) 731-3423		
Portland Fire Bureau	(503) 823-3700		
Medical Services:			
Good Samaritan Hospital & Medical Center	(503) 413-7711		

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
Providence Medical Center	(503) 215-1111		
Accommodations:			
Courtyard by Marriott	(503) 735-1818		
Red Lion Inn at The Quay	(360) 694-8341		
E. FIRE SERVICES, MEDICAL SERVICES AND ACCOMMODATIONS BY COUNTY:			
PIERCE COUNTY:			
Fire Services: 911 or (253) 798-7470			
Central Pierce Fire & Rescue #6, 7, 9 - Tacoma	(253) 588-5217		
Fife Fire District - Tacoma	(253) 627-0151		
Fort Lewis Fire Department	(253) 967-2427		
North Puyallup Fire District #11 - Puyallup	(253) 841-5432		
Riverside Fire District #14 - Puyallup	(253) 841-5432		
Roy/Lacamas/McKenna District #17	(253) 588-5217		
Medical Services:			
Allenmore Hospital	(253) 459-6633		
Good Samaritan Hospital	(253) 848-6661		
Saint Claire Hospital	(253) 588-1711		
Saint Joseph Hospital	(253) 627-4101		
Tacoma General Hospital	(253) 403-1000		
Accommodations:			
Days Inn - Clover Park	(253) 475-5900		
SKAGIT COUNTY:			
Fire Services: 911 or (360) 336-3146			
County Wide Dispatch	(360) 336-3131		
Alger Fire Station	(360) 724-3451		
Glen Oak Fire Station	(360) 424-7296		
Anacortes Fire Station	(360) 293-1925		
Burlington Fire Station	(360) 755-0261		
Conway Fire Station	(360) 445-5041		
Edison-Bow Fire Station	(360) 766-3125		
La Conner Fire Station	(360) 466-3125		

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
Mount Vernon Fire Department	(360) 336-6277		
Medical Services:			
Cascade Valley Hospital	(360) 435-2133		
Skagit Valley Hospital	(360) 424-4111		
Whidbey General Hospital	(360) 678-5151		
Accommodations:			
Best Western Cotton Tree Inn	(360) 428-5678		
Best Western College Inn	(360) 424-4287		
County Inn	(360) 293-3494		
Ship Harbor Inn	(360) 293-5177		
SNOHOMISH COUNTY:			
Fire Services: 911 or (425) 407-3930			
Everett Fire Department	(425) 257-8100		
Fire District #7 - Clearview	(360) 668-5357		
Fire District #8 - Lake Stevens	(425) 334-3034		
Fire District #11 - Everett	(425) 257-8140		
Fire District #13 & #15 - Marysville	(425) 651-5080		
Fire District #14 - Stanwood	(360) 629-3011		
Fire District #21 & #22 - Arlington	(425) 258-2484		
Marysville Fire Department	(360) 363-8500		
Medical Services:			
Cascade Valley Hospital	(360) 435-2133		
Everett Medical Center	(425) 261-1500		
E. FIRE SERVICES, MEDICAL SERVICES AND ACCOMMODATIONS BY COUNTY:			
SNOHOMISH COUNTY:			
Medical Services:			
Providence General Hospital	(425) 258-7555 (425) 258-7123		
Providence General Medical Center	(426) 261-3000		
Stevens Hospital	(425) 640-4000		
Accommodations:			
Arlington Motor Inn	(360) 652-9595		
Best Western Tulalip Inn	(360) 659-4488		

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
Best Western Cascadia Inn	(425) 258-4141		
Quality Inn	(425) 337-2900		
THURSTON COUNTY:			
Fire Services: 911 or (360) 704-2740			
Fire District #2 - Yelm	(360) 458-2799		
Fire District #3 - Lacey	(360) 491-9555		
Fire District #4 - Rainier	(360) 446-2419		
Fire District #6 - East Olympia	(360) 491-5533		
Olympia Fire Department	(360) 753-8348		
Fire District #9	(360) 273-5060		
Fire District #12 - Tenino	(360) 264-4116		
Fire District #15 - Tumwater	(360) 754-2745		
Medical Services:			
Capitol Medical Center	(360) 754-5858		
Saint Peter Hospital	(360) 493-7289		
Accommodations:			
Clarion Hotel	(360) 352-7200		
Best Western Tumwater Inn	(360) 956-1235		
Olympia Quality Inn	(360) 943-4710		
The Governor Hotel	(360) 352-7700		
Red Lion Olympia Hotel	(360) 943-4000		
WHATCOM COUNTY:			
Fire Services: 911 or (360) 676-6711			
County Wide Dispatch	(360) 676-6811		
Bellingham Fire Department			
Fire Services, Continued:			
Fire District #2 - Bellingham	(360) 676-6811		
Fire District #3 - Bellingham			
Fire District #6 - Bellingham			
Fire District #7 - Ferndale			
Fire District #8 - Bellingham			
Fire District #9 - Lake Samish			

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
Fire District #17 - Ferndale			
Medical Services:			
Saint Joseph Hospital	(360) 734-5400		
United General Hospital	(360) 856-6021		
Accommodations:			
Bellingham Comfort Inn	(360) 738-1100		
Bellingham Days Inn	(360) 671-6200		
Best Western Heritage Inn	(360) 647-1912		
E. FIRE SERVICES, MEDICAL SERVICES AND ACCOMMODATIONS BY COUNTY:			
WHATCOM COUNTY:			
Accommodations:			
Best Western Lakeway Inn	(360) 671-1011		
Hampton Inn Bellingham	(360) 676-7700		
F. MEDIA (Seattle Area):			
TV:			
KWPX-TV	(206) 386-8033		
KSTW	(206) 441-1111		
KIRO	(206) 728-7777		
KOMO	(206) 443-4000		
KING	(206) 448-5555		
KONG	(206) 448-3166		
KCPQ	(206) 674-1313		
Radio:			
KRIZ/KYIZ	(206) 329-7880		
KBLE	(206) 324-2000		
KOMO/KPLZ/KVI	(206) 223-5700		
KISW	(206) 421-5479		
KMTT	(206) 233-1037		
Newspaper:			
Kent Reporter	(425) 204-7838		
Renton Reporter	(425) 271-6673		
Seattle Post Intelligencer	(206) 870-7851		

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
Seattle Times	(206) 464-2000		
G. OTHER PIPELINE 24 HR EMERGENCY:			
Puget Sound Energy	(888) 225-5773		
Trans Mountain Pipeline	(888) 876-6711		
Williams Gas Pipeline	(800) 972-7733		
H. REFINERY AND DELIVERY POINT CONTACTS:			
Refineries:			
BP	(360) 371-1107		
Phillips 66	(360) 384-8283		
Tesoro	(360) 293-9145		
Shell	(360) 293-1758		
Delivery Points:			
Allen Station • Bayview-Puget Sound Energy (PSE)	(888) 225-5773		
Renton Station • Phillips 66	(425) 228-6142		
Seattle Delivery Facility (DF) • Shell • Kinder Morgan • BP	(206) 224-0489 (206) 682-4706 (206) 623-4635		
SeaTac DF • SwissPort Fueling Inc.	(206) 246-0407		
Tacoma DF • Phillips 66 (T1) • Nustar Terminal • Targa Terminal	(253) 627-3878 (253) 627-5711 (253) 606-7227		
Vancouver DF • Tesoro	(360) 696-2390		
Linnton DF • Kinder Morgan	(503) 286-1691		
Portland DF • BP • Nustar	(503) 286-8254 (503) 286-6701 (Main) (503) 539-7610 (Cell)		

AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
Portland Junction <ul style="list-style-type: none"> • Kinder Morgan • Shell • Chevron • Phillips 66 • McCall 	(503) 220-1246 (503) 226-3571 (503) 221-7866 (503) 248-1565 (503) 221-5755		
I. CLAIMS ADMINISTRATION			
Crawford & Company - Claims Alert	(800) 241-2541*		
Bud Trice (United States Key Contact)	(404) 229-7061 (Mobile) (404) 300-1201 (Direct) Bud_Trice@us.crawco.com		
KPMG – Claims Oversight			
Damien Margetson	+44 7887 570077 (Direct) Damien.margetson@kpmg.co.uk		
Rachel Hart	+44 7770 315799 Rachel.hart@kpmg.co.uk		

Figure 3.4: Required Agency Notifications

REQUIRED NOTIFICATIONS		
AGENCY	ADDRESS	TELEPHONE NUMBERS
National Response Center (NRC)	c/o United States Coast Guard (USCG) (CG-3RPF-2) 2100 2nd Street Southwest - Room 2111-B Washington, D.C. 20593-0001	(800) 424-8802 OR (202) 267-2675
REPORTING REQUIREMENTS TYPE: For all spills that impact or threaten to impact navigable water or for any failure in a pipeline system that: <ol style="list-style-type: none"> Oil Release <ol style="list-style-type: none"> An explosion or unintended fire occurs. A volume of ≥ 5 gallons is released (5 bbls if result of maintenance work). Damage to property, cost of clean-up, and product loss value exceed \$50,000. A death or injury requiring hospitalization occurs. The incident is deemed significant enough to be reported to the NRC even though none of the above outcomes occurred. Any body of water is visibly polluted by a BP release Gas Incident <ol style="list-style-type: none"> Unintentional estimated gas loss of three million cubic feet or more. Damage to property, cost of repair, and product loss value exceed \$50,000. A death or injury requiring hospitalization occurs. The incident is deemed significant enough to be reported to the NRC even though none of the above outcomes occurred. <p>NOTE: The NRC is the sole federal point of contact for reporting oil and chemical spills. Once a report is received NRC is responsible for distributing the information to federal agencies such as the USCG, Environmental Protection Agency, and the U.S. Department of Transportation.</p> <p>VERBAL: Immediate notification required. (Within an Hour)</p> <p>WRITTEN: A written accident report (USDOT Form 7000-1) is required to the U.S. Department of Transportation Pipeline and Hazardous Materials for each failure in a pipeline system when there is a release of hazardous liquid or carbon dioxide transported resulting in any of the following:</p> <ol style="list-style-type: none"> explosion or fire not intentionally set by the operator. release of 5 gallons or more of hazardous liquid or carbon dioxide, except no report is required for a release of less than 5 bbls resulting from a pipeline maintenance activity (40 Code of Federal Regulations [CFR] 195.50) 		

AGENCY	ADDRESS	TELEPHONE NUMBERS
Washington Emergency Management Division (WEMD)	Washington State Military Department Emergency Management Division Building 20 Camp Murray, WA 98430-5112	(800) 854-5406

REPORTING REQUIREMENTS

TYPE: Any size oil spill threatening or in Washington state waters.

VERBAL: Immediate notification required.

WRITTEN: None.

AGENCY	ADDRESS	TELEPHONE NUMBERS
Oregon Emergency Response System (OERS)	3225 State St Salem, Oregon 97301	(800) 452-0311

REPORTING REQUIREMENTS

TYPE: Any size oil spill threatening or in Oregon state waters.

VERBAL: Immediate notification required.

WRITTEN: None.

AGENCY	ADDRESS	TELEPHONE NUMBERS
Washington Utilities and Transportation Commission (WUTC)	1300 S. Evergreen Park Dr. SW Olympia, WA 98504-7250	(888) 321-9144

REPORTING REQUIREMENTS

TYPE: Each hazardous liquid pipeline company must give telephonic notice to the commission within two hours of discovery of an incident involving that company's pipeline, such as a release of a hazardous liquid, that results in:

1. A fatality;
2. Personal injury requiring hospitalization; Fire or explosion not intentionally set by the pipeline company; Spills of five gallons or more of product from the pipeline;
3. Damage to the property of the hazardous liquid pipeline company and others of a combined total cost exceeding twenty-five thousand dollars (automobile collisions and other equipment accidents not involving hazardous liquid or hazardous-liquid-handling equipment need not be reported under this rule);
4. A significant occurrence in the judgment of the hazardous liquid pipeline company, even though it does not meet the criteria of (a) through (e) of this subsection;
5. The news media reports the occurrence, even though it does not meet the criteria of (a) through (f) of this subsection.

VERBAL: Notification required within two hours

WRITTEN: Each hazardous liquid pipeline company that has an incident above shall send a written report to the commission within thirty calendar days of the incident. The report must include the following:

1. Name(s) and address(es) of any person or persons injured or killed or whose property was damaged;
2. The extent of injuries and damage;
3. A description of the incident including date, time, and place;

4. A description and maximum operating pressure of the pipeline implicated in the incident and the system operating pressure at the time of the incident;
5. The date and time the pipeline returns to safe operations; and The date, time, and type of any temporary or permanent repair.

AGENCY	ADDRESS	TELEPHONE NUMBERS
Washington Department of Ecology (WDOE)	3190 160th Ave SE Bellevue, WA 98008-5452	(425) 649-7000 (Northwest Region) OR (360) 407-6300 (Southwest Region)

REPORTING REQUIREMENTS

TYPE: All spills to waters of the state, ground and to permeable secondary containment that threaten to impact waters of the state are considered reportable spills except:

1. Spills which are known to be less than one bbl (42 gallons) that do not impact surface or groundwater.
2. Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) releases.
3. On-facility air releases to the atmosphere only.
4. Releases from underground storage tanks regulated under Washington Administrative Code (WAC) 173-360.
5. Preexisting sources or released identified as Resource Conservation and Recovery Act (RCRA) solid waste management units.
6. Spill contains within areas controlled by National Pollutant Discharge Elimination System (NPDES) permitted systems that are not likely to threaten groundwater and do not exceed applicable federal reportable quantities.

UNKNOWN QUANTITIES: If the volume of the spill is unknown, the Incident Commander, with guidance from HSSE personnel, should consider the following criteria to determine if reporting is required:

1. If the spill is ongoing; and
2. Whether the spill is located in an area that is adjacent to waters of the state or where there is a pathway to waters of the state, and the environmental conditions, such as rain events, or known shallow groundwater make impacts to water of the state likely.

VERBAL: Immediately (through WEMD after hours).

WRITTEN: A written report should follow verbal notification no later than 30 days following a release. Cleanup Reports will be submitted as required by the department.

OTHER POTENTIAL REQUIRED NOTIFICATIONS

AGENCY	ADDRESS	TELEPHONE NUMBERS
Occupational Safety and Health Administration (OSHA)	200 Constitution Avenue Washington, D.C. 20210	(800) 321-6742

REPORTING REQUIREMENTS

TYPE: Fatality from a work related incident or the inpatient hospitalization of three (3) or more employees as a result of a work related incident

VERBAL: Immediately

WRITTEN: As requested by the Agency

AGENCY	ADDRESS	TELEPHONE NUMBERS
USCG – Sector Puget Sound	1519 Alaskan Way South Seattle, WA 98134	(206) 217-6001

REPORTING REQUIREMENTS

TYPE: Immediately for all spills that impact or threaten navigable water or adjoining shoreline.

VERBAL: Notification to the USCG is typically accomplished by the call to the NRC.

WRITTEN: As the agency may request depending on circumstances.

AGENCY	ADDRESS	TELEPHONE NUMBERS
USCG – Sector Columbia River	2185 SE 12th Place Warrenton, OR 97146	(866) 284-6958 or (503) 861-6211

REPORTING REQUIREMENTS

TYPE: Immediately for all spills that impact or threaten navigable water or adjoining shoreline.

VERBAL: Notification to the USCG is typically accomplished by the call to the NRC.

WRITTEN: As the agency may request depending on circumstances.

AGENCY	ADDRESS	TELEPHONE NUMBERS
U.S. Fish and Wildlife Service	1849 C Street NW Washington, D.C. 20240-0002	(413) 253-8200

REPORTING REQUIREMENTS

TYPE: Wildlife Protection / Rehabilitation.

VERBAL: Immediately

WRITTEN: As the agency may request depending on circumstances

Figure 3.5: Spill Response Contractors

Company	Location	Phone Number	Haz Mat	Vac Truck	Vessel/ Water	Pipeline/ Constructi on	Tanks	Disposal	GeoTech / Enviro	Safety/ IH	Air	Oiled Wild-life
Antea Group	Bellevue, WA	(800) 477-7411							X			
Arctic Air Service	Warrenton, OR	(503) 861-3700									X	
Baker Tanks	Everett, WA	(425) 347-8811					X					
Barr Air Patrol	Vancouver, WA	(972) 222-0229									X	
Bureau Veritas	Seattle, WA	(206) 763-7364							X	X		
Classic Helicopter	Seattle, WA	(206) 767-0515									X	
Cowlitz Clean Sweep Inc.	Longview, WA	(888) 423-6316	X	X	X							
CTEH	Edmonds, WA	(866) 869-2834								X		
FOCUS Wildlife	Anacortes, WA	(800) 578-3048 24 hr dispatch										X
GeoEngineers	Redmond, WA	(425) 861-6056	X						X			
Global Diving and Salvage	Seattle, WA	(800) 441-3483			X				X			
Hanging H Contractor	Burlington, WA	(360) 755-6989				X						
Heritage Environmental	Several US Locations	(877) 436-8778						X				
IBR (International Bird Rescue)	Fairfield, CA	(888) 447-1743										X
Innovac	Edmonds, WA	(206) 686-0252		X								
Marine Spill Response Corp (MSRC)	Everett, WA	(800) 259-6772 24 hr dispatch	X		X		X	X	X		X	
Matrix Service Inc.	Bellingham, WA	(360) 676-4905	X	X		X						
Michels	Brownsville, WI	(920) 583-3132				X						

Notifications**Section 3**

Company	Location	Phone Number	Haz Mat	Vac Truck	Vessel/ Water	Pipeline/ Constructi on	Tanks	Disposal	GeoTech / Enviro	Safety/ IH	Air	Oiled Wild-life
Olson Bros Pro Vac Clean Service	Puyallup, WA	(425) 432-8005	X	X	X							
Snelson Company	Mount Vernon, WA	(360) 856-6511	X			X						
NRCES	Seattle/ Astoria/ Portland	(800) 337-7455 24 hr dispatch	X	X	X	X	X	X	X	X	X	
URS	Seattle, WA	(206) 438-2700	X						X			
Western Refinery Service	Bellingham, WA	(360) 366-3303	X	X								

IH=Industrial Hygiene

SECTION 4 RESPONSE TEAM ORGANIZATION

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4.1 Incident Management Team Description

The Incident Management Team (IMT) is composed of Company personnel organized to plan for and manage oil spills. The IMT will develop strategies and priorities for response, supervise contractors, handle safety and security matters, and provide logistics support for contractor personnel. The IMT will handle all communications with the media and the public. Job descriptions for key IMT members are provided in Figure 4.6. The IMT will train by participating in exercises as noted in Appendix A.

4.2 Incident Management Team Activation Procedures

Activation of the IMT may be accomplished in stages. Initially, the First Responder assumes the role of Incident Commander (IC). During a spill incident, the initial IC may be able to respond without assistance from the IMT. If the situation requires more resources, he/she may request additional manpower or management support from the IMT. This request is made to the District Operations Manager (Qualified Individual [QI]). Depending on the situation, the QI may then assume the role of IC. The QI will call out other IMT members. IMT activation procedures are illustrated in Figure 4.2 and roster in Figure 4.5.

4.3 Incident Management Team Member Response Times

The IC will mobilize to Renton Station within 6 hours. The IMT's maximum expected arrival time during off-hours is within 6 hours of activation. The maximum expected arrival time for company and contractor personnel responding to the scene of a spill is two hours.

4.4 Mutual Response Team Description

The BP Mutual Response Team (MRT) is made up of approximately 180 trained personnel from all Business Entities and Functions who have skills and experience in the Incident Command System (ICS) and who provide emergency services to any BP business for crisis level or extended incidents. A table detailing MRT member training is included in Appendix A. The team is designed to have at least six individuals identified for each ICS Section Chief position, with 2-10 individuals identified for each Unit leader and Technical Specialist role. Most MRT members will come from local and regional business response teams who are very familiar with their individual business needs and capabilities.

The MRT is notified and activated by the Olympic Pipe Line Company IC using the BP Notification System. Activation telephone numbers are included in Figure 3.3. MRT members may supplement local and regional teams or provide a full IMT. The IC may activate specific members with specialized skills, backup support to extended response, or request a full scale deployment for a major incident.

In most incidents, the entire MRT will be notified (not activated) and provided information about the incident. This is to prepare everyone for possible activation. If specific MRT members are needed, they will be activated via the Automatic Notification System. Response times depend on location of the incident, traffic, weather, etc. Under most circumstances, MRT members stationed in the greater Puget Sound area have a 2-6 hour response time. MRT members based elsewhere on the West Coast can respond within 12 hours. MRT members based in the Gulf Coast, East Coast, and mid-continent region are expected to respond within 24 hours.

4.5 Incident Command System/Unified Command

The ICS is used as the method of integrating federal, state and local agencies into the IMT. This system organizes diverse responding agencies into one unified team. Olympic Pipe Line Company uses the ICS outlined in the 2014 BP Incident Management Handbook.

ICS includes a Unified Command Structure consisting of key On-Scene Coordinators: Federal On-Scene Coordinator (FOSC), State On-Scene Coordinator (SOSC), Local On-Scene Coordinator (LOSC), Tribal On-Scene Coordinator (TOSC) and the Responsible Party IC. These entities share decision-making authority as the IC and consult with each other regarding spill response management issues. The FOSC

will coordinate all federal agencies involved in the response. The SOSC will coordinate all state involved in the response activities. The LOSC will coordinate local agencies involved in the response. The TOSC will coordinate tribal agencies involved in the response. The Responsible Party IC will coordinate all company activities. A model IMT organization chart for the Unified Command is shown in Figure 4.4.

Depending upon the size and complexity of the incident, additional federal and state agency personnel may integrate into the other functions of the IMT. The turnover of personnel in functional roles of the response is recognized as a critical activity of the IMT. In order to assure that the incoming response staff are properly briefed into their assigned role the checklist found in Figure 4.1 should be completed by all transitions of the Command Staff, Section Chief, Unit Leader and Branch Director positions.

Figure 4.1: Checklist to Facilitate Transition of IMT Members for Shift Change or Operational Period

ICS Position _____

Incoming IMT member _____

Outgoing IMT member _____

For use by Command Staff, Section Chiefs, Unit Leaders and Branch Directors

No.	Action Completed or Considered for Transition	Yes/No	
1	Can the transition be accomplished with minimal disruption to ongoing response operations?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2	Have incoming IMT members and contractors:		
	• Received the required safety briefings and security clearances?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	• Checked into the main Incident Command Post (ICP)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	• Received their organizational assignments?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
3	Has adequate work space been provided for arriving IMT members and contractors?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
4	Have members of the Unified Command been properly briefed on the roles that will be assumed by IMT members and contractors?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
5	Has the outgoing IMT IC / Section Chiefs fully briefed the incoming IMT staff regarding:		
	• General Response Objectives and priorities?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	• Problems and solutions being addressed?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	• Incident potential?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6	Is the new chain of command clear to incoming IMT members?		
	• In the ICP?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
	• In the field?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
7	Have appropriate delegations of responsibilities been made within the Staff / Section?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
8	Have outgoing IMT Section personnel properly briefed incoming IMT Section personnel on?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
9	Has the ICS 207 Organization Chart been updated to reflect the new staff assignments?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

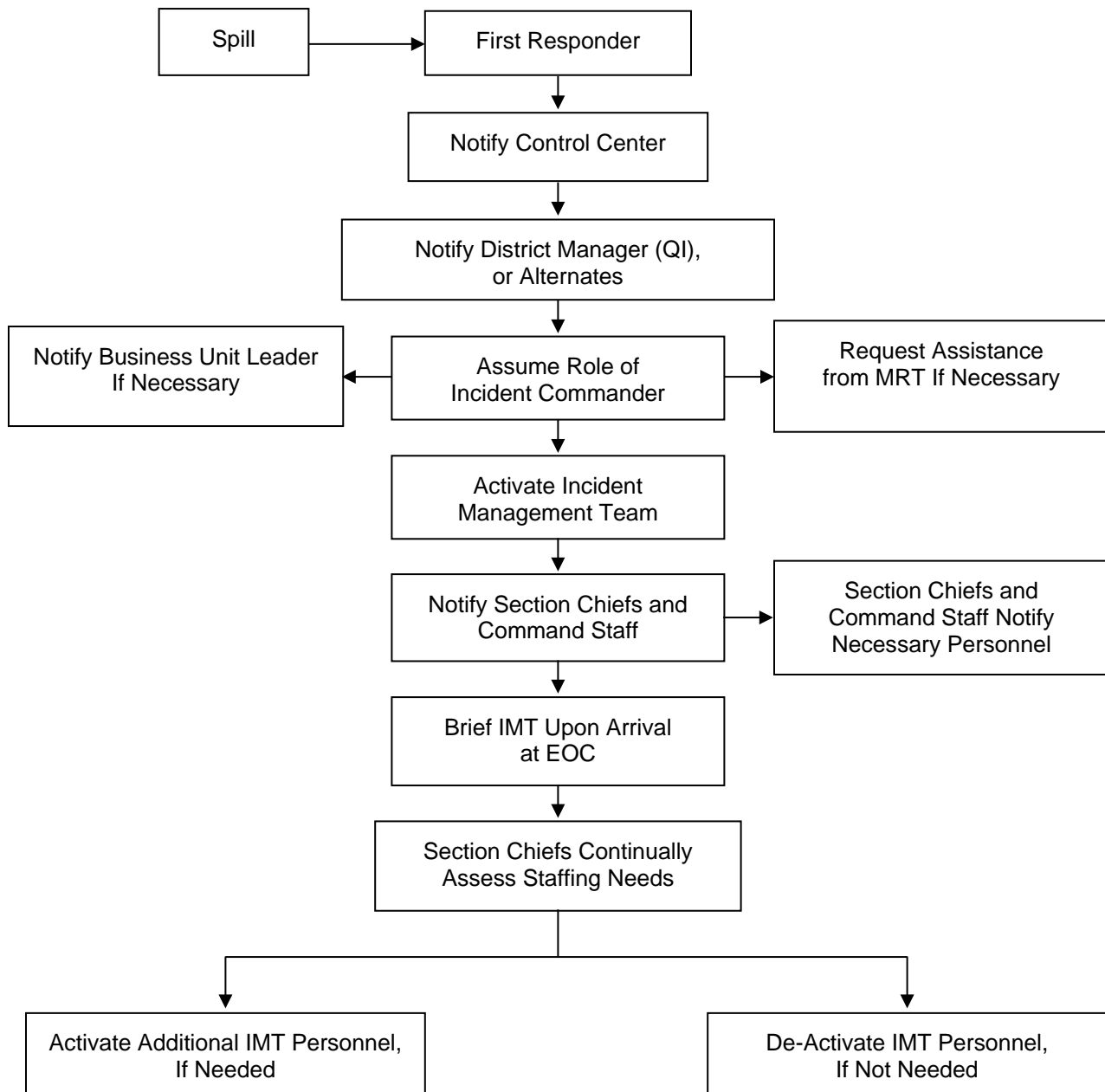
4.6 Qualified Individual

The QI, as the IMT IC, oversees the management of the entire response, establishes the response priorities and objectives, serves as the liaison with Corporate management and works with the State and Federal On-Scene Coordinators in Unified Command. The QI is an English-speaking representative, available on a 24-hour basis, trained in the responsibilities outlined in this section. The QI has the following responsibilities and authorities as required by the Oil Pollution Act of 1990 (40 Code of Federal Regulations [CFR] Parts 9 and 112, 49 CFR Part 194):

- Activate internal alarms and hazard communications systems to notify all appropriate personnel;
- Notify all response personnel as needed;
- Identify the character, exact source, amount and extent of the release and other necessary items needed for notifications;
- Notify and provide information to appropriate Federal, State and Local authorities;
- Assess the interaction of the spilled substance with water and/or other substances stored at the facility and notify on-scene response personnel of assessment;
- Assess possible hazards to human health and the environment;
- Assess and implement prompt removal actions;
- Coordinate rescue and response actions;
- Access company funds to initiate cleanup activities; and
- Direct cleanup activities until properly relieved of responsibility or incident is terminated.

For further information on QI's training, refer to Appendix A. In the event that the QI is not available, Alternate QI's have been designated to serve in this role. Phone numbers for the QI and Alternate QIs are listed in Figure 3.2.

Figure 4.2: Incident Management Team Activation Procedure



EOC = Emergency Operations Center; IMT = Incident Management Team; MRT = Mutual Response Team; QI = Qualified Individual

Figure 4.3: Unified Command Organization Chart

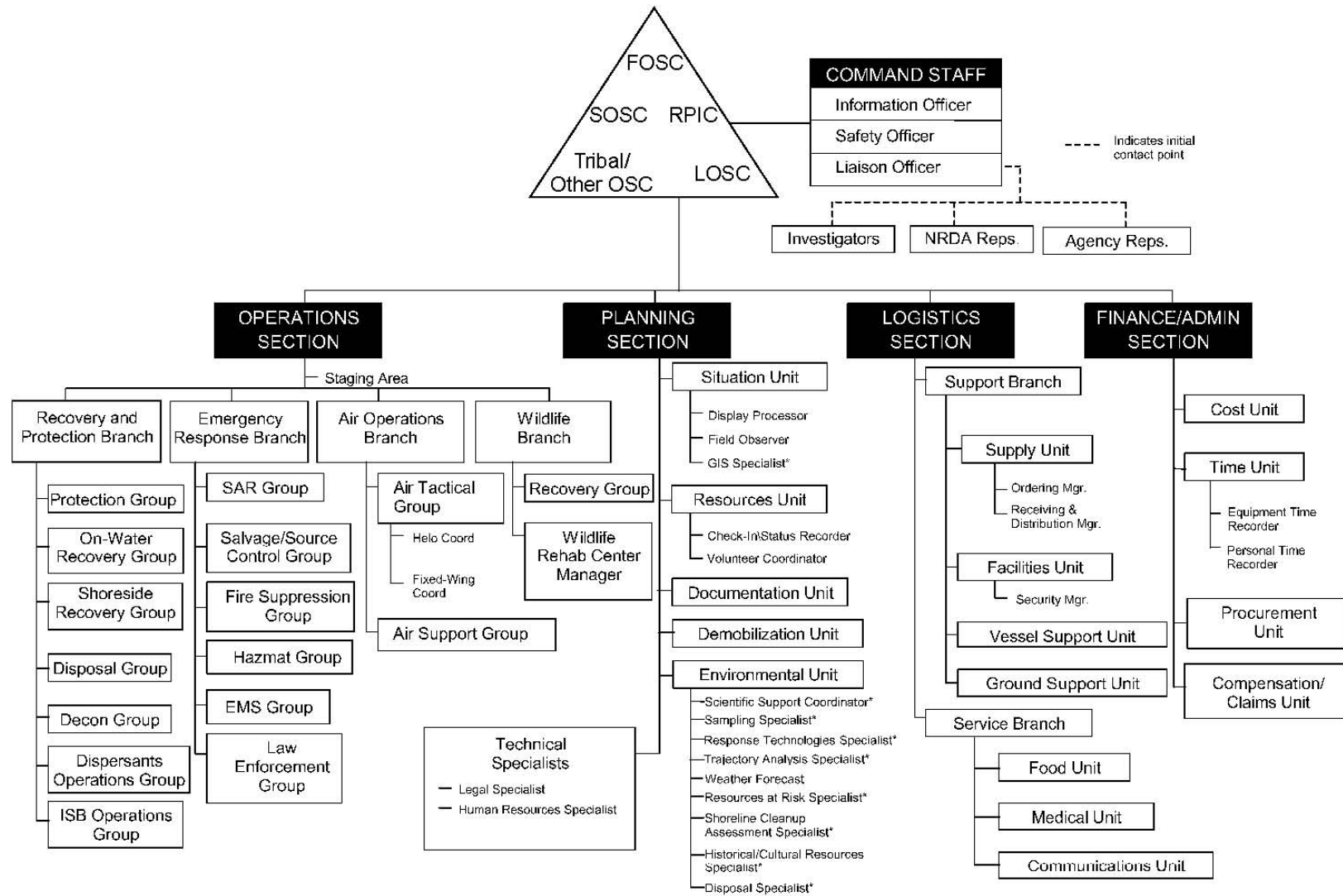


Figure 4.4: Incident Management Team Organization Chart

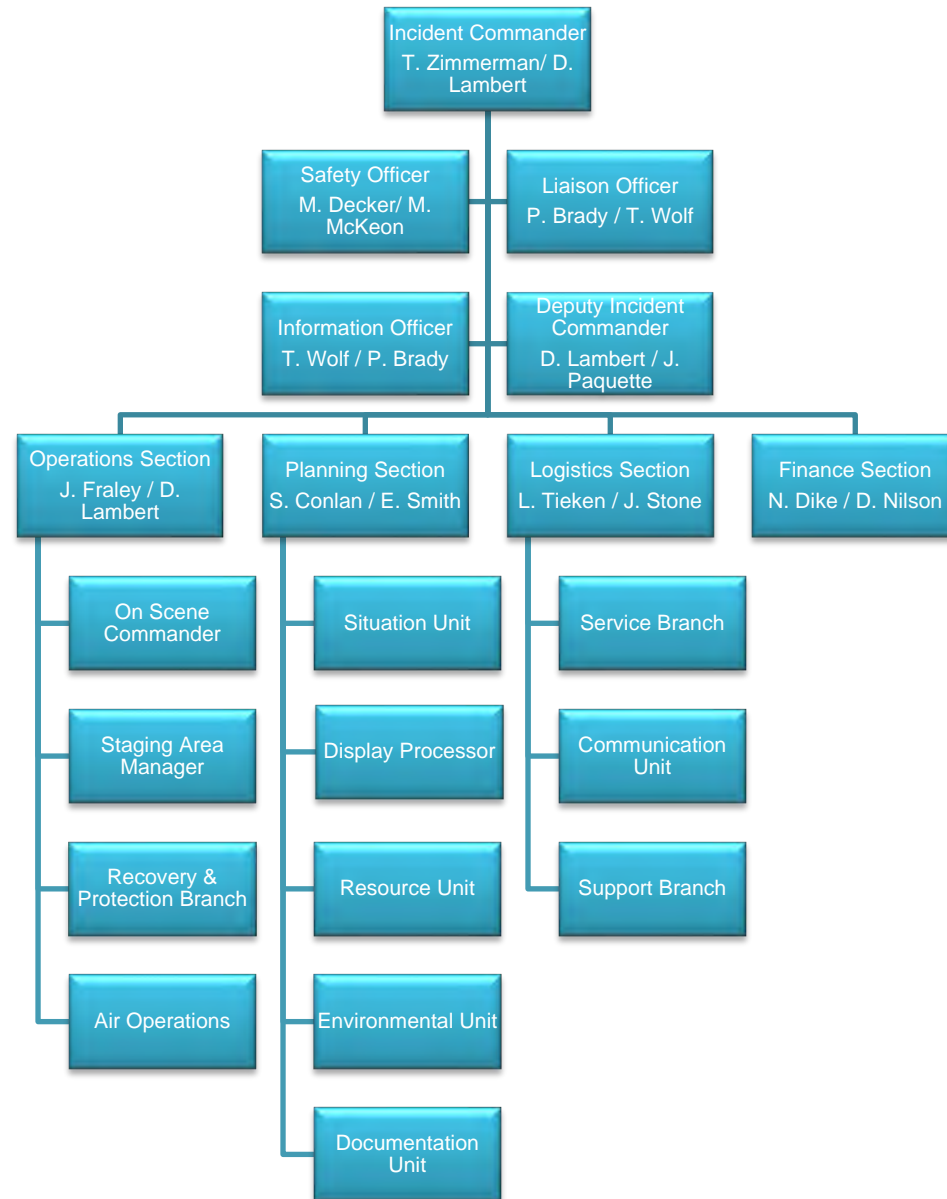


Figure 4.5: Incident Management Team Roster

The Olympic IMT, also referred to as the Spill Management Team (SMT) is solely made up of BP employees.

ICS Position	Name	Name	Name
Responsible Party Incident Commander	Terry Zimmerman	Dustin Lambert	Joseph Paquette
Public Information Officer	Pam Brady	Tom Wolf	Ronald Rybarczyk
Liaison Officer	Tom Wolf	Pam brady	Ronald Rybarczyk
Safety Officer	Michaela Decker	Michael McKeon	Alejandro Sierra
Operations Section Chief	James Fraley	Dustin Lambert	Jeff Berry
Planning Section Chief	Sandra Conlan	Edward Smith	Joseph Paquette
Logistics Section Chief	Lloyd Tieken	Joseph Stone	Daniel Swatman
Finance Section Chief	Noel Dike	Doug Nilsen	Nelson Kabalo
Wildlife Branch Director	Kristen Hancock	Alexandria Crooks	Joy Barrett
Air Operations Branch Director	Chris Anderson		
Situation Unit Leader	Edward Smith		
Resources Unit Leader	Ernest Falcon		
Documentation Unit Leader	Julie Yun		
Environmental Unit Leader	Alexandria Crooks		

Figure 4.6: Incident Management Team Job Description Checklists

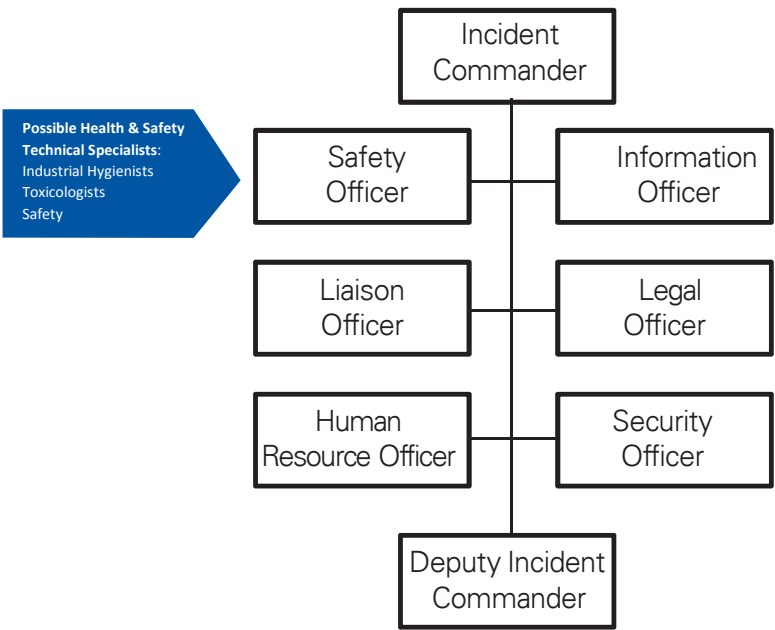
The following job description checklists are intended to be used as a tool to assist Spill Management Team members in their positions within the ICS. The position descriptions and checklists were derived from the BP Incident Management Handbook (2018).

The BP Incident Management Handbook was developed as a tool to be used by BP employees responding to an incident globally. However, when responding to an incident associated with the BP Products (North America, Inc.) - Northwest Pipeline District, if there are discrepancies between the BP Incident Management Handbook and Northwest Area Contingency Plan (NWACP), responders should defer to the NWACP.

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Figure 6
COMMAND STAFF ORGANISATION CHART



The Planning "P" – Command Activities

- During this time period:
- Meet one-on-one with Command & General Staff members for follow up on assignments.
- Prepare further guidance and clarification as needed
- Receive operations briefing

- Meet and brief Command & General Staff on IC/UC direction, objectives & priorities.
- Assign work tasks
- Resolve problems & clarify staff roles and responsibilities

- Establish priorities
- Identify constraints & Limitations
- Develop incident objectives
- Identify necessary SOP's
- Agree on operating policy, procedures and guidelines
- Agree on division of UC workload

- Finalize UC structure
- Determine overall response organisation
- Identify and select support facilities
- Clarify UC roles and responsibilities
- Determine Operational period
- Select OSC & Deputy OSC
- Make key decisions

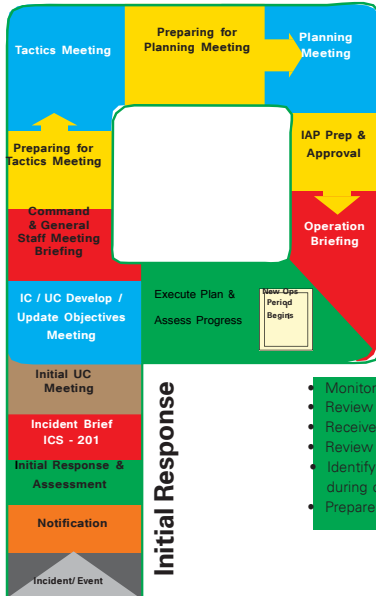
- Determine ICS-201 briefing timeframe & receive briefing
- Clarify/request additional information
- Determine incident complexity
- Provide interim direction
- Initiate change of command
- Determine UC players
- Ensure interagency notifications
- Brief superiors

- During this time period:
- Agree on who will present UC's response emphasis and motivation remarks
- Review task assignments, objectives, decisions & directions
- Receive operations briefing

- Provide opening remarks
- Review response pain as presented to ensure that Command's directions and objectives have been properly addressed
- Provide further guidance and resolve issues
- Give tacit approval of the proposed Plan
- Agree when written plan will be ready for review & approval

- Review IAP for completion and make changes as necessary
- Approve Plan

- Provide overall guidance and clarification
- Provide leadership presence and motivational remarks
- Emphasize response philosophy



- Monitor on-going operations
- Review progress of assigned tasks
- Receive periodic situation briefings
- Review work progress
- Identify changes that need to be made during current and future operations
- Prepare for UC Update Objectives Meeting

- Ensure that an appropriate initial response is deployed
- Provide direction as needed
- Monitor initial response operations

This section contains Responsibilities that are **common** to Command Staff in an response organization.

- ☐ Obtain initial briefing from Incident Commander (IC), attend daily staff meetings and briefings, and relay relevant information to personnel assigned to function / Office
- ☐ Size up incident, identify function-specific problems and solutions, and break work down into manageable tasks
- ☐ Provide Incident Commander periodic status reports
- ☐ Assist Incident Commander in
 - Analysing incident potential
 - In preparation of Strategic Objectives & response priorities
- ☐ Provide Logistics Section Chief or Supply Unit with information on personnel, equipment, material, and supply needs for function / Office
- ☐ Attend Assessment Meetings and provide reports on nature and status of work
- ☐ Ensure that Finance Section Chief is advised of all cost commitments by Staff or Office
- ☐ Compile and maintain appropriate documentation
- ☐ IMT Staffing needs:
 - Develop organisation chart with personnel assigned to function / Office
 - Provide Resource Unit with initial and, as necessary, updated organisation chart(s)
 - Maintain proper span-of-control when assigning tasks to Office staff
 - Consider alternate or backup personnel for extended (24-hour) coverage.
- ☐ Brief IMT Staff personnel on items discussed during meetings; assign Action Items, as appropriate
- ☐ If requested, assist Planning Section Chief in preparation of
 - Incident Potential Worksheet
 - Incident Action Plan
- ☐ Prepare verbal or written transition report for incoming personnel assigned to function / Office

Responsible for the overall management of incident response operations and for serving as the Incident Management Team's (IMT's) primary contact person with all involved or interested external parties. If Unified Command (UC) is established, these responsibilities are held jointly with UC members

INCIDENT COMMANDER RESPONSIBILITIES

- ☐ Ensure that personnel safety is accorded the highest priority during conduct of incident response operations
- ☐ Establish and maintain an organisation capable of providing management direction to, and support for, at-the-scene tactical response operations
- ☐ Supervise incident response operations and ensure that they are carried out in a manner consistent with BP policy, appropriate government directives, and the needs and concerns of impacted areas
- ☐ Provide an initial briefing either to IMT as a whole or to members of Command and General Staffs
- ☐ Analyse incident potential
- ☐ Establish Strategic Objectives and response priorities, and ensure IMT and tactical response personnel are carrying out incident response operations in a manner consistent with objectives and priorities
- ☐ Ensure that all required and appropriate notifications have been made to BP senior management & provide regular updates on incident status (i.e., Entity and/or Business Support Team), and government agencies
- ☐ Serve as primary on site contact person for BP senior management, government representatives, and possibly news media and neighbouring facilities.
- ☐ Establish a Unified Command Structure with appropriate government agency On scene Coordinators
- ☐ Monitor, evaluate effectiveness, and forecast duration of incident response operations; if necessary, establish "operational" periods and shift schedules
- ☐ Conduct Assessment Meetings as appropriate.
- ☐ Review and approve press releases and statements as they relate to incident response operations
- ☐ Determine when IMT is prepared to initiate Incident Action Plans (written and verbal). Approve and authorize implementation of Incident Action Plans

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- ☐ Determine need for General / Long Term Plan. If needed, initiate, approve, and authorize implementation of General / Long Term Plan
 - ☐ Consider need for an alternate or backup person for extended (24-hour) coverage
 - ☐ Compile and maintain appropriate documentation

PRODUCTS INCIDENT COMMANDER IS RESPONSIBLE FOR:

IAP Cover Sheet (review & sign, if approved. Forward to Planning SC), Incident Potential Worksheet, ICS 201 & 209 (review and forward to Business Support Team Leader, draft ICS 202 with Planning Section Chief

Responsible for assisting the Incident Commander through the direct supervision of work being carried out by the Section Chiefs. Also responsible for knowing the Incident Management System (IMS) and making sure it is used effectively and efficiently during the conduct of incident response operations.

DEPUTY INCIDENT COMMANDER RESPONSIBILITIES

- ☐ Assume any responsibility delegated by Incident Commander (IC).
- ☐ Ensure that Incident Command Post (ICP) is set up and made operational in a timely fashion
- ☐ Monitor IMT members activation; determine and advise IC on availability of key team members
- ☐ Ensure that each Section gets organised in a timely fashion
- ☐ Prepare organisation chart for Command Staff; consider need for backup personnel for extended (24-hour) coverage.
- ☐ Assist IC in analysis of incident potential and development of Strategic Objectives and response priorities
- ☐ Coordinate activities of Section Chiefs to ensure conduct of safe, effective, and efficient incident response operations
- ☐ Assist IC in ensuring that operations are carried out in a manner consistent with BP policy, Incident Management System, and appropriate government directives
- ☐ Focus on communications; address communication problems as they arise
- ☐ Facilitate IMT Meetings; chair IMT Meetings, if instructed by IC.
- ☐ Follow up on Action Items identified during formal IMT Meetings
- ☐ Ensure that (Unified) Command objectives and priorities are being addressed by balance of IMT and tactical response personnel
- ☐ Interface with (Unified) Command to ensure that their problems and solutions are addressed by balance of IMT in a timely fashion
- ☐ Provide IC informal briefings, as necessary, on nature and status of incident and incident response operations
- ☐ Work with Section Chiefs to ensure that appropriate documentation is compiled and forwarded to Planning Section (i.e., Chief or Documentation Unit Leader)
- ☐ Ensure that response operations are closely coordinated, and resolve any conflicts that may arise between these operations
- ☐ Ensure that appropriate BP and/or government directives are communicated to and followed up on by Section Chiefs
- ☐ Serve as secondary on site contact person for BP senior management, and government representatives

PRODUCTS DEPUTY INCIDENT COMMANDER IS RESPONSIBLE FOR:

Unit Log (ICS 214) and Assist IC complete necessary tasks

Responsible for supporting the Site Safety Officer and for providing expertise on safety issues that may arise during execution of incident response operations. Responsible for the preparation, maintenance, and distribution of an incident-specific Site Safety Plan; investigating near misses and accidents; preparing Safety Bulletins; reviewing field assignments to ensure that they can be carried out in a manner consistent with the Site Safety Plan and supervising the work of any Technical Specialists (*Industrial Hygienists, Safety professionals, air monitoring, decontamination, etc.*) supporting incident response operations.

SAFETY OFFICER RESPONSIBILITIES

- ☐ Address needs of Site Safety Assistants
- ☐ Supervise preparation of written, incident-specific Site Safety Plan
- ☐ Receive information from Site Safety Assistants and brief Incident Commander and Situation Unit on:
 - status of personnel (i.e., missing, injured, dead)
 - hazards present
 - location of hazard control zones
 - PPE requirements
 - decontamination requirements
 - location of first aid station(s)
 - emergency medical procedures
 - hazards present at incident scene and measures being instituted to protect response personnel against hazards
 - contents of incident-specific Site Safety Plan (ICS 208)
- ☐ Advise Incident Commander on when it is safe to enter or return to an impacted area. Exercise emergency authority to prevent or stop unsafe acts.
- ☐ Ensure compliance with all relevant BP and governmental safety requirements
- ☐ Obtain and provide Site Safety Assistants copies of Material Safety Data Sheets (MSDSs) for spilled/emitted materials
- ☐ Brief Section Chiefs on safety concerns and precautions; ensure key personnel are familiar with site safety issues
- ☐ Monitor BP personnel and contractors for conformance with incident-specific Site Safety Plan and associated requirements
- ☐ Set up a system to identify, and work with IMT Site Safety Assistants to eliminate safety hazards in all aspects of incident response operations
- ☐ Confirm/establish industrial hygiene standards and requirements to be observed by on-scene tactical response personnel. Select, retain, and supervise Industrial Hygienists, Safety professionals, toxicologists, etc., when needed
- ☐ Provide information and advice to field operations (Deputy Operations Section Chief or Branch Directors), Site Safety Assistants, Incident Commander, and Section Chiefs regarding

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SAFETY AND HEALTH TECHNICAL SPECIALISTS

Responsible for the preparation, maintenance, and distribution of an incident-specific technical safety and health plans (i.e. Industrial Hygiene, air monitoring, decontamination, etc.), providing technical advice and information for safety and health related issues, reviewing field assignments to ensure that they can be carried out in a manner consistent with the safety plans.

SAFETY & HEALTH TECHNICAL SPECIALISTS RESPONSIBILITIES

- ☐ Coordinate activities with IMT Safety Officer and Site Safety Assistants
- ☐ Assist Safety Officer in preparation of written, incident-specific technical safety and health plans
- ☐ Brief IMT Safety Officer and Assistant Safety Assistants on technical safety issues
- ☐ Provide IMT Safety Officer and Site Safety Assistants advice on when it is safe to enter or return to an impacted area
- ☐ Ensure compliance with all relevant BP and governmental safety requirements
- ☐ Exercise emergency authority to prevent or stop unsafe acts
- ☐ Obtain and provide Site Safety Officer copies of Material Safety Data Sheets (MSDSs) for spilled/emitted materials
- ☐ Brief Section Chiefs on safety and concerns and precautions; ensure key personnel are familiar with site safety issues
- ☐ Monitor BP personnel and contractors for conformance with incident-specific Site Safety Plan and associated requirements
- ☐ Set up a system to identify, and work with IMT Safety Officer to eliminate, safety hazards in all aspects of incident response operations
- ☐ Confirm/establish industrial hygiene standards and requirements to be observed by at-the-scene tactical response personnel
- ☐ Evaluate impact of incident and remedial activities on health of employees, contractors, and affected citizens
- ☐ Ensure response personnel have necessary level of safety training
- ☐ Coordinate safety-related communications; supervise preparation of and issue Safety Bulletins on issues affecting or likely to affect worker safety
- ☐ Provide information and advice to Deputy Operations Section Chief or Branch Directors, Site Safety Assistants, Incident Commander, and Section Chiefs regarding toxic properties of, and immediate and long-term public health issues associated with, chemicals involved in incidents
- ☐ Assist Information Officer in describing any toxic hazards to media and public

- ❑ Select, retain, and supervise Industrial Hygiene, Safety, toxicology, and Environmental factors when needed
- ❑ Provide Planning Section Chief or Situation Unit initial and, as necessary, updated information on safety and health considerations, updated information on location of hazard control zones, decontamination areas, and first aid station(s) for Situation Map
- ❑ Assist in IAP development:
 - Provide information on safety issues associated with field assignments
 - Review each field assignment for NOP against existing Site Safety Plan to determine:
 - locations where proposed work will be carried out
 - whether hazards in locations already have been adequately characterized
 - whether locations are already adequately covered with existing hazard control zones
 - whether PPE requirements for proposed work have been clearly defined
 - whether decontamination requirements for proposed work have been clearly defined
 - If a field assignment for NOP is not adequately addressed by existing Site Safety Plan, prepare modifications to plan
 - If a field assignment for NOP has associated safety or health hazards that cannot be avoided or adequately mitigated through measures described in Site Safety Plan, immediately notify Deputy Incident Commander

PRODUCTS HEALTH & SAFETY UNIT LEADER IS RESPONSIBLE FOR:

Health & Safety Plan with Safety Officer
 Field Assignment (ICS 204 Safety Message) with Safety Officer
 Unit Log (ICS 214)

Responsible for organising and managing all public affairs activities associated with incident response operations.

INFORMATION OFFICER RESPONSIBILITIES

- ☐ Organise and manage all media-related activities
- ☐ Serve as principal advisor to Incident Commander (IC) on all matters relating to external communications and interactions with media
- ☐ Advise IC of public affairs impacts caused by the incident and incident response operations
- ☐ Identify “public” audiences and their concerns
- ☐ Develop proactive methods for addressing “public” concerns:
 - “If Asked” statements, Press releases, briefings, conferences, Town Hall Meetings, One-on-one interviews, tours, etc.
- ☐ Obtain necessary approvals from IC prior to release of information to public
- ☐ Provide Situation Unit with the following information for posting on the Information Centre:
 - Press releases, briefings, conferences
 - Town Hall meeting schedule
 - “If Asked” statements
 - Other external relations-related materials
- ☐ Work with government agency Public Affairs personnel to coordinate statements to the public; establish a Joint Information Centre (JIC), if appropriate
- ☐ Prepare IC or delegate for interactions with media
- ☐ Keep IC informed about content and tenor of media reports
- ☐ Work with Logistics Section to set up a media centre, if warranted
- ☐ Select, retain, and supervise public affairs specialists, when needed
- ☐ Circulate progress reports for non-involved BP personnel and BP partners
- ☐ Monitor press reports. Maintain record of newspaper articles, radio and television broadcasts, press conferences, and briefings
- ☐ Provide status reports to Business Support Team (BST); keep BST informed about status of work on all public relations problems and solutions that are judged to be, or have potential to become, crisis situations

PRODUCTS INFORMATION OFFICER IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Media Briefing materials, Crisis Communication Handbook materials

Responsible for organising and managing all government and community affairs activities associated with incident response operations.

LIAISON OFFICER RESPONSIBILITIES

- ☐ Organise and manage all government and community affairs activities
- ☐ Serve as principal advisor to Incident Commander (IC) on all matters relating to external communications and interactions with non-directly involved government agencies and non-governmental organisations
- ☐ Advise IC on government affairs and community relations impacts of incidents and incident response operations
- ☐ Obtain necessary approvals from IC prior to release of information to non-directly involved government agencies and non-governmental organisations
- ☐ Select, retain, and supervise government affairs and media relations specialists, when needed
- ☐ Provide status reports to Business Support Team (BST); keep BST informed about status of work on all government affairs and community relations problems and solutions that are judged to be, or have potential to become, crisis situations
- ☐ Serve as IMT contact person for non-directly involved government agencies and non-governmental organisations
- ☐ Identify government agency and non-governmental organisation audiences and their concerns
- ☐ Develop proactive methods for addressing government agency and non-governmental organisation concerns:
 - fact sheets
 - meetings
 - Town Hall meetings
 - tours
- ☐ Provide Situation Unit with information on scheduled meetings for posting in Information Centre
- ☐ Monitor statements made by non-directly involved government agencies and non-governmental organisations
- ☐ Keep Incident Commander informed about content and tenor of statements made by non-directly involved government agencies and non-governmental organisations

PRODUCTS LIAISON OFFICER IS RESPONSIBLE FOR:

Unit Log (ICS 214), List of agency contacts, Crisis Communications Handbook materials

Responsible for providing advice on legal issues associated with incident response operations and for handling all legal matters.

LEGAL OFFICER RESPONSIBILITIES

- ☐ Serve as legal advisor to Incident Commander (IC) and provide legal advice to other members of the IMT
- ☐ Prepare summary reports which examine legal situation, key issues associated with the incident, with options and courses of action that can be followed; follow up to determine their effectiveness
- ☐ Determine applicable laws, legal exposures, and validity of defences, and develop necessary legal strategies
- ☐ Become familiar with all incident aspects in order to identify and address legal issues that may arise during incident response operations
- ☐ Act as primary contact for BP partners' legal representatives; coordinate legal action taken in concert with partners, if possible and appropriate
- ☐ Select, retain, and supervise outside legal counsel, if needed
- ☐ Determine BP and BP partners' legal relationship with other involved parties. Ensure that no conflicts of interest arise with other parties, insurers, etc. during conduct of incident response operations
- ☐ Advise IMT members on need to restrict access to affected facility, vessel and/or incident-related facilities for legal or insurance reasons
- ☐ Advise IC, Section Chiefs, and Documentation Unit Leader on documentation retention guidelines to support incident-related litigation. Consistently review process to ensure compliance with established guidelines.
- ☐ If requested to do so by IC, review press releases and other correspondence directed to external parties and government authorities
- ☐ Handle all contract-related legal matters.
- ☐ Assist Finance Section Chief or Compensation/Claims Unit in establishing and implementing third-party settlement procedures, arranging for adjustment assistance, and processing claims.
- ☐ Ensure that information that may be relevant to the defence and/or settlement of future claims or litigation is gathered and preserved
- ☐ Provide Ops Section Chief and Planning Section Chief legal advice on operations related to the handling of land issues, off-site waste storage and disposal
- ☐ Assist Human Resources Group in event of fatalities or major injuries during incident response operations
- ☐ Provide status reports to Business Support Team (BST); keep BST informed about legal problems and solutions that are judged to be, or have the potential to become, crisis situations

HUMAN RESOURCES OFFICER

Responsible for addressing human resources issues that arise for response personnel, for providing Critical Incident Stress Debriefing services, for arranging grief counselling for response personnel adversely impacted by incident and/or response-related injuries and fatalities, and for arranging humanitarian assistance to the families of individuals injured or killed by the incident or during response operations.

HUMAN RESOURCES OFFICER RESPONSIBILITIES

- ☐ During a mass casualty incident, serve as a principal advisor to Incident Commander on measures to handle and treat injured personnel, handle disposition of bodies of dead personnel, interact with families, and interact with government agencies
- ☐ Ensure that all required and appropriate notifications are made to families of injured or dead personnel
- ☐ Ensure that names of injured and dead personnel are protected until notifications of next of kin are completed
- ☐ Implement humanitarian assistance for BP personnel and/or their families impacted by an incident or response operations
- ☐ Advise Incident Commander and other personnel regarding status of Humanitarian Assistance activities
- ☐ Coordinate Humanitarian Assistance activities through the BP Human Resources Department
- ☐ Request guidance and information regarding any changes in BP policy and procedures that may impact Humanitarian Assistance activities
- ☐ Arrange for grief counselling for members of Incident Management Team, as necessary
- ☐ Activate outside assistance (clergy, psychologists, counsellors, etc.), as necessary
- ☐ Coordinate with Compensation/Claims Unit Leader, as necessary

PRODUCTS HUMAN RESOURCES OFFICER IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Responsible for providing expert guidance on how to respond effectively to security-related incidents or security problems/issues during incident response operations. Works with Security Unit Leader to ensure that adequate security services are provided for on-scene tactical response operations and at incident facilities.

SECURITY OFFICER RESPONSIBILITIES

- ☐ Serve as security advisor to Incident Commander
- ☐ Ensure Facility Security procedures are being followed
- ☐ Prepare and maintain an incident specific Security Plan which ensures response areas are secure from non-authorized personnel i.e. ICP, FOB, Staging Area, etc.
- ☐ Issue Security Bulletins, as necessary
- ☐ Select, retain, and supervise outside security specialists, if needed
- ☐ Provide executive protection, as required
- ☐ Coordinate security operations with Federal, State and local government security agencies
- ☐ Investigate threats and crimes against company personnel and property
- ☐ Maintain record of security operations

PRODUCTS SECURITY OFFICER IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Security Plan

Traffic Plan

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Figure 7a

OPERATIONS SECTION ORG CHART

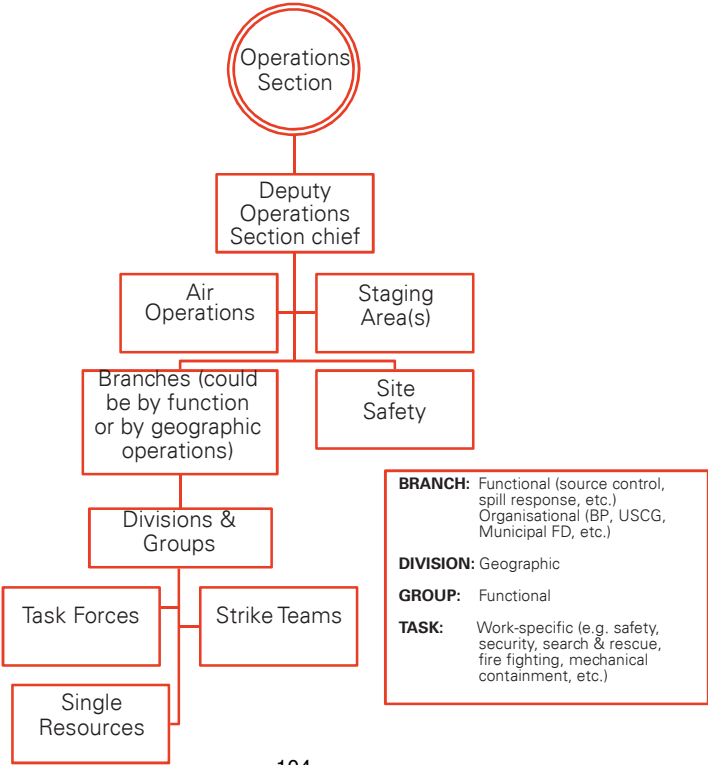


Figure 7b

OPERATIONS SECTION FUNCTIONS

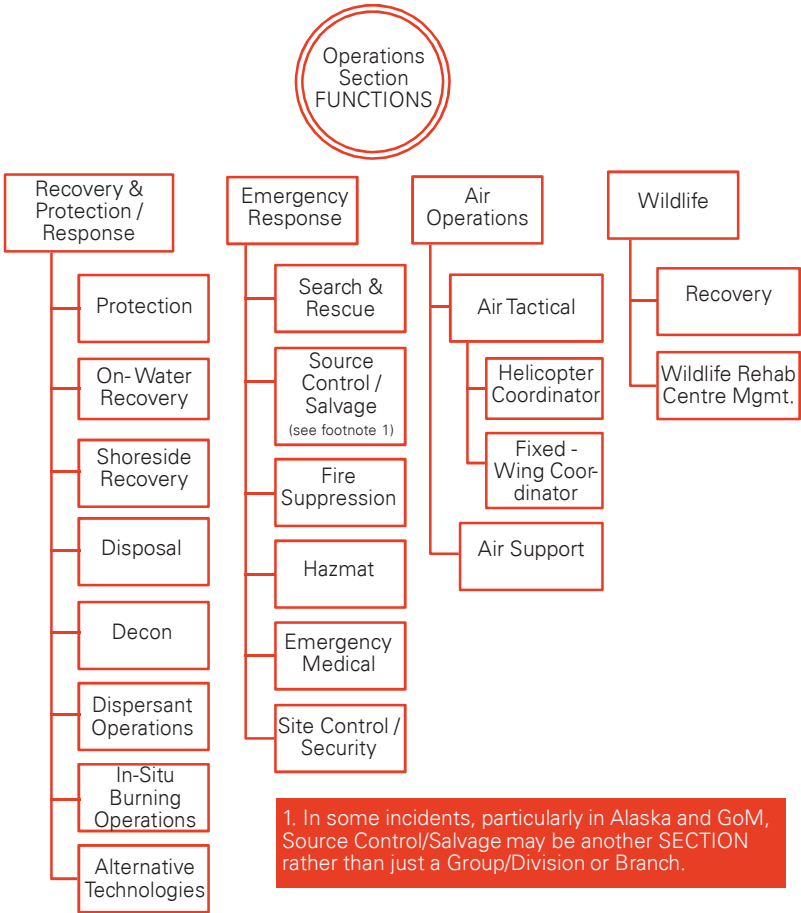


Figure 7c
Sample
OPERATIONS SECTION ORG CHART
with Branches by Function

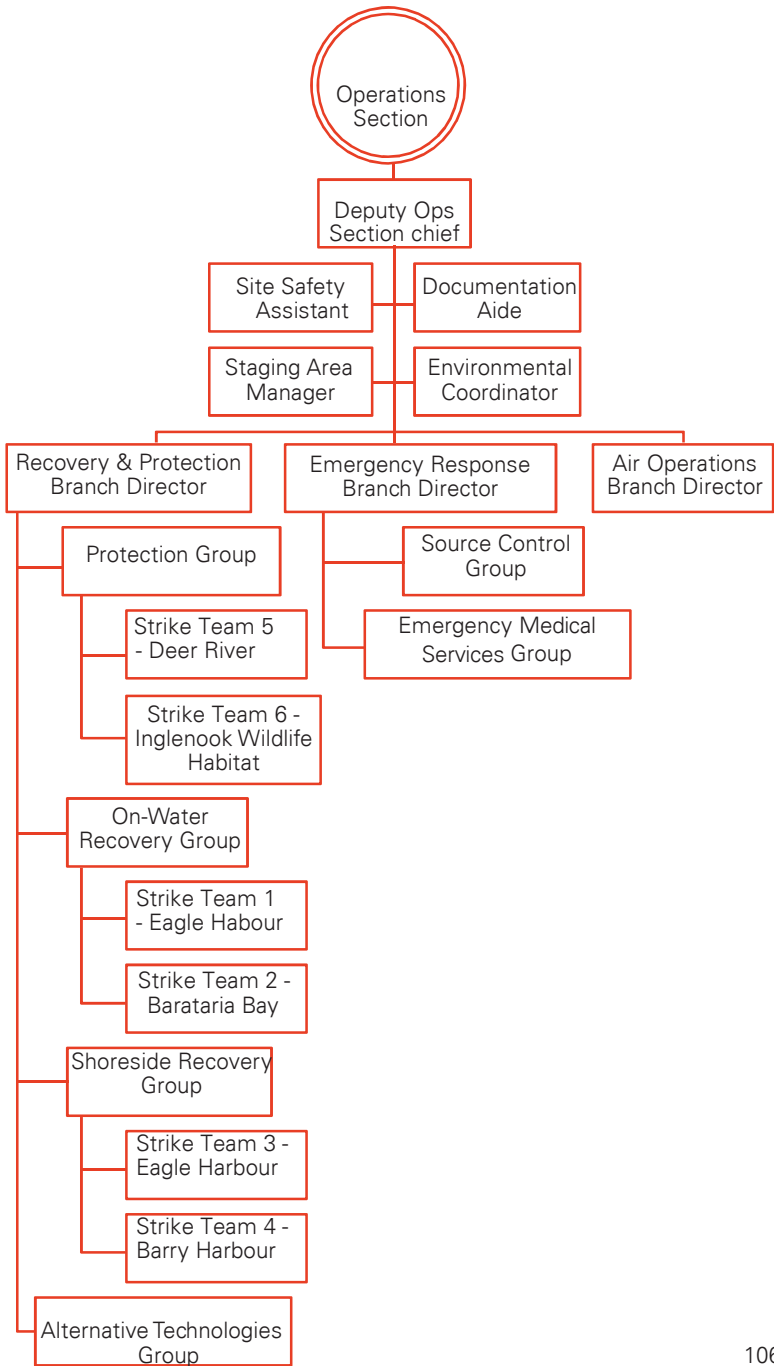
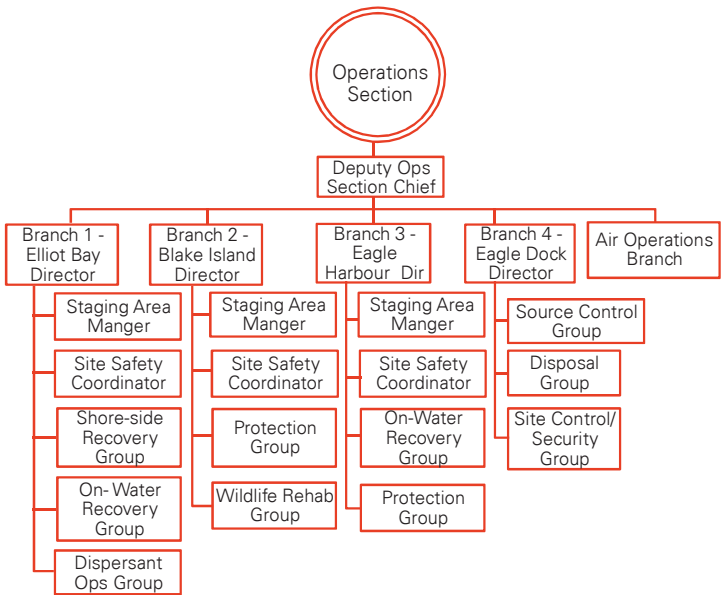
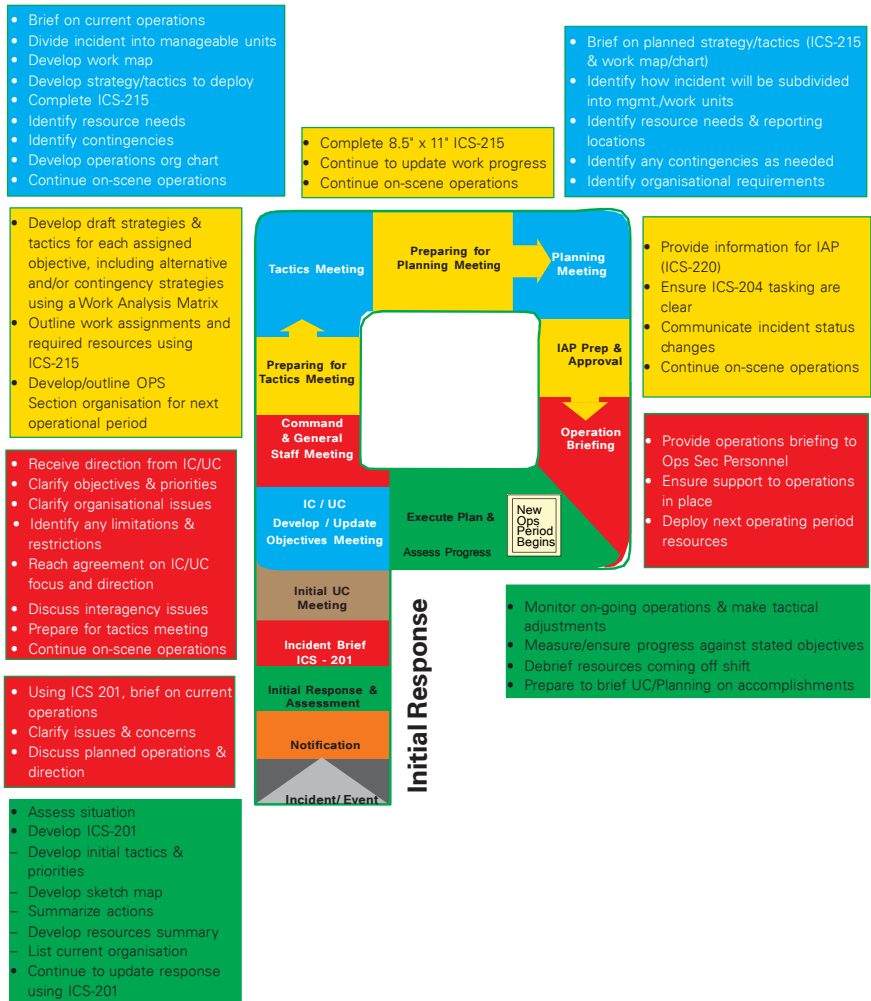


Figure 7d

Sample
OPERATIONS SECTION ORG CHART
with Branches by Geographic Area



The Planning "P" – Operations Activities



This section contains Responsibilities that are **common** to Section Chiefs and Unit Leaders.

- ☐ Obtain initial briefing from Incident Commander (IC), attend daily staff meetings and briefings, and relay relevant information to personnel assigned to function
- ☐ Size up incident, identify function-specific problems and solutions, and break work down into manageable tasks
- ☐ Provide Incident Commander periodic status reports
- ☐ Assist Incident Commander in
 - Analysing incident potential
 - In preparation of Strategic Objectives & response priorities
- ☐ Provide Logistics Section Chief or Supply Unit with information on personnel, equipment, material, and supply needs for Section
- ☐ Attend Assessment Meetings and provide reports on nature and status of work
- ☐ Ensure that Finance Section Chief is advised of all cost commitments by Staff or Section
- ☐ Compile and maintain appropriate documentation
- ☐ IMT Staffing needs:
 - Develop organisation chart with personnel assigned to function or Section
 - Provide Resource Unit with initial and, as necessary, updated organisation chart(s)
 - Maintain proper span-of-control when assigning tasks to Section personnel
 - Consider alternate or backup personnel for extended (24-hour) coverage.
- ☐ Brief IMT Staff personnel on items discussed during meetings; assign Action Items, as appropriate
- ☐ If requested, assist Planning Section Chief in preparation of
 - Incident Potential Worksheet
 - Incident Action Plan
- ☐ Prepare verbal or written transition report for incoming personnel assigned to function

OPERATIONS SECTION CHIEF

Responsible for providing strategic direction & support to field personnel. Also responsible for receiving information on nature/status of field response operations, providing information to Incident Commander (IC) & IMT team.

OPERATIONS SECTION CHIEF RESPONSIBILITIES

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- ☐ Serve as primary IMT contact person for field personnel; receive Field Reports (including Initial Incident Briefing Form - ICS 201 at the beginning of the incident).
- ☐ Establish direct line of communications (i.e., Command Network) protocol with field personnel
- ☐ Discuss/define initial strategy with Deputy Incident Commander (DIC) and other appropriate IMT members Officers; provide regular updates on nature and status of tactical response operations
- ☐ Review and ensure strategy appropriateness and tactics being employed by field personnel; provide necessary strategic direction
- ☐ Provide Situation Unit and Resource Unit with up-to-date information on nature/status of tactical response operations and resources.
- ☐ Assist Planning Section Chief or Plan Development Unit preparing Incident Action Plan (IAP); Objectives and field assignments
 - Obtain field personnel information on current tasks which will continue into the next operational period (NOP), new tasks that will be initiated before end of current operational period and continue into NOP, and new tasks that should be initiated during NOP
 - Feedback on list of resources needed to carry out tasks identified for NOP
- ☐ Ensure that personnel involved in field response operations have the personnel, equipment, materials, and supplies needed to carry out those operations in a safe, effective, and efficient manner.
- ☐ Ensure that all Operations Section personnel are aware of and follow BP safety policies, appropriate government agency directives, and Incident Safety Plan
- ☐ Ensure government agencies concerns and impacted citizens are adequately considered in formulation and execution of response strategies
- ☐ Receive information from Planning Section Chief on the location and movement of spilled or emitted materials
- ☐ Work with Environmental Unit Leader to develop protection/ clean-up strategies
- ☐ Ensure that appropriate documentation is compiled by field personnel and forwarded to Documentation Unit

PRODUCTS OPERATIONS SECTION CHIEF IS RESPONSIBLE FOR:

Initial Incident Briefing (ICS 201)

Unit Log (ICS 214)

Operations Planning Worksheet (ICS 215) – with Resources Unit Leader

Field Assignments (ICS 204s) – with RUL using ICS 215

Hazard and Risk Analysis Worksheet (ICS 215a) – with Safety

Responsible for organising and managing on-scene tactical response operations in a safe and effective fashion and for keeping the balance of the IMT informed of the incident nature/status and tactical response operations.

INITIAL INCIDENT COMMANDER (DEPUTY OPERATIONS SECTION CHIEF) RESPONSIBILITIES

- ☐ If initial on-scene Incident Commander:
 - report incident
 - assume field command unless relieved by a more appropriate / qualified individual
 - alert other area personnel area of incident nature/location and, if necessary, establish Isolation Perimeter.
 - Evacuate non-responder personnel to a safe area outside perimeter
 - account for all personnel
 - if qualified, initiate defensive and/or offensive response actions consistent with: level of expertise and training; knowledge of problem(s); and understanding of hazards
- ☐ Receive incident report; Activate appropriate members
- ☐ Travel to incident scene; observe safe approach guidelines
- ☐ Assume on-scene command; establish Field Operations Base (FOB)
- ☐ Ensure own safety and that of fellow responders; work closely with Site Safety Assistant on:
 - hazards present, location of hazard control zones
 - required level of PPE
 - decontamination requirements; location of contamination reduction (warm) zone
 - emergency medical procedures
- ☐ Determine security type and level needed to maintain Isolation Perimeter; if necessary, establish Security Task Force
- ☐ Identify optimum location for each staging area; communicate location information to the Staging Area Manager
- ☐ “Size up” situation to identify problem(s) to be addressed by tactical response personnel
- ☐ Establish and maintain a clearly defined tactical response organisation
- ☐ Develop solution(s) to problem(s) (i.e., a strategy) and prioritize needs to implement strategy down into manageable tasks
- ☐ Assign tasks to Branch Directors, Division/Group Supervisors, Task Leaders, and allocate checked-in resources to tasks
- ☐ Prioritize tasks, as necessary

- ❑ Manage resources; keep track of resource status; provide Staging Area Manager information on unmet resource needs
- ❑ Brief Branch Directors, Division/Group Supervisors, Task Leaders on:
 - Strategy and nature/location of task and its relationship to strategy
 - safety considerations
 - communications procedures, including chain-of-command
- ❑ Establish appropriate Communications Network(s); define a Communication Protocol for each network:
 - who talks to whom, about what, when and how
- ❑ Take all appropriate and safe actions to:
 - control the source(s) of problem(s)
 - limit spread of spilled or emitted materials and their impacts
 - protect sensitive environmental, social, and economic resources
 - clean, remediate, repair resources impacted by spilled or emitted materials and/or tactical response operations
- ❑ Address span-of-control problems
- ❑ Designate Aide(s) responsible for compiling Field Reports and/or for setting up and maintaining communications equipment and/or for providing assistance on technical matters
- ❑ If IMT is activated, communicate with Operations SC via Command Network
- ❑ Compile and maintain appropriate documentation
- ❑ Provide Operations Section Chief Field Reports (including Initial Incident Briefing Form - ICS 201 at the beginning of the incident) approximately 30 to 45 minutes before each IMT Assessment Meeting; ensure reports provide current information on:
 - locations of incident facilities, including:
 - o Field Operations Base, staging area(s), decontamination station(s)
 - o first aid station(s), security check point(s), as necessary
 - nature, location, and status of source(s), characteristics of spilled/emitted material(s)
 - field response organisation down to task level
 - nature and status of tasks broken down by Branch and/or Division
 - “Assigned” resources broken down by task, “Available” resources broken down by staging area
 - progress being made, problems being encountered, needs

PRODUCTS DEPUTY OPS SECTION CHIEF IS RESPONSIBLE FOR:

Initial Incident Briefing (ICS 201)
 Unit Log (ICS 214)
 Field Reports/Updates

Responsible for ensuring that all appropriate actions are taken to protect the health and safety of on-scene tactical response personnel.

SITE SAFETY OFFICER RESPONSIBILITIES

- ☐ Travel to incident scene; check in at Field Operations Base (FOB); report to Initial Incident Commander (Deputy Operations Section Chief) or Branch Director supervising field response operations
- ☐ If necessary, assist Initial Incident Commander or Deputy OSC or Branch Director in:
 - determining safe approach guidelines
 - defining Isolation Perimeter
 - determining need to evacuate non-responders from Isolation Zone
 - instituting personnel accountability system at the incident scene
- ☐ Characterize chemical and physical hazards in area(s) where task(s) are to be carried out before task(s) is/are initiated
- ☐ If necessary, organize and manage a Site Entry Team to carry out “on site” Site Characterizations
- ☐ Define hazard control zones
- ☐ Ensure all field responders who enter an Exclusion (hot) zone are adequately equipped, trained, and briefed (i.e., tailgate safety briefing / toolbox talks, etc.)
- ☐ Determine level of PPE to be worn in each exclusion (hot) and contamination reduction (warm) zone
- ☐ Determine level of decontamination to be carried out in contamination reduction (warm) zone
- ☐ Evaluate need for first aid at incident scene; establish first aid station(s)
- ☐ Monitor field response operations; order immediate cessation of any unsafe task or work practice
- ☐ Determine need for Site Safety Officer(s) at Branch and/or Division levels, if established
- ☐ If there are any fatalities or injuries during conduct of field response operations, participate in all related investigations; issue Safety Bulletin(s)
- ☐ Advise Staging Area Manager regarding food, water, shelter, and sanitary requirements for tactical responders
- ☐ Advise Safety Officer on status of personnel (i.e., missing, injured, dead) and, if underway, any safety-related tasks
- ☐ Provide safety status reports to Initial Incident Commander or Deputy OSC or Branch Director and to Safety Officer
- ☐ Compile and maintain appropriate documentation

PRODUCTS SITE SAFETY OFFICER IS RESPONSIBLE FOR:

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Unit Log (ICS 214)

Initial Hazard and Safety Analysis Worksheet (ICS 201-5)

STAGING AREA MANAGER

Responsible for establishing and maintaining a staging area and for coordinating the delivery of support services i.e.: food, water, shelter, PPE, and sanitation services for on-scene tactical response personnel and fuel, water, and lubricants for response equipment.

STAGING AREA MANAGER RESPONSIBILITIES

- ☐ Travel to incident scene; check in at Field Operations Base (FOB); report to Initial Incident Commander / Deputy Operations Section Chief or Branch Director supervising field response operations
- ☐ Work with Initial Incident Commander/Deputy OSC or Branch Director to identify best location(s) to stage resources
- ☐ If Initial Incident Commander/Deputy OSC or Branch Director determines need for multiple staging areas, arrange for establishment of staging areas; appoint a Manager for each area, and establish a direct line of communications with each Manager
- ☐ For each staging area:
 - identify exact location
 - if possible, define and secure boundaries of area
 - identify ingress and egress points; if necessary, post signs to control traffic flow into and out of area
 - identify and obtain personnel and equipment needed to operate area
 - segregate resources, by kind, in area
- ☐ Institute resource check-in/check-out procedures
- ☐ Establish a direct line of communications with Initial Incident Commander/Deputy OSC or Branch Director
- ☐ Keep On-Scene Commander (Deputy OSC) or Branch Director informed about kind and quantity of resources in each area
- ☐ Work with IMT Logistics Section Chief/Communications Unit Leader to establish a Supply Network
- ☐ Receive and process resource requests generated by tactical response personnel
- ☐ Dispatch staged resources to locations specified by Initial Incident Commander/Deputy OSC or Branch Director
- ☐ Forward resource requests that cannot be addressed with staged resources to IMT Logistics Section Chief/Supply Unit Leader via Supply Network
- ☐ Receive follow-up reports from IMT Logistics Section Chief/Supply Unit Leader on status of Section's efforts to obtain requested resources

- ☐ Provide Page 232 Incident Commander/Deputy OSC or Branch Director status reports on resources checked-in and available in staging area and resources that are en route to staging area
- ☐ Receive guidance from Site Safety Assistant
- ☐ Obtain and make available the food, water, shelter, and sanitary facilities necessary to support tactical responders
- ☐ Maintain first aid station(s) if located in staging area(s)
- ☐ Supervise demobilization of staging area
- ☐ Compile and maintain appropriate documentation

PRODUCTS STAGING AREA MANAGER IS RESPONSIBLE FOR:

Unit Log (ICS 214)
 Check-in/out List (ICS 211)
 Field Reports/Updates

AIDE(S)

Responsible for assisting Initial Incident Commander / Deputy Operations Section Chief or Branch Director supervising field response operations, particularly in regard to keeping track of checked-in resources, compiling information for Field Reports, and maintaining appropriate documentation.

AIDE(S) RESPONSIBILITIES

- ☐ Travel to incident scene; check in at Field Operations Base (FOB); report to Initial Incident Commander / Deputy Operations Section Chief or Branch Director supervising field response operations;
- ☐ Assist Initial Incident Commander / Deputy OSC or Branch Director in:
 - Monitoring Command Communication Network
 - Tracking staged resources; if necessary, establish direct line of communications with Staging Area Manager
 - Tracking “available” and “assigned” resources to carry out tasks
 - Maintaining appropriate documentation including consistently compiling information for written Field Reports.
- ☐ Receive information from Site Safety Assistant; compile site safety-related information for Field Reports, including:
 - Hazards, location of Isolation Perimeter, hazard control zones
 - PPE requirements, decontamination requirements, first aid stations
- ☐ Provide information to Planning Section to assist in development of Incident Action Plan

PRODUCTS AIDE(S) IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Responsible for managing air operations associated with tactical response operations, including: scheduling, locating heliports, arranging for air-to-air and air-to-ground communications, and coordinating the designation and enforcement of air space restrictions with appropriate government officials.

AIR OPERATIONS MANAGER RESPONSIBILITIES

- ❑ Travel to incident scene; check in at Field Operations Base (FOB); report to Initial Incident Commander / Deputy Operations Section Chief or Branch Director supervising on-scene response operations
- ❑ Assist Initial Incident Commander / Deputy OSC or Branch Director in:
 - Identifying the most appropriate aircraft,
 - Air operations nature, magnitude, & location to support/carry out tactical response operations
 - Determining need for and define air space restrictions
 - Tracking “available” (i.e., staged) air resources
- ❑ Work with Staging Area Manager to provide Logistics Section Chief or Supply Unit with information on tactical aircraft needs; order equipment, personnel, materials, and supplies needed to support/carry out tactical air operations
- ❑ Identify, set up and maintain bases of operation for all tactical aircraft including:
 - Maintaining inventory of aircraft (both Fixed wing and helicopters)
 - Instituting check-in/check-out procedures
- ❑ Work with Logistics Section Chief or Ground/Vessel Support Unit to:
 - Ensure all aircraft are properly inspected
 - Establish and maintain an Air Operations Plan (ICS 220)
- ❑ Coordinate declaration and enforcement of air space restrictions with appropriate government officials
- ❑ Work with Safety Officer/Site Safety Assistant to create Safety Plan for air operations
- ❑ Work with IMT Logistics Section Chief or Communications Unit Leader to establish air-to-air, air-to-ground, air-to-vessel communications networks
- ❑ Supervise all tactical air operations
- ❑ Arrange for fuelling, maintenance and repair of aircraft resources, as requested
- ❑ Coordinate air support requirements with personnel in other Sections

- ☐ Establish procedures for emergency reassignment of aircraft
- ☐ Approve and schedule flights of non-incident-related aircraft within area of restricted air space
- ☐ Keep abreast of air traffic situation external to incident
- ☐ Compile and maintain appropriate documentation

PRODUCTS AIR OPERATIONS MANAGER IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Air Operations Plan (ICS 220)

Field Assignments (ICS 204s) – (review)

Field Reports/Updates

SOURCE CONTROL / SALVAGE BRANCH DIRECTOR

Responsible for supervising on-scene source control operations. In some incident types and/or areas, Source Control and/or Salvage may become its own SECTION, having a Section Chief that is part of the Command Staff reporting directly to the Incident Commander. (See Section 1.2)

SOURCE CONTROL / SALVAGE BRANCH DIRECTOR RESPONSIBILITIES

- ☐ Assist Operations Section Chief or Deputy Operations Section Chief supervising response operations in sizing up situation, and/or in developing solution(s) (i.e., a strategy) to address source control/salvage-related problem(s)
- ☐ Supervise field source control/salvage operations
- ☐ Brief personnel assigned to carry out source control/salvage-related tasks; ensure that assigned personnel have information and equipment they need to carry out tasks safely and effectively
- ☐ Ensure health & safety of all field source control/salvage personnel; determine need for Branch-specific Site Safety Assistant
- ☐ Provide Operations Section Chief or Deputy OSC
 - Advice on Isolation Zone evacuation potential, as necessary
 - Information about nature/status of source control/salvage operations.
- ☐ Institute personnel accountability procedures
- ☐ Ensure appropriate (safe) actions are taken to stop, isolate, and/ or control incident source
- ☐ Assess damage to affected facilities and take appropriate action(s) to minimize additional damage
- ☐ If necessary, identify location(s) of Branch-specific staging area(s)
- ☐ Provide Staging Area Manager information on resource needs
- ☐ Compile and maintain appropriate documentation

PRODUCTS SOURCE CONTROL / SALVAGE BRANCH DIRECTOR IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Field Assignments (ICS 204s) – (review)

Field Reports/Updates

BRANCH DIRECTOR

Responsible for supervising on-scene response operations associated with the incident.

BRANCH DIRECTOR RESPONSIBILITIES

- ☐ Size up situation, and/or develop solution(s) (i.e., a strategy) to address situation
- ☐ Supervise field response operations
- ☐ Ensure health and safety of all branch response personnel; determine need for Branch-specific Site Safety Assistant
- ☐ Brief personnel assigned to carry out response-related task(s); ensure that assigned personnel have information and equipment they need to carry out tasks safely and effectively
- ☐ Institute personnel accountability procedures
- ☐ Account for all assigned personnel and equipment
- ☐ Maintain proper span-of-control; establish Divisions, if necessary
- ☐ Provide Operations Section Chief or Deputy OSC:
 - Advice on Isolation Zone evacuation potential, as necessary
 - Information about nature/status of branch operations.
- ☐ If necessary, identify location(s) of Branch-specific staging area(s)
- ☐ Provide Staging Area Manager information on resource needs
- ☐ Compile and maintain appropriate documentation

PRODUCTS RESPONSE BRANCH DIRECTOR IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Field Assignments (ICS 204s) – (review)

Field Reports/Updates

DIVISION / GROUP SUPERVISOR

Responsible for supervising tactical response operations within a geographic area (i.e., Division) or for a function that crosses Division boundaries (i.e., Group).

DIVISION/GROUP SUPERVISOR RESPONSIBILITIES

- ☐ If asked, assist in sizing up situation, and/or in developing solution(s) (i.e., a strategy) to address situation
- ☐ Receive assignments from Initial Incident Commander / Deputy Operations Section Chief or Branch Director
- ☐ Supervise field response operations within a geographic area (i.e., Division) or for a function that crosses Division boundaries (i.e., Group)
- ☐ Ensure health and safety of all tactical response personnel within area or function of responsibility
 - Receive information on Isolation Perimeter location
 - Provide Deputy Operation Section Chief or Branch Director with advice on whether or not to evacuate Isolation Zone, as necessary
 - Receive safety briefing from Site Safety Assistant
- ☐ Brief personnel assigned to carry out response-related tasks within area or function of responsibility; ensure that assigned personnel have information and equipment they need to carry out tasks safely and effectively
- ☐ Institute personnel accountability procedures
- ☐ Account for all assigned personnel and equipment
- ☐ Maintain proper span-of-control; establish Task Forces or Strike Teams, if necessary
- ☐ Keep Deputy Operations Section Chief or Branch Director informed about nature and status of response operations within area or function of responsibility
- ☐ Receive information on location of staging area(s); if necessary, identify location(s) of Division- or Group-specific staging area(s)
- ☐ Provide Staging Area Manager information on resource needs
- ☐ Compile and maintain appropriate documentation

PRODUCTS RESPONSE BRANCH DIRECTOR IS RESPONSIBLE FOR:

Unit Log (ICS 214)
 Field Assignments (ICS 204s) – (review)
 Field Reports/Updates

TASK LEADER

Responsible for carrying out assignment in a safe fashion and in a manner consistent with directions received from the Operations Section.

TASK LEADER RESPONSIBILITIES

- ☐ If asked, assist Deputy Operations Section Chief, Branch Director, or Division/Group Supervisor in sizing up situation, and/or in developing solution(s) (i.e., a strategy) to address problem(s)
- ☐ Receive assignment from Deputy Operations Section Chief, Branch Director, or Division/Group Supervisor, including but not limited to:
 - Location and nature of assignment
 - objective(s) to be achieved
 - hazards present with PPE requirements
 - decontamination requirements
 - kind and amount of assigned resources
 - communications procedures
- ☐ Brief task force response personnel assigned to carry out task; ensure that assigned personnel have information and equipment they need to carry out task safely and effectively
- ☐ Establish a personnel accountability system to keep track of personnel, particularly while they are working in exclusion (hot) zone
- ☐ Account for all assigned personnel and equipment
- ☐ Ensure health and safety of all task force response personnel within area or function of responsibility; receive a safety briefing from Site Safety Assistant
- ☐ Maintain proper span-of-control
- ☐ Provide Deputy Operations Section Chief, Branch Director, or Division/Group Supervisor
 - Periodic status reports
 - Immediate updates about special events/accidents
 - Recommendations on decommissioning time-line of personnel and equipment
- ☐ Provide Staging Area Manager information on resource needs, either directly or through Division/Group Supervisor, Branch Director, or Deputy Operations Section Chief
- ☐ Compile and maintain appropriate documentation

PRODUCTS TASK LEADER IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Field Assignments (ICS 204s) – (review) – if assigned

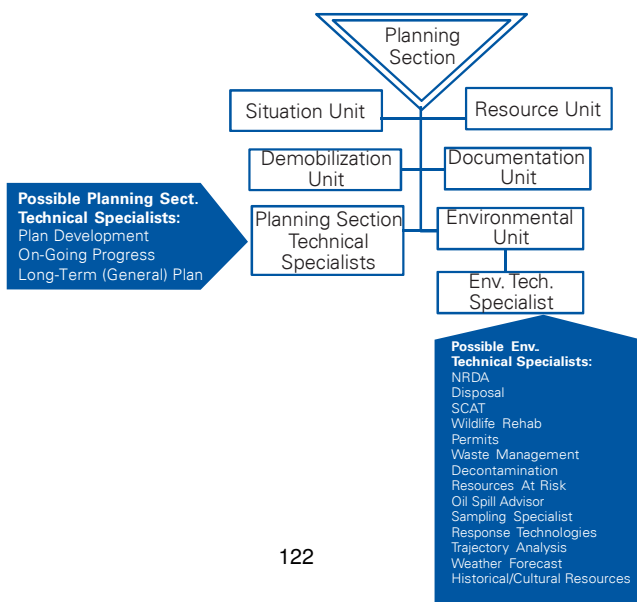
Field Reports/Updates

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Figure 8

PLANNING SECTION ORGANISATION CHART



The Planning "P" – Planning Activities

- Facilitate meeting
- Provide Situation Briefing
- Review proposed strategy, tactics & resource requirements
- Identify resource shortfalls
- Assure the strategy & tactics comply with IC/UC objectives
- Mitigate Logistics and Safety issues

- Clean up ICS-215 & make hard copies for attendees
- Notify participants of meeting location & time
- Setup meeting room

- Facilitate meeting
- Provide Situation Briefing
- Confirm availability of resources
- Verify support for the proposed plan
- Document decisions & assigned actions

- Meet with Operations to determine strategies, tactics & resource requirements
- Complete ICS-215
- Notify meeting participants of scheduled meeting
- Setup meeting room

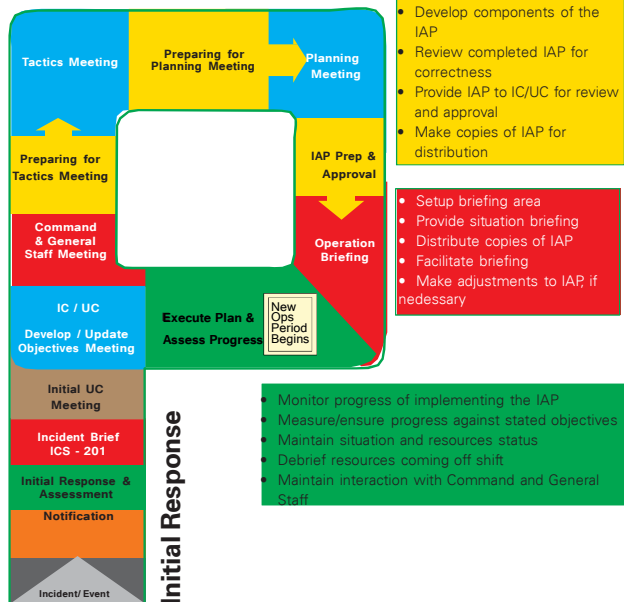
- Setup meeting room
- Facilitate meeting
- Provide situation briefing
- Receive work tasks & assignments
- Resolve conflicts & clarify roles & responsibilities

- Setup meeting room
- Facilitate meeting
- Provide recorder to document decisions
- Distribute and post decisions

- Setup meeting room
- Facilitate meeting
- Provide recorder to document decision points

- Facilitate ICS-201 brief
- Obtain ICS-201 & distribute to RESL & SITL
- Document results of ICS-201 briefing

- Check-in
- Receive IC/UC Briefing
- Activate Plans Section
- Organise & brief subordinates
- Acquire work materials



This section contains Responsibilities that are **common** to Section Chiefs and Unit Leaders.

- ☐ Obtain initial briefing from Incident Commander (IC), attend daily staff meetings and briefings, and relay relevant information to personnel assigned to function
- ☐ Size up incident, identify function-specific problems and solutions, and break work down into manageable tasks
- ☐ Provide Incident Commander periodic status reports
- ☐ Assist Incident Commander in
 - Analysing incident potential
 - Preparation of Strategic Objectives & response priorities
- ☐ Provide Logistics Section Chief or Supply Unit with information on personnel, equipment, material, and supply needs for Section
- ☐ Attend Assessment Meetings and provide reports on nature and status of work
- ☐ Ensure that Finance Section Chief is advised of all cost commitments by Staff or Section
- ☐ Compile and maintain appropriate documentation
- ☐ IMT Staffing needs:
 - Develop organisation chart with personnel assigned to Section
 - Provide Resource Unit with initial and, as necessary, updated organisation chart(s)
 - Maintain proper span-of-control when assigning tasks to Section or Unit personnel
 - Consider alternate or backup personnel for extended (24-hour) coverage.
- ☐ Brief IMT Staff personnel on items discussed during meetings; assign Action Items, as appropriate
- ☐ If requested, assist Planning Section Chief in preparation of
 - Incident Potential Worksheet
 - Incident Action Plan
- ☐ Prepare verbal or written transition report for incoming personnel assigned to Section or Unit

PLANNING SECTION CHIEF

Responsible for provision of short-term and, if necessary, long-term planning; the compilation and display of information on the nature/status of an incident, incident response operations; and retention of all related documentation.

PLANNING SECTION CHIEF RESPONSIBILITIES

- ☐ Supervise implementation of all applicable contingency plans
- ☐ Ensure Operations Section is provided information on sensitive resource areas that need to be protected during response operations
- ☐ Ensure all required internal and external notifications have been made
- ☐ Prepare Incident Potential Worksheet either alone or in conjunction with other members of Command and General Staff;
 - Assist Incident Commander (IC) in evaluation of Incident Potential
 - Provide a copy of the Incident Potential to the Business Support Team (BST)
- ☐ Assist IC in analysing results of size up process and in identifying Section-specific problems that need to be addressed by Strategic Objectives
- ☐ Facilitate preparation and distribution of Incident Action Plans
 - Work with IC or Deputy IC to define next operational period (NOP) duration
 - Ensure field assignments fully address Objectives for NOP
 - Ensure that environmental and safety reviews are performed on field assignments for NOP
- ☐ Facilitate preparation and distribution of General / Long-Term Plan and any other incident specific plans, reports, or other required documents
- ☐ Facilitate collection and posting of incident nature/status updates and response operations in the Information Centre. Ensure same information is elevated to the BST via the IC.
- ☐ Advise IC on all environmental aspects of source control and response operations, and ensure compliance with environmental laws, regulations, and/or government directives
- ☐ Facilitate collection and retention of appropriate documentation
- ☐ Ensure technical specialists are checked in and assigned to appropriate Units within IMT / Field
- ☐ Provide Information and Liaison Officers with accurate, up-to- date information on response operations, including:
 - Location, fate and effects of emitted/discharged materials
 - weather and other conditions
 - environmentally sensitive areas, wildlife affected by incident, and/or status of protection efforts
- ☐ Assist Information and Liaison Officers in responding to requests for information from media, government agencies, and other external parties

PRODUCTS PLANNING SECTION CHIEF IS RESPONSIBLE FOR:

Objectives (ICS 202)
Executive Summary IAP
(Collect all pieces) IAP
Cover
Unit Log (ICS 214)
Incident Potential Worksheet
General / Long-Term Plan

SITUATION UNIT LEADER

Responsible for gathering and displaying incident nature/status and incident response operations information, for preparing Situation Status Reports, and for preparing situation projections in support of short and long-term planning efforts.

SITUATION UNIT LEADER RESPONSIBILITIES

- Work with Resource Unit to establish and maintain Information Centre:
 - Receive Incident Name, operational periods, initial and, if necessary, updated Strategic Objectives from Incident Commander
 - Receive initial and, if necessary, updated Incident Facts related to:
 - description of incident, description of spilled/emitted material, source, status of source control operations, status of incident, response operations, and impacts from Operations Section Chief,
 - weather, tides, sunrise/sunset and sensitive areas from Planning Section Chief or Environmental Unit Leader
 - safety considerations and information on safety and health considerations from Safety Officer
 - updated meetings schedule from Deputy IC or Planning Section Chief
 - Obtain appropriate chart(s), map(s), plot plan(s) for use as Situation Map
 - Receive following Situation Map from Operations Section Chief:
 - location of source(s), spilled/emitted material(s)
 - location of Field Operations Base (FOB), staging area(s)
 - location of Isolation Perimeter with secured access point(s)
 - location of Branches, Divisions, Groups, if created
 - location of tasks
 - wind and current speed and direction, if applicable

- ☐ Prepare projections of situation
- ☐ Update Situation Map and Status Boards in Information Centre before Briefings, Assessment Meetings; if requested, record Action Items identified during meetings
- ☐ Work with Resources Unit to prepare Situation Status Reports (ICS 209s) and provide them to IC for transmission to Business Support Team (BST)
- ☐ Assist in preparing Incident Action Plans (IAP); keep Planning Section Chief or Plan Development Unit apprised of any changes which may affect IAP content;
 - weather conditions for NOP
 - on-going tactical response operations
 - projected movements of spilled/emitted material(s) during NOP
 - mass balance projections for NOP
- ☐ Assist in compilation of General / Long-Term Plan; Provide following information to Planning Section Chief or Plan Development Unit:
 - long-range weather forecast
 - long-range trajectory analysis
 - long-range mass balance analysis
- ☐ Track status of incident-specific plans
- ☐ If approved by Planning Section Chief and Operations Section Chief, send observers to field to provide situational updates

PRODUCTS SITUATION UNIT LEADER IS RESPONSIBLE FOR:

Maps: Trajectory, Over-flight / field observation, Resources status, Situation, Resources at Risk/Protection Strategy, Division zone
 Situation status report (ICS 209), Tides / currents / weather,
 Daily Meeting Schedule (ICS 230), Unit Log (ICS 214)

FIELD OBSERVER

Responsible for assisting operations in the field in providing information to the Situation Unit leader.

FIELD OBSERVER RESPONSIBILITIES

- ☐ Gather, update, and apply situational information relevant to the assignment
- ☐ Gather information to assist in advanced planning and accurate predictions
- ☐ Establish effective relationships with relevant personnel
- ☐ Communicate and ensure understanding of work expectations within the chain of command and across functional areas

- ☐ Report information to the Situation Unit Leader (SUL) by established procedure and ensure understanding by recipient
- ☐ Report immediately any condition observed that may cause danger and a safety hazard to personnel

PRODUCTS FIELD OBSERVER IS RESPONSIBLE FOR:

Unit Log (ICS 214)

RESOURCE LEADER

Responsible for tracking on-scene resource status, including organisational assignments, and for displaying resource status in the Information Centre.

RESOURCE UNIT LEADER RESPONSIBILITIES

- ☐ Work with Situation Unit to establish and maintain Information Centre
- ☐ Institute and monitor application of resource check in/check out procedures with Staging Area Manager
- ☐ Receive information on “en route” resources from Logistics Section or Supply Unit, “available” resources by staging area, “assigned” resources by task and location, and “out-of- service” resources by location from Operations Section
- ☐ Compile and maintain a comprehensive organisation chart and post chart in Information Centre
- ☐ Update resource Status Boards in Information Centre before Briefing Meeting and Assessment Meetings
- ☐ Compile information on organisational assignments for Next Operational Period (NOP) for inclusion in Incident Action Plans (IAPs)
- ☐ Work with Situation Unit to prepare situation status reports and provide them to Incident Commander for transmission to Business Support Team
- ☐ Assist in compilation of Incident Action Plans; keep Planning Section Chief or Plan Development Unit preparing IAP apprised of any changes in resource status that could affect content of IAP; provide following information to Planning Section Chief or Plan Development Unit preparing IAP:
 - Information on “en route” resources scheduled to arrive during NOP to Planning Section Chief or Plan Development Unit preparing IAP
 - Organisational Assignments form (ICS 203)

PRODUCTS RESOURCE UNIT LEADER IS RESPONSIBLE FOR:

Check-in/out sheet (ICS 211)
 T-Cards (ICS 219)
 Organisation Assignment List (ICS 203)
 Organisation Chart (ICS 207)
 Situation Status – Status Summary Resource info (ICS 209)
 Resource Change form (ICS 210)
 Field Assignment (ICS 204) – with OSC
 Operational Planning Worksheet (ICS 215) – with OSC
 Unit Log (ICS 214)

CHECK-IN / STATUS RECORDER

Responsible for conducting check-in / check-out procedures and documentation for incident resources

CHECK-IN / STATUS RECORDER RESPONSIBILITIES

- ☐ Post signs to direct arriving resources to incident check-in locations
- ☐ Organize and maintain check-in station
- ☐ Record check-in information on Check-in form (ICS 211)
- ☐ Direct incoming personnel/resources to appropriate function / location
- ☐ Forward completed Check-in forms (ICS 211) and Status Change forms (ICS 210)
- ☐ Maintain information about incident resources (e.g. total, number, location)
- ☐ Assist Resource Unit Leader in tracking restrictions / work requirements for operations resources

PRODUCTS RESOURCE UNIT LEADER IS RESPONSIBLE FOR:

Check-in/out sheet (ICS 211)
 T-Cards (ICS 219)
 Unit Log (ICS 214)

DOCUMENTATION UNIT LEADER

Responsible for compiling documentation and establishing / maintaining incident files, providing duplication/distribution services to Incident Management Team (IMT) members, and documenting all IMT meetings.

DOCUMENTATION UNIT LEADER RESPONSIBILITIES

- ☐ Work with Legal Officer to develop documentation guidelines for distribution to appropriate field responders and IMT members
- ☐ Establish mechanism to document important actions and/or decisions, particularly those made during IMT Meetings
- ☐ Distribute and collect Log Books (ICS 214) to appropriate field responders and IMT members
- ☐ Establish duplication and distribution services within Incident Command Post
- ☐ Duplicate and file all official forms and reports
- ☐ Organise and maintain documentation files in a convenient, secure location
- ☐ Check records for completeness and accuracy prior to filing
- ☐ Obtain approval from Planning Section Chief prior to release of documentation
- ☐ Verify with Incident Commander and Legal Officer the destination of all incident related files

PRODUCTS DOCUMENTATION UNIT LEADER IS RESPONSIBLE FOR:

Accurate, up-to-date incident files
 Meeting Record (ICS 231)
 Open Action Item Tracker (ICS 233)
 Unit Log (ICS 214)

DEMOBILIZATION UNIT LEADER

Responsible for preparing an incident-specific Demobilization Plan, and assisting members of the Incident Management Team (IMT) in implementing the plan in an orderly, safe, and cost-effective fashion.

DEMOBILIZATION UNIT LEADER RESPONSIBILITIES

- ☐ Review resource status information and meet with IMT personnel to determine scope and timing of demobilization efforts
- ☐ Prepare and obtain approval of Demobilization Plan
- ☐ Work with Logistics Section personnel and Staging Area Manager(s) to implement Demobilization Plan
- ☐ Coordinate personnel demobilization efforts with Human Resources

PRODUCTS DEMOBILIZATION UNIT LEADER IS RESPONSIBLE FOR:

Demobilization Plan, Demobilization Check-out form (ICS 221)
 Unit Log (ICS 214)

ENVIRONMENTAL UNIT LEADER

Responsible for managing all environmental matters associated with incident response operations, including: environmental assessment; permitting; modelling and surveillance; environmental monitoring and damage assessment; sensitive habitat, and wildlife protection/rehabilitation. Also responsible for providing technical advice to Operations Section on activities including waste disposal, in *situ* burning, and dispersant use.

ENVIRONMENTAL UNIT LEADER RESPONSIBILITIES

- ☐ Review environmental aspects of Incident Action Plans (IAPs) and provide Planning Section Chief or Plan Development Unit with specific Environmental Messages, as warranted
- ☐ Evaluate and recommend additional support in terms of environmental consultants and contractor services
- ☐ Provide Planning Section Chief or Plan Development Unit information on sensitive environmental, social, and economic areas/resources within areas projected to be impacted by spilled/emitted materials

Alternative Technologies

- ☐ Provide recommendations on use of alternative technologies to IC/UC
- ☐ Participate in development and implementation of IAPs as they relate to alternative technologies
- ☐ Evaluate oil characteristics and weather parameters to determine if which alternative technology would be effective
- ☐ Identify and acquire necessary specialists to support alternative technologies
- ☐ Obtain approvals for alternative technology operations
- ☐ Make recommendations to Procurement Unit on sources for chemicals, application equipment, and any other necessary materials and assist in scheduling/determining appropriate delivery points of shipment
- ☐ Assist Safety Officer in evaluation of alternative technology safety considerations
- ☐ Evaluate potential environmental problems associated with alternative technologies and liaise with any environmental regulators, if necessary

Clean-up Assessment

- ☐ Establish a Shoreline Clean-up Assessment Team (SCAT) to evaluate impacts to shoreline/land areas
- ☐ Carry out assessment operations to determine degree of oiling, to identify most appropriate clean-up technique, and to decide if clean-up is completed
- ☐ Provide clean-up technique recommendations to Operations and Planning Sections and for IAP development

Environmental Monitoring: Damage Assessments

- ☐ Determine need for/ability to conduct damage assessment operations
- ☐ Arrange for environmental specialists to collect data and assess impacts to:
 - water & air quality
 - wildlife
 - sensitive environmental and cultural resource areas
 - human resources & health
- ☐ Design monitoring programs, including collection and preservation of samples from affected and unaffected resources and areas
- ☐ Identify NRDA expertise and legal counsel assistance
- ☐ Document extent of spill distribution and affected resources

Modelling and Surveillance

- ☐ Establish surveillance program; interface with field Surveillance Task Leader
- ☐ Work through Logistics Section Chief or Supply Unit to obtain necessary resources to support surveillance operations, including aircraft, maps, communications equipment, cameras, video recorders, & surveillance specialists
- ☐ Assist in interpreting remote sensing data
- ☐ Develop appropriate trajectory model(s) and forecast slick movements
- ☐ Maintain environmental databases
- ☐ Provide Operations and Planning Section Chiefs and Situation Unit Leader with initial and updated information on weather, tides, sunrise/sunset, forecasted slick movements, and location of sensitive resource areas

Strategic Assessment

- ☐ Use applicable contingency plans to identify sensitive resources that could be affected, and help determine priorities and methods of protection
- ☐ Provide Operations Section Chief with information on potential environmental impacts of any response technique that could adversely affect the environment, including cultural resources
- ☐ Advise Information and Liaison Officers on impact of the incident and response operations on the environment

Waste Management

- ☐ Prepare a Waste Management Plan that includes information on:
 - waste streams
 - waste segregation practices and procedures
 - collection procedures
 - transportation modes and procedures
 - waste storage & disposal sites
- ☐ Obtain information on all applicable federal, state, and local laws, regulations, and standards applicable to collection, transport, storage and disposal of wastes
- ☐ Work with Operations Section Chief to develop waste handling procedures that minimize secondary environmental impacts and to Identify temporary storage areas for recovered wastes
- ☐ Collect and present environmental information required to support waste management, transportation, storage and disposal permit applications
- ☐ Identify approved waste disposal facilities; determine procedures for waste acceptance
- ☐ Provide Situation Unit Leader with information on amount of waste recovered, stored, and disposed at approved facilities
- ☐ Maintain all statutory, regulatory, and corporate record keeping required for all waste streams
- ☐ Contract professional waste management companies as necessary to assist in waste management operations
- ☐ Approve changes to Waste Management Plan; provide information on changes to Operations Section Chief and Environmental Unit Leader

Wildlife and Sensitive Habitat Protection

- ☐ Assess need for and feasibility of wildlife rehabilitation centres, including all financial aspects, procurement of staff and equipment, training, and centre management

- ☐ Work through Logistics Section Chief or Supply Unit to obtain necessary resources to construct and operate facilities for wildlife rehabilitation, as appropriate
- ☐ Coordinate wildlife and habitat protection and rehabilitation operations with appropriate resource agencies
- ☐ Identify experts to assess wildlife impacts and rescue and rehabilitation, as appropriate
- ☐ Work with Safety Officer to provide for the safety of personnel engaged in wildlife protection and rehabilitation operations
- ☐ Maintain accurate, up-to-date information on wildlife and habitat impacts and rehabilitation operations, including documentation of successes and mortalities

PRODUCTS ENVIRONMENTAL UNIT LEADER IS RESPONSIBLE FOR:

Field Assignment - Environmental Message (ICS 204)
 Situation Status report (ICS 209) – Status Summary w/ SUL,
 Mass Balance info
 Resources at Risk (ICS 232)
 Unit Log (ICS 214)

TECHNICAL SPECIALIST(S)

Responsible for providing specific technical advice/assistance to personnel engaged in response operations, and for managing the identification/acquisition of technical experts (i.e., contractors / consultants) which may be necessary to support those operations.

TECHNICAL SPECIALIST(S) RESPONSIBILITIES

- ☐ Provide technical advice and assistance to Field Operations and IMT members
- ☐ If field responders or IMT members require advice from technical experts, assist them in identifying and acquiring qualified experts
- ☐ Coordinate with Finance Section Chief or Procurement Unit to make appropriate contractual arrangements for contractors and/or consultants
- ☐ Coordinate review of solicited and unsolicited proposals for technical work

PRODUCTS TECHNICAL SPECIALIST IS RESPONSIBLE FOR:

Unit Log (ICS 214)
 Specialist plans

Responsible for being the Principal Science Advisor to BP IMT. In the US, this positions is similar to NOAA Scientific Support Coordinator. Outside of the U.S., it is similar to ITOPF Technical Advisor.

OIL SPILL ADVISOR RESPONSIBILITIES

- ☐ Evaluate environmental trade-offs of countermeasures and clean-up techniques, and response endpoints
- ☐ Gain consensus on scientific issues affecting response
- ☐ Provide expertise on:
 - Over flight Maps and Trajectory Analysis
 - Weather, Tides, and Currents
 - Resources at Risk, including threatened and endangered species, in conjunction with Natural Resource Trustee Representatives and the FOSC's Historical/Cultural Resources Specialist
 - Information on Chemical Hazards
 - Information Management
- ☐ Attend planning meetings

PRODUCTS PLAN DEVELOPMENT UNIT LEADER IS RESPONSIBLE FOR:

Unit Log (ICS 214)

ONGOING PROCESS GROUP SUPERVISOR

Responsible for providing information on the status of other, unaffected on- going processes at the incident facility that may impact upon or be impacted by incident response operations (for example, other refinery operations)

ON-GOING PROCESS GROUP SUPERVISOR RESPONSIBILITIES

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- ☐ Analyse situation to identify on-going processes that are unaffected by incident, but could have an impact on or be impacted by response operations
- ☐ Analyse on-going processes to identify potential conflicts with response operations.
- ☐ Provide Operations and Planning Section Chiefs and BST Business Continuity personnel with status information of on-going processes. Provide suggestions to avoid impacts resulting from conflicts between the processes and emergency operations

PRODUCTS ON-GOING PROCESS GROUP SUPERVISOR IS RESPONSIBLE FOR:

Unit Log (ICS 214)

PLAN DEVELOPMENT UNIT LEADER

Responsible for preparing Incident Action Plans (IAPs), a General / Long-term plan, or other specific plans as requested by PSC.

PLAN DEVELOPMENT LEADER RESPONSIBILITIES

- ☐ Provide Planning Section Chief information on personnel, equipment, materials, and supply needs
- ☐ Coordinate with Planning Section Chief or Situation Unit and appropriate IMT members to gather information for preparing the IAPs and General / Long-term Plan

Prepare Incident Action Plans

- ☐ Obtain the following information from Operations Section Chief:
 - tasks currently underway, task progress through to completion of Current Operational Period (COP), and determine if tasks will continue into Next Operational Period (NOP)
 - new tasks that will be initiated before end of COP and continue into NOP
 - new tasks to be initiated during NOP
- ☐ Obtain following information from Planning Section Chief or Situation Unit:

- weather conditions for NOP
- projected movements of spilled/emitted material(s) during NOP
- mass balance projection for NOP

- ☐ Obtain information on “en route” resources that will be “available” during NOP from Planning Section Chief or Resource Unit
- ☐ Receive Organisational Assignments (ICS 203) for NOP from Resource Unit
- ☐ Obtain information on resources at risk (ICS 232) during NOP from Planning Section Chief or Environmental Unit
- ☐ Review applicability of existing strategic Objectives for the NOP; if necessary, prepare recommended changes for consideration by IC/UC
- ☐ Receive copy of approved tactics for NOP from the Operation Section Chief. Engage in tactical planning
- ☐ Use Operational Planning Worksheet (ICS 215) to
 - list tasks to be continued into or initiated during NOP and prepare task-specific objectives
 - identify resource “requirements” and unmet resource “needs” associated with each field assignment for NOP
- ☐ Provide copy of Operational Planning Worksheet (ICS 215) and NOP field assignments (ICS 204s) to Logistics Section Chief or Supply Unit, Safety Officer, Planning Section Chief, and Environmental Unit. Receive feedback and make any necessary changes.
- ☐ For written IAPs, prepare either Field Assignment form (ICS 204), for tasks not already covered by such a form or Field Assignment Change Sheet form (ICS 204C), for tasks already covered by a Field Assignment form (ICS 204)

Prepare General / Long-Term Plan

- ☐ Compile list of tasks and resources to be covered by General / Long-Term Plan, and record them on a General / Long-Term Plan worksheet
- ☐ Meet with IC/UC and Operations and Planning Section Chiefs to identify critical tasks and milestones for completion of work on critical tasks
- ☐ Receive projection on how long it will take to bring source under control from Operations Section Chief
- ☐ Receive situation projection from Planning Section Chief or Situation Unit, including:

- long-range weather
- transport of spilled materials until they are no longer mobile and/or emitted materials until they are no longer present in unhealthy concentrations
- location & nature of sensitive environmental, social, and economic areas/resources within area(s) projected to be impacted by spilled/emitted materials

- ☐ Receive information on response techniques to be utilized by Operations Section to treat, contain, recover, store, and/or dispose of discharged/emitted materials
- ☐ Work with Operations, and/or Logistics Section Chief(s) to identify equipment and personnel necessary to carry out source control and response tasks
- ☐ Project duration of tasks and record on General/Long-Term Plan worksheet
- ☐ Project resource requirements to complete tasks on a daily basis for next week, weekly basis for first month, and monthly basis for remaining months to end of response, and record the on General / Long-Term Plan worksheet
- ☐ When General/Long-Term Plan is compiled, review plan with Section Chiefs who are responsible for tasks covered by plan; make necessary changes
- ☐ Provide copy of General/Long-Term Plan to Planning Section Chief
- ☐ Use General/Long-Term Plan as guide in preparation of all subsequent IAPs
- ☐ Update General/Long-Term Plan on daily basis

PRODUCTS PLAN DEVELOPMENT UNIT LEADER IS RESPONSIBLE FOR:

Objectives (ICS 202) – with Planning Section Chief
 Executive Summary
 IAP (Collect all pieces)
 IAP Cover
 Incident Potential Worksheet
 General / Long -Term Plan
 Unit Log (ICS 214)

INTER-SECTION LIAISON

Responsible for assisting Section Chief, particularly in regard to keeping the lines of communications open with other IMT Sections; achieving this primarily by becoming the main conduit of information to/from designated Sections.

INTER-SECTION LIAISON RESPONSIBILITIES

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- ☐ Determine information to be communicated / compiled with designated section(s)
- ☐ Assist Section Chief in monitoring communication networks between sections
- ☐ Assist Section Chief in compiling and maintaining appropriate documentation
- ☐ Provide info to Planning Section to assist in development of IAPs

PRODUCTS INTER-SECTION LIAISON IS RESPONSIBLE FOR:

Unit Log (ICS 214)

WASTE MANAGEMENT / DISPOSAL SPECIALIST

Responsible for providing the Waste Management / Disposal plan(s) that details the collection, sampling, monitoring, temporary storage, transportation, recycling, and disposal of all anticipated response wastes.

WASTE MANAGEMENT / DISPOSAL SPECIALIST RESPONSIBILITIES

- ☐ Prepare a Waste Management / Disposal Plan that includes information on:
 - waste streams
 - waste segregation practices and procedures
 - collection procedures
 - transportation modes and procedures
 - waste storage sites
 - waste disposal sites
- ☐ Obtain information on all applicable federal, state, and local laws, regulations, and standards applicable to collection, transport, storage, and disposal of wastes
- ☐ Work with Operations Section Chief to develop waste handling procedures that minimize secondary environmental impacts
- ☐ Check HAZWOPER/Health and Safety for waste handling workers; PPE
- ☐ Collect and present environmental information required to support waste management permit applications
- ☐ Obtain all necessary permits and approvals to transport, store, and dispose of wastes

- ☐ Identify temporary storage areas for recovered wastes
- ☐ Identify approved waste disposal facilities; determine procedures for waste acceptance
- ☐ Provide Situation Unit Leader with information on amount of waste recovered, waste stored, and waste disposed of at approved facilities
- ☐ Maintain all statutory, regulatory, and corporate record keeping required for all waste streams
- ☐ Contract professional waste management companies as necessary to assist in waste management operations; support Procurement Unit & Supply Unit in negotiations with contractors.
- ☐ Determine types and estimate quantities of wastes generated.
- ☐ Develop Waste Minimization plan and message.
- ☐ Develop cost-effective Waste Management / Disposal plan.
- ☐ Approve changes to Waste Management / Disposal Plan; provide information on changes to Operations Section Chief and Environmental Unit Leader
- ☐ Establish liaison with contractors and disposal sites.
- ☐ Assess needs and obtain materials and provide information on Storage Location and Capacity, Equipment Needed, Transportation, and Disposal/Recycle of:
 - Oily liquids from skimming
 - Oily liquids from shore clean-up
- ☐ Identify Staging/Storage Area location(s) (Temporary/Final), Design area, Equipment Needed, Transportation, and Disposal of:
 - Oily solids
 - Non-Oily liquids
 - Non-Oily solids/Trash
 - Hazardous Waste (temporary locations)
 - Wildlife Rescue and Rehabilitation Centre waste (solids & liquids)
 - Vessel Decontamination waste
 - Personnel Decontamination Stations waste
- ☐ Identify location(s) for Animal Carcass storage (Refrigerated)
- ☐ Obtain Generator ID Number.
- ☐ Develop and Implement Manifest/Bill of Lading Tracking System.
- ☐ Ensure manpower and contractor resources are identified and on standby.
- ☐ Support Operations in field to implement Waste Management Plan.

**PRODUCTS WASTE MANAGEMENT SPECIALIST
IS RESPONSIBLE FOR:**

Unit Log (ICS 214)
Waste Management / Disposal Plan
Waste Minimization

Responsible for the operations of the decontamination element, for providing decontamination as required by the incident responders, and for providing the Decontamination Plan that details the decontamination processes and resources.

DECONTAMINATION SPECIALIST RESPONSIBILITIES

- ☐ Prepare a Decontamination Plan.
- ☐ Establish the Contamination Reduction Corridor
- ☐ Work with Operations Section Chief to develop decontamination procedures that provide for the safety of responders and waste minimization
- ☐ Check HAZWOPER/Health and Safety for waste handling workers; PPE
- ☐ Identify contaminated people & equipment
- ☐ Maintain control of movement of people and equipment within the Contamination Reduction Zone
- ☐ Maintain communications and coordinate operations with an Entry Leader
- ☐ Maintain communications and coordinate operations with the Site Access Control Leader and the Site Refuge Area Manager (if activated)
- ☐ Coordinate the transfer of contaminated patients requiring medical (after decontamination) to the Medical Group.
- ☐ Coordinate handling, storage, and transfer of contaminants within the Contamination Reduction Zone.
- ☐ Ensure manpower and contractor resources are identified and on standby.
- ☐ Brief Site Safety Officer on conditions.
- ☐ Provide Situation Unit Leader with information on decontamination activities

PRODUCTS DECONTAMINATION SPECIALIST IS RESPONSIBLE FOR:

ICS 214 Unit Log
Decontamination Plan

SHORELINE CLEANUP ASSESSMENT TEAM (SCAT) SPECIALIST

Responsible for providing appropriate cleanup recommendations as to the types of the various shorelines and the degree to which they have been impacted.

SCAT SPECIALIST RESPONSIBILITIES

- ☐ Recommend the need for, and number of, SCAT
- ☐ Ensure manpower and contractor resources are identified and on standby
- ☐ Activate additional people and contractors as needed and establish SCAT teams
- ☐ Prepare and implement SCAT Plan
- ☐ Obtain response plans (FRP, ACP, etc.) and detailed maps, charts, GIS layouts, and aerial photos
- ☐ Tour incident site and surrounding areas
- ☐ Coordinate Shoreline Clean-up Assessment operations with affected landowners, municipalities, and in the U.S.: Federal and State resource trustees
- ☐ Determine shore types and current and potential damage to each
- ☐ Recommend clean-up options for each shore type
- ☐ Advise Operations on clean-up recommendations
- ☐ Monitor clean-up operations for effectiveness, implementation of strategies, and revise plans as required
- ☐ Provide Situation Unit Leader with initial and updated information on SCAT activities and plan status
- ☐ Assist in preparing Incident Action Plans; keep Planning Section Chief, Environmental Unit Leader, or Plan Development Unit preparing IAP apprised of clean-up recommendations for NOP

PRODUCTS SCAT SPECIALIST IS RESPONSIBLE FOR:

Unit Log (ICS 214)
SCAT Plan(s)

NATURAL RESOURCES DAMAGE & ASSESSMENT (NRDA) SPECIALIST (U.S. only)

Responsible for coordinating needs and activities of the NRDA/trustee team. Many NRDA activities overlap with the environmental assessment performed for the sake of spill response. Therefore, the NRDA Specialist must work closely with the NRDA trustees, SCAT Specialist, Environmental Unit Leader, and Operations Section to resolve any problems or address areas of overlap, and to obtain timely information on the spill and injuries to natural resources.

NRDA SPECIALIST RESPONSIBILITIES

- ☐ Minimize Natural Resource Damages
- ☐ Make contact with Trustees; propose cooperative assessment; determine need for/ability to conduct damage assessment operations
- ☐ Assist in prioritizing resources and minimizing injuries
- ☐ Advise Operations on response priorities in conjunction with Trustees
- ☐ Collect baseline/background information and data regarding condition of injured resources
- ☐ Establish NRDA Team
- ☐ Implement assessment of injured resources, including impacts to water and air quality, wildlife, sensitive environmental and cultural resources, and human health and resources
- ☐ Design monitoring programs, including collection and preservation of samples from affected and unaffected resources and areas
 - Obtain necessary sampling permits and Trustee cooperative agreements
 - Design and implement field sampling programs (pre and post impact)
 - Collect neat, fresh, and weathered samples of spilled material
- ☐ Ensure wildlife rehabilitation process initiated when needed; document injured or dead animals as NRDA evidence
- ☐ Identify expert witnesses and legal counsel assistance
- ☐ Implement documentation procedures and develop data management program
- ☐ Develop long term NRDA Assessment Plan with Trustees
- ☐ Provide Situation Unit Leader with initial and updated information on NRDA activities and plan status

PRODUCTS NRDA SPECIALIST IS RESPONSIBLE FOR:

Unit Log (ICS 214)
NRDA Plan

WILDLIFE REHABILITATION SPECIALIST

Responsible for minimizing wildlife injuries during responses and coordinating aerial and ground reconnaissance of the response site wildlife. Advise IMT on wildlife protection strategies; coordinating the search for, collection, and field tagging of dead and live impacted wildlife; and setting up recovery and cleaning facilities.

WILDLIFE REHABILITATION SPECIALIST RESPONSIBILITIES

- ☐ Determine affected wildlife species and potential damage to each
- ☐ Coordinate reconnaissance of wildlife in the area
- ☐ Alert IMT personnel to laws and policies regarding injured wildlife
- ☐ Determine wildlife protection strategies
- ☐ Identify wildlife hazing procedures and resources
- ☐ Prepare plan to recover and rehabilitate impacted wildlife
- ☐ Supervise Wildlife Branch operations
 - Establish/implement protocols for collection of impacted wildlife
 - Coordinate transportation of wildlife to processing stations
 - Coordinate participation of volunteers and public at large
 - Establish wildlife release protocols
- ☐ Assess need for and feasibility of wildlife rehabilitation centres, including all financial aspects, procurement of staff and equipment, training, and centre management
- ☐ Work through Logistics Section Chief or Supply Unit to obtain necessary resources to construct and operate facilities for wildlife rehabilitation, as appropriate; help identify rehabilitation centre location
- ☐ Coordinate wildlife and habitat protection and rehabilitation operations with appropriate resource agencies
- ☐ Identify experts to assess wildlife impacts, rescue & rehabilitation, as necessary
- ☐ Work with Safety Officer to provide for the safety of personnel engaged in wildlife protection and rehabilitation operations
- ☐ Maintain accurate, up-to-date information on wildlife/habitat impacts and rehabilitation operations, including documentation of successes and mortalities; provide information to situation Unit Leader

PRODUCTSWILDLIFE REHAB SPECIALIST IS RESPONSIBLE FOR:

Unit Log (ICS 214)
Wildlife Rehabilitation Plan

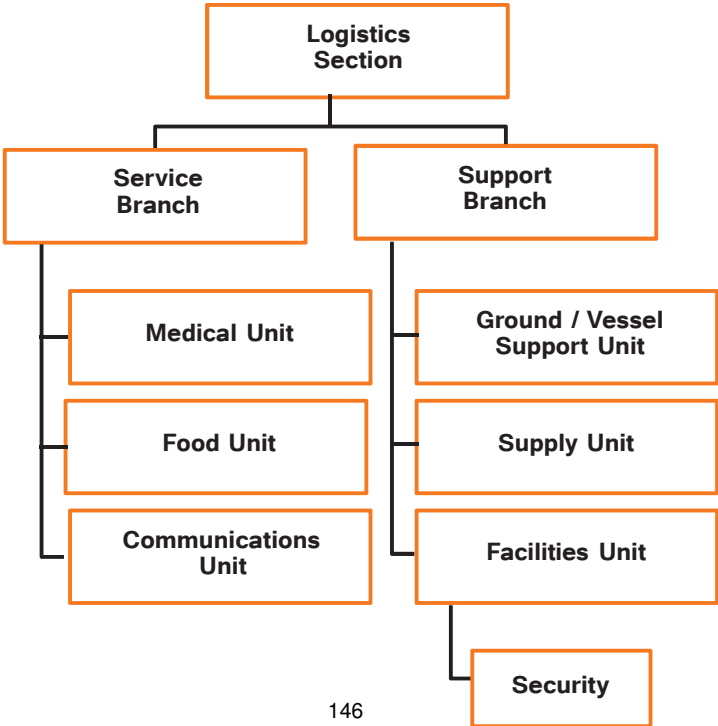
Unique Roles and Responsibilities and Checklists

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Figure 9

LOGISTICS SECTION ORGANISATION CHART



Planning "P" – Logistics Activities

- Review proposed tactics
- Identify resource needs & reporting locations from ICS 215 and 215a
- Discuss availability of needed resources
- Identify resource shortfalls
- Identify resource support requirements

- Meet with Log Units to confirm status & availability of required resources
- Determine additional resources necessary to support objectives
- Update Ops on resource non-availability to meet reporting requirements & suggest alternatives if necessary
- Order support for resources
- Identify contingencies as needed

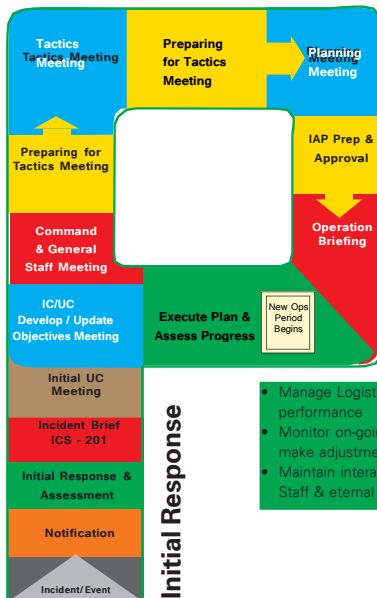
- Confirm availability of required resources and time-lines
- Determine additional resources necessary to support objectives
- Identify and contingencies as needed
- Verify support for upcoming plan
- Provide estimates of future service and support requirements

- Survey availability of tactics
- Obtain status of ordered resources
- Summarize support capabilities, facilities, comms., etc.
- If needed clarify resource requesting approval & ordering process

- Receive IC/UC direction
 - Priorities, limitations & constraints
 - Key decisions
- Provide feedback to IC/UC on focus/direction
- Discuss interagency issues
- Discuss resource requesting, approval, and ordering process
- Discuss Log Section needs
- Discuss support facilities

- Attend Initial Inc brief
 - Current overview
 - Anticipated Log Section activities
- Indication of required support

- Arrive & Check-in
- Assess situation
- Receive IC/UC briefing
- Activate Log Section
- Organise & brief subordinates
- Acquire work materials
- Forecast Requirements
 - Transformation
 - Medical
 - Resources
 - Communications
 - Facilities
 - Resources requesting
 - Safety issues
 - Environmental issues
 - Food/shelter



- Provide info for IAP (ICS-205, 206 & Transport Plan)

- Provide logistics information briefing to Operations Section personnel
- Review Medical & Comms Plan, Transportation Plans, & Other logistical information to support field operations

- Manage Logistical Resources & monitor section performance
- Monitor on-going logistical support & processes & make adjustments as necessary
- Maintain interaction with Command and General Staff & external logistical contacts

COMMON RESPONSIBILITIES

This section contains Responsibilities that are **common** to Section Chiefs and Unit Leaders.

- ☐ Obtain initial briefing from Incident Commander (IC), attend daily staff meetings and briefings, and relay relevant information to personnel assigned to function
- ☐ Size up incident, identify function-specific problems and solutions, and break work down into manageable tasks
- ☐ Provide Incident Commander periodic status reports
- ☐ Assist Incident Commander in
 - Analysing incident potential
 - In preparation of Strategic Objectives & response priorities
- ☐ Provide Logistics Section Chief or Supply Unit with information on personnel, equipment, material, and supply needs for Section
- ☐ Attend Assessment Meetings and provide reports on nature and status of work
- ☐ Ensure that Finance Section Chief is advised of all cost commitments by Staff or Section
- ☐ Compile and maintain appropriate documentation
- ☐ IMT Staffing needs:
 - Develop organisation chart with personnel assigned to function or Section
 - Provide Resource Unit with initial and, as necessary, updated organisation chart(s)
 - Maintain proper span-of-control when assigning tasks to Section personnel
 - Consider alternate or backup personnel for extended (24-hour) coverage.
- ☐ Brief IMT Staff personnel on items discussed during meetings; assign Action Items, as appropriate
- ☐ If requested, assist Planning Section Chief in preparation of
 - Incident Potential Worksheet
 - Incident Action Plan
- ☐ Prepare verbal or written transition report for incoming personnel assigned to function

Responsible for obtaining the personnel, equipment, materials, and supplies needed to mount and sustain incident response operations, and for providing the services necessary to ensure incident response operations are carried out in a safe and efficient fashion.

LOGISTICS SECTION CHIEF RESPONSIBILITIES

- ☐ Work with Staging Area Manager to establish and maintain Supply Network
- ☐ Work with Resource Unit Leader (RUL) and Operations Section Chief to establish and publish a resource ordering procedure for the response
- ☐ Work with Incident Commander (IC) and Section Chiefs to identify and ensure timely and efficient provision of support services
- ☐ Ensure that logistics support and service needs are met in a timely and efficient fashion, and in a manner that maximizes personnel safety and efficiency of response operations
- ☐ Ensure that guidelines, procedures, forms, and data management systems necessary to manage acquisition of response resources and control inventory are followed by Logistics Section personnel
- ☐ Work with Finance Section Chief to institute requisition procedure
- ☐ Provide Finance Section Chief with copy of all Purchase Orders
- ☐ Ensure that an overall inventory management system is maintained of all equipment, materials, and supplies purchased, rented, borrowed, or otherwise obtained during incident response operations
- ☐ Ensure that records are maintained on equipment and services provided and contracts executed during incident response operations
- ☐ Provide Planning Section Chief or Resource Unit with up-to-date information on destination and ETA of all equipment and personnel resources obtained for response operations
- ☐ Assist Planning Section Chief or Plan Development Units in preparation of Incident Action Plans by reviewing draft Field Assignments
- ☐ Provide Operations Section Chief with recommendations on timing of release of logistics services and support personnel and equipment
- ☐ Notify Deputy Incident Commander if Logistics Section cannot address (an) unmet resource need(s)

PRODUCTS LOGISTICS SECTION CHIEF IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Communications Plan (ICS 205) – review

Medical Plan (ICS 206) - review

Traffic Plan – (review), Vessel Routing Plan – (review)

SERVICE BRANCH DIRECTOR

Responsible for providing logistics support services necessary to ensure incident response operations are carried out in a safe and efficient fashion.

SERVICE BRANCH DIRECTOR RESPONSIBILITIES

- ☐ Supervise work of Service Branch personnel to ensure they provide services necessary to sustain incident response operations
- ☐ Work with Incident Commander and Section Chiefs to identify and ensure timely and efficient provision of support services, including:
 - Food, water, sanitation, and shelter
 - Fuel, lubricants, spare parts
 - Communications systems
 - Medical services
 - Others, as necessary
- ☐ Ensure that logistics service needs are met in a timely & efficient fashion, and in a manner that maximizes personnel safety and efficiency of response operations
- ☐ Ensure that guidelines, procedures, forms, & data management systems necessary to manage provision of services are followed by Branch personnel
- ☐ Work with Communications Unit Leader to ensure appropriate type and quantity of communications equipment is obtained and applied to response operations. Communications equipment is assigned to well-defined networks, and support is provided for establishment and maintenance of Communications & Message Centres
- ☐ Work with Medical Unit Leader to ensure that a clear emergency medical procedure is in place, and that Medevac & treatment services are in place
- ☐ Work with Food Unit Leader to ensure that food, water, and sanitation requirements are addressed in a complete and timely fashion
- ☐ Provide Logistics Section Chief with decommissioning recommendations of services-related personnel and equipment

PRODUCTS SERVICE BRANCH DIRECTOR IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Responsible for providing required communications equipment and for establishing, operating, and maintaining effective, integrated communications networks.

COMMUNICATIONS UNIT LEADER RESPONSIBILITIES

- ☐ Conduct location survey of available on-scene communications equipment
- ☐ Work with Section Chiefs to identify and ensure timely and efficient provision of communications equipment to incident facilities and for field personnel
- ☐ Establish Communications Centres as appropriate
- ☐ Establish Dispatch and Incident Message Centre functions
- ☐ Work with Operations Section Chief to establish Command and Tactical Network(s)
- ☐ Work with Logistics Section Chief, Service Branch Director, or Supply Unit to establish Supply Network
- ☐ Allocate specific communication frequencies & telephone numbers to specific networks
- ☐ Prepare and maintain a Communications Plan (ICS 205)
- ☐ Assist Planning Section Chief or Plan Development Units in preparation of Incident Action Plans by reviewing draft NOP Field Assignments to obtain information needed to define Tactical Network
- ☐ Provide and supervise technical staff necessary for 24-hour communications support, including installation, maintenance, change outs, and removal of equipment
- ☐ Monitor communications
- ☐ Keep Logistics Section Chief or Service Branch Director informed about equipment-related communications problems, shortcomings, or lack of equipment that will affect incident response operations
- ☐ Ensure that records are maintained on communications equipment distributed during response operations
- ☐ Maintain and provide training in proper use of communications equipment
- ☐ Establish telephone "hot lines," as needed
- ☐ Obtain special permits, communications site rentals, and other services related to communications networks
- ☐ Provide Logistics Section Chief or Service Branch Director with decommissioning recommendations of communications equipment
- ☐ Demobilize communications equipment

PRODUCTS COMMUNICATIONS UNIT LEADER E-Page 267 IS RESPONSIBLE FOR:

Communications Plan (ICS 205)
Unit Log (ICS 214)

MEDICAL UNIT LEADER

Responsible for providing expertise on medical issues that may arise during the conduct of incident response operations. Also responsible for acting as a medical liaison with public health authorities.

MEDICAL UNIT LEADER RESPONSIBILITIES

- ☐ Understand hazards present at incident scene and measures being instituted to protect response personnel against hazards
- ☐ Brief Logistics Section Chief or Service Branch Director on medical concerns and precautions; ensure key personnel are familiar with medical issues
- ☐ Assist Planning Section Chief, IMT Safety Officer, or Safety Officer in preparation of incident-specific Site Safety Plan
- ☐ Determine level of medical expertise i.e., first aid, medivac, etc. needed at incident scene
- ☐ Liaise with local emergency medical agencies i.e. hospitals, Medics etc.
- ☐ Provide Planning Section Chief or Situation Unit with initial and, as necessary, updated information on location of First Aid Station(s) for Situation Map
- ☐ Establish procedures for handling medical emergencies and evacuations
- ☐ Prepare Emergency Medical Plan (ICS 206)
- ☐ Assist Planning Section Chief or Plan Development Units in preparation of Incident Action Plans by reviewing each field assignment for NOP to determine whether existing emergency medical procedures cover proposed work
- ☐ Work with Branch Directors and Site Safety Officer to ensure that properly trained personnel, equipment, and facilities are available to pick up, transport, and treat injured personnel
- ☐ Maintain an inventory of medical supplies and disburse supplies, as needed
- ☐ Maintain a record of all accidents that result in injuries, illnesses, or fatalities

PRODUCTS MEDICAL UNIT LEADER IS RESPONSIBLE FOR:

Medical Plan (ICS 206)
Unit Log (ICS 214)

Responsible for determining and addressing the food, potable water, and sanitation requirements of all personnel involved in incident response operations.

FOOD UNIT LEADER RESPONSIBILITIES

- ☐ Work with Logistics Section (i.e., Chief or Supply Unit) members to determine and meet food, potable water, and sanitation requirements for personnel involved in incident response operations
- ☐ Develop a food distribution plan for all field and ICP personnel
- ☐ Assess situation at each location and determine and establish the most appropriate method for camp and food services
- ☐ Assess need for sanitation facilities for tactical response personnel; provide sanitary facilities in accordance with applicable standards
- ☐ Verify that potable water & well-balanced meals are served at each location
- ☐ Assist Planning Section Chief or Plan Development Units in preparation of Incident Action Plans by reviewing each field assignment for NOP to determine and address Unit responsibilities concerning provision of Food Unit services during NOP

PRODUCTS FOOD UNIT LEADER IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Food Inventory

SUPPORT BRANCH DIRECTOR

Responsible for supervising the work of those responsible for obtaining the personnel, equipment, materials, and supplies needed to mount and sustain incident response operations.

SUPPORT BRANCH DIRECTOR RESPONSIBILITIES

- ☐ Supervise work of Supply Unit personnel to ensure they obtain the personnel, equipment, materials, and supplies needed by balance of Incident Management Team (IMT) and Field Operations Team in a timely fashion
- ☐ Work with Supply Unit and Communications Unit to establish and maintain Supply Network
- ☐ Ensure that logistics support is provided in a timely and efficient fashion, and in a manner that maximizes personnel safety and efficiency of response operations

- ☐ Assist Planning Section Chief in instituting a requisition procedure
- ☐ Ensure that Finance Section Chief is provided a copy of all Purchase Orders
- ☐ Ensure that an overall inventory and inventory management system is maintained of all equipment, materials, and supplies purchased, rented, borrowed, or otherwise obtained during incident response operations
- ☐ Ensure that guidelines, procedures, forms, and data management systems necessary to manage acquisition of response resources and control inventory are followed by Support Branch personnel
- ☐ Ensure that records are maintained on equipment and services provided during incident response operations
- ☐ Ensure that Supply Unit provides Planning Section Chief or Situation Unit with up-to-date information on destination and ETA of all "en route" equipment and personnel resources obtained for response operations
- ☐ Work with Facilities Unit Leader to ensure incident facilities:
 - Are activated/established in a timely manner
 - have space, equipment, materials, and supplies necessary to
 - operate in an optimum fashion
 - and field response operational areas have adequate security
- ☐ Work with Ground/Vessel Support Unit Leader to ensure that appropriate, properly inspected land, water, and air transportation resources are available to move response resources to, within, and out of areas where response operations are underway in a safe and efficient fashion
- ☐ Provide Logistics Section Chief with decommissioning recommendations logistics support personnel and equipment

PRODUCTS SUPPORT BRANCH DIRECTOR IS RESPONSIBLE FOR:

Unit Log (ICS 214)

SUPPLY UNIT LEADER

Responsible for obtaining personnel, equipment, materials, and supplies required for incident response operations.

SUPPLY UNIT LEADER RESPONSIBILITIES

- ☐ Maintain an inventory of response resources maintained by BP
- ☐ Account for response resources mobilized by field response personnel during initial stage of response operations

- ❑ Receive requests for personnel, equipment, materials, and supplies from Staging Area Manager via Supply Network
- ❑ Provide Staging Area Manager status reports on efforts to obtain requested personnel, equipment, materials, and supplies
- ❑ Interface with other Sections of IMT to obtain information on personnel, equipment, materials, and supply needs
- ❑ Ensure that an effective purchasing network is established
- ❑ Prepare Purchase Orders and service contracts, as needed
- ❑ Ensure that all personnel, equipment, materials, and supplies needed for response operations are located, ordered, received, stored, & distributed in a timely fashion
- ❑ Maintain files on Purchase Orders, contracts, equipment rentals, and other documents that can be used to validate charges
- ❑ Work with Logistics Section to arrange for quickest and most cost-efficient transport of personnel, equipment, materials, and supplies
- ❑ Work with Resource Unit to keep track of personnel, equipment, materials, and supplies "en route" to incident scene
- ❑ Establish central receiving and inspection point(s) for ordered personnel, equipment, materials, and supplies; work with other member(s) of Logistics Section to ensure that adequate warehouse space is available
- ❑ Establish an inventory management and maintenance system for equipment, materials, and supplies stored at central receiving point(s)
- ❑ Work with Procurement Unit to engage and supervise any contract purchasing personnel needed to carry out purchasing operations
- ❑ Provide Finance Section Chief or Support Branch Director with a record of all personnel, equipment, materials, and supplies purchased, leased, and/or rented during incident response operations
- ❑ Assist Planning Section Chief or Plan Development Units in preparation of Incident Action Plans

PRODUCTS SUPPLY UNIT LEADER IS RESPONSIBLE FOR:

Unit Log (ICS 214)
Purchase Orders

FACILITIES UNIT LEADER

Responsible for providing adequate facilities to support the conduct of incident response operations.

FACILITIES UNIT LEADER RESPONSIBILITIES

E-Page 271

- ☐ Supervise work of Security Group Supervisor
- ☐ Coordinate with Command Staff and Section Chiefs to determine facility requirements; typical facilities include:
 - Field Operations Base, Incident Command Post
 - Staging area(s) i.e. media, equipment, VIPs, etc.
 - Warehouses and storage areas
 - Sleeping quarters
 - Food service facilities
 - Water supply and sanitation facilities
 - Waste handling and disposal facilities
 - Others, as necessary
- ☐ Work with other member(s) of Logistics Section to ensure that sufficient equipment, communications equipment, and other supply needs are provided to each facility (based on the requirements of other Units)
- ☐ Coordinate activation of facilities with other member(s) of Logistics Section to ensure that adequate security services are available for incident facilities
- ☐ Maintain files on contractors and services utilized by Facilities Unit
- ☐ Ensure that programs are in place to inspect and service equipment, store spare parts, and repair or replace damaged or defective equipment at incident facilities
- ☐ Demobilize incident facilities
- ☐ Assist Planning Section Chief or Plan Development Units in preparation of Incident Action Plans by reviewing draft Field Assignments, determine and address Unit responsibilities concerning provision of incident facilities and personnel support services during NOP

PRODUCTS FACILITIES UNIT LEADER IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Facility Needs Assessment (ICS 235)

SECURITY UNIT LEADER

Responsible for ensuring that adequate security services are provided for incident response personnel and at incident facilities.

SECURITY UNIT LEADER RESPONSIBILITIES

- ☐ Work with Deputy Incident Commander, Security Officer, and Section Chiefs to identify security needs and priorities
- ☐ Develop Security Plan and issue Security Bulletins, as necessary

- ☐ Arrange for security at the following locations:
 - Page 272
 - Incident scene (i.e., to secure Isolation Perimeter)
 - Field Operations Base
 - Incident Command Post
 - Camps
 - Staging area(s)
 - Warehouse(s)
 - Other facilities, as necessary
- ☐ Obtain and supervise contract security personnel, as necessary
- ☐ Establish a procedure to ensure authorized personnel have rapid access to secured facilities
- ☐ Maintain record of all visitors to secured facilities
- ☐ Maintain record of security operations

PRODUCTS SECURITY UNIT LEADER IS RESPONSIBLE FOR:

Unit Log (ICS 214)
 Security Plan
 Traffic Plan
 Personnel Check-in List (ICS 211P) - review

GROUND / VESSEL SUPPORT UNIT LEADER

Responsible for providing ground, sea, and air transportation for personnel, equipment, materials, and supplies required for incident response operations.

GROUND / VESSEL SUPPORT UNIT LEADER RESPONSIBILITIES

- ☐ Provide assistance to Logistics Section Chief, Branch Director, or Supply Unit, as needed, on transportation of personnel, equipment, materials, and supplies from points of origination to check in destinations
- ☐ Provide transportation for moving personnel, equipment, materials, and supplies from check in destinations to incident scene
- ☐ Maintain ready access to load limit information for aircraft and airfields; ensure that adequate and appropriate loading/ unloading personnel and equipment are available at central receiving location(s)
- ☐ Prepare Traffic Plans, if needed
- ☐ As needed, provide transportation services at incident scene to support at-the-scene field response operations
- ☐ Ensure that adequate maintenance is performed on transportation equipment; maintain records

- ☐ Manage transportation resources to ensure that they are properly allocated and utilized during incident response operations; develop and maintain schedules
- ☐ Assist Planning Section Chief or Plan Development Units in preparation of Incident Action Plans by reviewing draft Field Assignments to determine and address Unit responsibilities concerning provision of transportation equipment and services

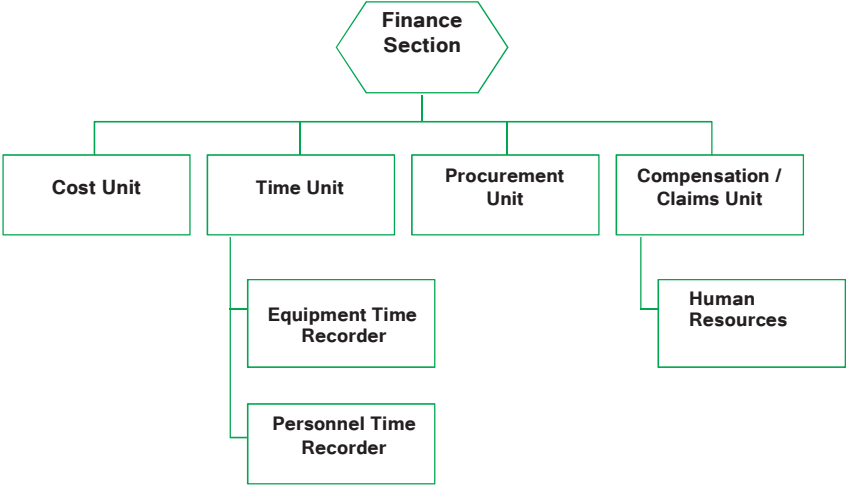
**PRODUCTS GROUND /VESSEL SUPPORT UNIT LEADER
IS RESPONSIBLE FOR:**

Unit Log (ICS 214)
Traffic Plan
Support Vehicle Inventory
Vessel Routing Plan
Vessels Inventory

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Figure 10
Finance Section Organisation Chart



Planning "P" – Finance Activities

- Review resources assigned/ordered to determine proper use depending on funding source restrictions/regulations
- Provide input on resource availability due to contracting/procurement issues
- Procure necessary resources
- Procure necessary resources
- Meet with Unit leaders to determine briefing topics

- As Necessary:
 - Clarify resource requesting, approval & ordering process, as needed
 - Identify contracting/procurement issues to be resolved
 - Implement/Review Cost doc process

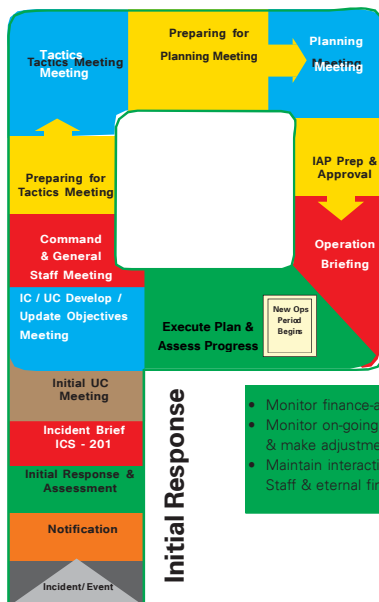
- Receive IC/UC direction
 - Priorities, limitations & constraints
 - Key decisions
- Provide feedback to IC/UC on focus/direction
- Discuss interagency issues
- Discuss resource requesting, approval, and ordering process
- Discuss Log Section needs
- Discuss support facilities

- Attend ICS-201 brief
 - Current overview
 - Anticipated Fin Section activities
 - Indication of required support
- Determine if funding is required based upon incident/event
- Determine funding source (FPN, CPN, DPN, ATC-30) & estimate initial ceiling

- Arrive & Check-in
- Assess situation
- Receive IC/UC briefing
- Activate Finance Section
- Organise & brief subordinates
- Acquire work materials
- Forecast Requirements

- Verify support for upcoming plan Brief on
 - Funding source(s)
 - Ceilings
 - Burn rate
 - Contract issues
 - Admin service
 - Claims & claims procedures
- Provide estimates of future finance-admin requirements

- Brief on funding issues as appropriate



- Monitor finance-admin section performance
- Monitor on-going finance-admin support & processes & make adjustments as necessary
- Maintain interaction with Command and General Staff & external financial contacts

This section contains Responsibilities that are **common** to Section Chiefs and Unit Leaders.

FINANCE SECTION CHIEF RESPONSIBILITIES

- ☐ Obtain initial briefing from Incident Commander (IC), attend daily staff meetings and briefings, and relay relevant information to personnel assigned to function
- ☐ Size up incident, identify function-specific problems and solutions, and break work down into manageable tasks
- ☐ Provide Incident Commander periodic status reports
- ☐ Assist Incident Commander in
 - Analysing incident potential
 - In preparation of Strategic Objectives & response priorities
- ☐ Provide Logistics Section Chief or Supply Unit with information on personnel, equipment, material, and supply needs for Section
- ☐ Attend Assessment Meetings and provide reports on nature and status of work
- ☐ Ensure that Finance Section Chief is advised of all cost commitments by Staff or Section
- ☐ Compile and maintain appropriate documentation
- ☐ IMT Staffing needs:
 - Develop organisation chart with personnel assigned to function or Section
 - Provide Resource Unit with initial and, as necessary, updated organisation chart(s)
 - Maintain proper span-of-control when assigning tasks to Section personnel
 - Consider alternate or backup personnel for extended (24-hour) coverage.
- ☐ Brief IMT Staff personnel on items discussed during meetings; assign Action Items, as appropriate
- ☐ If requested, assist Planning Section Chief in preparation of
 - Incident Potential Worksheet
 - Incident Action Plan
- ☐ Prepare verbal or written transition report for incoming personnel assigned to function

Responsible for managing and supervising all financial and administrative aspects of incident response operations, including: accounting, invoice processing, contracts, cost control, insurance coordination, and financial reporting.

FINANCE SECTION CHIEF RESPONSIBILITIES

- ☐ Work with Logistics Section Chief to institute a requisition procedure
- ☐ Prepare short and long-term cost information for Incident Commander
- ☐ Work with Legal Officer on issues regarding insurance coverage and exclusions, claims management processing, and approach to settlements
- ☐ Facilitate preparation and distribution of guidelines, procedures, forms, and establishment of a data management system necessary to account for expenditures made during incident response operations
- ☐ Review all relevant insurance programs and ensure notification of insurers and appointment of loss adjusters
- ☐ Ensure that appropriate cost and accounting control systems are established
- ☐ Ensure that an expenditure tracking system is utilized and kept current
- ☐ Provide adequate accounting systems, including: auditing, billing, and documenting labour, material, and services used
- ☐ Oversee administration of vendor contracts, and service and equipment rental agreements
- ☐ Ensure that adequate pool of personnel is retained and compensated
- ☐ Provide direct human resources services to response personnel and their families

PRODUCTS FINANCE SECTION CHIEF IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Responsible for tracking the cost of the equipment, materials, and supplies utilized during the conduct of incident response operations.

TIME UNIT LEADER RESPONSIBILITIES

- ☐ Develop and review delegations of authority and expenditure approval limits
- ☐ Ensure that system is in place to properly manage financial aspects of incident response operations as they relate to equipment, materials, and supplies
- ☐ Account for equipment, materials, and supplies expenditures; maintain cumulative cost record
- ☐ Coordinate invoice verifications, appropriate charge coding, system input, and delivery to appropriate personnel for processing and payment
- ☐ Work with Logistics Section Chief or Supply Unit to coordinate verification of receipts, invoices, and special payments
- ☐ Establish necessary controls to audit/validate charges for equipment, materials, and supplies

PRODUCTS COST UNIT LEADER IS RESPONSIBLE FOR:
Unit Log (ICS 214)

TIME UNIT LEADER

Responsible for accounting for personnel-related costs.

TIME UNIT LEADER RESPONSIBILITIES

- ☐ Ensure that system is in place to properly manage financial aspects of incident response operations
- ☐ Account for personnel-related expenditures; maintain cumulative cost/financial record
- ☐ Coordinate invoice verifications, appropriate charge coding, system input, and delivery to appropriate office for processing and payment
- ☐ Work with Logistics Section Chief or Supply Unit to coordinate needs for Purchase Orders, verification of receipts, invoices, and special payments
- ☐ Establish necessary controls to audit/validate labour costs chargeable to incident response operations
- ☐ Develop and review delegations of authority and expenditure approval limits

PRODUCTS TIME UNIT LEADER IS RESPONSIBLE FOR:

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Unit Log (ICS 214)

PROCUREMENT UNIT LEADER

Responsible for negotiating, renegotiating, and administering all contracts.

PROCUREMENT UNIT LEADER RESPONSIBILITIES

- ☐ Ensure that those providing resources or services under standing contracts are doing so in a manner consistent with terms and conditions of contracts
- ☐ Review standing contracts to ensure terms and conditions are fair and equitable to BP
- ☐ If necessary, renegotiate standing contracts to ensure terms and conditions are fair and equitable to BP
- ☐ Negotiate new contracts; coordinate contract negotiation activities with Legal Officer
- ☐ Work with Time and Cost Unit Leaders to ensure that charges for personnel services and equipment, materials, and supplies are consistent with terms and conditions of applicable contracts
- ☐ If necessary, audit response operations to ensure consistency with terms and conditions of contracts

**PRODUCTS PROCUREMENT UNIT LEADER
IS RESPONSIBLE FOR:**

Unit Log (ICS 214)

Responsible for handling all compensation for response-related injuries, and for processing and settling third-party claims which result from the incident and/or the conduct of incident response operations. Also responsible for handling all insurance-related matters.

COMPENSATION/CLAIMS UNIT LEADER RESPONSIBILITIES

- ☐ Supervise work of Legal Group Supervisor and Human Resources Group Supervisor
- ☐ Receive reports of injuries suffered by response personnel from IMT Safety Officer or Medical Unit Leader
- ☐ Interview injured parties to gather complete and accurate information on the nature and severity of injuries
- ☐ Receive and process all Compensation for Injury Claims
- ☐ Ensure that Compensation for Injury Claims are properly handled
- ☐ Establish system for receipt, evaluation, and processing of all third-party claims; consult with Finance Section Chief, and Legal Officer, as necessary
- ☐ Determine BP exposure to third-party claimants
- ☐ Identify and obtain BP and technical experts and contractors to assist in the processing of claims, as necessary
- ☐ Work with Logistics Section Chief or Facilities Unit to create an on-scene centre for claims adjusters and support staff
- ☐ Maintain records on number of claims, settlement costs, etc., and transmit to Finance Section Chief
- ☐ Identify and understand provisions of all applicable insurance policies
- ☐ Provide Command and General Staff with guidance on insurance policy reimbursement guidelines
- ☐ Ensure that cost information is compiled consistent with insurance policy guidelines
- ☐ Consult with insurance representatives, corporate insurance brokers, and underwriters to determine documentation required for insurance purposes

PRODUCTS COMPENSATION/CLAIMS UNIT LEADER IS RESPONSIBLE FOR:

Unit Log (ICS 214)

LEGAL GROUP SUPERVISOR

Responsible for providing advice on legal issues associated with third-party claims and other legal matters associated with incident response operations.

LEGAL GROUP SUPERVISOR RESPONSIBILITIES

- ☐ Serve as legal advisor to Compensation/Claims Unit Leader
- ☐ Serve as legal assistant to Legal Officer
- ☐ Assist Compensation/Claims Unit in establishing and implementing third-party settlement procedures and arranging for adjustment assistance
- ☐ Provide legal guidance to Compensation/Claims Unit on processing of claims
- ☐ Ensure that information that may be relevant to defence and/ or settlement of future claims or litigation is gathered and preserved
- ☐ Periodically review all logs and forms produced by Compensation/Claims Unit to ensure:
 - work is complete
 - entries are accurate and timely
 - work is in compliance with BP requirements and policies
- ☐ Handle all contract-related legal matters
- ☐ Review contracts before their execution, if requested to do so by Logistics Section Chief or Procurement Unit
- ☐ Provide legal guidance to Logistics Section Chief or Procurement Unit on terms and conditions of new or amended contracts
- ☐ Advise Incident Commander, Section Chiefs, and Documentation Unit Leader on type of documentation that must be compiled to support claims, procurement, and other functions
- ☐ Review documentation to ensure that it is being compiled in a manner consistent with documentation guidelines
- ☐ Ensure that Compensation/Claims Unit Leader is advised of all cost commitments

PRODUCTS LEGAL GROUP SUPERVISOR IS RESPONSIBLE FOR:

Unit Log (ICS 214)

Responsible for addressing human resources issues that arise during response operations. Providing Critical Incident Stress Debriefing services, for arranging grief counselling for response personnel adversely impacted by incident and/or response-related injuries and fatalities, and for arranging humanitarian assistance to the families of individuals injured or killed by the incident or during response operations. This group works closely with the HR Officer – and may, report directly to the HR Officer as HR assistants rather than as a group within Logistics

HUMAN RESOURCES GROUP SUPERVISOR RESPONSIBILITIES

- ☐ During a mass casualty incident, serve as a principal advisor to Incident Commander (IC) on measures to handle and treat injured personnel, handle disposition of bodies of dead personnel, interact with families, and interact with government agencies
- ☐ Ensure that all required and appropriate notifications are made to families of injured or dead personnel
- ☐ Ensure that names of injured and dead personnel are protected until notifications of next of kin are completed
- ☐ Implement humanitarian assistance for BP personnel and/or their families impacted by an incident or response operations
 - Provide status updates to IC, Compensation/Claims Unit Leader
 - Coordinate activities through the BP Human Resources Group
 - Request guidance regarding any changes in BP policy and procedures that may impact humanitarian assistance activities
- ☐ Arrange for grief counselling for members of Incident Management Team (IMT), as necessary
- ☐ Activate outside assistance (clergy, psychologists, etc.), as necessary
- ☐ Coordinate with Compensation/Claims Unit Leader, as necessary
- ☐ Assist in notifying BP personnel and contractors as to when/where to report to work
- ☐ Work with Legal Group to establish procedures for handling claims by injured personnel

- ☐ Ensure that all Compensation for Injury and Claims Logs Forms are up to date and properly routed for post-incident processing prior to mobilization
- ☐ Develop processes to handle/treat injured personnel, bodies of dead personnel, interact with families, and interact with government agencies

**PRODUCTS HUMAN RESOURCES GROUP SUPERVISOR
IS RESPONSIBLE FOR:**

Unit Log (ICS 214)

SECTION 5 INCIDENT PLANNING

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5.1 Documentation Procedures

Documentation of a spill response provides a historical record, keeps management informed, serves as a legal instrument and a means to account for cleanup details and associated costs.

Documentation shall begin immediately upon spill notification and continue until termination of all operations. Documentation should include forms, checklists, and planning tools within Olympic Pipe Line Company's (Olympic) Facility Response Plan and Field Document and the Northwest Area Contingency Plan (NWACP) as well as any other documentation that is prepared for the incident not included in the list above.

5.2 Incident Command System Forms

Olympic will use the planning process consistent with the NWACP. Hard copies of Incident Command System (ICS) forms can be found in each area: Bayview Products Terminal, Renton Station, and Castle Rock Station. Electronic forms can be found at the following website: United States Coast Guard (USCG) Forms - <http://www.uscg.mil/forms/ics.asp?files=0>.

Please note that Federal Emergency Management Agency (FEMA) ICS forms in the FEMA ICS Forms Booklet (http://www.fema.gov/pdf/emergency/nims/ics_forms_2010.pdf) will eventually be adopted by the USCG since they are the national standard.

5.3 Site Health and Safety Plan

Incident Safety Plan

Incident Name: _____ Number: _____

Incident Location: _____

Plan Drafted By: _____ Position: _____

Plan Reviewed By: _____ Position: _____

Approved by Incident Commander: ☐ Yes ☐ No

Incident Commander's Signature: _____ Date/Time: _____

This Plan Is Applicable To:

- | | | |
|--|---|------------------------------------|
| <input type="checkbox"/> Command Post | <input type="checkbox"/> Staging Areas | <input type="checkbox"/> Worksites |
| <input type="checkbox"/> Vessels/Docks | <input type="checkbox"/> Aircraft/Landing Areas | <input type="checkbox"/> _____ |

Responding Agencies:

Agency:	Name:
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____
8. _____	_____
9. _____	_____

All government and contractor personnel who enter Exclusion Zones or use air purifying respirators must be enrolled in a medical monitoring program.

Weather

- ☐ Air Temperature _____ °F (low) _____ °F (high)
- ☐ Water Temperature _____ °F
- ☐ Wind Speed/Direction _____
- ☐ Precipitation _____
- ☐ Current Speed/Direction _____
- ☐ Sea Heights/Direction _____

Site Hazards

- | | |
|--|--|
| <input type="checkbox"/> Chemical hazards | <input type="checkbox"/> Boats |
| <input type="checkbox"/> Slips, trips, falls | <input type="checkbox"/> Helicopters |
| <input type="checkbox"/> Heat stress | <input type="checkbox"/> Noise |
| <input type="checkbox"/> Cold stress | <input type="checkbox"/> Pumps, hoses |
| <input type="checkbox"/> Weather | <input type="checkbox"/> Steam, hot water |
| <input type="checkbox"/> Drowning | <input type="checkbox"/> Fire/explosion |
| <input type="checkbox"/> Heavy equipment | <input type="checkbox"/> Poor visibility |
| <input type="checkbox"/> Drum handling | <input type="checkbox"/> Motor vehicles |
| <input type="checkbox"/> Wildlife/plants | <input type="checkbox"/> Confined spaces (see Attachment/Appendix) |
| <input type="checkbox"/> Hand/power tools | <input type="checkbox"/> Ionizing radiation |
| <input type="checkbox"/> Lifting | <input type="checkbox"/> Other _____ |

Control Measures:**Engineering Controls**

- ☐ Source of release secured
- ☐ Valve(s) closed
- ☐ Facility shut down
- ☐ Site secured
- ☐ Other _____

Work Plan: (Buddy System must be used.)

- ☐ Excavation
- ☐ Shoring
- ☐ Appropriate permits issued
- ☐ Other (describe): _____

Specialized Task Assignments:

Levels of Protection Selected:

☐ Level D ☐ Level C ☐ Level B ☐ Level A

Respirator: ☐ None ☐ Air Purifying ☐ Supplied Air

☐ Emergency Escape Breathing Apparatus

Describe: _____

Suit: ☐ Coveralls ☐ Splash Protection ☐ Fully Encapsulating

Describe: _____

Gloves: ☐ Work ☐ Inner ☐ Outer ☐ Specialty

Describe: _____

Boots: ☐ Work ☐ Oil/Hazmat ☐ Waders ☐ Specialty

Describe: _____

Hardhats ☐

Hearing Protection ☐ Describe _____

Eye Protection ☐ Describe _____

Face Shields ☐

Other ☐ Describe _____

Training: (HAZWOPER-Training Program)

☐ Verified site workers trained per Occupational Safety and Health Administration (OSHA) 1910.120.

Description of Task	Level of Protection (circle appropriate level)			
	A	B	C	D
Initial Site Survey	A	B	C	D
Entry Team	A	B	C	D
Backup Team	A	B	C	D
Decontamination Team	A	B	C	D

Decontamination

- ☐ Stations established (See Attachment ____, Site Map)

Sanitation

- ☐ Facilities provided per OSHA 1910.120(n)

Illumination

- ☐ Facility provided per OSHA 1910.120(m)

Medical Surveillance

- ☐ Will be provided per OSHA 1910.120(f)

GENERAL SAFETY RULES AND EQUIPMENT:

1. There will be no eating, drinking or smoking in the Exclusion Zone or the Contamination Reduction Zone.
2. All personnel must pass through the Contamination Reduction Zone to enter or exit the Exclusion Zone.
3. As a minimum, Decontamination Team Members must be one (1) level of protection lower than that of the entry teams.
4. All decontamination equipment and systems must be in place before an entry can be made.
5. All breathing air, if used, shall be certified as Grade D or better.
6. Where practical all tools shall be of the non-sparking type.
7. Firefighting equipment shall be on hand when the situation warrants such support. At a minimum, fire extinguishers shall be available on-scene.
8. Since incident evacuation may be necessary if an explosion, fire or other release occurs, an individual shall be assigned to sound an alert and notify the responsible command personnel and public officials, if required. The evacuation signal shall be _ until all personnel are known to be evacuated.
9. An adequately stocked Emergency Medical Services Unit shall be on site at all times.
10. The location & telephone number of the nearest medical facility shall be posted and known to all personnel.

GENERAL SAFETY BRIEFING:

Before any incident actions are taken, a briefing will be conducted with all personnel present. Personnel will sign a log sheet, attesting to being present at the pre-Incident briefing. Topics discussed should include known and unknown hazards and the goals and objectives of the operation.

EMERGENCY ACTION CONDITIONS:**Code Green:**

All conditions are normal and incident work may continue.

Code Red:

All or specific work activities must cease at once due to the following:

1. Indications of emissions from the incident such as combustible gas indicator (CGI) readings of 10% or greater, less than 19.5% oxygen (O₂) or of 1 Mr/Hr of ionizing radiation is present.
2. Current or projected meteorological data indicates that a probable impact on working conditions could occur.
3. If background readings obtained during cessation of activities worsen, reassessment of the findings should be confirmed. Actions to lower levels of contaminant or contingencies for further incident monitoring must take place.
4. If any of these conditions exist, on-site personnel will immediately notify command staff.

Officials making evacuation/public health decisions will address the need for a public health advisory to potentially affected areas, since incident control methods may or may not reduce the source of contamination or threat to the general public.

If needed, a Temporary Sheltering or Evacuation Plan should be considered until levels of contamination are reduced or contained and deemed safe by all responsible authorities. Confirmation of these levels will

be done by generally approved monitoring methods agreed to by the authorities in charge.

Sheltering/Evacuation Plan:

Ordered By: _____

EMERGENCY PROCEDURES:

In the event of fire or explosion:

In the event of on-site medical emergency:

In the event of additional on-site spill or material release:

EMERGENCY SERVICES:

Emergency Medical Facility:

Ambulance Service:

HAZARD ASSESSMENT:

Attach Hazardous Materials Safety Data Sheets (or other reference materials) for materials involved to this document.

MONITORING PROCEDURES:

Monitoring the incident to identify concentration of contaminants in all media. List the instruments to be used and what areas to be monitored.

Exclusion Zone

Contamination Reduction Zone

Support Zone

MEDICAL MONITORING: (What procedures to be used to monitor personnel for evidence of personal exposure).

PERSONNEL POTENTIALLY EXPOSED TO HAZARDOUS MATERIALS:

Name	Position	Date & Time

DECONTAMINATION PROCEDURES:

(Contaminated personnel, surfaces, materials, instruments, and other equipment.)

DECONTAMINATION SOLUTIONS USED:

DISPOSAL PROCEDURES:

Authorized By:

EQUIPMENT DECONTAMINATION:

	Clothing	Self-Contained Breathing Apparatus (SCBA)/Resp	Monitoring
Disposed:	_____	_____	_____
Cleaned:	_____	_____	_____
No Action:	_____	_____	_____
Specify:	_____ _____		

Date Prepared: _____ Prepared By: _____
Reviewed By: _____

Assistance in preparing this Safety Plan can be obtained from Haz Mat personnel.

Attachment (): Hazardous Substance Information Sheets**Spill/Leak Information Data Sheet (SLID)
All Products (Except Benzene Line)**Physical Hazard Potential:

- Flammable &/or Combustible
- Potential of Immediately Dangerous to Life and Health (IDLH) conditions

Health Hazard:

- Inhalation of Benzene, Toluene, Xylene, Gasoline Vapors
- Skin penetration by Benzene
- Contact Dermatitis

Symptoms of Overexposure:

- Excessive exposure to vapors may produce headaches, dizziness, nausea, drowsiness, irritation of eyes, nose and throat and central nervous system depression.

Respiratory Equipment Requirement:

- Half Mask Air Purifying Respirator with Organic Cartridges shall be worn until notified by the Site Manager that respiratory protection is no longer necessary. If monitoring equipment alarms, evacuate and refer to (e) and (f) of the Site Entry Procedures in the BP pipelines (NA) Business Unit Contingency Plan (See "Site Entry Procedures: All Products (Except Benzene)" on page 6.9.1-4).

Personal Protection Equipment (PPE):

- Type of Gloves: Neoprene Rubber
- Type of Boots: Rubber
- Type of Body Suit: Rain Suit or Polycoated Tyvek if product is spraying out of the line.

Monitoring Equipment Levels:

- Combustible Gas/Oxygen (O₂) monitor:

Hazardous IDLH:

- Lower Explosive Limit (LEL): 10-19% - Evacuate, then evaluate PPE, ventilation and safety for re-entry
- Greater or equal to 20% - evacuate, do not enter
- O₂: < 19.5% Evacuate or use Self-Contained Breathing Apparatus (SCBA)
- > 23.5% Evacuate, evaluate mitigation options

Benzene Pump Detector Tube:

- Greater than 1 ppm, Don Half Mask Air Purifying Respirator
- Greater than 10 ppm, Don SCBA

Note: The Spill/Leak Information Data Sheet (SLID) is not meant to replace the appropriate Safety Data Sheet (SDS). Always consult the SDS when other specific questions arise.

Attachment (): Hazard Info for Oils Containing Benzene, Toluene, Xylene, Hexane, Napthalene and/or Naptha

Oils and products that contain benzene include: crude oils, gasoline, military JP4, commercial JET B, aviation gasoline, gas oils and feed stocks.

- These oils/products are composed of an indefinite petroleum distillate mixture. They may contain n-hexane, benzene, toluene, xylene, naphthalene and poly aromatic hydrocarbons (PAHs) in concentrations that may vary widely depending on the source of the oil, weathering and aging.
- **HAZARD DESCRIPTION:** These oils/products may cause dermatitis by skin contact; nausea by inhalation; and eye irritation. Benzene is a hematologic toxin (it affects the blood and blood forming organs) and is a carcinogen. The most important potential benzene, toluene, or xylene hazard is in poorly ventilated areas (such as pits or under docks), or around fresh spills. Benzo(a)pyrene is a skin contact hazard that may cause skin cancer. As oil weathers and ages, benzo(a)pyrene becomes more concentrated because it evaporates more slowly than other chemicals in the mixture.
- **BASIC PRECAUTIONS:** Stay away from, or upwind of, fresh spills; wear chemical resistant clothing as necessary to protect against skin or eye contact; periodically change protective clothing; immediately change clothing that is showing evidence of product penetration or is torn; and wash skin with soap and water before changing into street clothing, before eating/drinking, or before exiting a contamination reduction zone. Flush eyes with water if oil gets in them. If ingested do not induce vomiting, contact a physician. Urine phenol should be tested as soon as possible (and not later than 72 hours after exposure) if there is a suspected exposure to benzene.
- **MONITORING/EVALUATION INFORMATION FOR CERTAIN ASSOCIATED VAPOR HAZARDS** (Taken from National Institute for Occupational Safety and Health [NIOSH] Pocket Guide to Chemical Hazards--1990 Department of Health and Human Services (DHHS)-NIOSH Pub. No. 90-117). The following information is provided for some of the more significant components of crude oil and high vapor pressure petroleum products that produce some degree of vapor hazard. Most of these chemicals are found in small quantities in crude oil and evaporate quickly so that their hazard is most significant during the first hours/days of a spill and diminish rapidly with weathering.

Benzene		Health Effects/Symptoms
CAS:	71-43-2	Irritant, hematologic toxin, CNS toxin and carcinogen. Irritation of eyes, nose and respiratory system; giddiness; headache; nausea; staggered gait; fatigue; anorexia; dermatitis; and depression of the bone marrow.
PEL (8 hr):	1 ppm (OSHA)	
STEL (15 min):	5 ppm (OSHA)	
IDLH:	3000 ppm	
Vapor Pressure:	75 mmHg	
Flash Point:	12 deg F.	
LEL/UEL:	1.3% -- 7.9%	
Ionization Potential:	9.24 eV	

Toluene		Health Effects/Symptoms
CAS:	108-88-3	CNS/liver/kidney/skin toxin. Fatigue; weakness; confusion euphoria; dizziness; headache; dilated pupils; lacrimation (watery eyes); nervousness; muscular fatigue; insomnia; paresthesia (burning, tingling, or numbness); and dermatitis.
PEL (8 hr):	100 ppm (OSHA)	
STEL (15 min):	150 ppm (OSHA)	
IDLH:	2000 ppm	
Vapor Pressure:	20 mmHg	
Flash Point:	40 deg F.	
LEL/UEL:	1.2% -- 7.1%	
Ionization Potential:	8.82 eV	

Xylene (o-, m-, p- isomers)		Health Effects/Symptoms
CAS:	1330-20-7	CNS/GI tract/liver/kidney/blood/skin/ eye toxin. Dizziness; excitement; drowsiness; in-coordination; staggering gait; irritation of the eyes, nose and throat; corneal vacuolization (formation of small spaces in the cornea); anorexia; nausea; abdominal pain; and dermatitis.
PEL (8 hr):	100 ppm (OSHA)	
STEL (15 min):	150 ppm (OSHA)	
IDLH:	1000 ppm	
Vapor Pressure:	7/9 mmHg (varies with isomer)	
Flash Point:	63/84 deg F.	
LEL/UEL:	1.0% -- 7.0%	
Ionization Potential:	8.44 or 8.856 eV	

n-Hexane (Hexane or Normal Hexane)		Health Effects/Symptoms
CAS:	110-54-3	Skin/eye/respiratory system toxin. Light headedness; nausea; headache; numbness of the extremities; muscular weakness; irritation of the eyes and nose; chemical pneumonia; giddiness and dermatitis.
PEL (8 hr):	50 ppm (OSHA)	
IDLH:	5000 ppm	
Vapor Pressure:	150 mmHg	
Flash Point:	-7 deg F.	
LEL/UEL:	1.1% -- 7.5%	
Ionization Potential:	10.18 eV	

Naphthalene (White Tar)		Health Effects/Symptoms
CAS:	91-20-3	CNS/GI tract/liver/kidney/blood/skin/ eye toxin. Dizziness; excitement; drowsiness; lack of coordination; staggering gait; irritation of the eyes, nose and throat; corneal vacuolization (formation of small spaces in the cornea); anorexia; nausea; abdominal pain; and dermatitis.
PEL (8 hr):	10 ppm (OSHA)	
STEL (15 min):	15 ppm (OSHA)	
IDLH:	500 ppm	
Vapor Pressure:	0.08 mmHg	
Flash Point:	174 deg F.	
LEL/UEL:	0.9% -- 5.9%	
Ionization Potential:	7.30 eV	

Petroleum Distillate (Naphtha)		Health Effects/Symptoms
CAS:	8002-05-9	Irritant, CNS/respiratory toxin. Irritation of eyes, nose and throat; dizziness; drowsiness; headache; nausea; dermatitis.
PEL (8 hr):	1600 mg/M ³ (OSHA)	
REL (8 hr):	350 mg/M ³ (NIOSH)	
IDLH:	10,000 ppm	
Vapor Pressure:	40 mmHg (varies with mixture)	
Flash Point:	-40 to -86 deg F.	
LEL/UEL:	1.1% -- 5.9%	
Ionization Potential:	varies	

CNS = central nervous system; IDLH = Immediately Dangerous to Life and Health; LEL = Lower Explosive Limit; OSHA = Occupational Safety and Health Administration; PEL = Permissible Exposure Limit; REL = Recommended Exposure Limit; STEL = Short Term Exposure Limit; UEL = Upper Explosive Limit

Attachment (___): Hazard Info for Oils (Without Benzene)

Some oils that generally do not contain benzene (except as a minor constituent or contaminant), include: kerosenes, diesels, military JP5, commercial JET A, bunker C, & fuel oils (1 thru 6).

- These oils are composed of an indefinite petroleum distillate content typically including poly aromatic hydrocarbons (PAHs). The concentration of these products will vary widely depending on the source of the oil, weathering, and aging.
- **HAZARD DESCRIPTION:** May cause dermatitis by skin contact; nausea by inhalation; and eye irritation by contact. Benzo(a)pyrene is a skin contact hazard and potentially may cause skin cancer.
- **BASIC PRECAUTIONS:** Wear chemical resistant clothing as necessary to protect against skin or eye contact; periodically change protective clothing; immediately change clothing that is showing evidence of product penetration or is torn; and wash skin with soap and water before changing into street clothing, before eating/drinking, or before exiting a contamination reduction zone. Flush eyes with water if oil gets in them. If ingested do not induce vomiting—contact a physician.

Attachment (___): Heat Stress Considerations (taken from National Institute for Occupational Safety and Health [NIOSH] 86-112)

- **HEAT STRESS CONSIDERATIONS:** The Site Safety Officer or Site Safety Supervisor for the entire response should make heat stress determinations throughout the day. If it is determined that a heat stress hazard exists, an alert should be passed to all teams to implement mandatory rest periods. The Site Safety Officer/Supervisor should generally be guided by the American Conference of Governmental Industrial Hygienists (ACGIH) guidelines in determining work/rest periods. Fluids should be available at all times and encouraged during mandatory rest periods.
- **SAFETY CONCERNS:** Certain safety problems are common to hot environments. The frequency of accidents, in general, appears to be higher in hot environments than in more moderate environmental conditions. One reason is that working in a hot environment lowers the mental alertness and physical performance of an individual. Increased body temperature and physical discomfort promote irritability, anger, and other emotional states which sometimes causes workers to overlook safety procedures or to divert attention from hazardous tasks.
- **HEALTH CONCERNS:** Excessive exposure to a hot work environment can bring about a variety of heat-induced disorders.

- **Heat Stroke:**

- Signs and Symptoms: Heat stroke is the most serious of health problems associated with working in hot environments. It occurs when the body's temperature regulatory system fails and sweating becomes inadequate. The body's only effective means of removing excess heat is compromised with little warning to the victim that a crisis stage has been reached.
 - A heat stroke victim's skin is hot, usually dry, red or spotted
 - Body temperature is usually 105 degrees F or higher
 - The victim is mentally confused, delirious, perhaps in convulsions, or unconscious
- Medical Attention: Unless the heat stroke victim receives quick and appropriate treatment, death can occur.

Any person with signs or symptoms of heat stroke requires immediate hospitalization.

SEND SOMEONE TO GET MEDICAL ASSISTANCE/EMERGENCY MEDICAL TECHNICIAN (EMT) IMMEDIATELY!

While waiting for medical assistance first aid should be immediately administered. This includes:

- Removing the victim to a cool area
 - Thoroughly soaking the clothing with water
 - Vigorously fanning the body to increase cooling
- **Heat Exhaustion:** Heat exhaustion includes several clinical disorders having symptoms which may resemble the early symptoms of heat stroke. Heat exhaustion is caused by the loss of large amounts of fluid by sweating, sometimes with excessive loss of salt.
 - Signs and Symptoms: A worker suffering from heat exhaustion:
 - Still sweats; but
 - Experiences extreme weakness or fatigue, giddiness, nausea, or headache
- In more serious cases:
- The victim may vomit or lose consciousness

- The skin is clammy and moist
- The complexion is pale or flushed
- The body temperature is normal or only slightly elevated
- Medical Attention. General treatment:
 - Notify the site EMT
 - Have the victim rest in a cool place
 - Have the victim drink plenty of liquids

Victims with mild cases of heat exhaustion usually recover spontaneously with this treatment. Those with severe cases may require extended care for several days. There are no known permanent effects.

CAUTION—PERSONS WITH HEART PROBLEMS OR THOSE ON A “LOW SODIUM” DIET WHO WORK IN HOT ENVIRONMENTS SHOULD CONSULT A PHYSICIAN ABOUT WHAT TO DO UNDER THESE CONDITIONS.

– **Heat Cramps:**

- Signs and Symptoms: Heat cramps are painful spasms of the muscles that occur among those who sweat profusely in heat, drink large quantities of water, but do not adequately replace the body’s salt loss.
- Medical Attention: Cramps may occur during or after work hours and may be relieved by taking salted liquids by mouth.

CAUTION—PERSONS WITH HEART PROBLEMS OR THOSE ON A “LOW SODIUM” DIET WHO WORK IN HOT ENVIRONMENTS SHOULD CONSULT A PHYSICIAN ABOUT WHAT TO DO UNDER THESE CONDITIONS.

– **Fainting:** A worker who is not accustomed to hot environments and who stands erect and immobile in the heat may faint.

- Signs and Symptoms: With enlarged blood vessels in the skin and in the lower part of the body due to the body’s attempts to control internal temperature, blood may pool there rather than return to the heart to be pumped to the brain.
- Medical Attention: Upon lying down, the worker should soon recover. By moving around, and thereby preventing blood from pooling, the patient can prevent further fainting.

– **Heat Rash:** Heat rash, also known as prickly heat, is likely to occur in hot, humid environments where heat is not easily removed from the surface of the skin by evaporation and the skin remains wet most of the time.

- Signs and Symptoms: The sweat ducts become plugged, and a skin rash soon appears. When the rash is extensive or when it is complicated by infection, prickly heat can be very uncomfortable and may reduce a worker’s performance.
- Medical Attention: Workers can prevent this by resting in a cool place part of each day and by regularly bathing and drying the skin.

– **Transient Heat Fatigue:** Transient heat fatigue refers to the temporary state of discomfort and mental or psychological strain arising from prolonged heat exposure. Workers unaccustomed to the heat are particularly susceptible and can suffer, to varying degrees, a decline in task performance, coordination, alertness and vigilance.

- **PREPARING FOR WORK IN THE HEAT:** One of the best ways to reduce the heat stress of workers is to minimize heat in the workplace. However, at oil spills heat is difficult to control, while working outdoors and exposed to various weather conditions.

Humans are, to a large extent, capable of adjusting to the heat. This adjustment to heat, under normal circumstances, usually takes about 5 to 7 days, during which time the body will undergo a series of changes that will make continued exposure to heat more endurable.

Workers who return to work after vacation or extended illness may be affected by the heat in the work environment. Whenever such circumstances occur, the worker should be gradually reacclimatized to the hot environment.

- **MECHANIZATION:** Heat stress depends, in part, on the amount of heat the worker's body produces while a job is being performed. The amount of heat produced during hard, steady work is much higher than that produced during intermittent or light work. Therefore, one way of reducing the potential for heat stress is to make the job easier or lessen its duration by providing adequate rest time. Mechanization of work procedures can often make it possible to isolate workers from the heat source and increase overall productivity by decreasing the time needed for rest.
- **WORK/REST PERIODS:** Rather than be exposed to heat for extended periods of time during the course of a job, workers should, wherever possible, be permitted to distribute the workload evenly over the day and incorporate work-rest cycles or regular (and enforced) breaks. Work-rest cycles give the body an opportunity to get rid of excess heat, slow down the production of internal body heat, and provide greater blood flow to the skin.

Providing cool rest areas in hot work environments considerably reduces the stress of working in those environments. Rest areas should be as close to the work area as possible, and provide shade. Shorter but frequent work-rest cycles are the greatest benefit to the worker.

- **DRINKING FLUIDS:** In the course of a day's work in the heat, a worker may produce as much as 2 to 3 gallons of sweat. Because so many heat disorders involve excessive dehydration of the body, it is essential that water intake during the workday be about equal to the amount of sweat produced.

Most workers exposed to hot conditions drink less fluid than needed because of an insufficient thirst drive. A worker, therefore, should not depend on thirst to signal when and how much to drink.

5 to 7 ounces of fluids should be consumed every 15 to 20 minutes to replenish the necessary fluids in the body.

There is no optimum temperature of drinking water, but most people tend not to drink warm or very cold fluids as readily as they will cool ones.

Heat acclimatized workers lose much less salt in their sweat than do workers who are not adjusted to the heat. The average American diet contains sufficient salt for acclimatized workers even when sweat production is high. If for some reason, salt replacement is required, the best way to compensate for the loss is to add a little extra salt to the food.

Salt tablets SHOULD NOT be used.

CAUTION—PERSONS WITH HEART PROBLEMS OR THOSE ON A “LOW SODIUM” DIET WHO WORK IN HOT ENVIRONMENTS SHOULD CONSULT A PHYSICIAN ABOUT WHAT TO DO UNDER THESE CONDITIONS.

- **PROTECTIVE CLOTHING AND HEAT STRESS:** Clothing inhibits the transfer of heat between the body and the surrounding environment. Therefore, in hot jobs where the air temperature is lower than skin temperature, wearing clothing reduces the body's ability to lose heat into the air. When air temperature is higher than skin temperature, clothing helps to prevent the transfer of heat from the air to the body. The advantage of wearing additional clothes, however, may be nullified if the chemical protective clothes interfere with the evaporation of sweat.

Attachment (___): Cold Stress & Hypothermia

Frostbite and hypothermia are major hazards of working in cold temperatures. A cold environment can reduce the temperature of the body and cause shivering, reduced mental alertness, and even loss of consciousness. However, a healthy worker who is properly protected and takes reasonable precautions can function efficiently and safely in cold environments.

- **FACTORS AFFECTING COLD EXPOSURES**

- Important factors contributing to cold injury:

- Exposure to humidity and high winds, contact with moisture or metal, inadequate clothing, age and general health.

Physical conditions that worsen the effects include:

- Fatigue, allergies, vascular disease, smoking drinking and certain specific drugs or medicines.

- Important Warnings:

- Pain in the extremities may be the first warning of dangerous exposure to cold.
- Severe shivering must be taken as a sign of danger requiring removal from the cold exposure.
- A worker should go immediately to a warming shelter if any of the following symptoms occur:
 - pain in the extremities (or frostnip), onset of heavy shivering, excessive fatigue, drowsiness
 - euphoria

A litter should be used if possible for all but the mildest cases.

- Hypothermia/Cold Stress victims must be re-warmed, but must not be re-warmed too fast. In particular, victims should not be re-warmed by submersion in water at any temperature.

- **HYPOTHERMIA:** Hypothermia is an abnormally low body temperature caused by exposure to cold in air or in water. Hypothermia results as the body loses heat faster than it can produce it. Air temperature alone is not enough to judge the cold hazard of a particular environment. Hypothermia cases often develop in air temperatures between 30-50 degrees Fahrenheit. When you figure in such factors as wind chill, the effective temperature can be significantly lower.

- Early warnings of hypothermia are:

- Uncontrollable shivering and the sensation of cold.
- The heartbeat slows and sometimes becomes irregular, the pulse weakens, and the blood pressure changes.
- Fits of shivering, vague or slurred speech, memory lapses, incoherence, or drowsiness are some symptoms which may occur.
- Other symptoms which may be seen before unconsciousness are cool skin, slow, irregular breathing, low blood pressure, apparent exhaustion, and inability to get up after a rest.

- First aid for hypothermia: The main objective in handling potential cases of hypothermia is re-warming the body core evenly and without delay. However, doing it too rapidly can disrupt body functions such as circulation.

- The outer layer of clothing should be removed when entering a warm shelter.
- The remaining clothing should be loosened to permit sweat to evaporate.
- Alcohol should not be consumed while in the warm environment.
- Anyone on medications such as blood pressure control or water pills should consult a physician

- about possible side effects of cold stress.
- If medical help is not immediately available:
 - Keep the person quiet, but keep them awake, if possible.
 - Avoid unnecessary movement. If it's necessary to move a hypothermia victim, use a litter the exertion of walking could aggravate circulation problems.
 - In a case of mild hypothermia where the person is conscious, the body may be packed with heat packs or warm towels at the neck, groin and armpits.
 - As the extremities begin to recover warmth give conscious victims sweet, warm drinks. Avoid caffeine or alcoholic drinks.
 - Don't re-warm the core and the extremities at the same time. The sudden return of the cool blood pooled in the extremities to the heart can cause shock.
- Water Immersion Victims: Flotation is the most important factor in water immersion survival, but may not be available if not provided in advance (see protective clothing notes below).
 - It is especially important to keep your head dry.
 - Avoid thrashing about and assume the HELP position (Heat Escape Lessening Posture) by crossing your wrists over your chest and drawing your knees close to your chest to avoid losing excess body heat. By using the HELP position, the head, neck, armpit and groin areas are protected which are all high heat loss areas.
 - If others are in the water with you, huddle together to reduce heat loss, aid in rescue, and boost morale.
- OTHER COLD STRESS INJURIES:
 - Frostbite
 - Symptoms:
 - Whitened areas on skin
 - Burning sensation at first
 - Blistering
 - Affected part cold, numb and tingling
 - Treatment:
 - Cover the frozen part
 - Provide extra clothing and blankets
 - Bring person indoors
 - Place the part in warm water or rewarm with warm packs
 - If no water is available, wrap gently in a sheet and blanket or place frostbitten fingers under armpits
 - Discontinue warming when the affected part becomes flushed and swollen
 - Exercise part after rewarming but do not allow the person to walk after the affected part thaws
 - Give sweet warm fluids to conscious person
 - If feet are affected, put on dry socks over footwear
 - If cheeks are affected, cover cheeks with warm hands

- Do not rub the part with anything
 - Do not use heat lamp, hot water bottles, place part near stove or break blisters
 - Obtain medical assistance ASAP
- Chilblain
 - Symptoms:
 - Recurrent localized itching, swelling and painful inflammation of the fingers, toes, or ears
 - Severe spasms
 - Treatment:
 - Remove to warmer area
 - Consult physician
- Frostnip
 - Symptoms:
 - Skin turns white
 - Treatment:
 - Remove to warmer area
 - Refer to treatment for frostbite
- Acrocyanosis
 - Symptoms:
 - Hands and feet are cold, blue and sweaty
 - Treatment:
 - Remove to warmer area
 - Loosen tight clothing
 - Consult physician
- Trench Foot
 - Symptoms:
 - Edema (swelling) of the foot
 - Tingling, itching
 - Severe pain
 - Blistering
 - Treatment:
 - Remove to warmer area
 - Refer to frostbite treatment
 - Consult physician
- Raynaud's Disease
 - Symptoms:
 - Fingers turn white and stiff

- Intermittent blanching and reddening of the fingers and toes
 - Affected area tingles and becomes very red or reddish purple
 - Treatment:
 - Remove to warmer area
 - Consult physician
- **PREVENTING COLD STRESS**
 - Reduce manual work loads
 - Prevent dehydration
 - Provide warm locations for breaks
 - Provide wind breaks & shelters
 - Schedule coldest work for the warmest part of the day
 - Move work to warmer areas whenever possible
 - Assign extra workers to highly demanding tasks
 - Relief workers available for workers needing a break
 - Enforce the Buddy System
 - Minimize sitting/standing still for long periods
 - Older workers need to be extra careful in the cold
 - Sufficient sleep and good nutrition are important for maintaining a high level of tolerance to cold
 - Provide appropriate protective clothing/equipment
 - Priority clothing includes protection of feet, hands, head and face. Keeping the head covered is important because as much as 40% of body heat can be lost when the head is exposed.
 - Ensembles for work when water immersion may occur:
 - Flotation (personal or throwable devices).
 - Air trapped between layers of clothing will provide buoyancy and heat insulation, but Personal Flotation Devices (PFDs) offer the best chance for survival in cold water. Type III PFDs include float coats and mustang suits which provide flotation and thermal protection.
 - Preposition throwable flotation devices in boats or work areas near water.

Attachment (): Sanitation Requirements

- **POTABLE WATER:** An adequate supply of potable water, or other drinking fluids, shall be maintained at all times throughout the site. Containers for drinking fluids shall be capable of being tightly closed, and equipped with a tap. These containers must also be labeled in such a manner that the contents are not accidentally used for other purposes. Where single service cups are supplied, the unused cups shall be maintained in sanitary containers; and a separate disposal container provided for used cups.
- **NON-POTABLE WATER:** Water intended for uses other than drinking or washing shall be identified in a way that it is not accidentally used for drinking, washing, or cooking. There shall be no cross-connection of potable and non-potable water supplies.
- **TOILET FACILITIES:** Toilet facilities shall be provided at a minimum in accordance with Table H-120.2 (Toilet Facilities) of 29 Code of Federal Regulations (CFR) 1910.120(n).

20 or fewer people	1 facility
20-200 people	1 toilet seat and 1 urinal per 40 persons
more than 200 people	1 toilet seat and 1 urinal per 50 persons

- Toilets shall be provided such that they are readily accessible from all work areas. Mobile crews with ready access to toilet facilities using their own transportation, do not need to have toilet facilities located at their temporary work sites.
- Sewage shall be handled in accordance with local health codes using one of the following means:
 - Sanitary sewer
 - Chemical toilets
 - Recirculating toilets
 - Combustion toilets, or flush toilets
- **FOOD HANDLING:** shall be conducted in accordance with the requirements of local jurisdiction.
- **WASHING FACILITIES:** Washing facilities shall be readily accessible by all employees. In addition to sanitary cleaning, these facilities shall be so equipped that they can be used to remove oily residues from the skin. Washing facilities shall be maintained free of contaminants above exposure limits, and as free as practical from oily residues.
- **SHOWERS:** For operations lasting more than 6 months, showers and changing rooms must be provided in accordance with 29 CFR 1910.120(n)(7); and 29 CFR 1910.141(d)(3) and 1910.141(e).

Attachment (): Confined Space Entry Checklist

These are strictly guidelines for use by field personnel based on National Institute for Occupational Safety and Health (NIOSH) pub 87-113 "A Guide to Safety in Confined Spaces"; and National Fire Protection Association (NFPA)-306 Control of Gas Hazards on Vessels.

Oxygen (O₂) must be greater than 19.5% and less than 21.0% (There should be no unexplained deflection from the calibrated setting for ambient air—typically 20.9%—outside of normal instrument variability.)? Atmospheres less than 19.5% should be treated as an Immediately Dangerous to Life and Health (IDLH) atmosphere for purposes of respiratory protection selection. Atmospheres greater than 21% should be treated as a flammable atmosphere hazard (enhances flammability of other materials).

Combustible atmospheres—where flammable/combustible gases and vapors may be present—must be less than 10% of the LEL (Lower Explosive Limit) (There should be no unexplained deflection from the calibrated zero setting without assessment of potential toxic hazards associated with the atmosphere).

Toxic hazards (per NFPA 306 concentrations should not exceed total weight average (TWA) exposure limits such as Occupational Safety and Health Administration (OSHA) Permissible Exposure Limit (PEL), American Conference of Governmental Industrial Hygienists [ACGIH] Threshold Limit Value [TLV], or NIOSH REL). If exposure limits are exceeded, consider additional engineering controls such as ventilation or cleaning. If other controls are not effective/feasible, appropriate respiratory protection should be used above exposure limits.

Is Entry Necessary? Yes / No

Preliminary Monitoring			
O ₂	LEL	Toxicity	Radiation

MONITORING:

When considering monitoring requirements, personnel should consider such things as the potential for sudden changes in atmospheric conditions (e.g., gas sources in or adjacent to the confined space); and environmental or work activities which may change conditions over time (e.g., hot sunny weather increases vapor generation; welding/cutting/painting/curing consume O₂; and internal combustion engines consume O₂ and produce O₂ displacing gases).

Appropriate monitoring is established as follows:

___ LEL:

- ___ continuous,
- ___ as directed by safety supervisor,
- ___ daily or when safety supervisor changes watch,
- ___ every ___ hour(s)

___ O₂:

- ___ continuous,
- ___ as directed by safety supervisor,
- ___ daily or when safety supervisor changes watch,
- ___ every ___ hour(s)

___ OTHER

HAZARD: _____

MONITORING EQUIPMENT: _____

- ___ continuous,
- ___ as directed by safety supervisor,
- ___ daily or when safety supervisor changes watch,
- ___ every ___ hour(s)

Checklist items on this page completed by: _____

Date/Time: _____ Signature: _____

VENTILATION:

Adequate ventilation has been established as follows:

_____ air changes prior to entry (minutes: _____),

_____ continuous ventilation during entry,

Location/type/ducts (diagram & description):

Source of air being blown into space is free of hazards? YES / NO

Contaminated air is exhausted into a safe location? YES / NO

Checklist items on this page completed by: _____

Date/Time: _____ Signature: _____

CONFINED SPACE ENTRY PERMIT:

Marine chemist certificate or equivalent issued? YES / NO

Chemist Name: _____ License No.: _____

Date Issued: _____ Period Covered: _____

Emergency phone numbers (see site safety plan—also available on scene).

Checklist items on this page completed by: _____

Date/Time: _____ Signature: _____

INITIAL TESTING AND PERMIT (See Attached Checklist Pages 1 through 5)

Confined / Hazardous Space Entry Authorized: Yes / No

Hotwork Authorized: Yes / No

Location and Description of Space: _____

Date: _____ Time: _____

Permit Expires: _____

Entry Team Supervisor: (See Attached Checklist)

Special Requirements Met (See Also Checklist Pages 1 through 5)

Lock-Out Yes / No / NA

De-Energize Yes / No / NA

Lines Broken, Capped/Blanked Yes / No / NA

Purge, Flush & Vent Yes / No / NA

Ventilation Yes / No / NA

Secure Area Yes / No / NA

Respiratory Protection Adequate Yes / No / NA

Personal Protective Equipment Adequate Yes / No / NA

Escape/Rescue Adequate Yes / No / NA

Fire Suppression Equipment Yes / No / NA

Lighting Yes / No / NA

*****Pre-Entry Tests and Monitoring Follow Up Testing*****

***** (see also monitoring requirements pages 1 thru 5):*****

Monitoring Log					
Test	Limits	Preliminary Results	Date/Time	Date/Time	Date/Time
% O ₂					
% LEL					
CO					
CO ₂					
H ₂ S					
Benzene					
Other					
Other					
Other					

CO = carbon monoxide; CO₂ = carbon dioxide; H₂S = hydrogen sulfide; LEL = Lower Explosive Limit; O₂ = oxygen

Checklist items on this page completed by: _____

Date/Time: _____ Signature: _____

Attachment (____): Simplified Work Plan

This form should be used to quickly document plans during the initial phases of emergency/post-emergency response operations, or as a means to readily modify general plans provided in the Comprehensive Work Plan.

ENTRY OBJECTIVES:

1.

2.

3.

CHEMICAL HAZARD EVALUATION FOR OPERATION:

Latest Monitoring Sheet(s) provided as Attachment: ____.

Hazard (chemical name)	Primary hazard(s) and special notes:	Info sheet attached:
		__Generic info sheet __CHRIS __SDS __Other
		__Generic info sheet __CHRIS __SDS __Other
		__Generic info sheet __CHRIS __SDS __Other
		__Generic info sheet __CHRIS __SDS __Other

CHRIS = Chemical Hazard Response Information System; SDS = Safety Data Sheet

Decon considerations and special procedures:

Decon layout provided as attachment:

Attachment (): Air Monitoring Log

Site Name: _____

Date: _____

Instrument Calibration Record:

Instrument/Type	Date/Time Calibrated	Person Conducting Calibration	Comments

Location of Reading	Time of Reading	O ₂ Reading	LEL Reading	H ₂ S Reading	CO Reading	Other	Other	Other

CO = carbon monoxide; H₂S = hydrogen sulfide; LEL = Lower Explosive Limit; O₂ = oxygen

Attachment (___): Safe Work Practices for Helicopters

Basic Safe Work Practices for all Passengers/Ground Crews:

- Passengers should receive a safety briefing from helicopter operators including safety features and equipment, their location on the individual aircraft, water landing procedures when appropriate, and emergency information cards before taking off.
- Passengers or ground crew members approaching helicopters shall stay in a crouched position, and shall be in clear view of the pilot while approaching or departing a helicopter.
- Passengers and ground crew should approach/depart from the front of the helicopter only when signaled by the pilot; and should never walk under or around the tail.
- Loose fitting clothing, hats, hard hats, or other gear which might be caught in rotor down wash must be secured or removed within 100 feet of operating helicopters.
- Passengers shall maintain a distance of 50 feet from helicopters while rotors are turning. Ground crew should also maintain this distance unless specific work practices are developed for closer work.
- Passengers shall wear seat belts at all times.
- Passengers and ground crew shall wear hearing protection (including communications headsets or helmets) at all times around operating helicopters.
- Passengers shall generally assist the pilot in watching for other traffic or ground obstacles as directed by the pilot.
- During emergency landings in water:
 - Do not exit until rotor blades stop turning or pilot signals all clear
 - Do not inflate life preservers until outside of the helicopter

Safe Work Practices for Cargo Handling are found in 29 Code of Federal Regulations (CFR) 1910.183 and Include:

- Use proper slings and tag lines in accordance with 29 CFR 1910.183(c) and 1910.184.
- Testing and use of cargo hooks and electrically operated cargo hooks shall be performed in accordance with 29 CFR 1910.183(d) and (i).
- Static charge on suspended loads shall be dissipated with a grounding device before ground crew touch the suspended load unless protective rubber gloves are being worn.
- External loads shall not be lifted unless determined to be within the helicopter manufacturer's recommended rating.
- Communications shall be maintained in accordance with 29 CFR 1910.183.
- Ground and flight crew members shall be familiar with, and use the manual signaling system described in 29 CFR 1910.183.

Attachment (): Safe Work Practices for Small Boats

Ensure that all boats comply with the appropriate state and federal regulations. In addition to the items discussed below certain types of vessels will require such items as United States Coast Guard (USCG) approved fire extinguishers, backfire flame control, powered ventilation, sound signaling devices (different from emergency signals), navigation lights/ signals, pollution placards, and marine sanitation devices.

Boat operators should familiarize themselves, and passengers with safety features and equipment on their boats.

Boats should be operated by qualified individuals.

Life jackets, work vests, mustang suits, or other appropriate USCG approved Personal Flotation Devices (PFDs) should be worn by personnel in small boats.

- Use of mustang suits are particularly critical under conditions of cold stress
- Types of PFDs:
 - TYPE I. Off-shore life jacket provides the most buoyancy. It is effective for all waters and intended specifically for open, rough or remote waters where rescue may be delayed.
 - TYPE II. Near-shore buoyancy vests are intended for calm, inland water or where there is a good chance of quick rescue.
 - TYPE III. Flotation aids are good for calm, inland water, or where there is a good chance of quick rescue. Examples: float coats, fishing vests and ski vests.
 - TYPE IV. These are throwable devices, not intended to be worn or to replace those that are worn.
 - TYPE V--SPECIAL USE. These are intended for specific activities (according to the conditions on the labels). Some examples: deck suits, mustang suits, work vests and hybrid PFDs below.
 - TYPE V--HYBRID INFLATABLES. These PFDs contain a small amount of inherent buoyancy and an inflatable chamber. Performance equals that of a Type I, II, or III PFD (as noted on the label) WHEN INFLATED.

Small boats should generally not be operated for oil recovery after sunset. If this is required or poses minimal risk, routes of operations should be carefully prescribed, individual boats should maintain a communication schedule with a shore base; and should be fully equipped with appropriate running lights, emergency signals, and personnel onboard should be wearing emergency night signaling devices.

Distress signals (three or more for day and three or more for night) should be carried onboard all vessels. These devices may be required by regulation. They may be stored onboard or issued to individuals. If stored onboard they should be in a sealed, watertight, orange container marked "DISTRESS SIGNALS".

- USCG approved pyrotechnic visual distress signals include red flares (hand-held or aerial), orange smoke (hand-held or floating) and launchers (for aerial red meteors or parachute flares).

Pyrotechnic Devices Should Not Be Used Near Flammable Product Spills.

- Non-pyrotechnic distress signals are not approved individually but need to meet certain requirements. They should be in serviceable condition, readily accessible, and certified by the manufacturer as complying with USCG requirements. These devices include orange distress flags and electric distress lights.
- Distress flags are day signals only. They must be at least 3 x 3 feet with a black square and ball on an orange background.
 - Electric distress lights are for night use only. These devices automatically flash the international

SOS code (... _ _ _ ...) so a flashlight IS NOT considered a distress signal. Under inland navigation rules a high intensity strobe light is considered a distress signal.

- It is a violation of regulations to display visual distress signals on the water except when assistance is required.

Boat operators must keep their supervisors informed of their area of operations, especially when they change their work area (if plans call for a boat to move to another location during a shift, the operator should advise their supervisor of their actual time of departure).

Boat operators should never anchor their boats by the stern. This is typically the lowest point on the boat due to design and/or loading, and is often squared off making it vulnerable to swamping.

Portable fuel tanks should be filled outside of the boat. All sources of ignition in the area of fueling (e.g., engines, stoves or heat producing equipment and electrical equipment) should be secured while fueling.

Strict adherence to the buddy system must be observed in small boats; and all boats should be in direct visual or radio contact with a shore base at all times.

To avoid slipping on wet decks or falling in small boats, personnel should remain seated while boat is underway. Horseplay and speeding must be strictly prohibited. Personnel should keep their center of gravity as low as possible while working in small boats.

Boat operators must also ensure that boats are not overloaded. The capacity should be marked on a label on the boat. If it is not a general rule of thumb is:

$$\text{LENGTH} \times \text{WIDTH} / 15 = \text{PEOPLE (150 lbs)}$$

Since equipment adds to the weight it should be considered as well. Weight should be distributed evenly.

Personnel working in or operating small boats should be equipped with appropriate shoes/boots designed to help maintain traction on wet surfaces.

Safety sunglasses, and hearing protection should be worn by personnel working in or operating small boats where appropriate.

Fixed ladders or other substantial access/egress should be provided at boat transfer locations exceeding several feet.

Depending on the specific nature of the operations (e.g., work in remote areas), other emergency equipment which should be considered such as: anchors, radios, bailers, first aid kits, and additional means of propulsion (e.g., paddles).

Workers should be cautioned about using their legs as fenders, or getting their hands, arms, or legs between vessels or between vessels and docks or fixed structures.

Attachment (): On-Site Medical Monitoring (Entry Team)

Entry team personnel (including all personnel potentially entering controlled areas in LEVEL A/B/C) are to be monitored for blood pressure (B/P), pulse rate, temperature (oral) and body weight.

There are numerous factors which effect allowable ranges so that each individual must be evaluated on a case-by-case basis by the site emergency medical technician (EMT) (or other medical personnel), site safety officer and site supervisor.

The following typical values are provided only as a starting guideline:

Max B/P:	140 diastolic/100 systolic
Max Pulse Rate:	100 beats per minute (bpm)
Body Temperature:	99.2 deg.F (Max) / 98.0 deg.F (Min) or +/- 0.6 deg.F from normal
Body Weight Loss:	1.5% (rule of thumb)

Attachment (___): Site Safety Plan Evaluation Checklist

Name of Plan Reviewed:

Plan Drafted By (Name/Organization):

Plan Reviewed By:

Date of Review:

Review Includes (check those appropriate):

- ☐ Comprehensive Workplan (post-emergency)
- ☐ Safety & Health Program (for planning not site-specific)
- ☐ Site-Specific Site Safety & Health Plan (post-emergency)
- ☐ Emergency Response Plans (ERP) (emergency phase & routine sites)

I. Comprehensive Workplan (1910.120(b)(3)):

- ☐ Work tasks, and objectives defined
- ☐ Methods of accomplishing tasks & objectives defined
- ☐ Personnel requirements for work plan accomplishments
- ☐ Training requirements identified (see 1910.120(e))
- ☐ Informational programs implemented (see 1910.120(ii))
- ☐ Medical surveillance program (see 1910.120(f))

II. Safety and Health Program (1910.120(b)). (NOTE: This is not the same as the site-specific plan addressed in III. below.)

A. General:

- ☐ A written safety and health program (1910.120(b)(1)) may be incorporated in other documents
- ☐ Organizational Structure (1910.120(b)(1)(ii)(A))
- ☐ Workplan (B) checklist above (see I. above)
- ☐ Site-Specific Safety & Health Plan (C) (see III. below)
- ☐ Safety and Health Training Program (D)
- ☐ Medical surveillance program (E)
- ☐ Employer Standard Operating Procedure (SOP) on Safety and Health (F)

- B. Organization Structure (1910.120(b)(2)):
 - ☐ Chain of command identified
 - ☐ Responsibilities of supervisors and employees
 - ☐ Identifies supervisor (A)
 - ☐ Identifies site safety and health supervisor(s) (B)
 - ☐ Other personnel; functions and responsibilities (C)
 - ☐ Lines of authority/responsibility/communications (D)

III. Site-Specific Site Safety & Health Plan (1910.120(b)(4):

For spill response operations (as opposed to those that start from a remedial action) these plans will vary in detail as the response progresses. During the initial emergency phase responders rely on generic ERPs—contingency plans—while a site-specific plan is being developed. As the response progresses into post-emergency phase recovery operations a basic site-specific plan is used and may become quite detailed for prolonged or large cleanups. Finally, a spill may become a fully controlled site cleanup (e.g., remedial cleanups) where a fully developed site-specific plan is developed, including detailed ERPs for on-site emergencies.

- A. General:
 - ☐ Risks for each task in work plan assessed
 - ☐ Protective equip identified for each task/objective
 - ☐ Frequency and types of air monitoring identified
 - ☐ Frequency and types of personnel monitoring identified
 - ☐ Air monitoring instruments to be used identified
 - ☐ Maintenance and calibration for instrumentation (E)
 - ☐ Use of "buddy system" identified
 - ☐ Safe working practices identified
 - ☐ Decontamination procedures identified (G)
 - ☐ ERP identified (H)
 - ☐ Spill Containment Program identified (J)
 - ☐ Pre-entry briefings provided for (1910.120(b)(4)(iii))
 - ☐ Provisions for continual evaluation of plan made (iv)
 - ☐ Employee training assignments made
 - ☐ Medical surveillance requirements
 - ☐ Site control measures identified (F)
 - ☐ Sampling techniques identified
 - ☐ Site map identified
 - ☐ Work zones identified
 - ☐ Alerting means for emergencies

- ☐ Nearest medical assistance identified
- ☐ Confined space entry procedures (I)

- B. Site Characterization and Analysis (1910.120(c))
 - ☐ Hazardous waste sites shall be evaluated to identify specific site hazards and determine appropriate safety and health controls

- C. Preliminary Evaluation:
 - ☐ Performed prior to site entry
 - ☐ Performed by a qualified person
 - ☐ Protection methods and site controls identified
 - ☐ All inhalation/skin hazards identified
 - ☐ Location and approximate size of site
 - ☐ Description of response activity
 - ☐ Duration of response activity
 - ☐ Site topography and accessibility identified (include air and ground accessibility)
 - ☐ Safety and health hazards anticipated listed
 - ☐ Pathways for hazardous substance dispersion identified
 - ☐ Status of emergency response units identified (rescue, fire, hazmat)
 - ☐ Hazardous substances listed and associated hazards
 - ☐ If Self-Contained Breathing Apparatus (SCBA) is not used and potential for inhalation hazard might exist: an EEBA shall be used with 5 minutes of air

- D. Risk Identification (1910.120(c)(7))
 - ☐ Employees on site shall be informed of identified risks
 - ☐ All information concerning the chemical physical and toxicological properties of each substance available to the employer shall be made available to the employee

- E. Detailed Evaluation (1910.120(c)(2))
 - ☐ Immediately after preliminary evaluation a detailed evaluation will be conducted to determine safety controls and protection needed

- F. Monitoring (1910.120(h))
 - ☐ Monitoring is required during initial entry
 - ☐ Monitoring is required periodically
 - ☐ Personnel monitoring is also required

- G. Illumination Requirements: (1910.120(m))
 - [] Areas accessible to employees shall be lighted not less than the intensities outlined in Table H-120.1
- H. Sanitation Requirements: (1910.120(n))
 - [] Water containers shall be tight top closed and equipped with a tap and clearly labeled for use. A disposal unit must be provided for used cups and a sanitary unit for unused cups (1)(i-iv). They shall not be crossed connected to non-potable water containers.
 - [] Non-potable water must be clearly marked per (n)(2)
 - [] Toilet facilities must be provided per (n)(3)
 - [] Washing facilities must be in proximity per (n)(6)
 - [] Showers and change rooms per (n)(7)
 - [] Employers shall ensure that employees shower at the end of when leaving the hazardous waste site
- IV. Emergency Response Plans (1910.120(l) and (q)) for emergency response operations (e.g., contingency plans used prior to site safety plan development), and routine sites (e.g., emergency plans for remedial sites).
 - A. Purpose is to prepare for anticipated emergencies
 - [] Shall be written and available for inspection
 - B. Elements: (1910.120(l)(2)(i-xi))
 - [] Shall address pre-emergency planning
 - [] Personnel roles, lines of communication identified
 - [] Emergency recognition and prevention addressed
 - [] Safe distances and places of refuge established
 - [] Site security and control addressed
 - [] Evacuation routes and procedures established
 - [] Emergency medical treatment and first aid
 - [] Emergency Decontamination procedures identified
 - [] Emergency alerting and response procedures identified
 - [] Critique of response and follow up
 - [] Personal protective equipment (PPE) and emergency equipment identified
 - C. Additional Elements: (1910.120(l)(3)(i)(A-B))
 - [] Site topography, layout and prevailing weather
 - [] Procedures for reporting incidents to local, state, and federal government agencies

- D. Additional Requirements: (1910.120(l)(3)(ii-viii))
 - [] ERP shall be a separate section
 - [] ERP must be compatible with fed, state & local plans
 - [] The ERP shall be rehearsed as part of onsite training
 - [] The ERP shall be current
 - [] An employee alarm system shall be installed to notify persons of an emergency situation

Attachment (___): Motor Vehicle Safety Briefing

One of the most dangerous operations performed by pollution response personnel is driving to and from the spill site. This is particularly true when driving vehicles that you are unfamiliar with such as motor pool and rental vehicles.

Familiarize yourself with your vehicle before driving. Walk around and check the outside condition, familiarize yourself with the interior as well, and make all adjustments before driving a vehicle.

Get your attitude right before driving.

- Pollution response personnel must function with "deliberate speed"... not reckless speed.
- Forget schedules while driving! The road is no place to make up lost time.
- Settle down. Do not bring frustrations into the vehicle with you.
- Make up your mind to be the most courteous driver on the road. Forget about getting even with bad drivers on the road. Forget about competing with other drivers.
- Expect other drivers to make stupid mistakes and prepare to deal with their mistakes.
- Having the right-of-way is no substitute for being alive. Expect the other drivers to break the rules.

Use your parking lights only when parked. Use your headlights during all conditions of reduced visibility (dawn, dusk, fog).

Do not drive under the influence of alcohol or drugs. Coffee, cold showers, fresh air, or other "remedies" will not make you sober. Only time will make you sober.

Coffee is also a drug and may actually cause hallucinations.

Take frequent breaks about every hour or 100 miles. If you decide to take a nap, pull over at a well-lighted rest stop and keep your doors locked while you are sleeping.

Conditions that increase the likelihood of highway hypnosis include:

- Driving too long without a break
- Driving at night
- Staring straight ahead instead of scanning all directions

Look ahead for problems and maintain a safe distance behind the car in front of you.

Slow and steady is the best pace for driving on snow, ice, or other slippery road surfaces. Do not hit your brakes hard or accelerate quickly.

Do not stare into the headlights of oncoming traffic.

Attachment (____): Drum Handling and Spill Containment

Detailed regulations regarding drum handling and spill containment can be found at 29 Code of Federal Regulations (CFR) 1910.120(j).

- Handling Drums
 - Drums shall be inspected and given a unique identification prior to being moved.
 - Movement of drums must be kept to a minimum.
 - To the greatest extent possible, drums shall not be moved by unaided manual methods. ____ Safe manual lifting procedures are provided as attachment ____.
 - Prior to shipment, each drum must be in good condition (or overpacked) and properly labeled in accordance with 49 CFR requirements.
 - A log shall be maintained to keep track of sampling, repacking/overpacking, bulking/consolidation, on -site movement, off-site shipment, and any other significant events related to each individual drum.
 - Bulking or product consolidation is allowed only after individual product contents have been characterized.
 - Metal detectors, ground penetrating devices/systems, or other detection methods shall be used to determine the location of buried drums before excavation at sites.
- Opening and sampling drums
 - If airlines are used, they must be located to prevent physical damage or contamination.
 - When opening drums, the minimum number of employees shall be allowed in the work area.
 - To the extent possible drums shall be opened remotely or with a suitable shield for personnel. In particular drums showing signs of being pressurized (high pressure or vacuum), containing flammable, or explosive materials must be opened with appropriate remote opening equipment and shields.
 - When opening potentially flammable product drums spark proof tools shall be used. Fire suppression equipment must be located nearby in a shielded/protected location ready for use.
 - A specific work plan shall be developed for handling of drums or containers involving radioactive or shock sensitive materials, and lab packs. Lab packs must be opened, and inner packages characterized only by personnel familiar with lab pack hazards, inspection, and classification. Crystallized materials on inner packages in lab packs shall be handled as shock sensitive until characterized otherwise.
 - Specific equipment to be used for sampling drums shall be noted in the work plan.
- Staging and containment areas
 - Pathways for hazardous substance dispersion:
____ Pathways are depicted on the site safety map provided as Attachment _____
 - When drums are moved from their original locations to a work area or staging area, a spill containment area must be constructed for those locations. The containment should be able to contain the maximum loss from any of the containers in the area.
 - Safe access and egress points must be provided to all staging areas. Adequate room and ramps must be provided for heavy equipment used to handle drums (e.g., bobcats with drum grapplers). A secondary emergency egress point must also be identified.

5.4 Site Security Measures

Due to the large amount of public attention created at an oil spill site, additional security measures are required. Several measures should be planned in advance to prepare security personnel for various possible scenarios including the potential of simultaneous spills. A checklist for site security is included in Figure 5.1. A model Site Security Plan is provided in Figure 5.2.

Figure 5.1: Site Security Checklist

Site Security Checklist	Initials	Date & Time Started	Date & Time Completed
Restrict access to the site.			
Direct traffic away from the site.			
Request assistance from local law enforcement to: <ul style="list-style-type: none"> Establish road blocks where necessary, to secure the area Divert local traffic away from the spill area Provide access for spill response equipment and personnel 			
Coordinate rescue operations with the local fire department paramedics.			
Request, through the Federal On-Scene Coordinator (FOSC), the Federal Aviation Administration (FAA) restrict air space over the site.			
Contract for additional security personnel, as needed.			
Maintain strict control over all personnel and vehicular traffic entering the site.			
Position security personnel to effectively control non-response personnel.			
Barricade lesser traveled points with appropriate signs warning against entry.			
Establish check points at barricaded points to verify security effectiveness.			
Maintain a log that documents all security related incidents and observations made at the spill site.			
Establish a pass system and distribute pre-prepared security passes to all spill related personnel.			
Ensure all response equipment is safeguarded.			

Figure 5.2: Site Security Plan

Incident Name: _____ Location: _____

Effective Date: _____ Effective Time Period: _____

Spill Location: _____ Prepared By: _____

1. Perimeter (safety zone) around the spill is as follows: (Describe geographic boundaries)

2. Locations requiring security: (streets, Emergency Operations Center [EOC] entrances, waterfronts, air space, etc.)

3. System for controlling access to spill site is as follows: (pass system, barricades, etc.)

4. System to safeguard equipment is as follows:

5. Personnel required on-scene to maintain site security:

Organization/Agency	Number of Personnel	Assignment

5.5 Waste Management

A major oil spill response would generate significant quantities of waste materials ranging from oily debris and sorbent materials to sanitation water and used batteries. All these wastes need to be classified and separated (i.e., oily, liquid, etc.), transported from the site, and treated and/or disposed of at approved disposal sites. Each of these activities demands that certain health and safety precautions be taken, which are strictly controlled by federal and state laws and regulations. This section provides an overview of the applicable state regulations governing waste disposal, and a discussion of various waste classification, handling, transfer, storage, and disposal techniques.

All waste management operations will be conducted in accordance with the NWACP Disposal Guidance for Washington State (Section 9405). BP will provide recovered oil and waste records to the Washington Department of Ecology (WDOE) upon request. Please refer to the NWACP, Section 9405 for additional Disposal Guidance for Washington and Oregon State. The NWACP can be found at the following website: www.rtt10nwac.com/NWACP.

5.5.1 Waste Handling

A primary concern in the handling of recovered oil and oily debris is contaminating unaffected areas or recontamination of already cleaned areas. Oily wastes generated during the response operations would need to be separated by type and transferred to temporary storage areas and/or transported to incineration or disposal sites. Proper handling of oil and oily wastes is imperative to ensure personnel health and safety.

In Figure 5.3, there are some examples of temporary storage methods for various types of products. Ensure debris is stored on impermeable sheeting to prevent penetration into the soil should a breach of the container occur.

Temporary storage sites should be located on level parking areas or undeveloped lots with good access to cleanup operations as well as nearby streets and highways. Sites should be at least three meters above mean sea level. A 1- to 1-1/2 meter high earth berm should be constructed around the perimeter of the site and the site lined with an impermeable liner to the top of the berm.

Temporary storage sites should be regularly monitored to ensure that oil is not escaping the berm. Free oil accumulating in the bermed area should be removed as soon as possible.

Oil and oily waste disposal methods are described in Figure 5.4. A general waste containment and disposal checklist is provided in Figure 5.5.

5.5.2 Waste Tracking

Waste management data is used to assess the progress of the response and to determine the potential response needs. The Environmental Unit will continually report and update the Situation Unit with waste management data utilizing ICS Form 209, which includes volumes recovered, stored, and disposed of. The Environmental Unit, in conjunction with the Situation Unit, must assure that this information is accurately reported. Clear lines of communication between the Operations and Environmental Units should be established quickly to ensure that waste is being adequately tracked. BP will initially utilize the Waste Management Tracking Forms found in Appendix 9405 A of the NWACP (Figure 5.6, Figure 5.7, Figure 5.8). Subsequent variations of waste tracking forms may be developed to meet the needs of the response. All waste tracking will be conducted in accordance with the NWACP Disposal Plan Guidance (Section 9405).

Figure 5.3: Temporary Storage Methods

Containment	Product						Capacity
	Oil	Oil/Water	Oil/Soil	Oil/Debris (Small)	Oil/Debris (Medium)	Oil/Debris (Large)	
Drums	X	X	X	X			.2-.5 yd ³
Bags			X	X	X		1-2 yd ³
Boxes			X	X	X		1-5 yd ³
Open Top Rolloff	X	X	X	X	X	X	8-40 yd ³
Roll Top Rolloff	X	X	X	X	X	X	15-25 yd ³
Vacuum Box	X	X					15-25 yd ³
Frac Tank	X	X					500-20,000 gal
Poly Tank	X	X					200-4,000 gal
Vacuum Truck	X	X	X				2,000-5,000 gal
Tank Trailer	X	X					2,000-4,000 gal
Barge	X	X					3,000+gal
Berm, 4 ft	X	X	X	X	X	X	1 yd ³
Bladders	X	X					25-1,500 gal

Figure 5.4: Oil and Oily Waste Disposal Methods

Waste Type	Natural Degradation	Pit Burial	In-Situ Burning	Open Pit Burning	Portable Incineration	Recycling	Reclaim
Fresh Oil	X	X	X	X	X	X	X
Emulsified Oil	X	X		X	X	X	
Weathered Oil	X	X		X	X	X	
Oily, Small, Light (Sorbent, Snakes, Cups, Leaves)	X	X		X	X		
Oily, Large, Heavy (Logs, Boards, Seaweed Mats)	X	X		X	X		
Oily Sand and Gravel	X	X			X		
Quantity	<100 bbls	>1000 bbls	>1000 bbls	>1000 bbls	>1000 bbls	>1000 bbls	>1000 bbls

bbls = barrels

Figure 5.5: General Waste Containment and Disposal Checklist

Consideration	Yes/No/NA
Is the material being recovered a waste or reusable product?	
Has all recovered waste been containerized and secured so there is no potential for further leakage while the material is being stored?	
Has each of the discrete waste streams been identified?	
Has a representative sample of each waste stream been collected?	
Has the sample been sent to an approved laboratory for the appropriate analysis, i.e. hazardous waste determination?	
Have the appropriate waste classification and waste code numbers for the individual waste streams been received?	
Have a temporary United States Environmental Protection Agency (USEPA) identification and generator numbers been received, if they are not already registered with USEPA?	
Have the services of a registered hazardous waste transporter been contracted if waste is hazardous?	
If the waste is nonhazardous, is the transporter registered?	
Is the waste being taken to an approved disposal site?	
Is the waste hazardous or Class I nonhazardous?	
If the waste is hazardous or Class I nonhazardous, is a manifest being used?	
Is the manifest properly completed?	
Is the Land Disposal Form properly completed?	
Are all federal, state, and local laws/regulations being followed?	
Are all necessary permits being obtained?	
Has a disposal plan been submitted for approval/review?	
Have personal protective equipment (PPE) and waste-handling procedures been included in the Site Safety Plan to protect the health and safety of waste handling personnel?	

Figure 5.6: Waste Management Tracking Form

Incident Name: _____

Date: _____ Time: _____

Recovery Location(s)	Time Recovered		Volume (gallons/cubic yards)	Waste Type	Interim Storage Location
	From	To			

Figure 5.7: Interim Storage Tracking

Interim Storage Location(s)	Received from Location(s)	Time Received	Volume (gallons/cubic yards)	Waste Type

Figure 5.8: Final Disposal Tracking Form

Disposal Facility Location(s)	Received from Location(s)	Time Received	Volume (gallons/cubic yards)	Waste Type

5.5.3 Waste Disposal Plans

This section describes how and where recovered spill material and residual wastes associated with a release and release response activities will be transported/disposed. It must be noted that all transportation and disposal of spill waste/residuals will be conducted in full compliance with the federal Resource Conservation and Recovery Act (RCRA) and with all state and local regulations, where applicable. A Sample Incident Disposal Plan can be found in Figure 5.9.

5.5.4 Recovered Product

All recovered product will be contained within baker tanks for inland responses and will be removed by a third party contract service utilizing a vacuum truck. The contractor will be appropriately licensed to remove and transport the recovered product to an appropriately licensed or permitted disposal or recovery facility. For marine responses, barges and bladders will be utilized. Recovered oil can be transferred to on-shore baker tanks or directly to vacuum trucks for final disposal. Baker tanks can be acquired through 3rd party contractors such as Western Refinery Services (WRS) or directly through Baker.

5.5.5 Contaminated Soil

Contaminated soil will be excavated by a licensed contractor and subsequently transported by a licensed waste hauler to an appropriately licensed or permitted disposal facility.

5.5.6 Contaminated Equipment

Contaminated equipment will be decontaminated for reuse when practicable. If decontamination is not possible, contaminated equipment will be contained in United States Department of Transportation (USDOT) approved containers for transport by a licensed contractor/waste hauler to an appropriately licensed or permitted disposal facility.

5.5.7 Personnel Protective Equipment

Contaminated personal protective equipment (PPE) will be decontaminated for reuse when practicable. If decontamination is not possible, contaminated PPE will be contained in USDOT approved containers for transport by a licensed contractor/waste hauler to an appropriately licensed or permitted disposal facility.

5.5.8 Decontamination Solutions

Decontamination solutions will be contained in USDOT approved containers for transport by a licensed contractor/waste hauler to an appropriately licensed or permitted disposal facility.

5.5.9 Absorbents

Absorbents will be contained in USDOT approved containers for transport by a licensed contractor/waste hauler to an appropriately licensed or permitted disposal facility.

Figure 5.9: Sample Incident Disposal Plan

Responsible Party:	_____
Spilled Material:	_____
Spill Volume (estimate):	_____
Spill Location:	_____
Spill Date/Time:	_____
Report Update Time:	_____

Disposal Plan Authorization

This plan is written at the request of the Incident Command. The maximum feasible amount of oil spilled during the incident will be recovered. In addition an unknown quantity of oily waste debris (including debris, sediment, etc.) will be recovered. All applicable state, local and federal laws and regulations will be followed when recycling or disposing of the recovered material. Disposed material will be tracked to provide an accurate means of estimating total oil recovered. All materials will be categorized and itemized for safe and efficient collection, staging, storage and recycling or disposal. Materials will be tracked to provide an accurate means of estimating the quantities of disposed or recycled materials. Each section of this incident specific disposal plan addresses and corresponds with the waste disposal "Guideline" found in Section 9620 of the Northwest Area Contingency Plan (NWACP).

This plan may be amended as necessary to ensure compliance with all applicable laws and regulations, as new materials or waste streams are encountered, or alternative means of disposal are needed. Amendment may occur only upon mutual agreement of the responsible party, the Federal On-Scene Coordinator (FOSC) (United States Coast Guard [USCG]/United States Environmental Protection Agency [USEPA]), and/or the State On-Scene Coordinator (SOSC) (Washington Department of Ecology [WDOE]/Oregon Department of Environmental Quality [ODEQ]).

Submitted By:	_____	Date:	_____
Approved by WDOE:	_____	Date:	_____
Reviewed by USCG/USEPA:	_____	Date:	_____
Approved by Responsible Party:	_____	Date:	_____

Approved by other Local Government Representative(s):

_____ Date: _____

Approved by other Tribal Government Representative(s):

_____ Date: _____

The Disposal Plan has been developed by the Environmental Unit in coordination with the Operations Section for incorporation into the Incident Action Plan. Changes or amendments to the Disposal plan based on lessons learned from the Operations Section will be incorporated into this plan as needed.

SECTION I: WASTE MANAGER AND WASTE HANDLERS

Describe the contractors assigned and key roles staffed to support disposal. Describe the responsibilities of each role. Roles may include:

- Disposal Group Supervisor
- Waste Tracking Coordinators
- Technical Specialists

Describe the licensed transporters and approved treatment and disposal facilities to be used for waste handling and disposition. Only approved and licensed facilities are to be used unless otherwise directed by Incident Command. Describe how all waste handlers will be briefed and working in accordance with this plan.

Name of Company	Disposal Functions	Company Representative (Name, Phone #)

SECTION II: DESIGNATION

The spilled material was deemed (non-) dangerous waste based on the following:

Describe whether the recovered product will be handled as a hazardous waste based on Toxic Substances Control Act (TSCA)/Resource Conservation and Recovery Act (RCRA), state or other regulations, and explain the basis for the decision.

SECTION III: INTERIM SOTRAGE, SEGREGATION, AND TRACKING

A. INTERIM STORAGE OF SOLID MATERIAL

Interim storage sites will be located at:

Provide a description each site, lined roll-off boxes, etc. Describe processes for managing waste at each interim storage site. Describe how each site was constructed, bermed, covered, etc. to minimize infiltration of rainwater and prevent leaching. Describe measures that will be taken to return sites to their original condition.

B. SEGREGATION

Describe measures taken to ensure material recovered was properly segregated. Material recovered must be segregated in the following manner unless otherwise directed by Command:

- Oil collected from sources other than state waters/shorelines (e.g. on vessels or pier)
- Oil and oil/water mixtures recovered from state waters/shorelines
- Oiled organic debris: wood, aquatic vegetation, etc. Oily debris should be placed in clear plastic bags for ease of identifying contents and segregation. To the extent possible efforts should be made to homogenize recovered organic debris, e.g. heavily oiled eel grass should be kept separate from dissimilar debris.
- Oiled sorbent material: oil snares, pads, and booms
- Personal protective equipment (PPE) and other typically non-sorbent materials
- Other

C. WASHINGTON STATE OIL RECOVERY CREDIT FOR NATURAL RESOURCE DAMAGES

Detail measures taken to ensure segregation as per oil spill recovery credit. See Washington Department of Ecology (WDOE) document "Compensation Schedule Credit for Oil Recovery, RDA Committee Resolution 96-1".

D. TRACKING

Describe the waste tracking system used during this response. Include copies of waste tracking forms, (See Appendix 1 for example). Develop a process to communicate the waste tracking information from the field to the Command Post.

E. DECANTING

Describe decanting operations, if applicable. Decanting authorization form (if approved) should be attached.

SECTION IV: DECONTAMINATION

Describe the areas designated for decontamination including location, set up, and pollution prevention measures. Example text:

"A hot/decontamination/exclusion zone will be set up at each staging area. The decontamination area will be plastic lined to prevent pollution from oiled PPE and equipment. Oiled PPE and equipment will be collected in plastic barrels."

SECTION V: WILDLIFE OPERATIONS

A. Wildlife Rehabilitation

Oiled wildlife search and collection and rehabilitation activities generate various liquid and solid wastes. Examples include oily PPE, towels, caging, and wash water. Material generated from oiled wildlife response activities must be incorporated into the spill response waste management system.

B. Wildlife Carcasses

The disposal of animal carcasses may need to be addressed in the disposal plan. Carcass collection

activities are overseen by the Wildlife Branch. The collection of migratory birds and sea otter carcasses is overseen by the United States Fish and Wildlife Service (USFWS) and the collection of marine mammals other than sea otters is overseen by National Oceanic and Atmospheric Administration (NOAA) Fisheries. The Washington Department of Fish and Wildlife will assist USFWS and NOAA Fisheries in carcass collection management and activities. Prior to the cleanup of any beach, an agent of the joint trustees should coordinate the removal of oiled carcasses. No oiled carcasses shall be disposed of until authorized by the Wildlife Branch.

SECTION VI: WASTE DISPOSITION AND FINAL DISPOSAL

Refer to ICS form 209 for a summary of recovered waste volumes.

Include copies of waste tracking forms and waste profiles used for final disposal. Also, include copies of receipts from disposal facilities.

A. RECOVERABLE OIL

Oil recovered will be transported by _____ to _____

Company Names and contacts

B. BURNABLE MATERIAL

Burnable material includes oil wood, debris, PPE, sorbents, oil snares, and other suitable organic material collected during cleanup operations. The debris will be transported from the interim storage site by _____ to _____.

Transporters

Facility

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

5.6 Response Technologies

Though mechanical cleanup and recovery is always the initial and primary response tool, other response technologies are considered by the Region X Regional Response Team (RRT) and Northwest Area Committee to be integral components of effective spill response that should be available for use, as appropriate, in a timely and efficient manner. The use of response technologies such as in-situ burning, dispersants, and other oil spill cleanup agents should be considered when the environmental benefit of their use is expected to outweigh adverse effects.

Olympic, through its contract with Marine Spill Response Corporation (MSRC), has available inventory and experience to deploy response technologies in a timely and efficient manner so that they are most effective. A checklist for various response technologies can be found in Figure 5.10.

Figure 5.10: Response Technologies Checklist

Response Technologies (oil spills only)	Initials	Date & Time Started	Date & Time Completed
Mechanical recovery			
Sorbents			
In-situ burning			
Dispersants/surfactants			
Flood and flush			
Bioremediation/nutrient application			
Gelling/solidifying agents			
No Response			

5.6.1 Dispersants

While physical removal is the most common method for eliminating spilled oil from the environment, mechanical removal may be limited by equipment capability, weather, sea conditions, and spill magnitude. Dispersants can be used to disperse the oil into the water by breaking it into small droplets and suspending them in the water. This process occurs naturally very slowly but can be accelerated by the application of a dispersant.

A dispersant is an agent (surfactant) which reduces the surface tension of the oil and water and allows them to mix more readily. In the presence of sufficient mixing energy supplied by waves, wind, or man-made turbulence, the oil can remain suspended in the water column resisting resurfacing and re-coalescing. Dispersants may be effective in area where environmental or logistical considerations do not allow the deployment of cleanup equipment and personnel and may reduce the overall level of effort and manpower requirement and personnel necessary for responding to major spills.

The success of a dispersant operation depends on many variables, including:

- Type of dispersant used,
- Dosage of dispersant,
- Application technique,
- Type and condition of oil,

- Size of area to be treated,
- Weather and water conditions, and
- Time available to complete the operation.

The most important element for successful implementation of a dispersant is time. The moment oil is spilled in the water; it begins to weather causing the oil properties to change. Evaporation removes the lighter ends of the oil leaving the more viscous fraction behind. As its viscosity and other properties change, it becomes less likely that dispersant use will be successful.

Olympic operates in a No Dispersant Use Zone, as defined by Section 9460.4 of the NWACP. Dispersants may only be used in this area if, in the judgment of the Federal On-Scene Coordinator (FOSC), they are required to prevent or substantially reduce a hazard to human life. If the FOSC determine that dispersant application is necessary, the tools in the procedures and tools outlined in Section 9460.4 of the NWACP will be utilized.

As a Marine Preservation Association (MPA) member that has signed MSRC's Service Agreement and its Dispersant Addendum, BP has access to the MSRC Dispersant Program. See Appendix E of MSRC's Primary Response Contractor (PRC) Application for details on types of dispersant available, locations of dispersant stockpiles that can be accessed and description of operational support and application methods.

Refer to Section 4610 of the NWACP for dispersant use policies and procedures. The NWACP can be found at the following website: www.rrt10nwac.com/NWACP.

To apply for dispersant approval, use the FOSC Dispersant Authorization Checklist in Section 9406 of the NWACP.

Please note that there is a No Dispersant Use Zone in marine waters that are both less than three nautical miles from the coastline and less than or equal to 10 fathoms (60 feet) in depth; in marine waters south of a line drawn between Point Wilson (48° 08' 41" N, 122°45' 19" W) and Admiralty Head (48° 09' 20" N, 122° 40' 42" W); and in freshwater environments.

5.6.2 In-Situ Burning

It is the policy of the Northwest Area Committee to use, and in certain cases, encourage in-situ burning, provided that requirements specified have been met. A primary consideration in the decision to burn is the protection and safety of human life. The authority to approve a burn rests with the Unified Command (UC), who must determine that an application to burn conforms to the guidelines in the NWACP. The decision to burn or not burn must be made expeditiously.

Pre-approval areas are areas more than three miles from significant population centers (100 people per square mile). All other areas will be considered on a case-by-case basis. Monitoring and sampling will be conducted where there is the potential for people to be exposed to the smoke. As general guidance, people should not be exposed to small particles (PM-10) in concentrations that exceed 150 micrograms per cubic meter averaged over 24 hours.

Authorization procedures will differ depending upon whether the spill location is in a pre-approval area or is decided on a case-by-case basis. Regardless of location, the UC directs actions that will provide for maximum environmental protection while ensuring human safety. Authorization to use in situ burning rests with the UC. Figure 5.11 summarizes the process for making a preliminary burn decision.

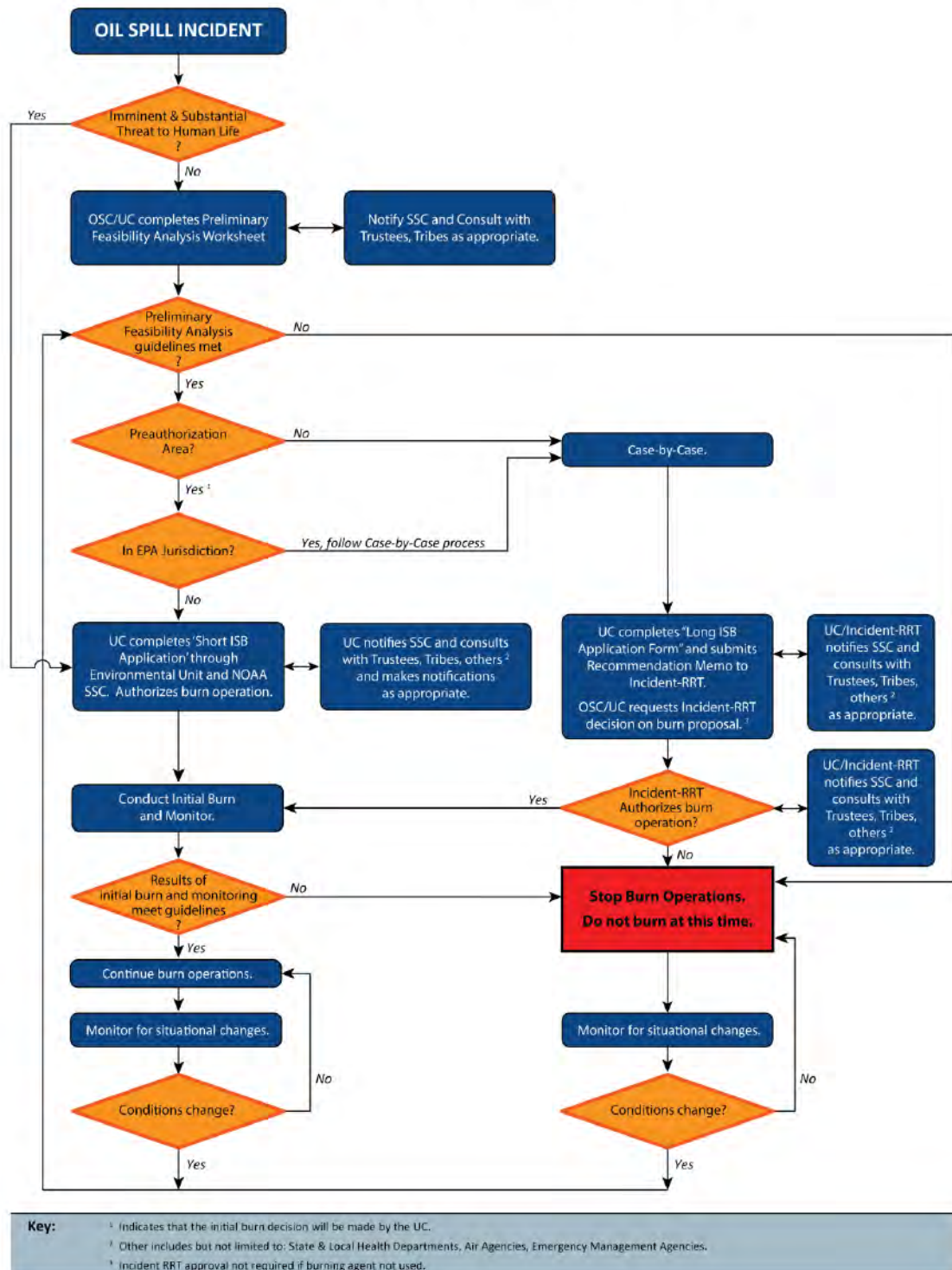
While no geographic areas have been excluded from the consideration to use in-situ burning, it is very unlikely that it would be approved in a heavily populated area such as inner Puget Sound or on the Columbia River near Portland because of the increased potential for exposing people to high levels of particulates. However, even in highly populated areas, burning may still be approved in unique circumstances, especially when the volatiles from the unburned oil pose a serious threat to human health.

To apply for in-situ burning approval, see Sections 4617 and 9407 of the NWACP.

The application process begins with a preliminary feasibility analysis (Figure 5.12). If the analysis concludes that in-situ burning may be feasible, the application form (Section 9407 of NWACP) should be completed. Note that the application form must be updated for each new burn scenario proposed. It is important to note that even if the feasibility analysis fails to show that in-situ burning is appropriate at one point in time (i.e., a “NO” answer), changes in environmental or other factors may make in-situ burning a feasible option at a later time.

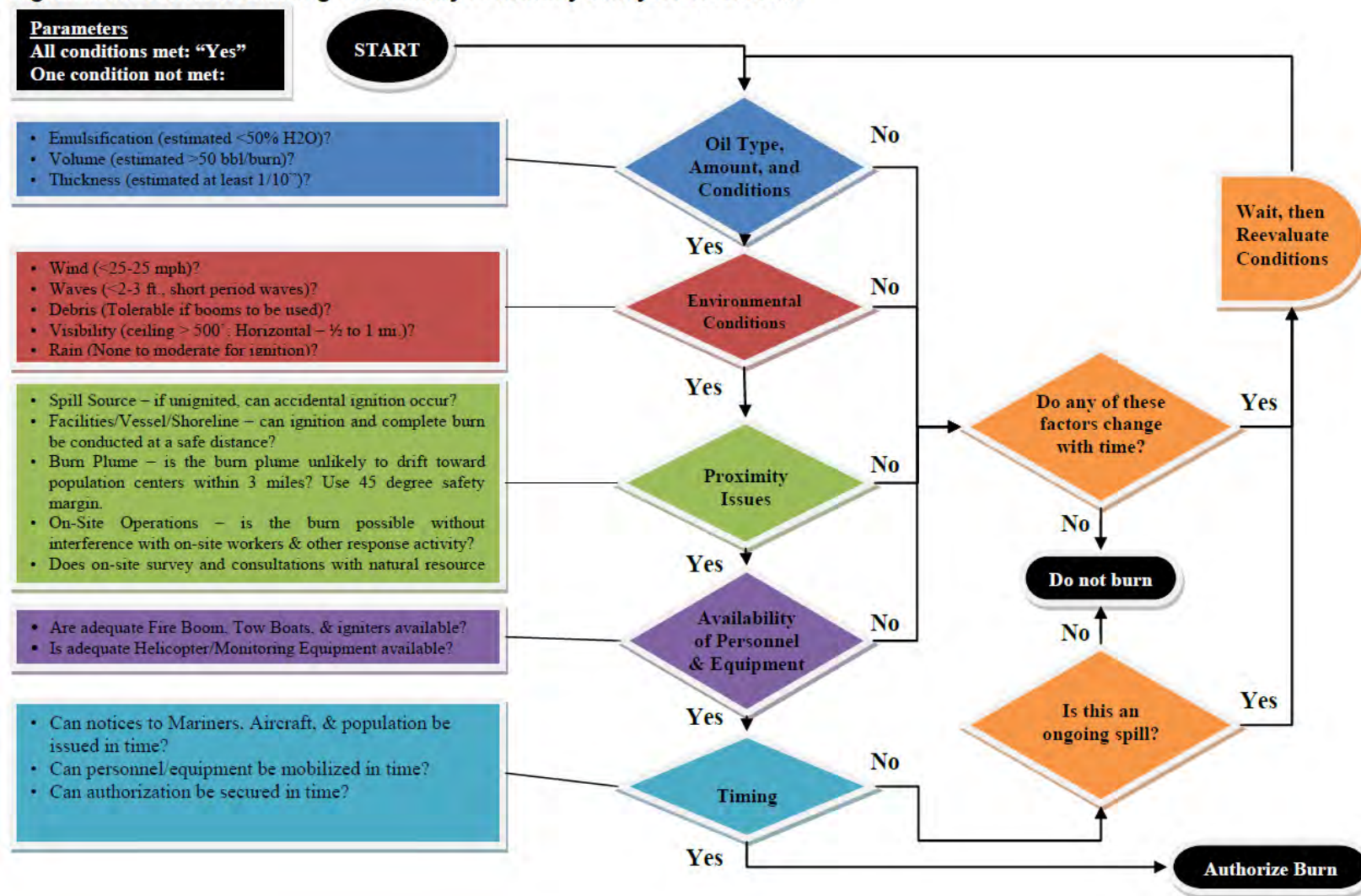
Figure 5.11: In-Situ Burn Decision Tree*

9407-1 RRT X In Situ Burning Decision Tree



*Northwest Area Contingency Plan (Section 9407)

Figure 5.12: Preliminary Feasibility Analysis for In Situ Burn*

Figure 9407-2 *In Situ* Burning Preliminary Feasibility Analysis Worksheet

*Northwest Area Contingency Plan (Section 9407)

5.6.3 Bioremediation

The use of bioremediation in open water is an unproven technology that currently shows little or no promise of removing significant quantities of oil from the surface of the water prior to shoreline impact or natural dispersion. Bioremediation by nutrient enhancement or seeding of biodegrading organisms is therefore not allowed on the surface of open water.

Seeding of exotic organisms for pollution response is prohibited in Response Region Team. This is due to unproven efficacy of such procedures and the unknown ecological effects resulting from the implementation of such.

Bioremediation is an effective technique for the encouragement of oil biodegradation on some contaminated shorelines. Bioremediation should be used as the primary treatment only when oil concentration are low (less than 15 grams of oil for every kilogram of sediment) and conventional forms of cleanup (heavy equipment use or manual cleaning) are likely to do more damage than good. Bioremediation should be considered as a polishing technique after gross contamination is removed by conventional means.

The use of bioremediation for oil spill cleanup will be allowed only on a case-by-case basis. The Bioremediation Checklist in Figure 5.13 can be used to present to UC if bioremediation is a viable option.

Figure 5.13: Bioremediation Checklist

Bioremediation Checklist	
Spill Data/Incident Information	
Cause (specific):	
Date/Time:	
Location:	
Volume and Type of Release (cont., intermittent):	
Potential Volume to be Released:	
Confidence in Data (high, medium, low):	
Characteristic of Spilled Oil	
Oil Type/Name:	
Specific Gravity:	Flash Point:
Pour Point:	Viscosity:
% Aromatics:	% Saturates:
% Asphaltenes:	
Weather and Water Conditions/Forecast (48-Hr)	
Water Temp:	Air Temp:
Current Info:	Wind Speed:
Salinity:	Wind Direction:
Water Depth:	Sea State:
Tide Info:	
Comments:	

Bioremediation Checklist			
	Product 1	Product 2	Product 3
Name			
Manufacturer			
USEPA Listed			
State Licensed			
Stockpile Location			
Point of Contact			
When Available			
Amount Available			
Amount Needed			
Amount on Hand			
Toxicity			
Type (concentrate/mix)			
Physical Reactivity			
Applicability on Oil			
Efficiency (% projected)			
Application Means			
Positive Dosage Control			
Dosage Rate Settings			
Dosage Charts Available			
Bioremediation Application Information/Evaluation:			
Proposed Bioremediation Application Plan:			

5.7 Decanting

During spill response operations, mechanical recovery of oil is often restricted by a number of factors, including the recovery system's oil/water recovery rate, the type of recovery system employed and the amount of tank space available on the recovery unit to hold recovered oil/water mixtures. In addition, the longer oil remains on or in the water, the more it mixes to form an emulsified mousse or highly mixed oil/water liquid, which sometimes contains as much as 70% water and 30% oil, thus consuming significantly more storage space. Decanting is the process of draining off recovered water from portable tanks, internal tanks, collections wells or other storage containers to increase the available storage capacity of recovered oil. When decanting is conducted properly most of the petroleum can be removed from the water.

5.7.1 Pre-Approved Oils

Pre-approval for on water decanting is authorized when pumping recovered oil and water ashore is not practical during the first 24 hours after initial spill discovery. Decanting authorization is granted for the oil products listed below.

- All crude oils;
- Vacuum gas oils;
- Atmospheric gas oils;
- Recycle oils not containing distillates;
- Bunker fuels;
- No. 6 fuel oils;
- Cutter stocks; and
- Coker gas oils.

Decanting of the listed oils is pre-approved if the following conditions are met:

- Pre-Approval is for the first 24 hours after spill discovery. Decanting requests for all the remaining operational periods will need to be completed and submitted to UC. The Responsible Party must fill out the NWACP decanting request and seek UC approval prior to any additional decanting approvals from the second operational period on;
- The Incident Commander must be notified within one hour of decanting being initiated and must then immediately notify the UC;
- The Responsible Party assures the UC that they are quickly obtaining adequate oil storage and skimming capacity within the first 24 hours and the responding PRCs are expeditiously getting sufficient storage and skimming capacity on site to alleviate the need for prolonged decanting.

Please use the Decanting Authorization Form Figure 5.14 for criteria that must be met prior to decanting for pre-approved oils.

Shore-side container decanting (i.e., vacuum truck, portable tanks, etc.) is not authorized for Pre-approval under this policy. Decanting in areas where vacuum trucks, portable tanks, or other collection systems are used for shore cleanup will be subject to filling out the decanting form in the NWACP prior to authorization and must comply with the same rules as vessels.

5.7.2 Oils Requiring Approval

During a response, when decanting has not been pre-approved for lighter oils, which are not listed above, it will be necessary for response contractors or the responsible party to request from the UC written authority to decant while recovering oil so that response operations do not cease or become impaired. The UC will consider each request for decanting of lighter oils on a case-by-case basis

Other activities related to possible oil discharges associated with an oil spill event such as actions to save a vessel or protect human life which may include such actions as pumping bilges on a sinking vessel are not covered by this policy.

Please use the Decanting Authorization Form Figure 5.14 for oils that require approval by UC.

Figure 5.14: Decanting Authorization Form

Decision Memo	
Decanting Approval Plan	
Name of Spill Incident: _____	Name of Requester: _____
Federally Defined Response Area: _____	Product Spilled: _____
Effective Date(s) of Approval: _____	Current Storage Capacity on Site: _____

The Federal and State On-Scene Coordinators (OSCs), under the authority of Revised Code of Washington (RCW) 90.56.320(I) and Washington Administrative Code (WAC) 173-201A-110 (in Washington) or Oregon Revised Statutes (ORS) 468B.305 (in Oregon), hereby approve the use of decanting as a means of expediting the recovery of oil during the above mentioned spill clean-up operation. The following approval provides authority to conduct decanting of oil so that response operations do not cease or become impaired. Federal On-Scene Coordinator (FOSC) authorization is required in all cases, and State On-Scene Coordinator (SOSC) authorization is required for decanting within state waters. The OSC should acknowledge that recovery operations enhanced by decanting will actually reduce the overall quantity of pollutants in a more timely and effective manner to facilitate cleanup operations.

The following criteria should be followed in order for decanting to proceed in an efficient manner:

1. All decanting should be done in a designated "response area" within a collection area, vessel collection well, recovery belt, weir area, or directly in front of a recovery system.
2. Vessels employing sweep booms with recovery pumps in the apex of the boom should decant forward of the recovery pump.
3. All vessels, motor vehicles and other equipment not equipped with an oil/water separator would allow retention time for oil held in internal or portable tanks before decanting commences.
4. A containment boom must / need not (circle one) be deployed around the collection area to minimize loss of the decanted oil or entrainment.
5. Visual monitoring of the decanting area shall be maintained so that discharge of oil in the decanted water is detected promptly.
6. Tanks used for decanting will be tested prior to use to ensure there are no contaminants from previous activities and that the water is safe to discharge back into the environment.
7. Settling times for oil water separation on board skimmers is estimated to be _____.
8. Additional conditions: _____

Approval: (check one) Yes _____ No _____

Environmental Unit (Planning) _____

FOSC _____

SOSC _____

Reason for disapproval: _____

5.8 Decontamination Plan

Incident Name:	_____	Plan Location:	_____
Effective Date of Plan:	_____	Effective Time Period of Plan:	_____
Spill Location:	_____	Plan Prepared By:	_____

1. Decontamination Zones:

Work areas will be divided into three zones;

- Clean Zone (Cold Zone)
- Contamination, Reduction Zone (Warm Zone)
- Exclusion Zone (Hot Zone)

These zones are to be identified at each work area by signs and/or barrier tape or other means. Decontamination is performed in the Contamination Reduction Zone. Each time cleanup workers exit the Exclusion Zone they must perform decontamination procedures.

Crews are available to assist in decontamination procedures as needed. The crews must wear appropriate PPE. The crews are responsible for packaging and labeling of contaminated PPE.

2. Decontamination Stations:

Decontamination is performed at a series of stations within the Contamination Reduction Zone. The floor of each station is covered with polyvinyl chloride (PVC) sheets to prevent contamination of the soil. Dikes are installed under these sheets to prevent contaminated runoff from impacting soil.

Maximum Measures for Level C Decontamination

(See Figure 5.15)

STATION 1:	Segregated Equipment Drop	1.	Deposit equipment used on site (tools, sampling devices and container, monitoring instruments, radios, clipboards, etc.) on plastic drop cloths or in different containers with plastic liners. Segregation at the drop reduces the probability of cross contamination. During hot weather operations, a cool down station may be set up within this area.
STATION 2:	Boot Cover and Glove Wash	2.	Scrub outer boot cover and gloves with decontamination solution or detergent and water
STATION 3:	Boot Cover and Glove Rinse	3.	Rinse off decontamination solution from Station 2 using copious amounts of water.
STATION 4:	Tape Removal	4.	Remove tape around boots and gloves and deposit in container with plastic liner.
STATION 5:	Boot Cover Removal	5.	Remove boot covers and deposit in containers with plastic liner.
STATION 6:	Outer Glove Removal	6.	Remove outer gloves and deposit in container with plastic liner.
STATION 7:	Suit and Boot Wash	7.	Wash splash suit, gloves, and safety boots. Scrub with long-handled scrub brush and decontamination solution.
STATION 8:	Suit and Boot, and Glove Rinse	8.	Rinse off decontamination solution using water. Repeat as many times as necessary.
STATION 9:	Canister or Mask Change	9.	If worker leaves exclusion zone to change canister (or mask), this is the last step in the decontamination procedure. Worker's canister is exchanged, new outer gloves and boot covers donned, and joints taped, worker returns to duty.

Maximum Measures for Level C Decontamination**(See Figure 5.15)**

- | | |
|------------------------------------|--|
| STATION 10: Safety Boot Removal | 10. Remove safety boots and deposit in container with plastic liner. |
| STATION 11: Splash Suit Removal | 11. With assistance of helper, remove splash suit. Deposit in container with plastic liner. |
| STATION 12: Inner Glove Rinse | 12. Wash inner gloves with decontamination solution. |
| STATION 13: Inner Glove Wash | 13. Rinse inner gloves with water. |
| STATION 14: Face Piece Removal | 14. Remove face piece. Deposit in container with plastic liner. Avoid touching face with fingers. |
| STATION 15: Inner Glove Removal | 15. Remove inner gloves and deposit in lined container. |
| STATION 16: Inner Clothing Removal | 16. Remove clothing soaked with perspiration and place in lined container. Do not wear inner clothing off-site since there is a possibility that small amounts of contaminants might have been transferred in removing the fully-encapsulating suit. |
| STATION 17: Field Wash | 17. Shower if highly toxic, skin-corrosive or skin-absorbable materials are known or suspected to be present. Wash hands and face if shower is not available. |
| STATION 18: Redress | 18. Put on clean clothes. |

Minimum Measures for Level C Decontamination**(See Figure 5.16)**

- | | | | |
|------------|---|----|---|
| STATION 1: | Equipment Drop | 1. | Deposit equipment used on site (tools, sampling devices and container, monitoring instruments, radios, clipboards, etc.) on plastic drop cloths. Segregation at the drop reduces the probability of cross contamination. During hot weather operations, a cool down station may be set up within this area. |
| STATION 2: | Outer Garment, Boots, and Gloves Wash and Rinse | 2. | Scrub outer boots, outer gloves and splash suit with decontamination solution or detergent and water. Rinse off using copious amounts of water. |
| STATION 3: | Outer Boot and Glove Removal | 3. | Remove outer boots and gloves. Deposit in container with plastic liner. |
| STATION 4: | Canister or Mask Change | 4. | If worker leaves exclusive zone to change canister (or mask), this is the last step in the decontamination procedure. Worker's canister is exchanged, new outer gloves and boot covers donned, joints taped, and worker returns to duty. |
| STATION 5: | Boot, Gloves and Outer Garment Removal | 5. | Boots, chemical-resistant splash suit, inner gloves removed and deposited in separate containers lined with plastic. |
| STATION 6: | Face Piece Removal | 6. | Face piece is removed. Avoid touching face with fingers. Face piece deposited on plastic sheet. |
| STATION 7: | Field Wash | 7. | Hands and face are thoroughly washed. Shower as soon as possible. |

Figure 5.15: Decontamination Procedures: Maximum Decontamination Layout

Level C Protection

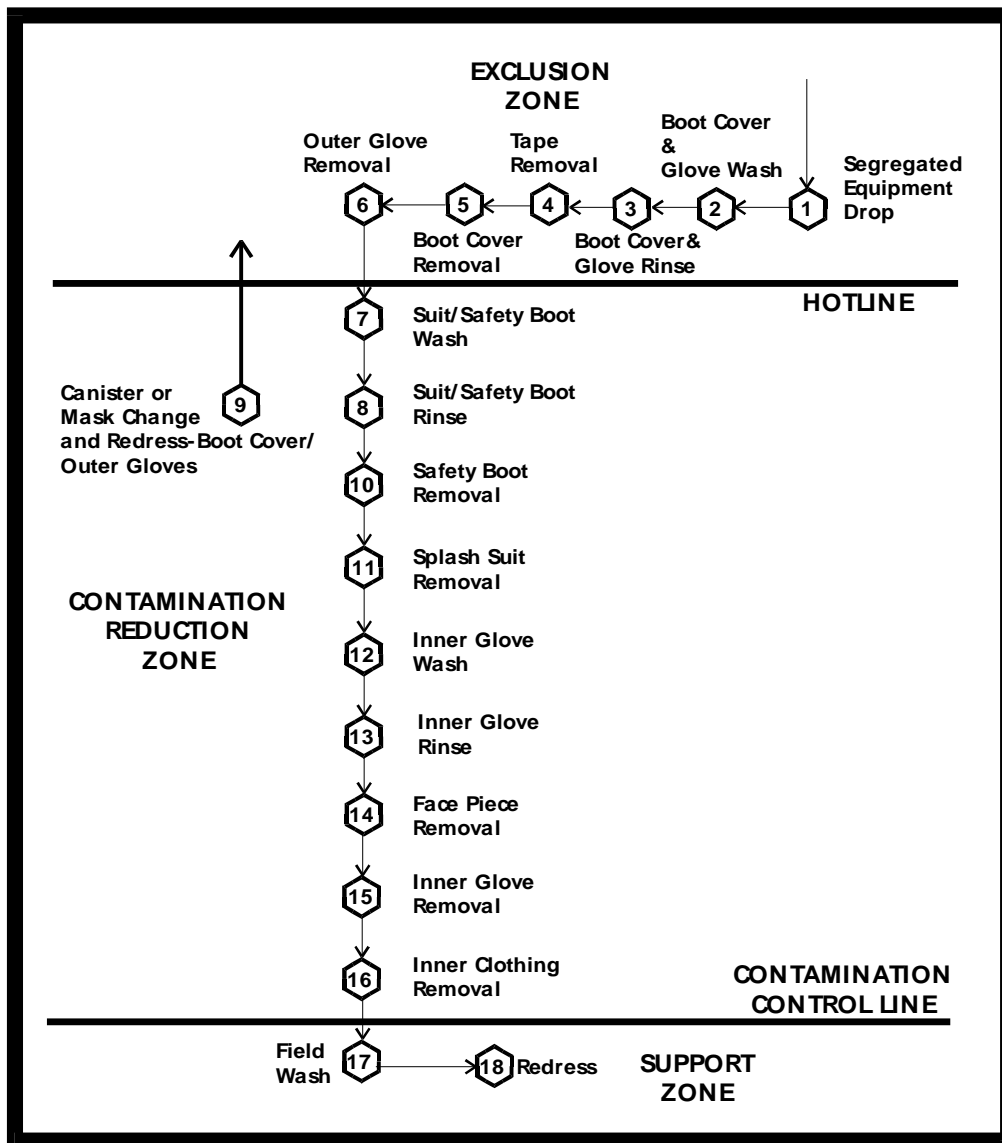
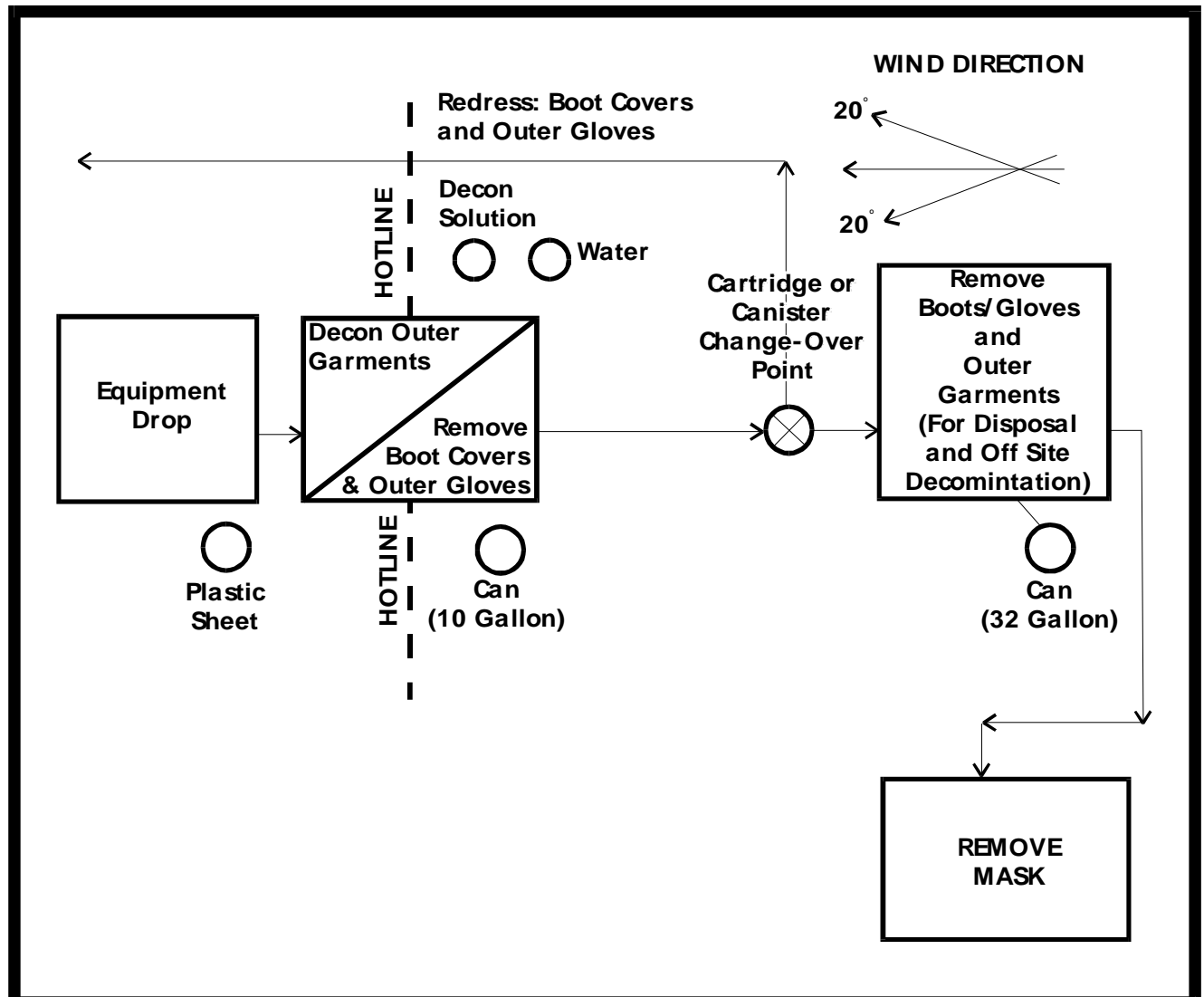


Figure 5.16: Decontamination Procedures: Minimum Decontamination Layout

Level C Protection



SECTION 6 SENSITIVE AREAS / RESPONSE TACTICS

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6.1 Introduction

In the event of an oil spill, it may be necessary to protect nearby sensitive areas if it appears that local containment and recovery efforts will not be sufficient to control the entire spill. A critical initial step in protecting sensitive resources is identifying the presence and types of resources in the likely path of the oil. Once these resources have been identified, decisions need to be made as to the proper protection techniques for each locale and the priority for application of resources to each sensitive site. Figure 6.1 presents an implementation sequence for protection of sensitive areas.

This section describes in general terms different ecologically and culturally/economically sensitive areas. Specific sensitive resources which may be impacted by an off-site spill from the Olympic Pipeline are provided in the Northwest Area Committee Geographic Response Plans (GRPs). Methods for protecting these sensitive resources are also discussed in Appendix F and discussed in the Northwest Area Contingency Plan (NWACP).

6.2 Types of Sensitive Resources

Key resources requiring protection from oil spills include fish and wildlife species, sensitive habitats, and recreationally, culturally, and economically important areas. Examples of sensitive species include shore birds and other water fowl, seals and other marine mammals, shellfish, and commercially important finfish, as well as species with limited distribution or populations. Sensitive habitats range from protected bays with marshes and tidal flats to open coast areas used as marine mammal or bird breeding sites. Areas of more direct importance to humans include native lands, waterfront parks and recreational areas, as well as harbors and anchorages. These sensitive resources are discussed below and in Appendix F with a presentation of National Oceanic and Atmospheric Administration's (NOAA) Environmental Sensitivity Index (ESI) classification scheme.

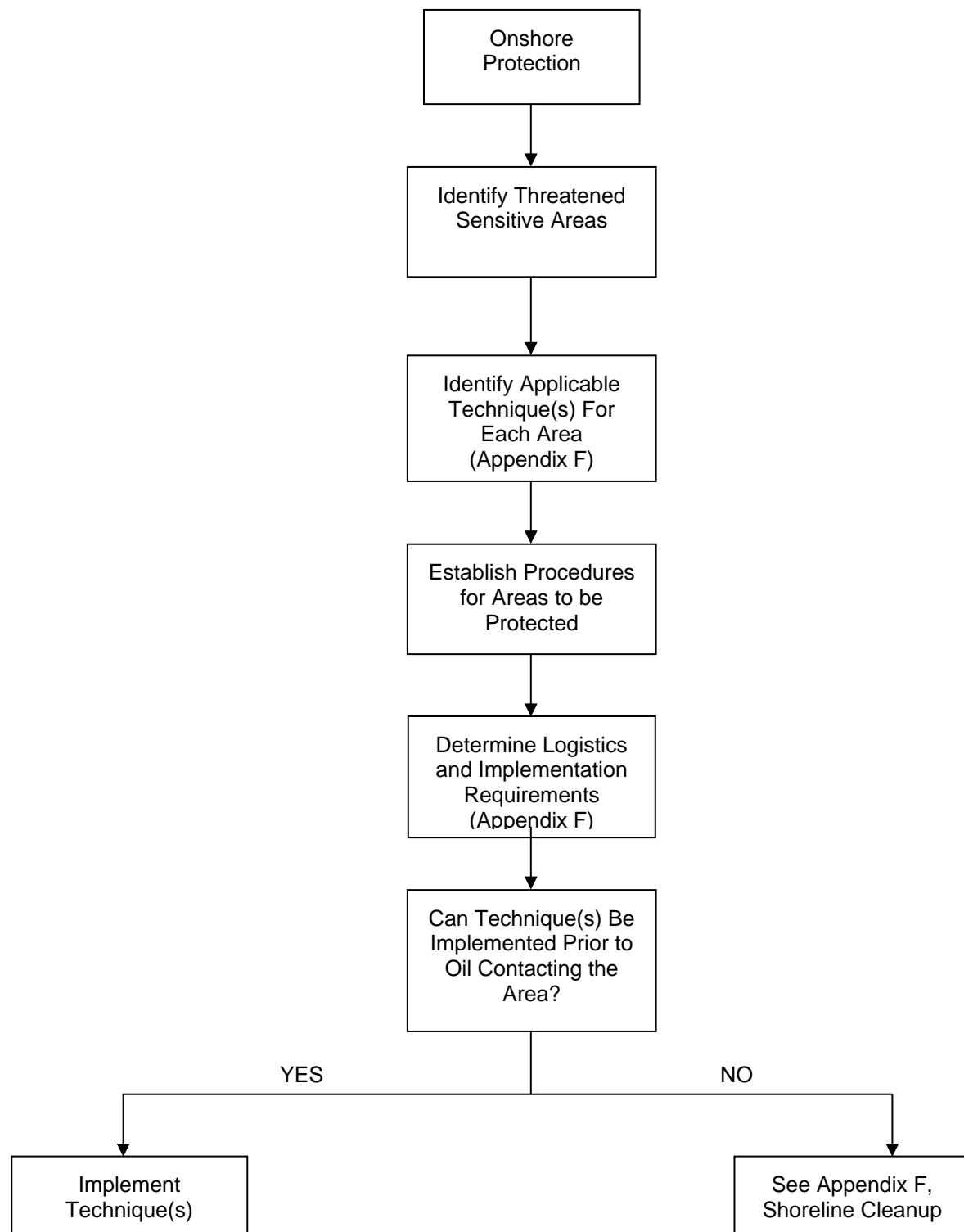
6.2.1 General Sensitive Resources

For shoreline areas that are not associated with a particular sensitivity, a general sensitivity ranking system known as the ESI has been adopted by NOAA and can be used for prioritization. The ESI system ranks various shoreline types in order of their increasing potential for long-term persistence and biological damage (i.e., an ESI ranking of 2 has a higher overall sensitivity than a ranking of 1). A summary of shoreline types and associated rankings is provided in Appendix F.

Protection strategies should also consider the impact of oil on the general intertidal biological community. The level of impact is often dependent on the type of shoreline as different shoreline/substrate types support different intertidal communities. Shore types affects oil deposition within the intertidal area as well as oil persistence. Description of the most common types of shorelines, their associated biological communities, and the potential impacts of oil spills are provided in Appendix F. Shoreline types indicative of the area may be found in the NWACP.

6.2.2 Environmental Factors Effecting Response

Seasonal variations in precipitation, temperature, wind, tides and hours of available daylight will affect response efforts. Precipitation, wind and temperature will all affect the behavior of the spilled product as well as the function of recovery equipment and crews. The lunar variation in the tide cycles depending on the location of the release will dictate many aspects of shoreline cleanup and protection efforts. Tide information needs to be immediately accessible to the response team for spill trajectory analysis and deployment planning. Annual variation in the hours of daylight in this region can extend the working day to greater than 15 hours in the summer or reduce the day to less than 8 hours in the winter. The winter months of December through March combine the lowest temperatures, highest winds, likelihood of precipitation with the shortest daylight working hours of the year. All factors will challenge response efforts and make response planning more important.

Figure 6.1: Sensitive Area Protection Implementation Sequence

6.3 Wildlife Response Plan

Wildlife Response Service Provider		
FOCUS Wildlife	Chris Battaglia	(800) 578-3048
Primary Response Contractor		
National Response Corporation Environmental Services Inc.	Sophie Todd	(800) 337-7455
Marine Mammal Monitoring and Deterrence		
National Oceanic and Atmospheric Administration (NOAA)	Lynn Barre	(206) 718-3807
Washington Department of Fish and Wildlife (WDFW)	Oil Spill Team	(360) 534-8233
IOSA	Patrick Kirby	(360) 378-7454
Trustee Agency Resources		
Washington Dept. of Fish and Wildlife Oil Spill Team	Duty Officer pager	(360) 534-8233
Washington Dept. of Fish and Wildlife, State Veterinarian	Kristin Mansfield, Kristin.mansfield@dfw.wa.gov	(509) 998-2023
Oregon Dept. of Fish and Wildlife, State Veterinarian	Colin Gillin, Colin.m.gillin@state.or.us	(541) 757-5232
US Fish and Wildlife Service Permit Biologist	Leslie Henry	(503) 872-2715
NOAA West Coast Regional Stranding Coordinator	Kristin Wilkinson, Kristin.wilkinson@noaa.gov	(206) 526-4747
NOAA National Stranding and Emergency Response Coordinator	Sarah Wilkin, sarah.wilkin@noaa.gov	(301) 427-8402

6.4 Wildlife Response Purpose and Organization

The primary goals of the Wildlife Response Plan are to ensure that oiled wildlife response:

- Is conducted in a safe and effective manner for responders, animals, and the public.
- Is fully integrated into the overall spill response and ICS structure.
- Provides resources in a timely manner to minimize the impacts of an oil spill to wildlife.

- Provides best achievable capture and care for spill impacted wildlife based on the specific objectives of the Unified Command for the incident.

Additionally, the plan is designed to:

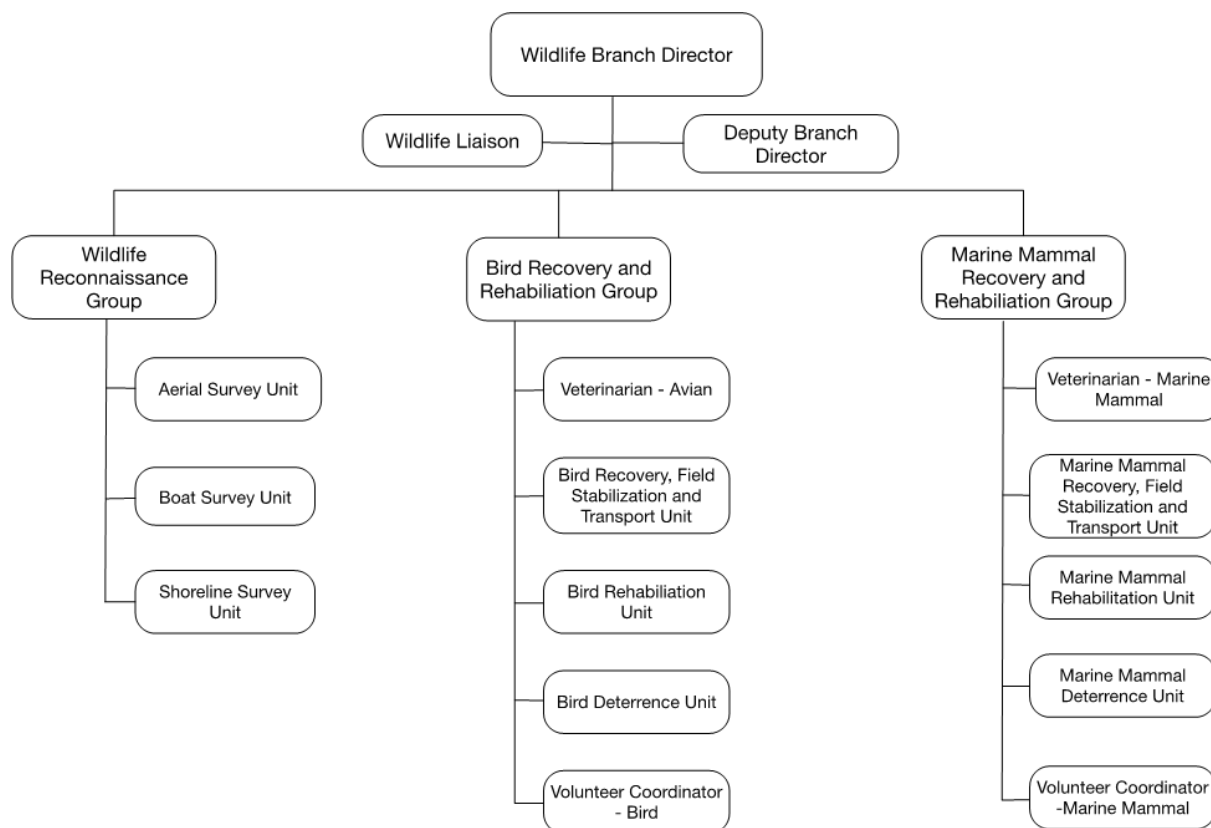
- Meet all requirements of WAC 173-182-540, and WAC 220-450-100 Planning standards for wildlife response and WDFW rehabilitation requirements.
- Provide clear details on the primary response contractor and wildlife response service provider resources required; including personnel, equipment and facilities under contract with Olympic to be available to carry out the incident specific plan that is developed by the Wildlife Branch and approved by the Unified Command.
- Outline tactical options that the plan holder's contractors are skilled in executing and that can be used in developing the incident specific plan.

6.4.1 Plan Organization

The Plan is organized to be consistent with both the Olympic Facility Response Plan (FRP) and the NWACP in general, and the sections applying to wildlife specifically. These include Sections 9310 - Northwest Wildlife Response Plan, 9311 NW Area Wildlife Deterrence Resources, 9312 Oil Spill Marine Mammal Resources, 9313 Wildlife Branch Position Descriptions, and 9314 Potential Mobile Bird Rehabilitation Unit Deployment Locations in Coastal Counties.

6.5 Wildlife Response Organization

This plan is designed to be easily integrated into and consistent with the NWACP and utilizes the same organizational structure for Wildlife Response as laid out in Section 9310 v.21. It is not meant to duplicate or provide detailed information on all aspects of oiled wildlife response in an incident. It is intended to provide a high-level overview and refer to existing documents recognized and utilized by NW Area Committee and response community for more detailed information. The Wildlife Branch operates within the Operations Section with close cooperation and communication with the Environmental Unit within the Planning Section. Wildlife Response is divided into three groups under the direction of and reporting to the Wildlife Branch Director. As shown in the Wildlife Branch Organizational Chart below (following the NW Wildlife Response Plan) the groups are: 1. Wildlife Reconnaissance, 2. Bird Recovery and Rehabilitation, and 3. Marine Mammal Recovery and Rehabilitation. Each of these groups have a number of responsibilities and may be broken into a number of units to address the unique needs of each response.



The Wildlife Branch will work utilizing oiled wildlife response protocols that are recognized as best practice and have been utilized and improved in hundreds of responses throughout the world over the last 30 years. These protocols are consistent with the NWACP and are repeatedly referenced within it. They are also consistent with the National Wildlife Rehabilitators Association and International Wildlife Rehabilitation Council's Minimum Standards for Wildlife Rehabilitation (4th edition 2012). They include NOAA's Pinniped and Cetacean Oil Spill Response Guidelines (2015), Oil Spill Emergency Response Killer Whale – Hazing Implementation Plan (2014) and Supporting Information for the Killer Whale Section of the Northwest Wildlife, and FOCUS Wildlife Protocols for the Care of Oil Impacted Wildlife.

6.6 Initial Response Actions

Under the NWACP, the Wildlife Branch is activated when an oil spill is in the vicinity of wildlife resources or has a trajectory that puts them at risk. Initial activation may be only a Wildlife Branch Director if the risk is thought to be low at the outset. The policy of the NW Area Committee is that USFWS will fill the role of Director and Deputy Director of the Wildlife Branch unless they delegate those roles to other parties. As stated in the NW Area Wildlife Plan, "unless otherwise indicated by USFWS, the Wildlife Branch Director position will be delegated to the WDFW for spills that occur within the legal boundaries of Washington State. FOCUS Wildlife, an authorized Wildlife Response Service Provider (WRSP) recognized by Washington Department of Ecology can provide staff experienced as Director and Deputy Director of the Wildlife Branch. Based on the staffing policy of the NWACP, WRSP personnel could take the role of deputy Wildlife Branch Director working alongside a branch director from WDFW. Once a Wildlife Branch Director is in place, they will determine the specific immediate priorities. The following actions are typical initial priorities in oiled wildlife response.

6.6.1 Determine Current Known Impacts to Wildlife

Initial data collation efforts will include actively collecting and evaluating any current reports of oiled wildlife.

In some incidents the initial responders, members of the public, or local agencies may see or even collect some oiled wildlife before the Wildlife Branch is activated. An initial decision will be made on how to respond to both reports and animals in hand. The state of Washington has an oiled wildlife hotline 800-22-BIRDS tied to a voice mail system. Plan holders may also notify the Washington Emergency Management Division prior to an ICP being established at (800) 258-5990 for generic reporting of oiled wildlife. Activate Focus Wildlife to provide reputable end-to-end oiled wildlife response solutions at (800) 578-3048. Once activated, this can be quickly supported by live personnel to provide near real time reports of oiled animals to wildlife field personnel.

6.6.2 Development of Initial Wildlife Reconnaissance and Monitoring Plan

An early priority will be acquiring real time information on species and number of animals in the response area. This should include species activities such as feeding, breeding, nesting and daily movements throughout the area if possible, but the highest priority will be to quickly gain a broad overview to help in the planning and prioritization of initial deterrence and recovery efforts. Aerial surveys will provide a good general picture - especially if the observer is experienced in identifying wildlife from the air are considered best practice. If dedicated aerial wildlife resources are not available, a seat on an overflight conducting spill trajectory observations may be observed. Spill surveillance guidelines are provided as Section 2.3.

6.6.3 Evaluations of Wildlife Deterrence Options

In many responses, there may be opportunities to keep wildlife from becoming oiled. Keeping animals away from oil is always a better alternative than recovery and rehabilitation. A number of factors will determine the likely success of deterrence including species, species' activities, topography, places of refuge, and availability of equipment and personnel. While the Wildlife Deterrence Units as defined in the NW Wildlife Response Plan will probably not be immediately up and running, much of this information can be gathered and prioritized during initial assessment/reconnaissance and can be evaluated quickly by the Wildlife Branch Director or Trustee Agency personnel in the Environmental Unit. Even if it is determined that there are no viable deterrence strategies initially available, there should be continuous evaluation throughout the response to ensure opportunities to prevent oiling are not missed. Details on avian deterrence techniques can be found in Bird Hazing Manual: Techniques and Strategies for Dispersing Birds from Spill Sites, Gorenzel and Salmon, University of California Agriculture and Natural Resources Publication 21638. A link to the downloadable pdf can be found at <https://anrcatalog.ucanr.edu/pdf/21638.pdf>. The contracted WRSP (insert name) and PRC (insert name) maintains wildlife deterrence resources such as flags, effigies, and canons. Staging locations and equipment details can be found on the WRRL and in the state approved applications.

6.6.4 Evaluation of the Use of Preemptive Capture Options

Preemptive capture is another method for keeping animals from becoming oiled. It involves capture and either holding animals in captivity or translocated outside of the projected response area until the risk of oiling is gone. As described in the NW Wildlife Response Plan, preemptive capture may be considered in cases where there are very high priority species that can be safely captured and maintained in captivity or if translocated will not immediately return to the site of the response

6.6.5 Evaluate Potential for Impacts Across State Borders

If the possibility of impacts to wildlife across state borders (including wildlife oiled on one side that then travels to the other side) a contact should be implemented to determine how best to ensure an efficient response while meeting expectation of both the trustee agencies of both states. Selected contacts for the Oregon Depart of Wildlife are shown in the contact table. If there is a recognized threat, there may already be representatives present in the Environmental Unit.

6.6.6 Draft Initial Wildlife Response Plan for Submission to Planning Section

An initial response plan will most likely be drafted by the Wildlife Branch Director based on initial information from the callout or notification if animals have already been reported to be oiled or in the area. Ideally this person will be familiar with the NWACP - specifically Section 9310 which provides a wealth of information

to assist in development of the initial plan.

This initial plan should include resources needed for the initial assessment, deterrence, recovery of oiled wildlife, transport, field stabilization and primary care based on the current needs and, if possible, the anticipated needs of the first 24-72 hours. It should include all wildlife taxa and species for all Wildlife Branch activities and should be based on a real-time assessment of needed and available resources. Specifically, it should:

- Identify site(s) for staging of Deterrence, Recovery, Transport and if appropriate Field Stabilization.
- Provide for activation of initial personnel and equipment resources.
- Gather initial resources at risk information through the Environmental Unit, ICS form 232 or directly from Chapter 6 of the appropriate GRP. Links to specific Washington Department of Ecology GRPs can be found at <https://www.oilspills101.wa.gov>.
- Identify site(s) for Wildlife Rehabilitation Facilities.
- List initial prioritized tasks expected to be carried out in the operating period.
- Provide a Wildlife Branch Organization Chart (ICS 203).
- Include a Wildlife Branch-specific safety plan.
- The Wildlife Response plan must be evaluated on a regular basis and updated throughout the response to reflect the changing information, circumstances and priorities as the response evolves.

6.7 Considerations for Oiled Marine Mammals

Seals, otters, and other marine mammals may be coated with oil if spills occur. Only skilled persons with appropriate training in animal handling should attempt to capture or clean marine mammals that are coated with oil. These animals can kill or inflict serious injury to humans.

These animals are likely to be under stress. Hence, improper handling could increase their mortality rate. Responsibility to ensure the proper capture, transport, cleaning, rehabilitation, and release of oiled marine mammals rests with the Olympic and its contractors. The procedures to be followed during an actual oil spill incident will be subject to determination and modification at the discretion of the responsible government agencies. They will, however, consist of the following basic components:

1. If the responsible government agencies decide to conduct offshore capture operations, they will be carried out by teams of State Fish and Wildlife and USFWS personnel. These agencies will also direct and participate in onshore capture operations; however, during onshore capture operations they may be accompanied by non-agency personnel. In either case, actual capture operations (i.e., the handling of animals) will be carried out by experienced agency personnel so as to ensure compliance with all applicable federal and state laws and regulations, as well as the safety of the animals and those engaged in capture operations.
2. It may be necessary to transport mammals a number of times during the course of response operations. As with all procedures involving mammals care, transport operations will be supervised by experienced personnel to ensure that operations are conducted in a fashion which minimizes the amount of stress experienced by the animals. Vehicles, aircraft, and/or vessels can be utilized for transport operations. The choice of transportation mode will depend on the availability of the mode, access to the capture site, access to the collection station, distance to be traveled, access to a cleaning/rehabilitation center, the health of the animals, and cost.
3. The cleaning and rehabilitation will be supervised by responsible government agencies and conducted by personnel trained and permitted in wildlife rehabilitation. For each animal, sedation, washing, rinsing, and sedation reversal activities will be necessary. A cleaning team will generally consist of four people (i.e., one person to hold the animal's head, two people to wash and rinse the animal, and one animal care specialist). In addition, a veterinarian will be present to examine animals upon their arrival at the center, administer drugs and medicine, monitor cleaning operations, and

observe the animals in the hours following cleaning.

4. Cleaned mammals will be held for rehabilitation if, after cleaning, they cannot be released to a temporary holding facility or their natural environment. The goal of rehabilitation will be returned fully recovered, healthy animals to their natural environment as quickly as possible. During rehabilitation, procedures must be carried out in a way which minimizes stress and avoids, to the maximum extent possible, the acclimation or “imprinting” of animals to human beings. If a pup is found during capture operations and cannot be reunited with its mother, it will be considered orphaned. Orphaned pups will require longer term care and more specialized handling. When caring for a pup, the objective will be to mimic the animal’s natural environment and behavior as closely as possible.
5. Mammals will be ready for release to their natural environment as soon as the normal physiological state is restored. When an animal appears ready for release, the veterinarian will examine it. If the veterinarian concurs that the animal is ready for release, the responsible government agencies will be notified so that a release “team” can be assembled. Prior to release, an identification tag will be attached to the animal unless it is already wearing one. Also, each animal’s file card will be consulted to determine whether the noted area of capture is “free” of oil. If so, the animal will be released at or near the capture point. Animals captured from sites which are still contaminated will be held until these sites are cleaned or relocated to a clean site.

6.7.1 Killer Whale Reconnaissance, Monitoring, and Deterrence

Southern Resident killer whales are listed as endangered both by the state and the federal government. Minimizing any impacts from an oil spill is an extremely high priority. The WAC 173-182-540 (2) b-d regulations list specific requirements for a plan covering area of potential impacts of whales which may include Southern Resident killer whales. It requires the ability to provide reconnaissance and monitoring of whales outside of the immediate spill area, which has been defined by NOAA as within 20-30 miles relative to the spill or spill trajectory. Identification of whales to the level needed to effectively respond requires specialized personnel and the proper equipment. Both boat and air surveys should be anticipated. Section 9310.10.2.4 of the NW Wildlife Plan provides guidance on killer whale response and links to further guidance documents provided by NOAA to the NW Area Committee that detail appropriate personnel and methods. These include Supporting Information for the Killer Whale section of the Northwest Wildlife Response Plan, which provides contact details for organizations able to identify killer whales to ecotype, pod and individual as well as contact details for deterrence equipment stored at NOAA offices in Seattle, and Oil Spill Emergency Killer Whale Hazing Implementation Plan, which provides guidance on methods for deterrence including pre-approved methods in situations where immediate action is necessary. Such pre-approved methods include helicopters, Oikomi pipes and underwater firecrackers (seal bombs). Information on resourcing this equipment is provided in Section 5.1.1 Specialized Equipment Resources Killer Whale Reconnaissance, Monitoring and Deterrence.

6.8 Post Emergency Phase Response Actions

Much of an oiled wildlife response occurs in what can be considered the post emergency phase once the initial plan has been approved, resources are in place, and the range of Wildlife Branch activities appropriate to the incident are taking place. These activities include:

6.8.1 Reconnaissance

Daily reconnaissance activities should be done to identify oiled and unoled wildlife in the spill response area as well as surrounding areas to identify opportunities for deterrence of unoled wildlife and recovery of oiled wildlife and document impacts of the oil spill and the response on animals in the region. In addition to normal reconnaissance activities, in some areas there will be the need for monitoring of whales, including Southern Resident killer whales well beyond the immediate operational area of the response. Whale deterrence beyond the area of normal operations may be required to minimize impacts and to increase chances of desired outcomes.

6.8.2 Preventing Secondary Oiling Impacts

Preventing secondary oiling impacts should always be done where possible through deterrence and collection of oiled carcasses that may attract predators and/or scavengers. This should include consistent evaluation of opportunities to keep animals from becoming oiled and effectively execute incident specific appropriate techniques keeping unimpacted animals out of the impacted area.

6.8.3 Documenting Impacts

Wildlife impacts must be documented through reconnaissance and collection and processing of oiled carcasses and of live oiled animals. Wildlife recovery teams should be supervised and deployed in an effective and efficient manner utilizing all available information on wildlife movements and activities and matching that information with appropriate techniques, personnel and equipment. Safety and effectiveness of alternative techniques should be continually evaluated, such as on water capture, night operations and trapping.

6.8.4 Field Stabilization

Decisions on whether to institute stabilization care in the field followed by transport to designated rehabilitation facilities, or simply have recovery personnel transport animals directly, must be made and enacted. Early field stabilization begins to reverse the effects of oiling as quickly as possible. Whenever transport is undertaken, appropriate vehicles to safely transport oiled wildlife to the primary care facility must be used (e.g., climate-controlled enclosed vehicles for oiled birds). The PRC has a stabilization trailer to support this function. Trailer details and staging information can be found in the WRRL.

6.8.5 Rehabilitation Care

Details on taxa-specific rehabilitation techniques are documented in other protocols, but all must accomplish the following:

- Document oil impacts and evaluate physical condition for each individual animal.
- Provide stabilization care to ensure fitness for removing oil.
- Remove oil, all cleaning solution residue, and dry plumage or pelage.
- Restore the condition of oiled animals to promote survival and normal behavior in the wild.
- Evaluate fitness for release, in consultation with trustee agencies determine site of release and place permanent marking as appropriate and permitted.
- Transport to release site and release.

6.8.6 Post-release Studies

In collaboration with trustee agencies, post release study opportunities and priorities, such as radio telemetry or color marking, should be discussed as early in the response as feasible. Even where active post-released studies are ruled out, permanent marking of released wildlife should be done following USFWS and NOAA guidelines.

6.8.7 Demobilization

A plan for demobilization or downscaling of the Wildlife Branch should be begun midway through the response. Due to the nature of the impacts of oiling on different species the Wildlife Branch may last longer than most other areas of the response, continuing until all wildlife has been released from the rehabilitation facility or determined to be un-releasable and transferred to permanent care or euthanized. There should be regular evaluation to ensure that the Wildlife Branch is right sized to meet the current objectives of the Unified Command for the Wildlife Branch.

6.9 Wildlife Response Resources

6.9.1 Personnel Resources for Wildlife Response

Major oil spills can adversely impact wildlife that may be in the vicinity of the spill. Per the NWACP, the Wildlife Branch of the Incident Command System (ICS) will be managed by the United States Fish and Wildlife Service (USFWS), or their designee. Olympic and its contractors will assist under WDFW guidance and in compliance with Washington Administrative Code (WAC) 220-450-210.

Finally, Section 9312 of the NWACP - Marine Mammal Resources lists organizations and personnel that have significant experience and expertise in marine mammal capture, handling, deterrence, transport and husbandry.

6.9.2 Specialized Personnel Resources for Killer Whale Reconnaissance, Monitoring, and Deterrence

Sections 9311 and 9312 of the Northwest Area Plan list a number of resources to provide marine mammal specialist personnel to be utilized in killer whale Reconnaissance, Monitoring and Deterrence. Cascadia Research Collective located centrally in Olympia; Washington can be reached at 360-943-7325. Cascadia Research Collective has extensive experience to provide capable personnel in this area.

6.9.3 Wildlife Equipment and Facilities Resources

Some of the equipment and facility resources needed in oiled wildlife response are very specific to wildlife and some (such as boats and aircraft) are utilized in many areas of the response. Contracts with primary response contractors provide access to a wide range of equipment and supplies including boats, aircraft and personal protection equipment (PPE) that can be utilized for oiled wildlife response. Olympic contracts with FOCUS Wildlife, NRCES, and Marine Spill Response Corporation (MSRC) include the use of their wildlife response equipment. These wildlife equipment stockpiles include specialized equipment for use in recovery and rehabilitation of oiled wildlife. While the equipment has been selected to meet initial needs for birds it can be utilized for a variety of species. A detailed equipment list can be accessed via the Worldwide Response Resource List (WRRL) at www.wrri.world.

6.9.4 Field Stabilization

Field Stabilization is generally the first step in reversing the effects of oiling and requires space and equipment to evaluate wildlife, provide first aid such as supplemental heat and fluids and hold them safely prior to transport to the wildlife rehabilitation facility.

6.9.5 Mobile Rehabilitation Units (MRU)

Marine Spill Response Corporation (MSRC) and National Response Corporation Environmental Services Inc. (NRCES) jointly maintain Mobile Rehabilitation Units (MRU) and equipment that can be made available within 24 hours of spill notification. The terms of Olympic's cooperative response contracts with MSRC and NRCES can be found in Appendix B.

6.9.6 Specialized Equipment for Killer Whale Reconnaissance, Monitoring, and Deterrence

Olympic in contract with NRCES provides air support that could be used for Wildlife Monitoring and Deterrence. The WRRL also lists Washington Department of Fish and Wildlife's Partenavia P68C/TC, a model which is regularly used by a number of trustees for wildlife surveys.

Deterrence equipment - The three methods for killer whale deterrence that have been pre-approved by NOAA Fisheries in certain circumstances are herding/hazing by helicopter, Oikomi pipes, and underwater firecrackers. A set of Oikomi pipes owned by NOAA are stored at IOSA in Friday Harbor. IOSA's can be contacted through Patrick Kirby 360 378-7454. WDFW has additional pipes stored in Olympia. NOAA has underwater firecrackers and other marine mammal deterrence equipment in Seattle and can be contacted through Lynne Barre at (206) 718-3807.

6.10 Area Description

There are environmentally, economically and culturally important sites in the vicinity of this pipeline. The marine and estuarine waters within the San Juan Islands and Puget Sound are among the most biologically rich and sensitive areas of the State of Washington. A wide diversity of shoreline and marine habitats (estuaries, rocks, reefs, and islands), abundant food resources, and exceptional water quality all contribute to making this area especially valuable to wildlife.

This region contains a number of small to medium-sized seabird nesting colonies, a multitude of marine mammal breeding and resting sites, rearing and feeding habitat for marine fish, and one of the most impressive arrays of marine invertebrates in the world. The region is also a temporary home to many species of marine birds and mammals that are seasonal residents or pass through the area during migration. Flight restriction zones exist in the area to protect sensitive wildlife species. Zones immediately along the pipeline are provided in the NWACP.

The following sections provide an overview of the most vulnerable resources that could be impacted by a spill from the pipeline. This includes detailed maps of key vulnerabilities in the immediate vicinity of the pipeline (Section 6.4). Detailed environmental sensitivity maps for the region that document specific locations of key habitats, species ranges, and socio-economic and cultural resources are available from federal and state agencies.

6.10.1 Marine Mammals

Common species of whales and dolphins found within the area include gray whale, orca, Dall's porpoise and harbor porpoise. The orca, also known as the Southern Resident Killer Whale, is listed as an Endangered Species. In addition, the harbor seal is a permanent resident of the area. Three additional species occur as regular seasonal residents or migrants: the Steller sea lion, California sea lion, and northern elephant seal. This region also supports a large population of river otters which are largely marine in their habits.

The islands, nearshore rocks, and beaches of the region provide pupping and resting sites for harbor seals. The largest concentrations are found in the vicinity of Boundary Bay and Padilla Bay. Other smaller sites are scattered throughout the entire area. Nearshore waters are used as feeding areas by seals, sea lions, gray whales, harbor porpoise, and river otters.

6.10.2 Birds

Many species of marine birds and shorebirds are either residents or seasonal visitors with this area. Much of the seabird nesting is scattered throughout the region on offshore rocks, exposed rocky coasts or on pilings.

Bald eagles and peregrine falcon's nest in the area and are closely associated with the marine ecosystem because of their feeding habits and choice of nesting sites. These birds are either listed as Threatened or Endangered and are therefore of particular concern. This area hosts a large wintering population of bald eagles.

Marbled murrelets are unique among the area's seabirds because they nest inland in old-growth forests yet spend much of their time feeding and resting on marine waters in the nearshore environment. This species is of special concern since it's been shown to be highly vulnerable to oil spills and is listed as a Threatened or Endangered species.

Other species of note in the area include the ancient murrelet, which is unique among seabirds in rearing its chicks entirely at sea and is therefore considered highly vulnerable to oil spills. The common loon and western grebe are listed as species of concern at the state level in Washington.

In addition to supporting a wide variety of resident birds, Puget Sound is recognized as one of the most important waterfowl wintering areas on the Pacific Flyway for waterfowl. This area has been identified as a key component in the North American waterfowl plan.

Bird Colonies

Most of these species follow the coast during their southward movement; many species winter around these bays, while others stop briefly to rest and feed before continuing their migration to Southern California, Mexico, Central America or South America. During fall and spring migration, as well as winter, large populations of shorebirds and waterfowl inhabit nearshore areas. Consequently, in the event of a spill, certain protective measures may be required to minimize the effect on waterbirds. For example, during a critical spill situation, initial efforts should attempt to repel birds from the site with equipment such as bird canons. Depending on the species involved, some repelling devices will successfully deter individuals from the affected area while others will be ineffective.

Subsequent efforts can be reorganized on the basis of these results. The degree of effectiveness decreases as birds become accustomed to the sound system; this process is referred to as habituation. Activities such as people, boats, and machinery usually are the most effective deterrents.

6.10.3 Eelgrass and Kelp

Eelgrass meadows in protected bays provide food sources for variety of species within the marine food chain. Additionally, it provides habitat and protection and acts as a nursery for many marine species. In the event of an oil spill near eelgrass meadows, protective measures should be implemented to reduce the impact.

Kelp forests are also found extensively in coastal areas in the region providing a dynamic ecosystem for a wide variety of marine species. In the event of an oil spill near kelp forest, protective measures should be implemented to reduce the impact.

Measures such as booms may be effective when conditions permit deployment. If placed from shore, minimize trampling and dragging equipment over the habitat.

For cleanup, natural cleansing is still preferable to most cleanup methods. Manual removal results in the removal of sediments and organisms and should be used in the "wade zone" only. Trampling and dragging of equipment over the habitat should be minimized.

Substrate removal may delay or prevent re-establishment of the original ecosystem and vacuum pumping may result in removal of organisms and sediment. Both methods are not advisable. In intertidal areas, low pressure flushing may be viable. Vegetation cropping should be avoided since it modifies the habitat and may kill important habitat plants.

6.10.4 Inlets, Intakes, Harbors, and Marinas

Inlets, intakes, harbors and marinas are inhabited by a variety of fish, invertebrates, and waterbirds that would be at risk if an oil spill occurs near any of these facilities. Marinas have a great potential for public exposure to hazards and damage claims and should be boomed to exclude oil. Intakes for commercial, industrial and municipal water usage areas are subject to impact due to safety hazards, loss of use and damage claims. Protective measures could include exclusionary booming to prevent or exclude oil from entering these areas. Many of the entrances or channels have tidal currents exceeding 1 knot in the opening. In these cases, booms should be deployed landward from the entrance in quiescent areas. Booms should be placed at an angle to the current to guide oil to an area where it can be recovered. The deployment of a second boom behind the first may be desirable to contain any oil that escaped under the primary boom.

Diversion booming should be used where the water current in an area is greater than 1 knot or if the areas are too large to boom with available supplies. Diversion booms are deployed at an angle from the shoreline closest to the leading edge of the approaching oil slick to deflect oil toward shore, where pickup of pooled oil is more effective.

Since the area is predominantly environmentally sensitive, recommended response strategies are to attempt to limit the extent of shoreline fouling and to limit the area covered by the slick to the maximum extent possible. Since oil is the primary product handled, containment booming operations will be initiated. In addition, shoreline protection boom may be utilized in an attempt to prevent fouling of shorelines.

It is also important to recognize that while certain immediate environment protection response strategies must be planned for in advance, the ongoing protection and cleanup during a major spill would involve professional input from the company's oil spill advisors and the Federal and State On-Scene Coordinators.

Recreational Areas

Publicly accessible recreation areas generally have good water/shoreline access for logistical purposes.

6.10.5 Salmon and other Spawning Streams

Numerous streams throughout the area have been identified as environmentally sensitive due to the presence of spawning areas for salmon and other species. Specific species found within each stream are documented in the NOAA ESI database.

The following factors are detrimental to spawning fishes, their nests and eggs:

- Changes in water temperature
- Increased siltation or turbidity
- Increased amount of dissolved gases in the water column
- Physical destruction of habitat by personnel and/or equipment

To reduce the impact of an oil spill and response activities to streams identified as spawning habitat, the following steps would be taken:

- Attempt to contain spilled product as far upstream of spawning areas as possible
- Minimize or eliminate the use of overflow dams
- Minimize the number of personnel working at each response site
- Minimize use of heavy equipment at each response site
- Eliminate warm/hot water flushing tactics at response sites

Significant instream work will require obtaining an emergency Hydraulic Project Approval (HPA) from Washington Department of Fish and Wildlife (WDFW).

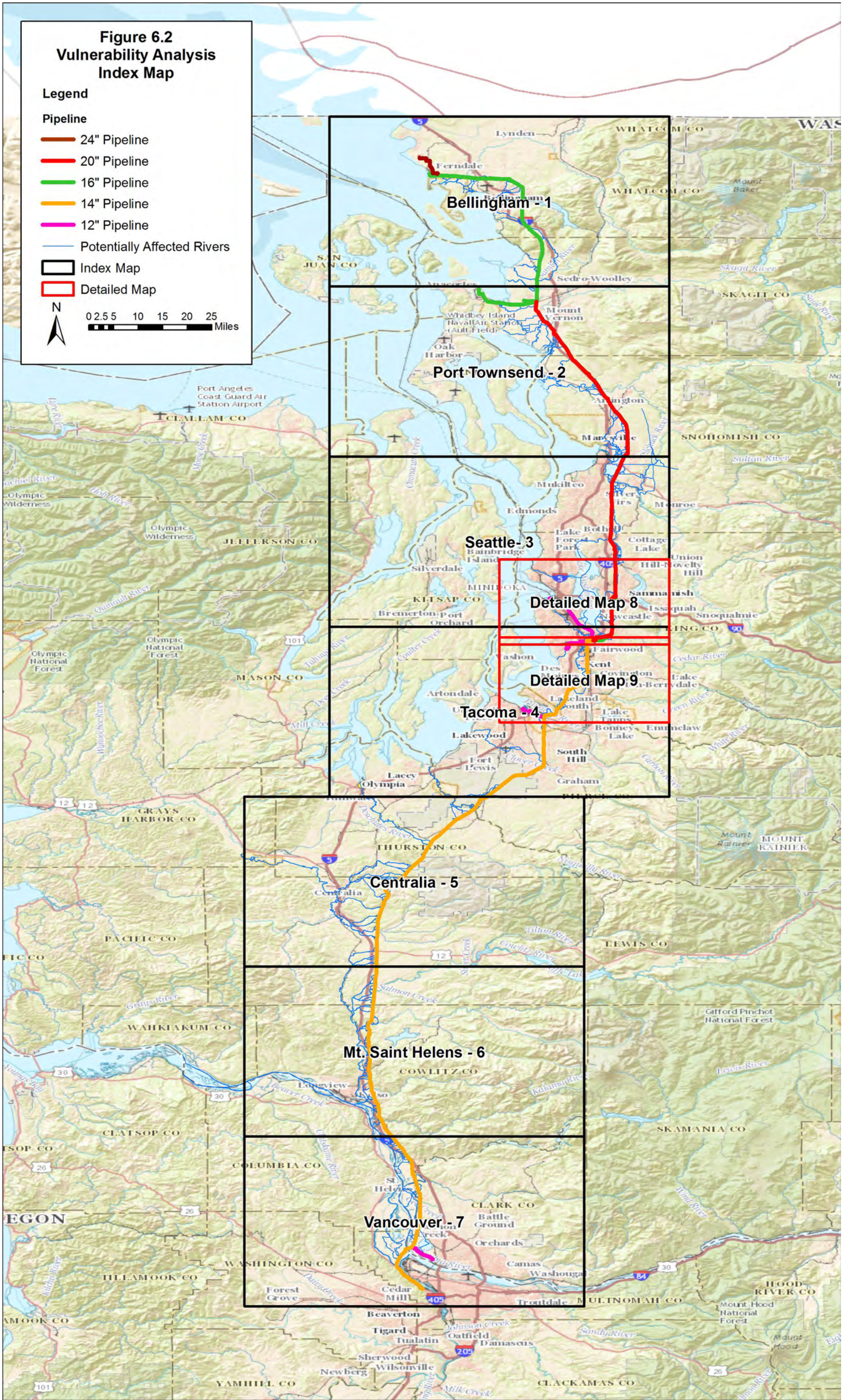
6.11 Vulnerability Analysis

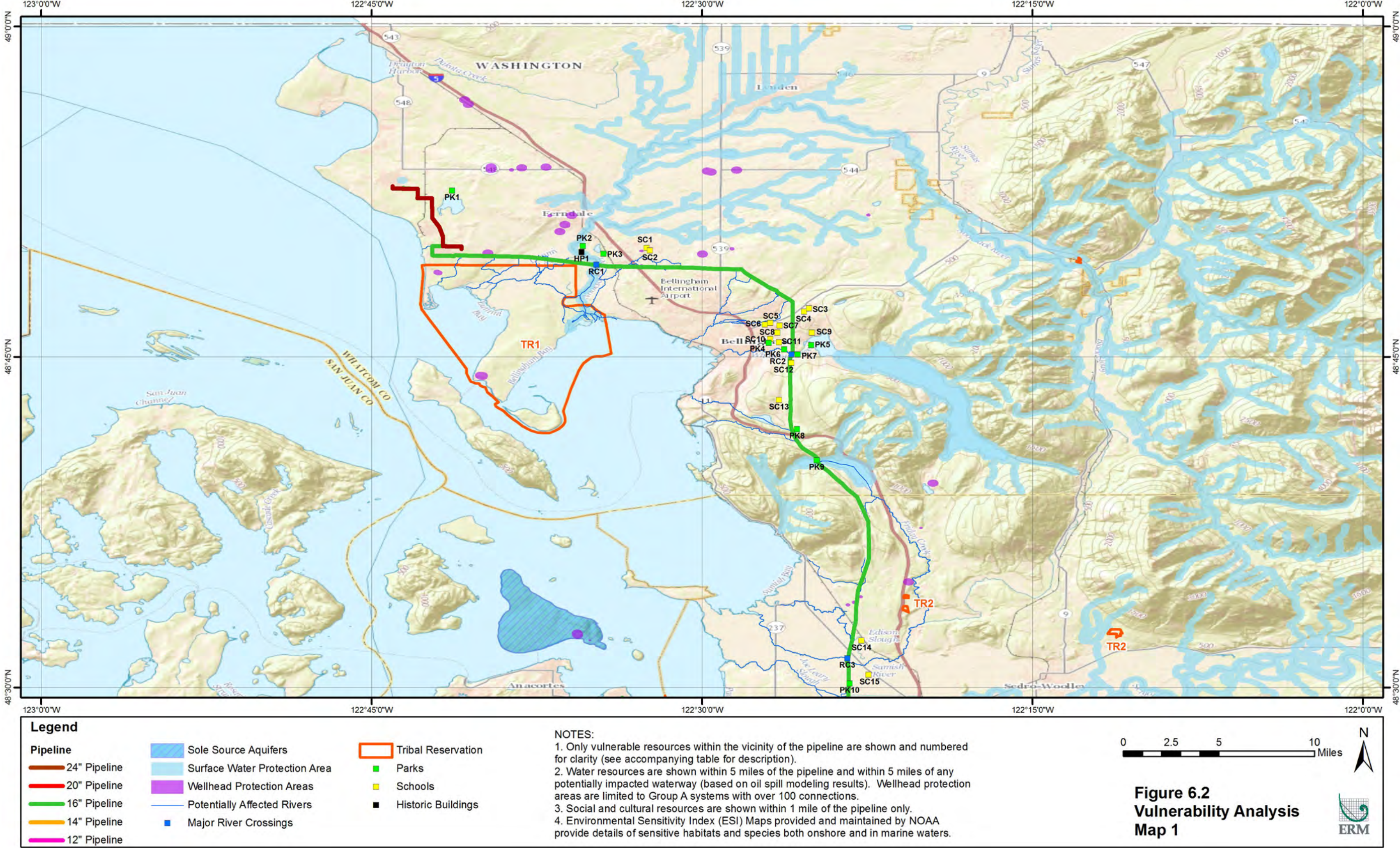
The ESI maps and database provided by NOAA provide detailed locations of resources sensitive to oil spills throughout the region. To supplement this existing mapping a vulnerability analysis of the pipeline was performed to document sensitivities downstream of the pipeline including:

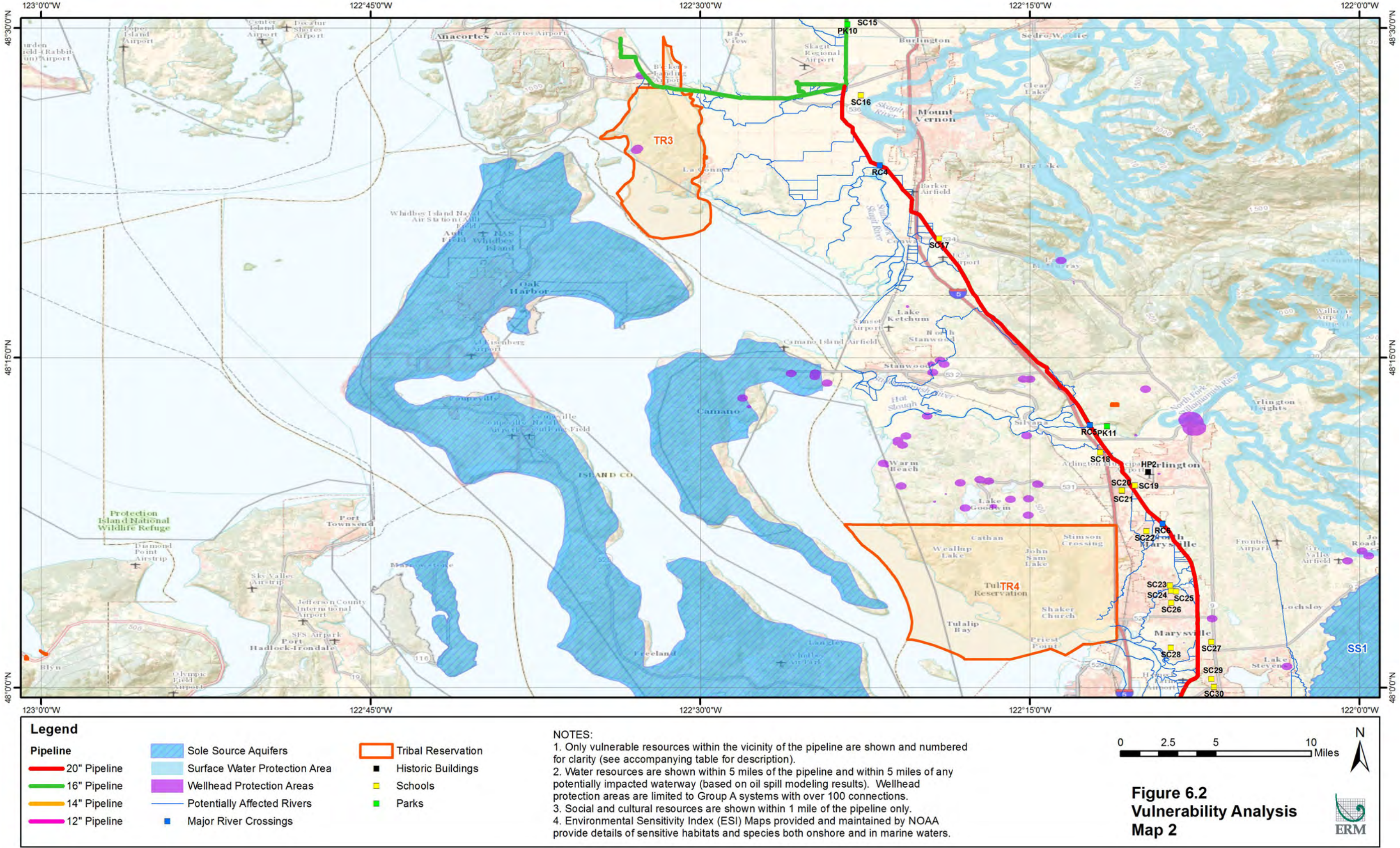
- Potentially affected public drinking water intake, lake, river, and stream within a radius of 5 miles
- Potentially affected environmentally sensitive area within a radius of 1 mile
- Downstream reach of major rivers crossed by the pipeline and adjacent coastal areas within a radius of 5 miles of river estuaries.

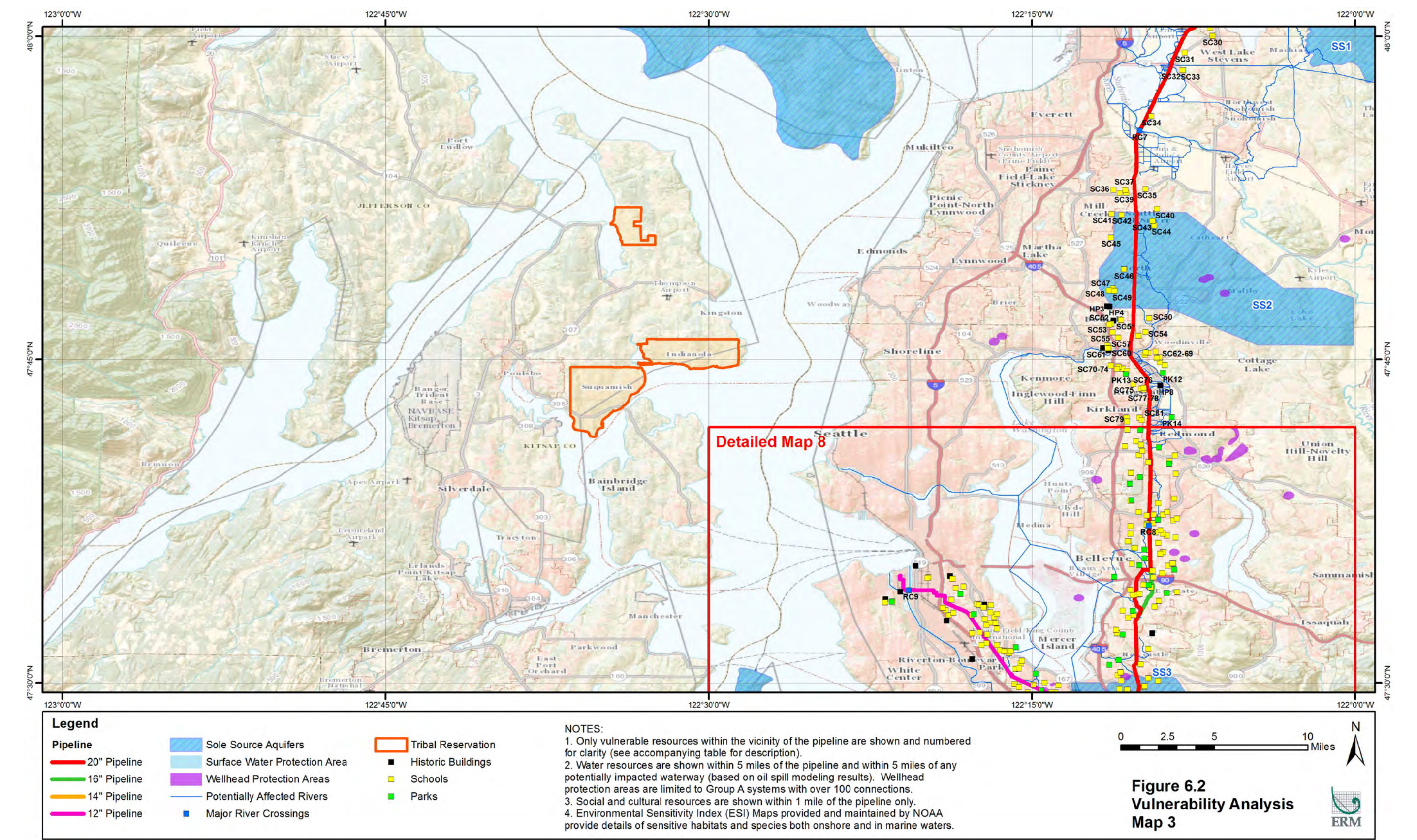
The following vulnerability maps identify sensitivities within this area. Refer to the ESI maps for the breakdown of habitat types and species presence. Additional information can be obtained from the appropriate Washington State GRPs that exist in the vicinity and downstream of the pipeline right-of-way.

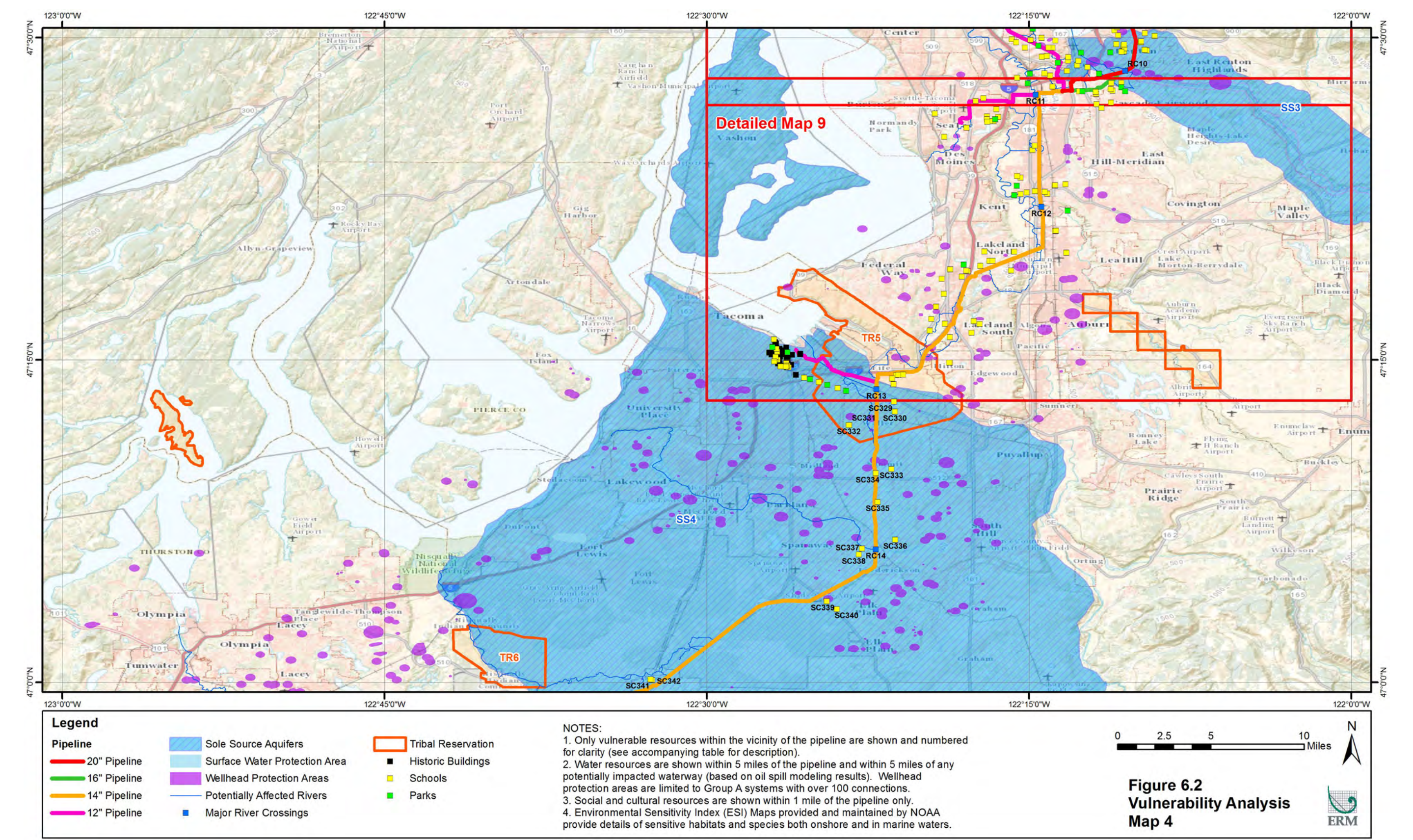
Figure 6.2: Vulnerability Analysis

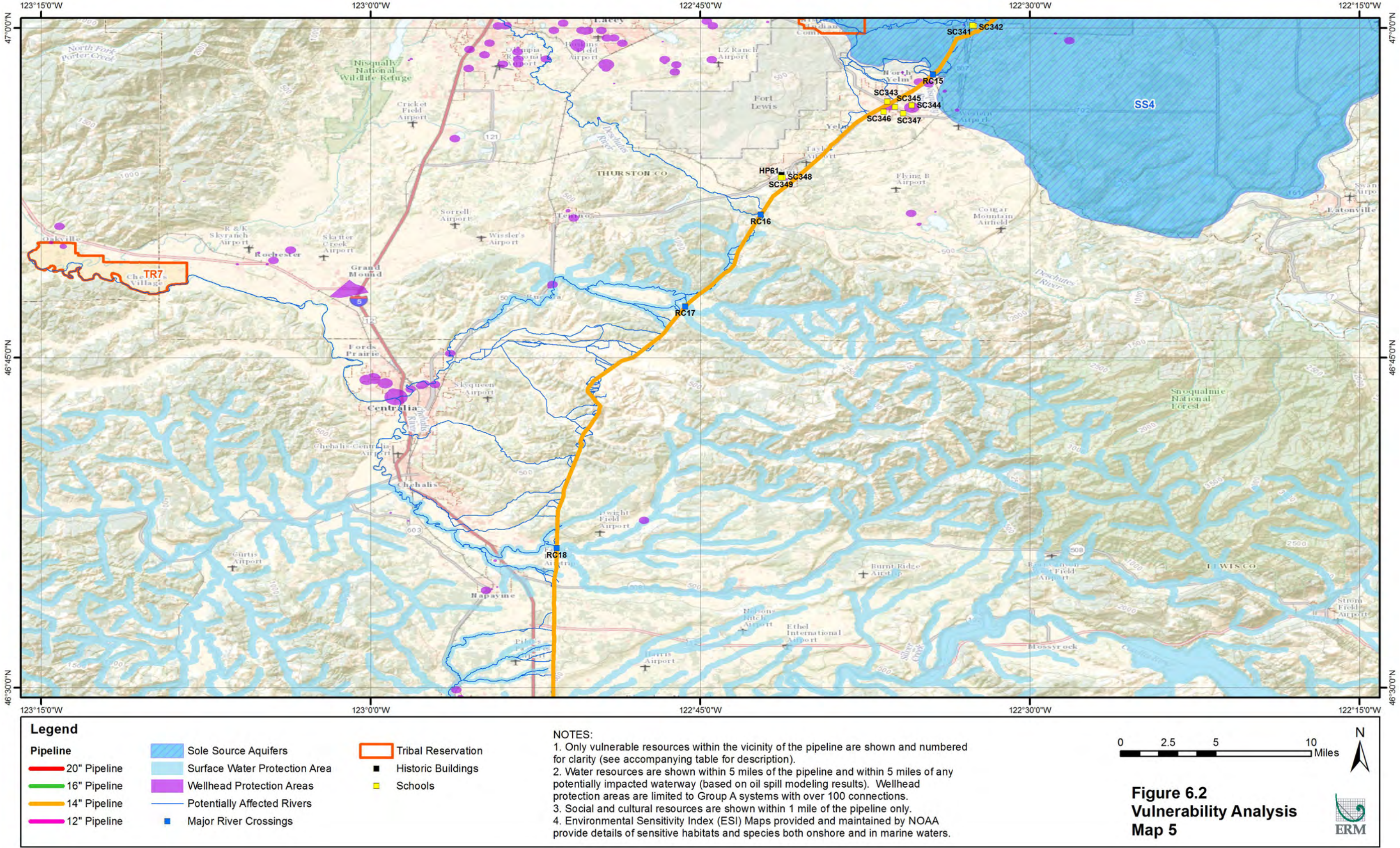


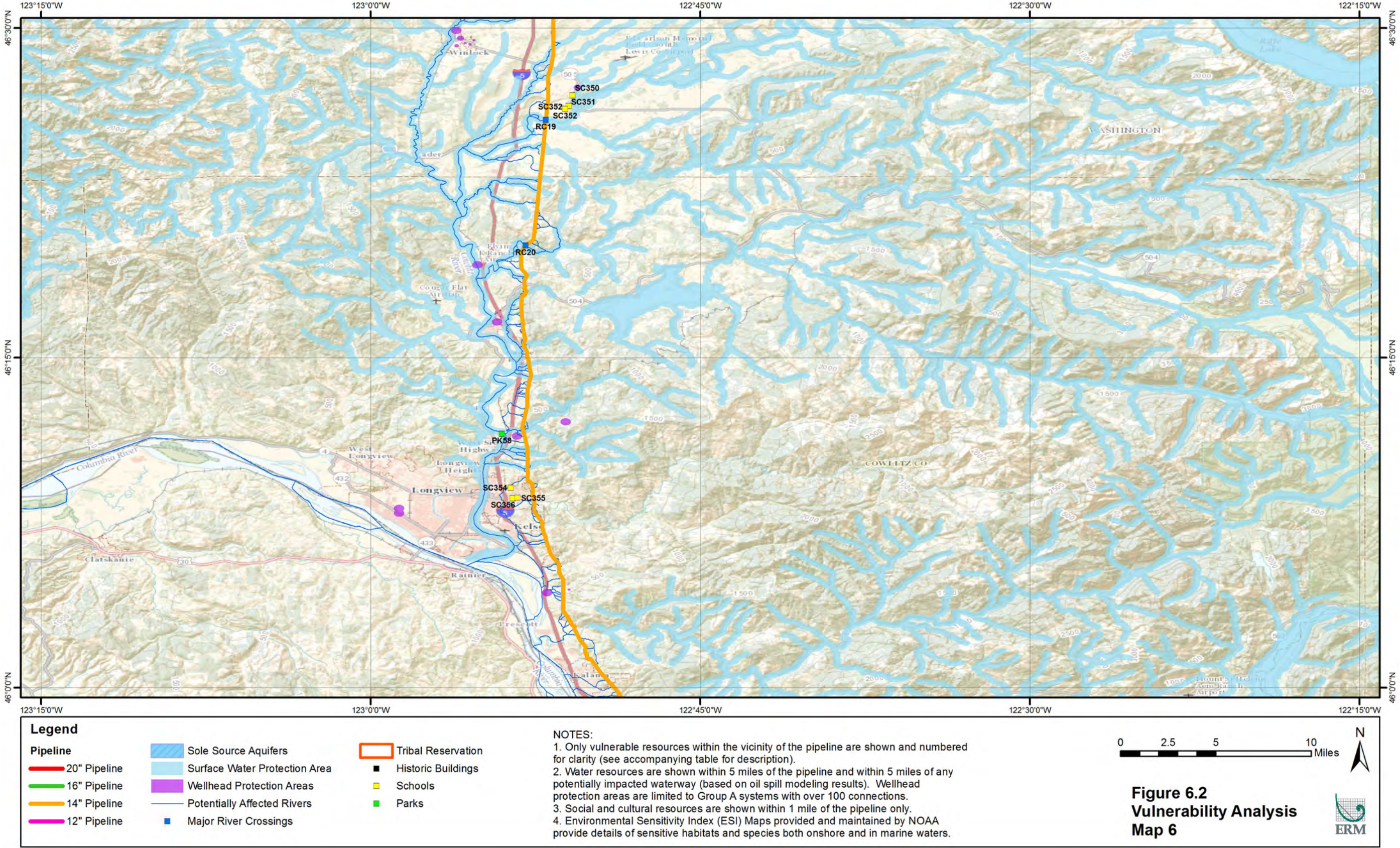


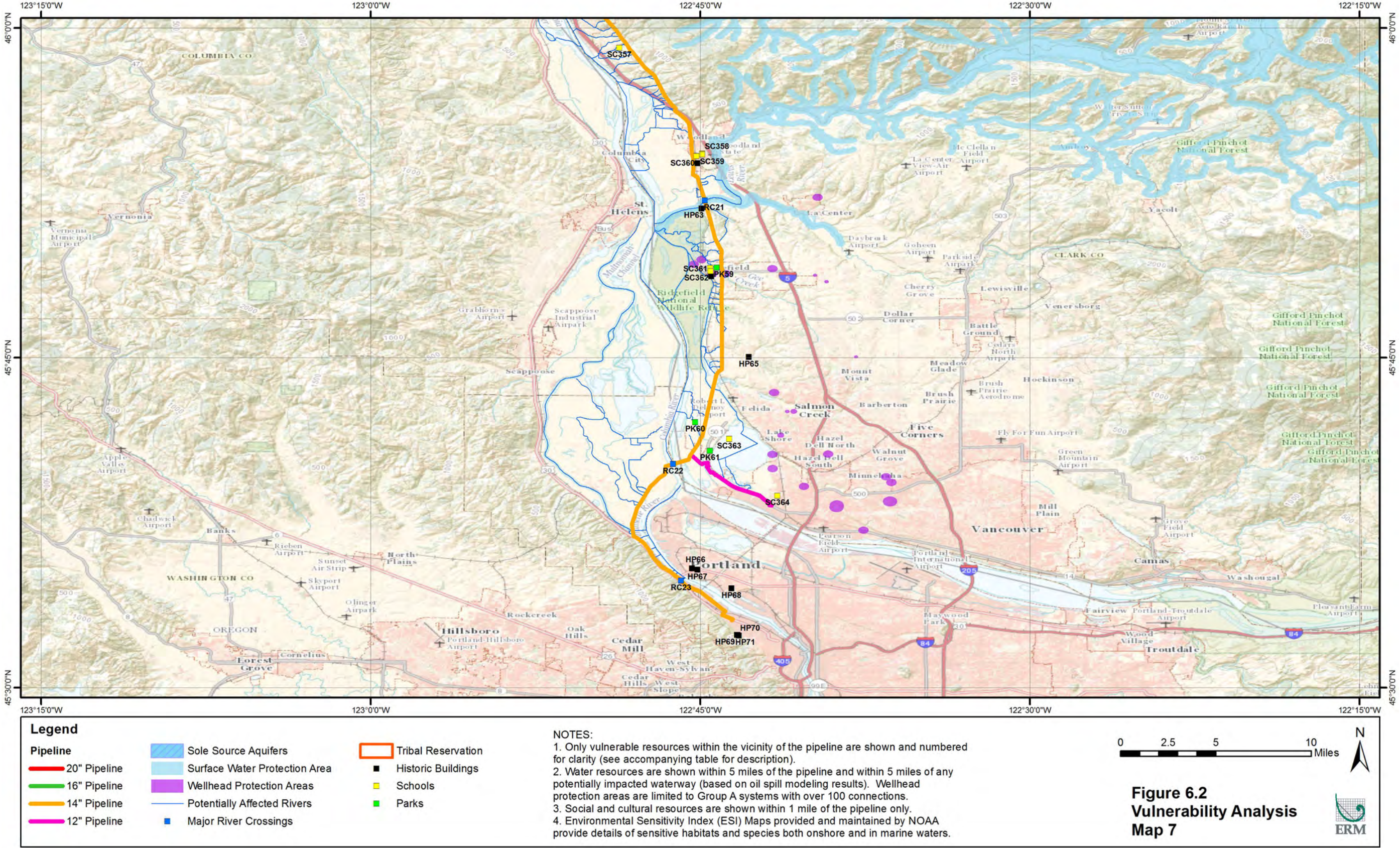


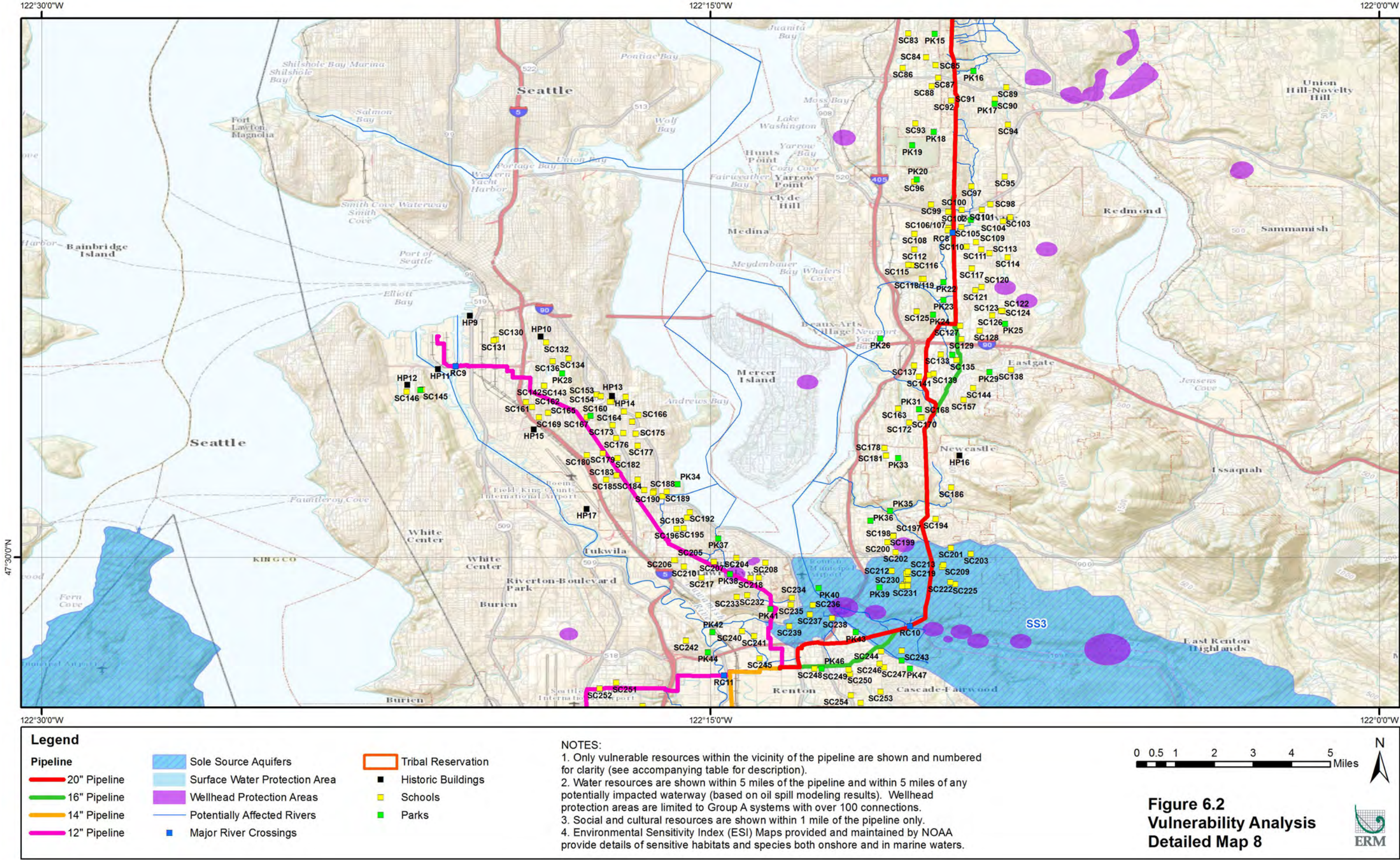












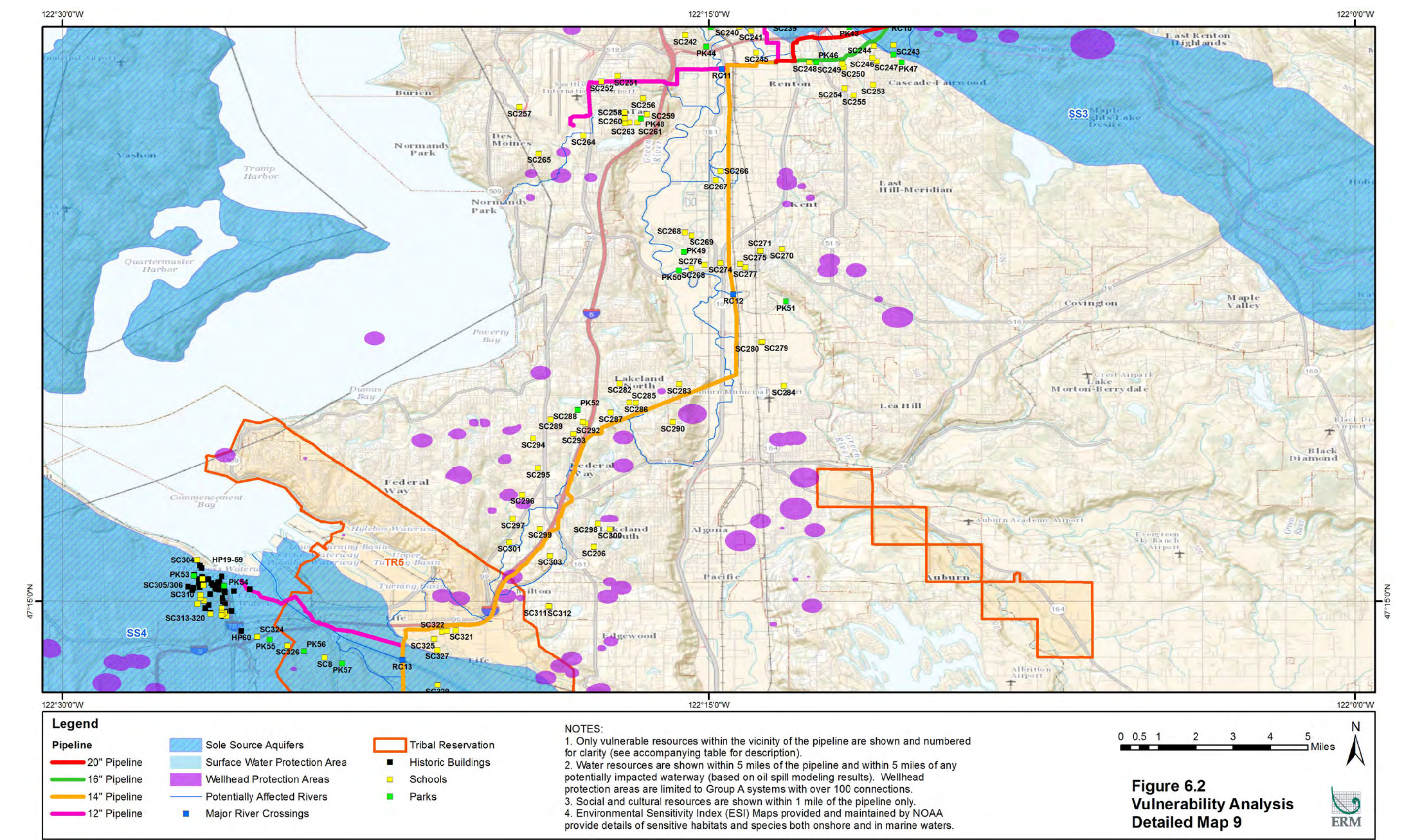


Figure 6.3: Vulnerability Analysis Map Index

Map ID#*	Map Name	Feature	Name
TR2	Bellingham - 1	Tribal Lands	Upper Skagit Reservation
HP1	Bellingham - 1	Historic Building	Hovander Homestead
PK1	Bellingham - 1	Park	Lake Terrell State Game Refuge
PK2	Bellingham - 1	Park	Hovander Homestead Park
PK3	Bellingham - 1	Park	Tenwent Lake State Wildlife Recreation Area
PK4	Bellingham - 1	Park	Roosevelt Field
PK5	Bellingham - 1	Park	Bloede Donovan Park
PK6	Bellingham - 1	Park	Saint Clair Park
PK7	Bellingham - 1	Park	Whatcom Falls Park
PK8	Bellingham - 1	Park	East Lake Padden Park
PK9	Bellingham - 1	Park	Samish Park
PK10	Bellingham - 1	Park	Upland State Game Bird Habitat
SC1	Bellingham - 1	School	North Bellingham Elementary (historical)
SC2	Bellingham - 1	School	Whatcom Day Academy
SC3	Bellingham - 1	School	Northern Heights Elementary School
SC4	Bellingham - 1	School	Squalicum High School
SC5	Bellingham - 1	School	Kids World Center 2000
SC6	Bellingham - 1	School	Bellingham Christian School
SC7	Bellingham - 1	School	Barkley YMCA Child Development Center
SC8	Bellingham - 1	School	Roosevelt Elementary School
SC9	Bellingham - 1	School	Silver Beach Elementary School
SC10	Bellingham - 1	School	Kids Korner Day Care Center
SC11	Bellingham - 1	School	Kindercare Learning Center 997
SC12	Bellingham - 1	School	Kulshan Middle School
SC13	Bellingham - 1	School	Wade King Elementary School
SC14	Bellingham - 1	School	Pierson School
SC15	Bellingham - 1	School	Allen Elementary School
SS1	Port Townsend - 2	Sole Source Aquifer	Newberg Area Aquifer
TR3	Port Townsend - 2	Tribal Lands	Swinomish Reservation

Map ID#*	Map Name	Feature	Name
TR4	Port Townsend - 2	Tribal Lands	Tulalip Reservation
HP2	Port Townsend - 2	Historic Building	Naval Auxiliary Air Station--Arlington
PK11	Port Townsend - 2	Park	Blue Stilly Park
SC16	Port Townsend - 2	School	Floyd Paxton School
SC17	Port Townsend - 2	School	Conway School
SC18	Port Townsend - 2	School	Arlington Christian School
SC19	Port Townsend - 2	School	Weston High School
SC20	Port Townsend - 2	School	Smokey Point Daycare and Kindergarten
SC21	Port Townsend - 2	School	Kids N Play Learning Center
SC22	Port Townsend - 2	School	Shoultes Elementary School
SC23	Port Townsend - 2	School	Kellogg Marsh Elementary School
SC24	Port Townsend - 2	School	Cedarcrest Middle School
SC25	Port Townsend - 2	School	Grace Academy
SC26	Port Townsend - 2	School	Grove Elementary School
SC27	Port Townsend - 2	School	East Sunnyside School
SC28	Port Townsend - 2	School	Sunnyside Elementary School
SC29	Port Townsend - 2	School	Lake Stevens Daycare Center
SS2	Seattle - 3	Sole Source Aquifer	Cross Valley Aquifer
HP3	Seattle - 3	Historic Building	North Creek School
HP4	Seattle - 3	Historic Building	Winningham Farm
HP5	Seattle - 3	Historic Building	Bates--Tanner Farm
HP6	Seattle - 3	Historic Building	Bothell Pioneer Cemetery
HP7	Seattle - 3	Historic Building	Chase, Dr. Reuben, House
HP8	Seattle - 3	Historic Building	Hollywood Farm
HP9	Seattle - 3	Historic Building	USCGC FIR
HP10	Seattle - 3	Historic Building	Turner-Koepf House
HP11	Seattle - 3	Historic Building	14th Avenue South Bridge
HP12	Seattle - 3	Historic Building	Cooper, Frank B., Elementary School
HP13	Seattle - 3	Historic Building	Seattle Public Library
HP14	Seattle - 3	Historic Building	Columbia City Historic District
HP15	Seattle - 3	Historic Building	Old Georgetown City Hall

Map ID#*	Map Name	Feature	Name
HP16	Seattle - 3	Historic Building	Pacific Coast Company House No. 75
HP17	Seattle - 3	Historic Building	Building No. 105, Boeing Airplane Company
PK12	Seattle - 3	Park	Gold Creek County Park
PK13	Seattle - 3	Park	E Norway Hill Park
PK14	Seattle - 3	Park	Sammamish River Regional Park
PK15	Seattle - 3	Park	Mark Twain Park
PK16	Seattle - 3	Park	Willows Creek Neighborhood Park
PK17	Seattle - 3	Park	Grass Lawn Park
PK18	Seattle - 3	Park	King County Park
PK19	Seattle - 3	Park	Bridle Trails State Park
PK20	Seattle - 3	Park	Cherry Crest Park
PK21	Seattle - 3	Park	Bellevue Highlands Park
PK22	Seattle - 3	Park	Kelsey Creek Park
PK23	Seattle - 3	Park	Bannerwood Park
PK24	Seattle - 3	Park	Woodridge Park
PK25	Seattle - 3	Park	Robinswood Park
PK26	Seattle - 3	Park	Sweyolocken Park
PK27	Seattle - 3	Park	Sunset Ravine Park
PK28	Seattle - 3	Park	Jefferson Park
PK29	Seattle - 3	Park	Eastgate Park
PK30	Seattle - 3	Park	Puget Park
PK31	Seattle - 3	Park	Coal Creek Park
PK32	Seattle - 3	Park	Dearborn Park
PK33	Seattle - 3	Park	Hazelwood Park
PK34	Seattle - 3	Park	Atlantic City Park
PK35	Seattle - 3	Park	May Creek Park
PK36	Seattle - 3	Park	Kennydale Lions Park
PK37	Seattle - 3	Park	Lakeridge Park
SC30	Seattle - 3	School	Sunnyside Preschool and Kindergarten School Lake Stevens Campus
SC31	Seattle - 3	School	East Everett School

Map ID#*	Map Name	Feature	Name
SC32	Seattle - 3	School	Cavelero Mid High School
SC33	Seattle - 3	School	Prove High School
SC34	Seattle - 3	School	Swans Trail School
SC35	Seattle - 3	School	Seattle Hill Elementary School
SC36	Seattle - 3	School	Small World Montessori School
SC37	Seattle - 3	School	Archbishop Murphy High School
SC38	Seattle - 3	School	Penny Creek Elementary School
SC39	Seattle - 3	School	Kindercare Learning Center 1707
SC40	Seattle - 3	School	Silver Firs Elementary School
SC41	Seattle - 3	School	Mill Creek Elementary School
SC42	Seattle - 3	School	Nancys Noahs Ark Daycare Center
SC43	Seattle - 3	School	Forest View Elementary School
SC44	Seattle - 3	School	Gateway Middle School
SC45	Seattle - 3	School	Cedar Wood Elementary School
SC46	Seattle - 3	School	Fernwood Elementary School
SC47	Seattle - 3	School	Canyon Creek Elementary School
SC48	Seattle - 3	School	Skyview Junior High School
SC49	Seattle - 3	School	Skyview Junior High School
SC50	Seattle - 3	School	Kokanee Elementary School
SC51	Seattle - 3	School	Canyon Park Montessori School
SC52	Seattle - 3	School	Northshore School District - Special Services
SC53	Seattle - 3	School	Northshore School District Office
SC54	Seattle - 3	School	Woodinville High School
SC55	Seattle - 3	School	Learning Garden School Bothell
SC56	Seattle - 3	School	Woodin Elementary School
SC57	Seattle - 3	School	Woodinville Montessori School North Creek Bothell Campus
SC58	Seattle - 3	School	University of Washington - Bothell Campus
SC59	Seattle - 3	School	Cascadia Community College
SC60	Seattle - 3	School	University of Washington Bothell Campus Building 1

Map ID#*	Map Name	Feature	Name
SC61	Seattle - 3	School	University of Washington Bothell Campus Commons
SC62	Seattle - 3	School	Dartmoor School
SC63	Seattle - 3	School	Kids Country Woodinville
SC64	Seattle - 3	School	Woodinville Elementary School
SC65	Seattle - 3	School	C O Sorenson School
SC66	Seattle - 3	School	Bellevue Christian School-Woodinville
SC67	Seattle - 3	School	Kindercare Learning Center 1617
SC68	Seattle - 3	School	Woodinville Montessori School
SC69	Seattle - 3	School	Woodinville Children Center
SC70	Seattle - 3	School	Cedar Park Christian School
SC71	Seattle - 3	School	Evergreen Academy Elementary School
SC72	Seattle - 3	School	Northshore Junior High School
SC73	Seattle - 3	School	Kindercare Learning Center 898
SC74	Seattle - 3	School	Woodmoor Elementary School
SC75	Seattle - 3	School	Lil' People's World Child Care Center
SC76	Seattle - 3	School	Tree of Life Daycare Center
SC77	Seattle - 3	School	Kamiakin Junior High School
SC78	Seattle - 3	School	John Muir Elementary School
SC79	Seattle - 3	School	Elite Kids Preschool Kirkland Center
SC80	Seattle - 3	School	Lake Washington Technical College
SC81	Seattle - 3	School	Lake Washington Technical College Early Learning Center
SC82	Seattle - 3	School	Kindercare Learning Center 1024
SC83	Seattle - 3	School	Springhurst School
SC84	Seattle - 3	School	Mark Twain Elementary School
SC85	Seattle - 3	School	City Kids Preschool
SC86	Seattle - 3	School	Rose Hill Presbyterian Preschool
SC87	Seattle - 3	School	Discovery Center
SC88	Seattle - 3	School	Rose Hill Elementary School
SC89	Seattle - 3	School	Kindercare Learning Center 1053
SC90	Seattle - 3	School	The Orchard Daycare Center

Map ID#*	Map Name	Feature	Name
SC91	Seattle - 3	School	Stella Schola Middle School
SC92	Seattle - 3	School	Rose Hill Junior High School
SC93	Seattle - 3	School	Benjamin Franklin Elementary School
SC94	Seattle - 3	School	Benjamin Rush Elementary School
SC95	Seattle - 3	School	Bright Horizons Overlake Daycare Center
SC96	Seattle - 3	School	Cherry Crest Elementary School
SC97	Seattle - 3	School	Bridle Trails Toys and Tots Daycare Center
SC98	Seattle - 3	School	Bellevue Children's Academy
SC99	Seattle - 3	School	Learning Garden School
SC100	Seattle - 3	School	Planet Kids Montessori School
SC101	Seattle - 3	School	America's Child Montessori School
SC102	Seattle - 3	School	The Academic Institute
SC103	Seattle - 3	School	Bel - Red Bilingual Academy
SC104	Seattle - 3	School	Highland Middle School
SC105	Seattle - 3	School	Early World Childrens School
SC106	Seattle - 3	School	A+ Alternative School
SC107	Seattle - 3	School	Dartmoor School
SC108	Seattle - 3	School	Eastside Academic School of Transit
SC109	Seattle - 3	School	Stevenson Elementary School
SC110	Seattle - 3	School	Cedar Park Christian School - Bellevue Campus
SC111	Seattle - 3	School	Odle Middle School
SC112	Seattle - 3	School	Three Cedars Waldorf School
SC113	Seattle - 3	School	Olympus Northwest Middle School
SC114	Seattle - 3	School	Jing Mei Elementary School
SC115	Seattle - 3	School	Bellevue School District Office
SC116	Seattle - 3	School	Wilburton Elementary School
SC117	Seattle - 3	School	Sammamish High School
SC118	Seattle - 3	School	Hyak Junior High School (historical)
SC119	Seattle - 3	School	International School
SC120	Seattle - 3	School	Lake Hills Elementary School

Map ID#*	Map Name	Feature	Name
SC121	Seattle - 3	School	Kelsey Creek Home School Center
SC122	Seattle - 3	School	Robinswood Middle School
SC123	Seattle - 3	School	Robinswood High School
SC124	Seattle - 3	School	Robinswood Elementary School
SC125	Seattle - 3	School	Woodridge Elementary School
SC126	Seattle - 3	School	Eastside Christian School
SC127	Seattle - 3	School	Chestnut Hill Academy South Campus
SC128	Seattle - 3	School	Bellevue Community College
SC129	Seattle - 3	School	Learning Garden School Sunset
SC130	Seattle - 3	School	Career Link School
SC131	Seattle - 3	School	John Stanford Center for Educational Excellence
SC132	Seattle - 3	School	Jose Martin Child Development Center
SC133	Seattle - 3	School	Puesta del Sol Elementary School
SC134	Seattle - 3	School	Kimball Elementary School
SC135	Seattle - 3	School	Tyee Middle School
SC136	Seattle - 3	School	Denise Louie Education Center Beacon Hill
SC137	Seattle - 3	School	Kindercare Learning Center 946
SC138	Seattle - 3	School	Eastgate Elementary School
SC139	Seattle - 3	School	Newport Childrens School
SC140	Seattle - 3	School	Mustard Seed Child Care Center
SC141	Seattle - 3	School	Newport High School
SC142	Seattle - 3	School	Asa Mercer Middle School
SC143	Seattle - 3	School	Mercer Middle School
SC144	Seattle - 3	School	Somerset Elementary School
SC145	Seattle - 3	School	Pathfinder K - 8 School
SC146	Seattle - 3	School	Southwest Youth and Family Services
SC147	Seattle - 3	School	Interagency Alder Academy
SC148	Seattle - 3	School	Interagency Camp School
SC149	Seattle - 3	School	Interagency Fairview Academy
SC150	Seattle - 3	School	Interagency King County Jail School

Map ID#*	Map Name	Feature	Name
SC151	Seattle - 3	School	Interagency Orion Center
SC152	Seattle - 3	School	Interagency Ryther Center
SC153	Seattle - 3	School	Interagency Southwest Youth and Family School
SC154	Seattle - 3	School	Interagency U District Youth Center
SC155	Seattle - 3	School	Zion Preparatory Academy
SC156	Seattle - 3	School	Sunnyside Montessori School
SC157	Seattle - 3	School	Forest Ridge School of the Sacred Heart
SC158	Seattle - 3	School	Orca Alternative
SC159	Seattle - 3	School	Columbia Elementary School
SC160	Seattle - 3	School	The New School at Columbia
SC161	Seattle - 3	School	Maple Elementary School
SC162	Seattle - 3	School	Saint George Parish School
SC163	Seattle - 3	School	Lake Heights Elementary School
SC164	Seattle - 3	School	Damascus Daycare Center
SC165	Seattle - 3	School	Alternative School Number One
SC166	Seattle - 3	School	Primm ABC Child Care Center and Preschool
SC167	Seattle - 3	School	Dearborn Park Elementary School
SC168	Seattle - 3	School	Newport Hills School
SC169	Seattle - 3	School	Cleveland High School
SC170	Seattle - 3	School	Newport Heights Elementary
SC171	Seattle - 3	School	Saint Edward Parish School
SC172	Seattle - 3	School	Ringdall Junior High School
SC173	Seattle - 3	School	Torah Day School of Seattle
SC174	Seattle - 3	School	Aki Kurose Middle School Academy
SC175	Seattle - 3	School	Sharples Junior High School
SC176	Seattle - 3	School	Gloryland Daycare Center
SC177	Seattle - 3	School	Martin Luther King Junior Elementary School
SC178	Seattle - 3	School	Renton Academy
SC179	Seattle - 3	School	Megumi Preschool Seattle

Map ID#*	Map Name	Feature	Name
SC180	Seattle - 3	School	Van Asselt Elementary School
SC181	Seattle - 3	School	Hazelwood Elementary School
SC182	Seattle - 3	School	Seattle Urban Academy
SC183	Seattle - 3	School	Wing Luke Elementary School
SC184	Seattle - 3	School	Tiny Tots Child Development Center Number 1
SC185	Seattle - 3	School	African American Academy
SC186	Seattle - 3	School	Newcastle Elementary School
SC187	Seattle - 3	School	Dunlap Elementary School
SC188	Seattle - 3	School	South Lake High School
SC189	Seattle - 3	School	Rainier Beach High School
SC190	Seattle - 3	School	Seattle School District Office
SC191	Seattle - 3	School	South Shore Middle School
SC192	Seattle - 3	School	Children's House Montessori School
SC193	Seattle - 3	School	Emerson Elementary School
SC194	Seattle - 3	School	Sierra Heights Elementary School
SC195	Seattle - 3	School	Amazing Grace Christian School
SC196	Seattle - 3	School	Saint Paul School
SC197	Seattle - 3	School	Hillcrest Middle School
SC198	Seattle - 3	School	Hillcrest Special Services Center
SC199	Seattle - 3	School	Hillcrest Early Childhood Center
SC200	Seattle - 3	School	McKnight Middle School
SC201	Seattle - 3	School	Kindercare Learning Center 1137
SC202	Seattle - 3	School	Renton Child Care Center
SC203	Seattle - 3	School	Hazen High School
SS3	Tacoma - 4	Sole Source Aquifer	Cedar Valley Aquifer
SS4	Tacoma - 4	Sole Source Aquifer	Central Pierce County Aquifer
TR5	Tacoma - 4	Tribal Lands	Puyallup Reservation
TR6	Tacoma - 4	Tribal Lands	Nisqually Reservation
HP18	Tacoma - 4	Historic Building	Drum, Henry, House
HP19	Tacoma - 4	Historic Building	Masonic Temple Building--Temple Theater

Map ID#*	Map Name	Feature	Name
HP20	Tacoma - 4	Historic Building	Wright Park and Seymour Conservatory
HP21	Tacoma - 4	Historic Building	Balfour Dock Building
HP22	Tacoma - 4	Historic Building	Fire Alarm Station
HP23	Tacoma - 4	Historic Building	Fire Station No. 1
HP24	Tacoma - 4	Historic Building	Walker Apartment Hotel
HP25	Tacoma - 4	Historic Building	Yuncker, John F., House
HP26	Tacoma - 4	Historic Building	House at 605 South G Street
HP27	Tacoma - 4	Historic Building	Northern Pacific Office Building
HP28	Tacoma - 4	Historic Building	Old City Hall
HP29	Tacoma - 4	Historic Building	Building at 712--716 Sixth Avenue
HP30	Tacoma - 4	Historic Building	Y.M.C.A. Building
HP31	Tacoma - 4	Historic Building	Old City Hall Historic District
HP32	Tacoma - 4	Historic Building	Lynn, C.O., Co. Funeral Home
HP33	Tacoma - 4	Historic Building	Rhodes Medical Arts Building
HP34	Tacoma - 4	Historic Building	South J Street Historic District
HP35	Tacoma - 4	Historic Building	Bowes Building
HP36	Tacoma - 4	Historic Building	House at 802--804 South G Street
HP37	Tacoma - 4	Historic Building	House at 708--710 South 8th Street
HP38	Tacoma - 4	Historic Building	Rialto Theater
HP39	Tacoma - 4	Historic Building	Pantages Theatre
HP40	Tacoma - 4	Historic Building	Fireboat Station
HP41	Tacoma - 4	Historic Building	Pythian Temple
HP42	Tacoma - 4	Historic Building	City Waterway Bridge
HP43	Tacoma - 4	Historic Building	National Bank of Tacoma
HP44	Tacoma - 4	Historic Building	McIlvaine Apartments
HP45	Tacoma - 4	Historic Building	Tacoma Building
HP46	Tacoma - 4	Historic Building	City Waterway Bridge
HP47	Tacoma - 4	Historic Building	Perkins Building
HP48	Tacoma - 4	Historic Building	US Post Office--Tacoma Downtown Station--Federal Building
HP49	Tacoma - 4	Historic Building	Sunset Telephone & Telegraph Building

Map ID#*	Map Name	Feature	Name
HP50	Tacoma - 4	Historic Building	Pacific National Bank Building
HP51	Tacoma - 4	Historic Building	Sandberg--Schoenfeld Buildings
HP52	Tacoma - 4	Historic Building	Sprague Building
HP53	Tacoma - 4	Historic Building	House at 1510 Tacoma Avenue South
HP54	Tacoma - 4	Historic Building	Building at 1602 South G Street
HP55	Tacoma - 4	Historic Building	House at 1610 South G Street
HP56	Tacoma - 4	Historic Building	Albers Brothers Mill
HP57	Tacoma - 4	Historic Building	Union Passenger Station
HP58	Tacoma - 4	Historic Building	Nihon Go Gakko
HP59	Tacoma - 4	Historic Building	Union Depot-Warehouse Historic District
HP60	Tacoma - 4	Historic Building	Engine House No. 4
PK38	Tacoma - 4	Park	Skyway Park
PK39	Tacoma - 4	Park	Windsor Hills Park
PK40	Tacoma - 4	Park	Renton Stadium
PK41	Tacoma - 4	Park	Earlington Park
PK42	Tacoma - 4	Park	Fort Dent Athletic Center
PK43	Tacoma - 4	Park	Phillip Arnold Park
PK44	Tacoma - 4	Park	Tukwila Park
PK45	Tacoma - 4	Park	Tiffany Park
PK46	Tacoma - 4	Park	Talbot Hill Park
PK47	Tacoma - 4	Park	Cascade Park
PK48	Tacoma - 4	Park	Valley Ridge Park
PK49	Tacoma - 4	Park	Russell Road Park
PK50	Tacoma - 4	Park	Downey Bridge Monument
PK51	Tacoma - 4	Park	North Green River Park
PK52	Tacoma - 4	Park	Steel Lake Park
PK53	Tacoma - 4	Park	Wright Park
PK54	Tacoma - 4	Park	Firemans Park
PK55	Tacoma - 4	Park	McKinley Park
PK56	Tacoma - 4	Park	Portland Avenue Park
PK57	Tacoma - 4	Park	Swan Creek County Park

Map ID#*	Map Name	Feature	Name
SC204	Tacoma - 4	School	Lakeridge Elementary School
SC205	Tacoma - 4	School	Rainier School
SC206	Tacoma - 4	School	Rainier View Elementary School
SC207	Tacoma - 4	School	Earlington Elementary School
SC208	Tacoma - 4	School	Bryn Mawr Elementary School
SC209	Tacoma - 4	School	Highlands Christian School
SC210	Tacoma - 4	School	Toddler Tech Child Care Center
SC211	Tacoma - 4	School	Honey Dew Home School
SC212	Tacoma - 4	School	Highlands Elementary School
SC213	Tacoma - 4	School	Renton Technical College Child Care Center
SC214	Tacoma - 4	School	Renton Technical College Odem Building
SC215	Tacoma - 4	School	Renton Technical College Greco Buildings
SC216	Tacoma - 4	School	Dimmitt Middle School
SC217	Tacoma - 4	School	Campbell Hill Elementary School
SC218	Tacoma - 4	School	Thomson Early Childhood Center
SC219	Tacoma - 4	School	Renton Technical College Roberts Campus Center
SC220	Tacoma - 4	School	Renton Technical College De Moss Building
SC221	Tacoma - 4	School	Renton Technical College Business Technology Building
SC222	Tacoma - 4	School	Childtime Learning Center Number 906
SC223	Tacoma - 4	School	Renton Technical College Anderson Building
SC224	Tacoma - 4	School	Renton Technical College Houser Building
SC225	Tacoma - 4	School	Childrens Village Child Care Center
SC226	Tacoma - 4	School	Renton Technical College Basic Studies Center
SC227	Tacoma - 4	School	Renton Technical College Electrical - Mechanical Building
SC228	Tacoma - 4	School	Renton Technical College
SC229	Tacoma - 4	School	Renton Technical College McCormick Building

Map ID#*	Map Name	Feature	Name
SC230	Tacoma - 4	School	Renton Technical College Technology Resource Center
SC231	Tacoma - 4	School	Renton Technical College Allied Health Building
SC232	Tacoma - 4	School	Black River High School
SC233	Tacoma - 4	School	Skyway Christian Kindergarten
SC234	Tacoma - 4	School	Ukrainian Christian Center School
SC235	Tacoma - 4	School	Renton Christian School
SC236	Tacoma - 4	School	Renton High School
SC237	Tacoma - 4	School	Saint Anthony School
SC238	Tacoma - 4	School	Ford School
SC239	Tacoma - 4	School	Renton School District Office
SC240	Tacoma - 4	School	Puget Sound Education Service District Office
SC241	Tacoma - 4	School	Embry - Riddle Aeronautical University
SC242	Tacoma - 4	School	Tukwila Elementary School
SC243	Tacoma - 4	School	Tiffany Park Elementary School
SC244	Tacoma - 4	School	Phoenix Montessori School
SC245	Tacoma - 4	School	Boeing Family Center
SC246	Tacoma - 4	School	Cascade Vista Child Care Center
SC247	Tacoma - 4	School	Cascade Elementary School
SC248	Tacoma - 4	School	Talbot Hill Elementary School
SC249	Tacoma - 4	School	Nelsen Middle School
SC250	Tacoma - 4	School	Spring Glen Elementary School
SC251	Tacoma - 4	School	McMicken Heights Elementary School
SC252	Tacoma - 4	School	Beautiful Savior Lutheran Preschool
SC253	Tacoma - 4	School	Circle Time Childcare Center
SC254	Tacoma - 4	School	Family Circle Learning Center
SC255	Tacoma - 4	School	Kindercare Learning Center 659
SC256	Tacoma - 4	School	Valley View Elementary School
SC257	Tacoma - 4	School	Seatac Occupational Skills Center
SC258	Tacoma - 4	School	Bow Lake Elementary School

Map ID#*	Map Name	Feature	Name
SC259	Tacoma - 4	School	Seattle Christian Middle School
SC260	Tacoma - 4	School	SeaTac Christian Academy
SC261	Tacoma - 4	School	Tyee Educational Complex
SC262	Tacoma - 4	School	Chinook Middle School
SC263	Tacoma - 4	School	Easter Seals Angle Lake Child Development Center
SC264	Tacoma - 4	School	Angle Lake School
SC265	Tacoma - 4	School	Maywood Center
SC266	Tacoma - 4	School	Bright Horizons at Centerpoint
SC267	Tacoma - 4	School	O'Brien School
SC268	Tacoma - 4	School	Great Beginnings Childcare Center
SC269	Tacoma - 4	School	Neely - O'Brien Elementary School
SC270	Tacoma - 4	School	Kent View Christian Elementary School
SC271	Tacoma - 4	School	Mill Creek Middle School
SC272	Tacoma - 4	School	Kent High School
SC273	Tacoma - 4	School	Kent Junior High School
SC274	Tacoma - 4	School	Three Bears Daycare Center
SC275	Tacoma - 4	School	Kent Child Development Center
SC276	Tacoma - 4	School	Kent Elementary School
SC277	Tacoma - 4	School	Montessori Plus School
SC278	Tacoma - 4	School	Great Beginnings Childcare Center
SC279	Tacoma - 4	School	Rainier Christian Preschool
SC280	Tacoma - 4	School	Thomas Academy
SC281	Tacoma - 4	School	Thomas School
SC282	Tacoma - 4	School	Camelot Elementary School
SC283	Tacoma - 4	School	Meredith Hill Elementary School
SC284	Tacoma - 4	School	Kindercare Learning Center 811
SC285	Tacoma - 4	School	Lake Dolloff Elementary School
SC286	Tacoma - 4	School	Kilo Middle School
SC287	Tacoma - 4	School	Saint Nicholas Montessori School
SC288	Tacoma - 4	School	Federal Way School District Office

Map ID#*	Map Name	Feature	Name
SC289	Tacoma - 4	School	Internet Academy
SC290	Tacoma - 4	School	Evergreen Heights Elementary School
SC291	Tacoma - 4	School	H S Truman High School
SC292	Tacoma - 4	School	Steel Lake School
SC293	Tacoma - 4	School	Space Age Daycare Preschool
SC294	Tacoma - 4	School	Childrens Dream Learning Center
SC295	Tacoma - 4	School	Kindercare Learning Center 809 West Campus
SC296	Tacoma - 4	School	Federal Way Public Academy
SC297	Tacoma - 4	School	Brooklake Christian School
SC298	Tacoma - 4	School	Lakeland Elementary School
SC299	Tacoma - 4	School	Todd Beamer High School
SC300	Tacoma - 4	School	Sequoyah Middle School
SC301	Tacoma - 4	School	Spring Valley Montessori School
SC302	Tacoma - 4	School	Rainier View Elementary School
SC303	Tacoma - 4	School	Home Hospital School
SC304	Tacoma - 4	School	Stadium High School
SC305	Tacoma - 4	School	Project Choice School
SC306	Tacoma - 4	School	Central School
SC307	Tacoma - 4	School	Bates Early Childhood Learning Center
SC308	Tacoma - 4	School	Vocational School
SC309	Tacoma - 4	School	Saint Leo School
SC310	Tacoma - 4	School	Community Montessori School
SC311	Tacoma - 4	School	Endeavour Intermediate School
SC312	Tacoma - 4	School	Milton Elementary School
SC313	Tacoma - 4	School	University of Washington Tacoma Campus Carlton Center
SC314	Tacoma - 4	School	University of Washington Tacoma Campus Academic Building
SC315	Tacoma - 4	School	University of Washington Tacoma Campus Science Building
SC316	Tacoma - 4	School	University of Washington Tacoma Campus Keystone Building

Map ID#*	Map Name	Feature	Name
SC317	Tacoma - 4	School	Metro Parks Program School
SC318	Tacoma - 4	School	Region V Learning Center
SC319	Tacoma - 4	School	University of Washington Tacoma Campus Tioga Building
SC320	Tacoma - 4	School	Tacoma School of the Arts
SC321	Tacoma - 4	School	Learning Opportunity Center
SC322	Tacoma - 4	School	Fife Elementary School
SC323	Tacoma - 4	School	Fife High School
SC324	Tacoma - 4	School	Hawthorne School
SC325	Tacoma - 4	School	Holy Innocents School
SC326	Tacoma - 4	School	Rogers Elementary School
SC327	Tacoma - 4	School	Columbia Junior High School
SC328	Tacoma - 4	School	Roosevelt Elementary School
SC329	Tacoma - 4	School	Riverside Elementary School
SC330	Tacoma - 4	School	Chief Leschi School
SC331	Tacoma - 4	School	Walker Road School
SC332	Tacoma - 4	School	Waller Road Elementary School
SC333	Tacoma - 4	School	Toddlers University II Child Care Center
SC334	Tacoma - 4	School	Central Avenue Elementary School
SC335	Tacoma - 4	School	Collins Elementary School
SC336	Tacoma - 4	School	Discovery Station Child Care Center
SC337	Tacoma - 4	School	Clover Creek Elementary School
SC338	Tacoma - 4	School	Spanaway Christian School
SC339	Tacoma - 4	School	Child's Time II Early Learning Center
SC340	Tacoma - 4	School	Elk Plain Elementary School
SC341	Tacoma - 4	School	Care Bear Child Care Center
SC342	Tacoma - 4	School	Roy Elementary School
TR7	Centralia - 5	Tribal Lands	Chehalis Reservation
HP61	Centralia - 5	Historic Building	Rainier School
SC343	Centralia - 5	School	Yelm Middle School
SC344	Centralia - 5	School	Fort Stevens Elementary School

Map ID#*	Map Name	Feature	Name
SC345	Centralia - 5	School	Yelm Extension School
SC346	Centralia - 5	School	Yelm Intermediate School
SC347	Centralia - 5	School	Our Redeemer Lutheran School
SC348	Centralia - 5	School	Rainier Elementary School
SC349	Centralia - 5	School	Rainier Junior/Senior High School
PK58	Centralia - 5	Park	Riverside County Park
SC350	Mt. Saint Helens - 6	School	Toledo High School
SC351	Mt. Saint Helens - 6	School	Toledo Middle School
SC352	Mt. Saint Helens - 6	School	Toledo Elementary School
SC353	Mt. Saint Helens - 6	School	Toledo Elementary School
SC354	Mt. Saint Helens - 6	School	Butler Acres Elementary School
SC355	Mt. Saint Helens - 6	School	Coweeman Middle School
SC356	Mt. Saint Helens - 6	School	Kelso High School
HP62	Vancouver - 7	Historic Building	Klager, Hulda, Lilac Gardens
HP63	Vancouver - 7	Historic Building	Lancaster, Judge Columbia, House
HP64	Vancouver - 7	Historic Building	Shobert, William Henry, House
HP65	Vancouver - 7	Historic Building	Sara Store
HP66	Vancouver - 7	Historic Building	US Post Office--St. John's Station
HP67	Vancouver - 7	Historic Building	St. Johns Signal Tower Gas Station
HP68	Vancouver - 7	Historic Building	West Hall
HP69	Vancouver - 7	Historic Building	McDougall--Campbell House
HP70	Vancouver - 7	Historic Building	McDougall, Alexander D., House
HP71	Vancouver - 7	Historic Building	McDougall, Natt and Christena, House
PK59	Vancouver - 7	Park	Abrams Park
PK60	Vancouver - 7	Park	Shillapoo Wildlife Recreation Area
PK61	Vancouver - 7	Park	Vancouver Lake Park
SC357	Vancouver - 7	School	Cloverdale School

Map ID#*	Map Name	Feature	Name
SC358	Vancouver - 7	School	Woodland High School
SC359	Vancouver - 7	School	Woodland Elementary School
SC360	Vancouver - 7	School	Woodland Middle School
SC361	Vancouver - 7	School	Union Ridge Elementary School
SC362	Vancouver - 7	School	View Ridge Middle School
SC363	Vancouver - 7	School	Dwight D Eisenhower Elementary School
SC364	Vancouver - 7	School	Fruit Valley Elementary School

SECTION 7 SUSTAINED RESPONSE ACTIONS

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7.1 Response Resources

7.1.1 Company Response Equipment

Company Response Equipment is listed in Figure 7.1. The equipment listed is available for response to both the Olympic Pipe Line and the Cherry Point Crude Line. Under current standards for response this equipment would be used by Olympic to establish initial containment within 2 hours of an incident. Olympic has established a Primary Response Contractor (PRC) agreement with National Response Corporation Environmental Services Inc. (NRCES) that provides 24/7 imbedded staff dedicated to Olympic for the purpose of meeting the 30 minute mobilization and 2 hour response standards for company owned equipment. Under this agreement NRCES will have 2 response personnel and a tow vehicle on call for each of Olympics 3 equipment trailers at all times.

7.1.2 Response Equipment Inspection and Maintenance

Company response resources consist of strategically located response trailers containing primarily safety and spill response equipment. One or more of the trailers can be mobilized to any location along the pipeline within 2 hours to meet the Washington Administrative Code (WAC) 173-182-365 and Tier 1 response planning requirements. Additional contractor equipment can also respond to any location on the pipeline system to meet the 6, 12, 24 and 48 hour response requirements.

Company response equipment is tested and inspected by NRCES response personnel in accordance with the same equipment maintenance procedures outlines in their approved PRC application. All maintenance records will be kept on file and available for inspection for a period of 5 years.

Figure 7.1: Locations of Spill Response Trailers

Location	WRRL #	Closest Mile Post	Trailer/Truck (Age)	Boats (Age)	Pumps / Skimmers	Boom	Other
Bayview Products Terminal 14879 Ovenell Road Mt. Vernon, WA 98273	30123	37	20' white Response Trailer (2008) Ford F250 4x4 Crew Cab (2008)	12' V bottom skiff with 15hp o/b (2008) (mounted on response truck)	2" diesel pump skimpac skimmer (26 gpm derated capacity)	200' - 5" sorbent 200' - sorbent sweep 1600' - 12" river 400' - 6" pond	8" PVC pipe (2) 3 x 8', open top drums
SF Tacoma Yard 1231 E 21st Street Tacoma, WA 98421	30124	130	20' white Response Trailer (2008) Ford F250 4x4 Crew Cab (2008)	12' V bottom skiff with 15hp o/b (2008) (mounted on response truck)	2" diesel pump skimpac skimmer (26 gpm derated capacity)	200' - 5" sorbent 200' - sorbent sweep 1600' - 12" river 400' - 6" pond	8" PVC pipe (2) 3 x 8', open top drums
Castle Rock Station 185 Kalmbach Quarry Rd Castle Rock, WA 98611	30125	209	20' white Response Trailer (2008) Ford F250 4x4 Crew Cab (2008)	12' V bottom skiff with 15hp o/b (2008) (mounted on response truck)	2" diesel pump skimpac skimmer (26 gpm derated capacity)	200' - 5" sorbent 200' - sorbent sweep 1600' - 12" river 400' - 6" pond	8" PVC pipe (2) 3 x 8', open top drums

Notes:

" = inches

' = feet

= number

gpm = gallons per minute

hp = horsepower

o/b = on board

WRRL = Worldwide Response Recourse List

Figure 7.2: Spill Response Trailer Inventory

Trailer Description	Wells Cargo
Trailer Length:	20 feet
Trailer Weight:	
Trailer Hitch Type:	2 inch Ball
Trailer Electrical Connection Type:	
Inventory Date / by:	
Trailer Seal #	

Type of Equipment	Specifications	On Hand	Unit
Boom	River 12 inch	1600	Feet
	Pond 6 inch	400	Feet
	Sorbent	200	Feet
	Tow Bridle	3	Each
Dam Building Materials	PVC Pipe (8 inch X 8 feet ¹)	3	Each
	Visqueen	1	Roll
	Metal Posts	12	Each
	Rope - 1/2 inch	2	600' Roll
Miscellaneous tools	Shovel - Round	1	Each
	Pitch Fork	1	Each
	Fence Post Driver	1	Each
	Weedeater	1	Each
	Chain Saw	1	Each
Hand Tools	Tool Box	1	Each
	Ratchet Set	1	Each
	Screwdriver Set	1	Each
	Crescent Wrench	1	Each
	Handsaw	1	Each
	Flashlight	1	Each
	Duct Tape	2	100' Roll

Type of Equipment	Specifications	On Hand	Unit
Trailer Location:			
Trailer ID:			
Trailer Description	Wells Cargo		
PPE/Safety/Decontamination Equipment	First Aid Kit	1	Each
	Safety Goggles	1	Each
	Eye Wash Exp. Date _____	1	Each
	Rubber Gloves	2	Pair
	Fire Extinguisher	1	Each
	Brush Cutter Harness	1	Each
	Chain Saw Chaps And Face Shield	1	Each
	Rain Gear	2	Set
Recovery Equipment	Pump - 1 inch Double Diaphragm	1	Each
	Skimmer - Skimpak 4200	1	Each
	Suction/Discharge hose (1 inch-)	80/100	feet
	Air Compressor	1	Each
	Air Hose	75	Feet
	Strainer	1	Each
	Gasoline fuel can with funnel	1	Gallon
	Miscellaneous cam lock fittings	1	Box
Boats/motors	V bottom boat 12 feet	1	Each
	Motor - 15 horsepower, 2 stroke outboard	1	Each
	Danforth Anchors and Bouys	3	Each
	Boat gas tank	1	Each
	Air horn	1	Each

7.1.3 Contracts, Contractor Equipment and Manpower

The Company's PRCs as well as other companies who can provide spill response services are provided in Section 3. The Company has ensured by contract the availability of private personnel and equipment necessary to respond, to the maximum extent practicable, to the worst case discharge or the substantial threat of such discharge. The PRCs are also geographically distributed to provide materials, equipment and manpower in a timely manner even in the unlikely event of simultaneous oil spills.

Appendix B contains contracts for the Company's PRCs. Since these contractors are United States Coast Guard certified Oil Spill Removal Organizations (OSROs), equipment lists are not required to be maintained in this plan.

The OSROs have contracts with other companies therefore the company has endeavored to select contractors with sufficient equipment and overlapping areas of operation to ensure response equipment and personnel availability.

In the event that additional resources, not dedicated to spill response, are required to respond to an incident, Olympic will first utilize its OSRO contractors to source and acquire the needed equipment through established cooperative agreements. If the equipment cannot be obtained by the OSROs within 48 hours Olympic can request assistance from the BP Business Support Team (BST) that has been established to deal with business resourcing issues during an emergency.

7.1.4 Communications Equipment

Primarily Olympic communication is conducted using landline and cellular telephones. Additional communications equipment includes cellular telephone based applications, handheld VHF-FM radios, pagers, and fax machines. Equipment may be provided by the Company or leased from a communications retailer. Communications with government agencies, state police and contractors can be conducted on portable radios. Refer to Figure 7.3 for communications guidelines.

Figure 7.3: Communications Checklist

Communications Checklist	Initials	Date & Time Started	Date & Time Completed
Develop communications plan			
Ensure adequate phone lines per staff element - contact local provider			
Ensure adequate fax lines - contact local provider			
Internet access necessary?			
Ensure recharging stations for cellular phones			
VHF radio communications: *establish frequencies *assign call signs *distribute radios *establish communications schedule			
Ensure recharging stations for VHF radios			
Determine need for VHF repeaters			
Ensure copy machine available			
Ensure communications resource accountability			
Ensure responders have capability to communicate with aircraft.			

Note: Actions on this checklist may not be applicable or may be continuous activities.

7.1.5 Command Post

The Company will maintain an Emergency Operations Center (EOC) during a spill event. A prescreened list of hotels that have convention/meeting rooms that would serve for an incident command center are listed in Figure 7.5. Additional Tactical Command Post(s) (TCP) may be set up in the vicinity as needed. For guidelines for establishing a Command Post, refer to Figure 7.4.

Figure 7.4: Command Post Checklist

Command Post Checklist	Initials	Date & Time Started	Date & Time Completed
Ensure adequate space for size of staff			
Ensure 24 hour accessibility			
Ensure personal hygiene facilities			
Ensure suitability of existing communications resources (phone/fax/radio)			
Ensure availability of private conference and briefing rooms			
Identify command post security requirements, safe location			
Notify other parties of Command Post location, provide maps/driving directions			
Determine staging areas and incident base locations			
Identify future need to move, upgrade facilities			

Note: Actions on this checklist may not be applicable or may be continuous activities.

Figure 7.5: Command Post Locations

Name	Address	Driving Directions
Best Western Lakeway	714 Lakeway drive Bellingham, WA 98229 (360) 671-1011	From interstate 5 north - use exit 253 Lakeway drive. Turn right at the stop sign onto king street. Take a right onto Lakeway drive at the stoplight. The best western Lakeway inn s entrance is the first driveway on the left.
Holiday Inn Everett	3105 pine street Everett, WA 98201 (425) 339-2000	From north - i-5 north to exit 193. Left on pacific avenue. Left on pine street.
Hyatt Regency, Bellevue	900 Bellevue way ne, Bellevue, WA 98004 (425) 462-1234	From 405 north – Bellevue Exit NE 8th street west. Hotel is on 8th street ne and Bellevue way.
Embassy Suites Tukwila	15920 w valley road Tukwila, WA 98188 (425) 227-8844	From i-5 exit i-405 north, take exit 1 /west valley highway/ and travel 2 blocks south to the hotel. Hotel is located at southeast corner of west valley highway and Longacre way.
Red Lion Olympia	2300 evergreen park drive Olympia, WA 98502 360-943-4000	From interstate 5 north or southbound take exit 104 highway 101. From highway 101, Take the first exit - Crosby boulevard / cooper point road. Turn right onto cooper point road. Turn right on evergreen park drive and the right on south evergreen park drive. Turn right into Morris business park at Lakeridge way, straight to the hotel.
Best Western Plus Park Place Inn & Suites	201 interstate avenue Chehalis, WA 98532 360-748-4040	From interstate 5 north or southbound take exit 76, Go one block east, turn right onto interstate avenue for 400 ft.
Red Lion Kelso/Longview	510 s kelso dr. Kelso, WA 360-636-4400	From interstate 5 north or southbound take exit 39. Turn left onto wa-4/Allen street. Turn right onto S kelso dr. Destination will be on the left
Hilton Vancouver	301 w 6th street Vancouver, WA 98660	South on interstate 5- take interstate 5 into Vancouver- Washington. Take the city center exit /1c/. Turn right onto mill plain Blvd. -becomes 15th street- Turn left onto Columbia street. Hotel is on the SW corner of 6th and Columbia

7.2 Site Security Measures

Due to the large amount of public attention created at an oil spill site, additional security measures are required. Several measures should be planned in advance to prepare security personnel for various possible scenarios including the unlikely event of simultaneous spills. A checklist for site security is included in Figure 7.6.

Figure 7.6: Site Security Checklist

Site Security Checklist	Initials	Date & Time Started	Date & Time Completed
Restrict access to the site.			
Direct traffic away from the site.			
Request assistance from the Sheriff's Department to: <ul style="list-style-type: none"> Establish road blocks where necessary, to secure the area Divert local traffic away from the spill area Provide access for spill response equipment and personnel 			
Coordinate rescue operations with the local fire department paramedics.			
Request, through the Federal On-Scene Coordinator, the Federal Aviation Administration (FAA) restrict air space over the site.			
Contract for additional security personnel, as needed.			
Maintain strict control over all personnel and vehicular traffic entering the site.			
Position security personnel to effectively control non-response personnel.			
Barricade lesser traveled points with appropriate signs warning against entry.			
Establish check points at barricaded points to verify security effectiveness.			
Maintain a log that documents all security related incidents and observations made at the spill site.			
Establish a pass system and distribute pre-prepared security passes to all spill related personnel.			
Ensure all response equipment is safeguarded.			

A model Site Security Plan is provided in Figure 5.2.

7.3 Public Affairs

This section contains guidelines for dealing with the media during an emergency. The Incident Commander will play a key role in providing the initial public assessment and taking the first steps to provide the Company's public response. Information in this section includes:

- Guidelines for dealing with the media,
- Incident Fact Sheet, and
- List of Potential Questions

GUIDELINES FOR DEALING WITH THE MEDIA

- You as a company manager are the most logical person for reporters to seek out for information.
- If you don't answer the reporters' questions, they will look elsewhere to find out what happened. However, if you do not have this information or are not prepared to answer a particular question, say so. Then say when they can expect the answers to their questions (i.e. one hour, etc.).
- It is important to be courteous to all media representatives and to provide a safe place for them to wait until a company representative can meet them. You may need to provide an initial statement.

Do Provide:

- A brief, general description of what happened.
- Number of injured or killed, if known.
- Steps being taken to handle the emergency.

Don't Provide:

- Names of deceased or seriously injured employees until the next of kin have been notified.
- Speculation about the cause of the emergency.
- Any statement implying personal or company negligence.
- Cost estimates of damage.

Other Considerations:

- Safety considerations should always receive priority in determining access to company property.
- Anticipate likely questions:
 - There are only six questions that can be asked about any subject: Who, What, When, Where, Why and How.
- Keep answers short and understandable. Answer only the question that is asked by the reporter.
- Give the most important facts first. Talk to the public's concern about the incident.
 - Are there deaths or injuries, is there an immediate threat to the public. Is there any danger of explosion, is the fire under control, can it be controlled?
- If you don't know the answer to a question, don't be afraid to say "I don't know".
 - Make note of the question and tell the reporter that you will try to get the answer for him - then do it.
- Don't be defensive.

- There is no such thing as "Talking off the record".
 - Assume that anything and everything you say to a reporter is going to be printed or used in the story.
- Avoid "What If" or speculative questions.
 - These questions should be answered with a restatement of the problem and what is being done to control it.
- Don't speculate about the cause of the incident.
- Don't minimize the situation.

Figure 7.7: Incident Fact Sheet

What occurred? _____

When (Time)? _____

Where (Location)? _____

What are hazards? _____

How is the situation being handled? _____

How many people involved? _____

Confirmed injuries/fatalities _____

How/Where being treated? _____

Name of injured (release only after next of kin are notified) _____

Name of fatalities (release only after next of kin are notified) _____

What agencies have been notified? _____

On scene? (Yes/No) _____

Who is in charge? _____

Has outside help been requested _____ Who? _____

On scene? (Yes/No) _____

Is there danger to the plant? _____

Is there danger to the community _____ What _____

Is there an environmental hazard? _____

What is the environmental hazard? _____

What is being done to minimize environmental threat _____

Is there a need for evacuation? _____

Figure 7.8: List of Potential Questions

1. How big is the spill? (approximately) _____
2. How did it happen? _____
3. When did it happen? Date: _____ Time: _____
4. What is Olympic doing to clean up the spill and prevent other spills? _____

5. What if the spill hit the beach, residential or recreational areas, or environmentally sensitive areas?

6. Is the material hazardous and/or toxic? _____
7. Has any fish or wildlife been affected? _____

8. What was the last occurrence of this nature? _____

9. What is Olympic's environmental policy?

SECTION 8 DEMOBILIZATION / POST-INCIDENT REVIEW

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8.1 Equipment Demobilization

Demobilization is one of the areas that the Company can significantly reduce costs with proper planning. Therefore, emphasis must be placed on establishing efficient demobilization procedures. A demobilization checklist is contained in Figure 8.1. A demobilization plan is included in Figure 8.2.

Figure 8.1: Demobilization Checklist

Demobilization Checklist	Initials	Date & Time Started	Date & Time Completed
Assign personnel to identify surplus resources and probable release times			
Establish demobilization priorities			
Develop decontamination procedures			
Initiate equipment repair and maintenance			
Develop Disposal Plan			
Identify shipping needs			
Identify personnel travel needs			
Develop impact assessment and statements			
Obtain concurrence of Planning and Operations prior to release of personnel or equipment			

Figure 8.2: Demobilization Plan

Incident Name:	_____	Plan Location:	_____
Effective Date of Plan:	_____	Effective Time Period of Plan:	_____
Spill Location:	_____	Plan Prepared By:	_____

Demobilization Procedures

- Staging Area Manager will determine which resources are ready for release from a specific collection site. The Staging Area Manager will provide guidance on release priorities and demobilization recommendations. Information maintained by the Situation Unit Leader will be utilized to assist in the prioritization.
- Each collection site will require a decontamination area. Decontaminated equipment will be returned to appropriate staging area for release or re-deployment. Transports for equipment will be required if remote from staging area.
- Staging Area Manager will document all demobilization and decontamination activities.
- Equipment designated for re-assignment will be mobilized to the appropriate staging area.
- The Staging Area Manager will maintain a log documenting that proper decontamination procedures were performed for each piece of equipment.
- The Operations Section Chief will ensure that redeployed personnel receive proper rest prior to their return to duty. The Staging Group Leader will monitor personnel redeployment activities to ensure number of hours worked is within acceptable guidelines.
- The Operations Section Chief must approve demobilization plans prior to decontamination, release, or redeployment of any resources.

8.2 Post Incident Review

All facility personnel involved in the incident shall be debriefed within two weeks after termination of operations. A standard debriefing form is provided in Figure 8.3. The primary purpose of the post-spill review is to identify actual or potential deficiencies in the Facility Response Plan (FRP) and determine the changes required to correct the deficiencies. The post-spill review is also intended to identify which response procedures, equipment, and techniques were effective and which were not and the reason(s) why. This type of information is very helpful in the development of a functional FRP by eliminating or modifying those response procedures that are less effective and emphasizing those that are highly effective. This process should also be used for evaluating training drills or exercises. Key agency personnel that were involved in the response will be invited to attend the post-spill review.

Figure 8.3: Standard Debriefing Form

Name of incident: _____

Date: _____

Personnel Debriefed

Name: _____

Normal duty: _____

Summary of duties performed during incident (list date, time, and location):

Positive aspects of the response:

Aspects of the response which could be improved:

Name: _____

Title: _____

Signature: _____

8.2.1 Final Spill Cleanup Report

A final, comprehensive report shall be prepared by the Incident Commander or his designee after completion of spill cleanup activities for internal use. It should be written in the narrative form, including all appropriate information listed below:

1. Time, location, and date of discharge.
2. Type of material discharged.
3. Quantity discharged (indicate volume, color, length and width of slick, and rate of release if continuous).
4. Source of spill (tank, flowline, etc.) in which the oil was originally contained, path of discharge, and impact area.
5. Detailed description of what actually caused the discharge and actions taken to control or stop the discharge.
6. Description of damage to the environment.
7. Steps that Company or contractors took to clean up the spilled oil, and dates and times steps were taken.
8. The equipment used to remove the spilled oil, dates, and number of hours equipment was used.
9. The number of persons employed in the removal of oil from each location, including their identity, employer, and the number of hours worked at that location.
10. Actions by the Company or contractors to mitigate damage to the environment.
11. Measures taken by the Company or contractors to prevent future spills.
12. The federal and state agencies to which the Company or contractors reported the discharge. Show the agency, its location, the date and time of notification, and the official contacted.
13. Description of the effectiveness of equipment and cleanup techniques and recommendations for improvement.
14. The names, addresses, and titles of people who played a major role in responding to the event.
15. A section identifying problems and deficiencies noted during the response event. A follow-up section should include recommended procedure modifications to make a future response more effective and efficient.
16. All other relative information.
17. A final signature as follows:

The above information is true to the best of my knowledge and belief:

Name: _____

Title: _____

Signature: _____

Date: _____

APPENDIX A TRAINING AND EXERCISES

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A.1 Exercise Requirements and Schedules

Olympic Pipe Line Company LLC (Olympic) participates in the National Preparedness for Response Exercise Program (NPREP) to satisfy the exercise requirements of the United States Environmental Protection Agency (USEPA), Pipeline and Hazardous Materials Safety Administration (PHMSA), Washington Department of Ecology (WDOE) and Oregon Department of Environmental Quality (ODEQ). A listing of all exercise requirements to be completed within the three year (triennial) cycle is listed in Figure A.1. The Environmental Coordinator is responsible for scheduling, maintaining records, implementing and evaluating the drill program, and ensuring that post-drill evaluation improvements are implemented and the plan is updated accordingly.

Olympic will schedule oil spill exercises on the Northwest Area Committee area exercise calendar. Deployment drills will be scheduled at least 30 days in advance, tabletop drills at least 60 days in advance, and worst case tabletop drills at least 90 days in advance (Figure A.2). This will ensure that Ecology is provided with the opportunity to help design and evaluate all tabletop and deployment drills.

Figure A.1: NPREP Core Components

Core Components	Description
1. Organizational Design	
A. Notifications	Test the notifications procedures identified in the Area Contingency Plan and the associated Responsible Party Response Plan.
B. Staff Mobilization	Demonstrate the ability to assemble the spill response organization identified in the Area Contingency Plan and the associated Responsible Party Response Plan.
C. Ability to operate within the response management system described in the plan	Demonstrate the ability of the spill response organization to work within a unified command. Demonstrate the ability of the response organization to operate within the framework of the response management system identified in their respective plans.
2. Operational Response	
A. Discharge Prevention/Control	Demonstrate the ability of the spill response organization to control and stop the discharge at the source.
B. Assessment	Demonstrate the ability of the response organization to provide initial assessment of the discharge and provide continuing assessments of the effectiveness of the tactical operations.
C. Containment	Demonstrate the ability of the spill response organization to contain the discharge at the source or in various locations for recovery operations.
D. Recovery	Demonstrate the ability of the spill response organization to recover the discharged product.
E. Protection	Demonstrate the ability of the spill response team organization to protect the environmentally and economically sensitive areas identified in the Area Contingency Plan and the respective industry response plan.
F. Disposal	Demonstrate the ability of the spill response organization to dispose of the recovered material and contaminated debris.
3. Response Support	
A. Communications	Demonstrate the ability to establish an effective communications system for the spill response organization.
B. Transportation	Demonstrate the ability to establish multi-mode transportation both for execution of the discharge and support functions.
C. Personnel Support	Demonstrate the ability to provide the necessary support of all personnel associated with response.
D. Equipment Maintenance and Support	Demonstrate the ability to maintain and support all equipment associated with the response.
E. Procurement	Demonstrate the ability to establish and effective procurement system.
F. Documentation	Demonstrate the ability of the spill response organization to document all operational and support aspects of the response and provide detailed records of decisions and actions taken.

Figure A.2: Exercise Type and Frequency

Exercise Type	Exercise Characteristics
Facility/Qualified Individual (QI) Notification	<ul style="list-style-type: none"> Conducted quarterly Environmental Coordinator initiates mock spill notification to QI Environmental Coordinator documents time/date of notification, name, and phone number of individuals contacted Document in accordance with form in Figure A.3
Equipment Deployment	<ul style="list-style-type: none"> Conducted semiannually Response contractors listed in plan must participate in annual deployment exercise Document in accordance with form in Figure A.3
Tabletop	<ul style="list-style-type: none"> Conducted annually Must exercise worst case discharge scenario once every three years Must test all plan components at least once every three years Environmental Coordinator may choose to utilize The Response Group (TRG) for training, planning, implementation, and coaching services. Will utilize the use of the Facility Response Plan, Northwest Area Contingency Plan, Incident Management Handbook, Field Document and TRG's Incident Action Plan Software. Document in accordance with form in Figure A.3
Unannounced	<ul style="list-style-type: none"> Company will either participate in unannounced tabletop exercise or equipment deployment exercise on an annual basis, if selected Company may take credit for participation in government initiated unannounced drill in lieu of drill required by NPREP guidelines Plan holders who have participated in a NPREP government-initiated unannounced exercise will not be required to participate in another one for a least 36 months from the date of the exercise.
Area	<ul style="list-style-type: none"> An industry plan holder that participates in an Area Exercise would not be required to participate in another Area Exercise for a minimum of six years.
Other Exercise Considerations	
Drill Program Evaluation Procedures	<ul style="list-style-type: none"> Company conducts post-exercise meetings to discuss positive items, areas for improvement and to develop action item checklist to be implemented later
Records of Drills	<ul style="list-style-type: none"> Company will maintain exercise records for five years following completion of each exercise Records will be made available to USEPA, PHMSA, WDOE, ODEQ and other applicable agencies upon request Company will verify appropriate records are kept for each spill response contractor listed in Plan as required by NPREP

Exercise Type	Exercise Characteristics
	guidelines (annual equipment deployment drill, triennial unannounced drill, etc.)

Figure A.3: After Action Report**Exercise Documentation Form/After Action Report (AAR)**

Facility Name: _____ Address: _____

Prepared By: _____ Phone Number: _____

Date of Exercise: _____ Time Exercise Began: _____ Time Exercise Ended: _____

Other BP Facilities Receiving Credit for This Exercise: _____

Please Check Type of Exercise (check as many as apply)

- | | |
|--|---|
| <input type="checkbox"/> QI Notification | <input type="checkbox"/> Contractor Equipment Deployment |
| <input type="checkbox"/> Announced Spill Management Team Tabletop | <input type="checkbox"/> Government Initiated Unannounced Drill |
| <input type="checkbox"/> Unannounced Spill Management Tabletop | <input type="checkbox"/> Area Exercise |
| <input type="checkbox"/> Announced Facility Equipment Deployment | <input type="checkbox"/> On Board Emergency Procedures |
| <input type="checkbox"/> Unannounced Facility Equipment Deployment | <input type="checkbox"/> Evacuation |
| <input type="checkbox"/> Security | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Medical Emergency | <input type="checkbox"/> Fire/Explosion |
| <input type="checkbox"/> Transport | <input type="checkbox"/> Business Continuity |

Indicate which components were exercised during this drill/incident

- | | | |
|---|---|---|
| <input type="checkbox"/> Notification | <input type="checkbox"/> Discharge Containment | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Staff Mobilization | <input type="checkbox"/> Recovery of Spilled Material | <input type="checkbox"/> Personnel Support |
| <input type="checkbox"/> Response Management System | <input type="checkbox"/> Sensitive Area Protection | <input type="checkbox"/> Procurement |
| <input type="checkbox"/> Discharge Control | <input type="checkbox"/> Disposal | <input type="checkbox"/> Documentation |
| <input type="checkbox"/> Discharge Assessment | <input type="checkbox"/> Communications | <input type="checkbox"/> Equip. Maintenance |

Names and Response Team Role of Participants

(Use separate sheet if necessary and include contractors.)

Scenario Detailed Description (Use separate sheet if necessary.)

Describe how drill/ incident objectives were met. (Denote actual or simulated, include equipment deployed.)

Evaluation/Recommendations/ Lessons Learned:

List action items to be implemented, action assignment and provide a tentative time table for implementation of those items.

Facility Manager/Team Leader (BP Products)

Print Name_____ Signature_____ Date_____

Agency Verification (if applicable)

Print Name_____ Signature_____ Date_____

Agency Name_____

A.2 Training Program

The following table lists training requirements for spill responders:

Training Type	Training Characteristics
Training in Use of Facility Response Plan (FRP)	<ul style="list-style-type: none"> Field personnel will be trained to properly report/monitor spills utilizing the Field Document Plan will be reviewed annually by all employees Facility Response Plan/Field Document Training records can be located in the BP My Talent and Learning (MT&L)
Occupational Safety and Health Administration (OSHA) Training Requirements	<ul style="list-style-type: none"> Company responders designated in the FRP must have 24 hours of initial spill response training Laborers having potential for minimal exposure must have 24 hours of initial oil spill response instruction and 8 hours of actual field experience Spill responders having potential exposure to hazardous substances at levels exceeding permissible exposure limits must have 40 hours of initial training offsite and 24 hours of actual field experience On-site management/supervisors required to receive same training as equipment operators/general laborers plus 8 hours of specialized hazardous waste management training Managers/employees require 8 hours of annual refresher training Hazardous Waste Operations and Emergency Response (HAZWOPER) Emergency Response Levels provided in Figure A.5
Spill Management Team Personnel Training	<ul style="list-style-type: none"> See recommended NPREP Training Matrix (Figure A.4)
Training for Casual Laborers or Volunteers	<ul style="list-style-type: none"> Company will not use casual laborers/volunteers for operations requiring HAZWOPER training
Wildlife	<ul style="list-style-type: none"> Only trained personnel with permits issued by U.S. Fish and Wildlife Service and appropriate state agency will be used to treat oiled wildlife
Training Documentation and Record Maintenance	<ul style="list-style-type: none"> Training activity records will be retained five years for all personnel following completion of training Company will retain training records indefinitely for individuals assigned specific duties in FRP Training records can be located in MT&L

A.2.1 Qualified Individual

The Qualified Individual (QI) will coordinate with the Federal, State, Local and Tribal On-Scene Coordinators (FOSC, SOSC, LOSC, TOSC) throughout the response. Vital duties of the QI include:

- Notify all response personnel, as needed.
- Assist Team Leads to identify the character, exact source, amount, and extent of the release, as well as the other items needed for notification.
- Work with the Environmental Coordinator to Notify and provide necessary information to the appropriate Federal, state, and local authorities with designated response roles, including the National Response Center (NRC), Washington Emergency Management Division (WEMD), and local response agencies.
- Work with the Safety Coordinator to assess the possible hazards to human health and the environment due to the release. This assessment must consider both the direct and indirect effects of the release (i.e., the effects of any toxic, irritating, or asphyxiating gases that may be generated or the effects of any hazardous surface water runoffs from water or chemical agents used to control fire and heat-induced explosion).
- Assess and implement prompt removal actions to contain and remove the substance released.
- Coordinate rescue and response actions as previously arranged with all response personnel.
- Engage in contracting with oil spill removal organizations.
- Use authority to immediately access company funding to initiate cleanup activities.
- Direct cleanup activities until properly relieved of this responsibility.

Figure A.4: IMT Training Matrix

Course Information		18-MC-DEC 00 Fire & ICE	18-MC-ICE 200 ICS single resource / Initial actions	18-MC-700 Intro to IBCG	ICB	Initial DGT training	18-MC-ICC 200 Intermediate ICC for expanded incidents	ICAT/evaluation procedures	Facility Plan review	DGT / DCP Review	BST exercise	Annual Exercise or Activation for on incident	ICD Defender	Model Comm Training (e.g. OpenVoice)	PEDNET A-XS, World Case Drill Annual Cycle	ISAP software	JCI training	ICC Plug/Cut Training	Command Staff	ICC Operations Cadets	ICD Logistics/Turnover Cadets	ICD Planning Cadets	Management Assistance "training rig"	ICC Turnaround - DP	IAC/MOCCN	Misc. Virtualized Courses (e.g. SCAT, Oil Spill, Technology, Wildlife, etc.)	OC	Q	
Training Time		2 hrs	2hrs	2 hrs	4 hrs	4 hrs	3 Days	na	na	2 hr	4 hrs	4-8 hours	4 hrs	2 days	8-16 hours	4 hrs	8 hrs	8 hrs	8 hrs	8 hrs	8 hrs	1 day	4 hrs	8-24 hrs	na	na	na		
Delivery Format		Online	Online	Online	Classroom	Classroom	Classroom	Classroom or Online	Classroom or Online	Classroom	Exercise	Exercise	Classroom	Classroom	Exercise	Classroom	Classroom	Classroom	Classroom	Classroom	Classroom	Classroom	Classroom	Classroom	Classroom	Various	Various	Various	
Frequency [†]		Once	Once	Once	Once	Once	Once	Annual	Annual	Annual	Annual	Annual	Annual	2 years	3 years	3 years	3 Years	3 Years	3 Years	3 Years	3 Years	3 years	4 years	tbd	na	na	na		
Course Category		One-time course						Course completed every year						Completed every year; fulfilled by any optional course(s)	Course completed every two years	Course completed every three years									Course completed every four years	As per local HSSE requirements	Case by case requirements		
ICS Role/Response Shift [†]	INCIDENT MGMT TEAM (IMT)																												
	COMMAND STAFF																												
	Incident Commander / Dep IC																												
	Safety Officer																												
	Information Officer (GPA Function Support)**																												
	Law Officer (Legal Function Support)**																												
	HR Officer (Function Support)**																												
	Security Officer (Function Support)**																												
	Liaison Officer (GPA Support, Identified SME)**																												
	OPERATIONS SECTION																												
	Section Chief – Operations / Deputy																												
	Branch Directors / Dep																												
	Group/Div Supv.; TF Leaders*												3 yr																
	Staging Area Manager												3 yr																
	ICP Staff												3 yr																
	PLANNING SECTION																												
	Section Chief – Planning / Deputy																												
	Environmental Unit Leader																												
	Situation / Resource Unit Leader																												
	Documentation Unit Leader																												
	ICP Staff												3 yr																
	LOGISTICS SECTION																												
	Section Chief – Logistics / Deputy																												
	Branch Directors/Unit Leaders																												
	ICP Staff												3 yr																
	FINANCE SECTION																												
	Section Chief – Finance																												
Unit Leaders												3 yr																	
Staff												3 yr																	
On-site TACTICAL RESPONSE TEAM (TRT)																													
On-Scene Commander*																													
Site Safety Officer*												3 yr																	
Personnel expected to respond in accordance with Asset Emergency Plan*																													
All on-site employees																													
BUSINESS SUPPORT TEAM (BST)																													
Business Support Team Leader																													
C&CM Coordinator																													
Situation Status Coord																													
Functional Advisors					***									***			***						****						
Asset Advisors																													

Figure A.5: HAZWOPER Emergency Response Levels

Level	Description
1	<p>Witness or discoverer of a spilled product discharge; sole emergency response responsibility is to notify the Incident Commander.</p> <p>Training Requirement: Sufficient to demonstrate competency at position.</p>
2	<p>First responders who respond to releases as part of the initial response effort; trained to respond within a defensive manner (i.e. booming to contain the release and prevent it from spreading), but not to stop the release.</p> <p>Training Requirement: HAZWOPER First Responder Awareness Level</p> <p>Frequency: Annual</p> <p>Time Estimate: 8+ hrs</p> <p>Employees Required to be Trained: Individuals who are likely to witness or discover a hazardous material release and who have been trained to initiate an emergency response sequence by notifying the appropriate authorities. OSHA 1910.120(e), (g)(6)(I)</p> <p>Competencies:</p> <ul style="list-style-type: none"> • Understand what hazardous substances are, and the risks associated with them in an incident • Understand the potential outcome associated with an emergency created when hazards substances are present • Recognize the presence of hazardous substances in an emergency. • Identify the hazardous substances, if possible • Understand the role of the first responder awareness individual in the Company's emergency response plan including site security and control and the United States Department of Transportation's (USDOT) Emergency Response Guidebook • Realize the need for additional resources, and to make appropriate notifications
3	<p>Hazardous materials technicians trained to aggressively stop the release; these individuals plug, patch, or otherwise block the release of product at the source.</p> <p>Training Requirement: HAZWOPER Hazardous Material Technician Level</p> <p>Frequency: Initial</p> <p>Time Estimate: 24 + hrs</p> <p>Employees Required to be Trained: Individuals Who respond to hazardous material releases or potential releases for the purpose of stopping the release. (OSHA 29 Code of Federal Regulations [CFR] 1910.120)</p> <p>Competencies:</p> <ul style="list-style-type: none"> • Meet requirements for First Responder; • Implement of emergency plans; • Classify, identify, and verify hazardous material using field survey equipment; • Function an assigned role in the Incident Command System; • Hazard and risk assessment techniques; • Advance control, containment, or confined operations (within capacities of resources and the personal protective equipment (PPE) available; • Decontamination procedures; • Termination procedures; • Basic chemistry and toxicology terminology and behavior; • Select and use proper specialized chemical PPE provided to hazardous material technicians.

Level	Description
4	<p>Hazardous materials specialists trained to have specific knowledge of hazardous releases and substances, manage spill cleanup operations, and act as liaisons with governmental authorities.</p> <p>Training Requirement: HAZWOPER On Scene Incident Commander Level</p> <p>Frequency: Initial</p> <p>Time Estimate: 24+ hrs</p> <p>Employees Required to be Trained: Individuals (called Incident Commander) who will assume control of an incident scene beyond the “First Responder Awareness Level”. (OSHA 29 CFR 1910.120)</p> <p>Competencies: In addition to 24 hours of training equal to the technician level, specialists must have competency in the following:</p> <ul style="list-style-type: none"> • Implement the employer’s incident command system; • Implement the employer’s emergency response plan; • Understand the hazards and risks associated with employees working in chemical PPE; • Implement the local emergency response plan; • The State emergency response plan and Federal Regional Response Team; and • Understand the importance of decontamination procedures.
5	<p>Incident Commander of an industry spill response team assuming control of the incident</p> <p>Training Requirement: HAZWOPER Hazardous Material Technician Level</p> <p>Frequency: Initial</p> <p>Time Estimate: 24+ hrs</p> <p>Employees Required to be Trained: Individuals who respond to hazardous material releases or potential releases for the purpose of stopping the release. (OSHA 29 CFR 1910.120)</p> <p>Competencies:</p> <ul style="list-style-type: none"> • Meet requirements for First Responder; • Implement of emergency plans; • Classify, identify, and verify hazardous material using field survey equipment; • Function an assigned role in the Incident Command System; • Hazard and risk assessment techniques; • Advance control, containment, or confined operations (within capacities of resources and the PPE available); • Decontamination procedures; • Termination procedures; • Basic chemistry and toxicology terminology and behavior; • Select and use proper specialized chemical PPE provided to hazardous material technicians.

APPENDIX B CONTRACTOR RESPONSE EQUIPMENT

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B.1 Spill Response Contractors

Olympic Pipe Line Company LLC (Olympic) has contracted with additional Oil Spill Response Organizations (OSROs) to provide personnel and equipment in the event of a spill. The National Response Corporation Environmental Services Inc. (NRCES) and Marine Spill Response Corporation (MSRC) will respond to inland and marine releases. The classification, response capabilities and equipment is described below.

B.1.1 OSRO Classification

The OSRO classification process was developed by the United States Coast Guard (USCG) to provide guidelines that the USCG and plan preparers can evaluate an OSRO's potential to respond to and recover oil spills. Plan holders that utilize USCG classified OSRO services, are not required to list their response resources in their plans.

The following is a listing of the USCG classified OSROs for the inland/nearshore and shoreline operating area in the Captain of the Ports (COTP) that are ensured to respond to incidents on the pipeline system and associated facilities listed in this Plan:

OSRO	USCG CLASSIFICATIONS																																																																								
MSRC COTP: Puget Sound, Washington Portland, Oregon Coos Bay, Oregon	<table><tr><th></th><th colspan="4">Facilities</th><th colspan="4">Vessels</th></tr><tr><th></th><th>MM</th><th>W1</th><th>W2</th><th>W3</th><th>MM</th><th>W1</th><th>W2</th><th>W3</th></tr><tr><td>River/Canal</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Inland</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Open Ocean</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Offshore</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Nearshore</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Great Lakes</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table>		Facilities				Vessels					MM	W1	W2	W3	MM	W1	W2	W3	River/Canal	✓	✓	✓	✓	✓	✓	✓	✓	Inland	✓	✓	✓	✓	✓	✓	✓	✓	Open Ocean	✓	✓	✓	✓	✓	✓	✓	✓	Offshore	✓	✓	✓	✓	✓	✓	✓	✓	Nearshore	✓	✓	✓	✓	✓	✓	✓	✓	Great Lakes								
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Nearshore	✓	✓	✓	✓	✓	✓	✓	✓																																																																	
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NRCES COTP: Bellingham, Washington Seattle, Washington Tacoma, Washington Portland, OR	<table><tr><th></th><th colspan="4">Facilities</th><th colspan="4">Vessels</th></tr><tr><th></th><th>MM</th><th>W1</th><th>W2</th><th>W3</th><th>MM</th><th>W1</th><th>W2</th><th>W3</th></tr><tr><td>River/Canal</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Inland</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Open Ocean</td><td>✓</td><td></td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Offshore</td><td>✓</td><td></td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Nearshore</td><td>✓</td><td></td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Great Lakes</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table>		Facilities				Vessels					MM	W1	W2	W3	MM	W1	W2	W3	River/Canal	✓	✓	✓	✓	✓	✓	✓	✓	Inland	✓	✓	✓	✓	✓	✓	✓	✓	Open Ocean	✓		✓	✓	✓	✓	✓	✓	Offshore	✓		✓	✓	✓	✓	✓	✓	Nearshore	✓		✓	✓	✓	✓	✓	✓	Great Lakes								
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Open Ocean	✓		✓	✓	✓	✓	✓	✓																																																																	
Offshore	✓		✓	✓	✓	✓	✓	✓																																																																	
Nearshore	✓		✓	✓	✓	✓	✓	✓																																																																	
Great Lakes																																																																									

Letters of commitment for these OSROs are included on the following pages. Copies of the entire OSRO contracts will be made available for inspection if requested by Ecology.

B.1.2 OSRO Evidence of Contracts

- MSRC
- NRCES









March 21, 2021

Alexandria "Alex" Crooks
Environmental Coordinator | Crisis and Continuity Management
Olympic Pipe Line Company LLC
Operated by BP Pipelines North America Inc.
600 SW 39th Street, Suite 275
Renton, WA 98057

Via Email: alex.crooks@bpo.com

RESPONSE CONTRACTOR CERTIFICATION

This letter confirms that NRC Environmental Services Inc. (NRC) has a Short Form Master Services Agreement with Olympic Pipe Line Company (OPL), Agreement No.: OLY-2008MSA001 (Agreement). Under this Agreement, NRC is the primary response contractor providing Standby Personnel and services solely dedicated to assist OPL in meeting its 2-hour planning standards for initial booming requirements per WAC 173-182-365 beginning on or about February 1, 2009.

The scope of services provided by NRC under the Agreement – as detailed in the incorporated "NRCES Standby Services Proposal – Revised" dated October 29, 2008 – are as specified by OPL. In addition, NRC provides OPL with approved PRC services for Shoreline Cleanup (WAC 173-182-522) and Wildlife Services (WAC 173-182-540). All services provided by NRC are based on planning standards and do not include performance guarantees for deployments during drills or actual spill responses.

If you have any questions regarding NRC coverage, please don't hesitate to contact me either by phone at 206-730-3993 or by email at stephanie.barton@usecology.com.

Best Regards,

A handwritten signature in black ink that reads "Stephanie Barton". The signature is fluid and cursive, with the first name and last name clearly distinguishable.

Stephanie Barton
Director, Emergency Response Programs
NRC Environmental Services Inc.
9520 10th Ave. S., Ste 150
Seattle, WA 98108

Copy: Tiffany Gallo and Sophie Todd, NRC

APPENDIX C OLYMPIC PIPE LINE SYSTEM OVERVIEW

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C.1 Overview

The Olympic Pipe Line Company LLC (Olympic) operating system consists of over 400 miles of petroleum products pipelines; extending from four refineries in Northwestern Washington and continuing through the State of Washington (paralleling Puget Sound and the Interstate 5 corridor), terminating near Portland, Oregon. The Cherry Point Crude Pipeline, also operated by BP, is covered in Appendix D.

Delivery facilities located in the State of Washington:

- Mt. Vernon (Bayview),
- Renton,
- Seattle (Harbor Island),
- Sea-Tac International Airport,
- Tacoma,
- Spanaway (Tacoma Station), and
- Vancouver.

and in the State of Oregon:

- Linnton, and
- Portland.

Olympic receives products from four (4) refineries in the State of Washington:

- BP Cherry Point Refinery,
- Phillips 66 Ferndale Refinery,
- Tesoro NW Refinery, and
- Shell Anacortes Refinery.

The Olympic pipeline network consists of a single 16" mainline originating at the BP Cherry Point and Phillips 66 Ferndale Refineries, which flows to Bayview Products Terminal, continuing to Allen Station. There is also a 16" line originating at Tesoro NW Refinery and Shell Anacortes Refinery, which flows to Bayview Products Terminal, continuing to Allen Station. Dual mainlines (16" and 20") transport petroleum products from Allen Station to Renton Pump Station.

A single 14" mainline runs from Renton, Washington to Portland, Oregon. 12" lateral lines provide connections from Renton Pump Station to the Seattle and Sea-Tac Delivery Facilities. Lateral lines of 6", 8", and 12" carry products from the 14" main line to the Tacoma, and Vancouver Delivery Facilities, respectively.

Olympic's Bayview Products Terminal consists of five (5) storage tanks and one (1) utility tank, with a cumulative total of 561,300 barrels (bbls).

Olympic transports the following refined petroleum products within the operating system:

- various grades of gasoline,
- aviation turbine fuel (kerosene),
- diesel fuel.

All main line and booster pumping units are driven by electric motors, with a total horsepower in excess of 43,000. The system is operated via remote control from the Renton Control Center.

The following delivery lines (Figure C.1) are owned and/or maintained by Olympic. Routine inspections of all line segments are performed on a periodic basis. (Inspection of some of these lines requires the assistance of appropriate terminal personnel.) The line segments must be physically inspected, with a

verbal status report issued to the Renton Control Center, subsequent to an abnormal event encompassing the operation of these lines.

Figure C.2 illustrates the line segments covered in this Plan.

Figure C.1: Delivery Line Segments

Renton Delivery Facility	<ul style="list-style-type: none"> Gasoline/fuel delivery lines to Phillips 66 terminate at the insulated flanges within the Phillips 66 tank farm.
Seattle Delivery Facility (Harbor Island)	<ul style="list-style-type: none"> Gasoline/fuel delivery lines to Kinder Morgan terminate at the insulated flanges within the Kinder Morgan tank farm. Gasoline/fuel delivery lines to Shell terminate at the insulated flanges at Shell's tank farm fire wall. Fuel delivery line to Shell's north tank farm terminates at the insulated flange within Shell's north tank farm. Gasoline/fuel delivery lines to BP terminate at the insulated flanges at Olympic's Seattle Delivery Facility.
Sea-Tac Delivery Facility	<ul style="list-style-type: none"> Aviation turbine fuel delivery lines into tankage at the Seatac Terminal. Seatac Terminal is owned by the Port of Seattle and operated by Swiss Port.
Tacoma Delivery Facility	<ul style="list-style-type: none"> Gasoline/fuel delivery lines to Phillips 66 terminate within Phillips 66 tank farm fire wall. Gasoline/fuel delivery lines to Phillips 66 terminate within Phillips 66 tank farm. Gasoline/fuel delivery lines to Nustar terminate within Nustar's tank farm. Gasoline/fuel delivery lines to Targa terminate at the flange Tacoma Delivery Facility.
Vancouver Delivery Facility	<ul style="list-style-type: none"> Gasoline/fuel delivery lines to Tesoro terminate at the insulated flanges within Tesoro's tank farm. Gasoline/fuel delivery lines that are currently idled (disconnected and purged product free) that run from the Vancouver Delivery Facility west along St. Francis Lane approximately 925 feet towards West 26th Avenue.
Linnton Delivery Facility	<ul style="list-style-type: none"> Gasoline/fuel delivery lines to Kinder Morgan terminate at the insulated flanges at Olympic's Linnton Delivery Facility.
Portland Delivery Facility	<ul style="list-style-type: none"> Gasoline/fuel delivery lines to BP terminate within BP's fire wall at the insulated flanges. Gasoline/fuel delivery lines to Time terminate at the insulated flanges at Nustar's tank farm.
Portland Junction	<ul style="list-style-type: none"> Gasoline/fuel delivery lines to Kinder Morgan terminate at the Kinder Morgan dock at the insulated flanges. Gasoline/fuel delivery lines to Phillips 66 terminate at Phillips 66 tank farm fire wall. Gasoline/fuel delivery lines to Chevron terminate at Chevron's insulated flanges inside a vault. Fuel delivery lines to McCall terminate at the insulated flange at Olympic's Portland Junction facility. Gasoline/fuel delivery lines to Shell terminate inside Shell's fire wall at the insulated flanges inside a vault.

Figure C.2: Olympic System Map

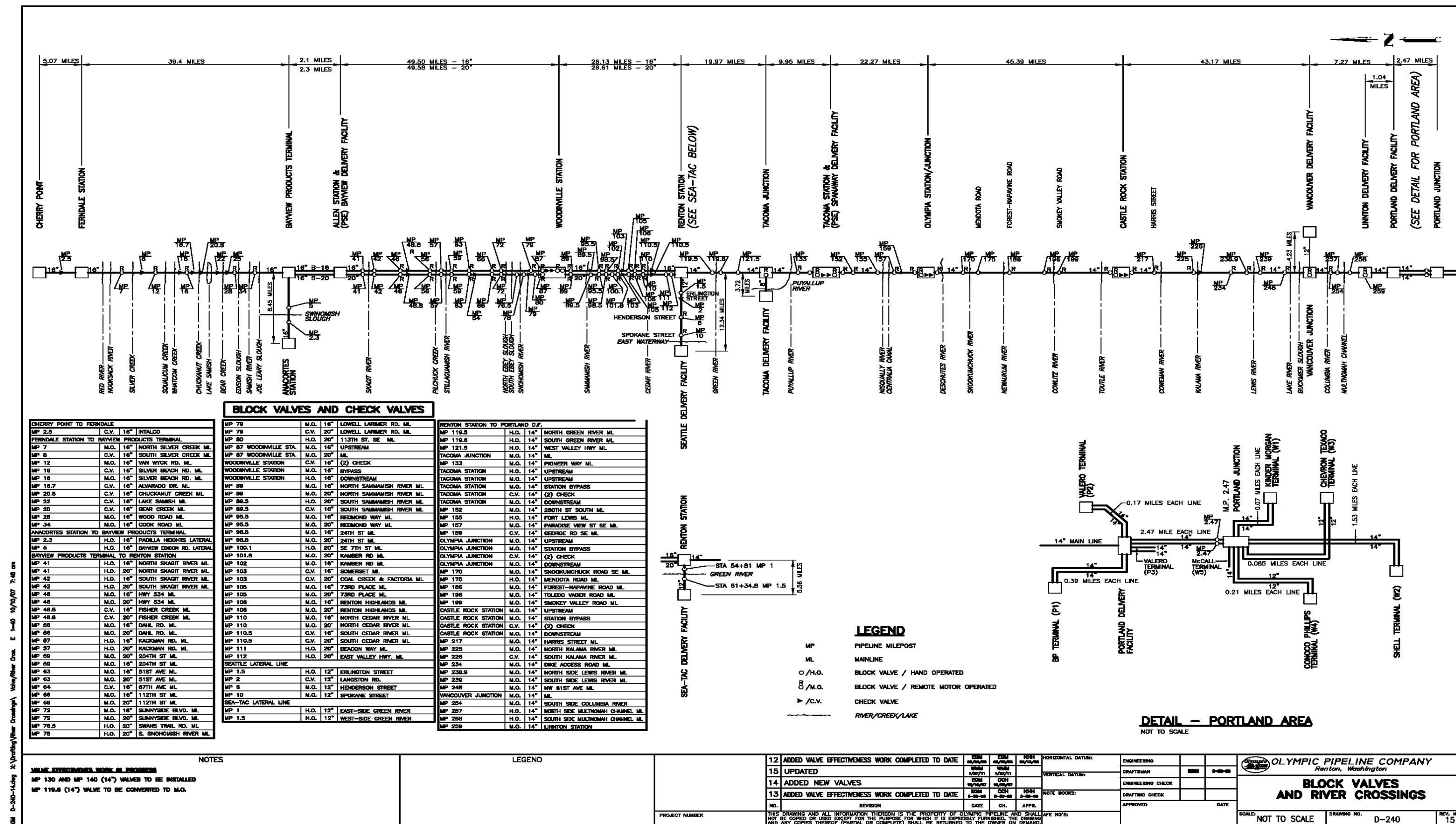


Figure C.3: Line Fills and Displacements

MAINLINE SEGMENT	BASE VOLUME
16" Cherry Point Pump Station - Ferndale Booster Area	6,088 bbls
16" Ferndale Booster Area - Bayview Products Terminal	47,301 bbls
16" Bayview Products Terminal - Allen Station (B-16)	2,844 bbls
16" Anacortes Station - Bayview Products Terminal	9,436 bbls
16" Bayview Products Terminal - Allen Station (B-20)	2,137 bbls
16" Allen Station - Woodinville Pump Station	61,000 bbls
16" Woodinville Pump Station - Renton Pump Station	31,500 bbls
20" Allen Station - Renton Pump Station	149,000 bbls
14" Renton Pump Station - Tacoma Pump Station	27,715 bbls
Tacoma Pump Station - Olympia Junction	20,620 bbls
Olympia Junction - Castle Rock Pump Station	42,036 bbls
Castle Rock Pump Station - Portland Delivery Facility	47,000 bbls
Portland Delivery Facility - Portland Junction	2,312 bbls

Figure C.4: Base Volume Capacities

LINE	SEGMENT (from-to)	LENGTH (miles)	INSIDE DIAMETER (inches)	CAPACITY (bbls/mile)	LINE FILL (60°F, zero pressure)
Main Line					
16"	CP - FB	5.02	15.3750	1,212.68	6,088
16"	FB - FE	0.06	15.2500	1,193.05	72
16"	FE - BV	39.00	15.3750	1,212.68	47,301
16"	BV - AL (FE)	1.80	15.3750	1,212.68	2,137
16"	AS - AA	1.51	15.5000	1,232.48	1,861
16"	AT - AA	1.12	15.5000	1,232.48	1,380
16"	AA - BV	7.80	15.3750	1,212.68	9,436
16"	BV - AL (AA)	2.30	15.3750	1,216.68	2,844
16"	AL - WN	49.52	15.3750	1,212.68	60,052
16"	WN - RE	26.11	15.3750	1,212.68	31,663
20"	AL - WN	46.97	19.5000	1,950.68	91,623
20"	AL - WN	0.07	19.4375	1,938.20	136
20"	AL - WN	2.02	19.3750	1,925.75	3,890
20"	AL - WN	0.46	19.0000	1,851.93	852
20"	WN - RE	25.39	19.5000	1,950.68	49,528
20"	WN - RE	0.91	19.4375	1,938.20	1,764
20"	WN - RE	0.36	19.3750	1,925.75	693
14"	RE - TJ	19.97	13.4375	926.31	18,498
14"	TJ - TA	9.95	13.4375	926.31	9,217
14"	TA - OJ	22.26	13.4375	926.31	20,620
14"	OJ - CR	45.38	13.4375	926.31	42,036
14"	CR - VJ	43.19	13.4375	926.31	40,007
14"	VJ - LI	5.38	13.4375	926.31	4,984
14"	VJ - LI	0.85	13.0000	866.97	737
14"	LI - PO	1.05	13.4375	926.31	973

LINE	SEGMENT (from-to)	LENGTH (miles)	INSIDE DIAMETER (inches)	CAPACITY (bbls/mile)	LINE FILL (60°F, zero pressure)
Lateral					
12"	RE - SE	12.43	12.1875	761.99	9,472
12"	RE - ST	5.54	12.1875	761.99	4,221
8"	TJ - TA	3.72	8.2500	349.16	1,299
6"	OJ - OL	14.90	6.2500	200.39	2,986
12"	VJ - VA	4.23	12.1875	761.99	3,223

Figure C.5: Pipeline Facility Information

These facilities, stations and terminals are described in the following pages.

- Cherry Point Station
- Ferndale Station
- Phillips 66 Refinery Fuel Booster Pumps
- Anacortes-Tesoro Booster
- Anacortes-Shell Booster
- Anacortes Station
- Bayview Products Terminal
- Allen Station
- Woodinville Station
- Renton Station
- Renton Delivery Facility
- Seattle Delivery Facility
- Tacoma Junction
- Tacoma Delivery Facility
- Tacoma Station
- Olympia Junction/Station
- Castle Rock Station
- Vancouver Junction
- Vancouver Delivery Facility
- Linnton Delivery Facility
- Portland Delivery Facility
- Portland Junction

Cherry Point Pump Station

4476 Aldergrove Rd.
Ferndale, WA 98248

Cherry Point Station receives product from the BP Cherry Point Refinery and boosts the stream to Ferndale Station.

Refinery products are delivered by refinery booster pump(s) to Olympic's Cherry Point Station. A 1000-horsepower unit boosts the stream through a 16" line to Ferndale Station. The Cherry Point booster unit can be by-passed allowing the refinery boosters to pump directly to Ferndale at reduced flow rates. A gravity detection device and a 35-bbl double walled sump are provided to maintain quality control. A control valve is located downstream for pumping unit suction and discharge control. A 20" uni-directional prover and 10" meter are provided to maintain line integrity to Ferndale Station. A launcher, capable of

launching either scrapers or spheres, is located downstream of the mainline pumping units.

There are no manifold valves at Cherry Point, so refinery personnel are directed by the control center or field operations personnel when to make product changes.

Ferndale Station

3901 Unick Rd. (6th and "L" Street)
Ferndale, WA 98248

Ferndale Station receives products from the Phillips 66 Ferndale Refinery, BP Cherry Point Refinery or Cherry Point Station and pumps the stream to Bayview Products Terminal.

Ferndale Station booster pump area which receives product from Phillips 66 Refinery is configured with one 800-horsepower electric centrifugal unit (fuel booster) and one 450-horsepower electric-vertical centrifugal unit (gas booster).

The Ferndale Main Line Station pumping equipment consists of one 800-horsepower and two 2000-horsepower electric centrifugal units.

A 10-bbl double walled sump tank is located at the booster area. This sump is pumped into a 35-bbl sump located at the main line station. A control valve is provided for control of suction and discharge pressures. A launcher capable of launching either scrapers or spheres is located downstream of the main line pumping units. A receiver capable of receiving scrapers or spheres from Cherry Point Station is located upstream of the pumping units.

Phillips 66 Ferndale Refinery Fuel Booster Pumps

3901 Unick Rd. (6th and "L" Street)
Ferndale, WA 98248

The Phillips 66 refinery booster fuel pumps will start when the associated fuel valve is open and when the Ferndale fuel booster pump starts.

The refinery boosters have "hand - off - auto" switches which are in the "off" position until approximately 1 1/2 hours prior to start or swing to Phillips 66 fuel, at which time the switches are placed in the "auto" position by Phillips 66 Refinery personnel. Following Olympic's pumping of Phillips 66 fuel, the switches are returned to the "off" position, by Phillips 66 Refinery personnel.

There is a manually operated bypass valve between the refinery booster's suction and discharge valves. It is in the closed position when pumping to the pipeline and open only when the refinery is making a gravity feed to the refinery truck loading rack.

Anacortes-Tesoro Booster (K Booster)

10200 W March Point Rd. (7th & "G" Street)
Anacortes, WA 98221

The Anacortes-Tesoro Booster Station receives products from the Tesoro refinery and pumps the stream to Anacortes Station.

Products are received by gravity flow to the Tesoro booster manifold and pump units which are located on Tesoro refinery property. A 200-hp (horse power) electric-vertical centrifugal unit and a 750-hp electric-centrifugal unit boosts the stream to Anacortes Station where it is metered and pumped into the main line.

A 5-bbl sump tank is provided for quality control purposes.

Anacortes-Shell Booster (E Booster)

8505 South Texas Road ("A" Street)
Anacortes, WA 98221

The Anacortes-Shell Booster Station receives products from the Shell refinery and pumps the stream to Anacortes Station.

Products can be delivered by refinery pump to the Shell booster manifold and pump which are located on Shell refinery property. A 750-horsepower booster pump boosts the stream to Anacortes Station where it is metered and pumped into the mainline.

A 10-bbl double walled sump tank is provided for quality control purposes.

Anacortes Station

8830 North Texas Rd.
Anacortes, WA 98221

Anacortes Station receives products from the Shell or Tesoro refineries via the respective booster stations (E and K Booster) and pumps the stream to Bayview Products Terminal.

The Anacortes Station pumping equipment consists of one 750-horsepower and one 1000-horsepower pumping unit.

A 210-bbl utility tank is located within containment at the station. A gravity detection device and a 35-bbl double walled sump tank are for quality control. A control valve is provided for control of suction and discharge pressures. A launcher, capable of launching either scrapers or spheres is located downstream of the pump units.

A Programmable Logic Controller (PLC) is provided for remote control of the Shell and Tesoro Booster Stations.

Bayview Products Terminal

14879 Ovenell Road
Mt. Vernon, WA 98273

Olympic's Bayview Products Terminal receives products from the Ferndale and Anacortes refineries via the 16" lateral lines and boosts product to Allen station.

Products from either lateral line may be partially or completely diverted into one of the five 100,000-bbl above ground storage tanks or the above ground utility tank is 10,000-bbl capacity. Tank product designation is determined through computer driven scheduling software and can be changed to maximize system throughput. Transmix product may be injected into either outgoing lateral line.

Pumping equipment consists of three 1250-horsepower electric-centrifugal units and one 20-horsepower electric tank transfer pump. The units are connected in a series with one unit dedicated to each outgoing lateral and one unit configured as a swing unit, it can boost to either outgoing lateral. Control valves, strainer, turbine meters and auto-samplers are located on both incoming laterals and outgoing laterals. There are 6 meters located both downstream and upstream for line integrity.

Allen Station

16292 Ovenell Road
Mt. Vernon, WA 98273

Allen Station facilities enable product streams from the two lines coming from Bayview Products Terminal to be pumped into the 16" Allen-Renton line or the 20" Allen Renton line.

Allen 16" Station pumping equipment consists of one 1500-horsepower and two 2500-horsepower electric-centrifugal units connected in series. A control valve is located downstream of the pumping units to control minimum suction and maximum discharge pressures.

Allen 20" Station pumping equipment consists of two 2500-horsepower electric/centrifugal units connected in series. A control valve is located downstream of the pumping units to control minimum suction and maximum discharge pressures.

A 2000-bbl utility tank is provided for interfaces arriving from the incoming 16" and 20" lines. The interface material can be injected into either the 16" Allen-Renton line or the 20" Allen-Renton line. A 35-bbl sump which pumps into the utility tank is provided for quality control purposes.

Woodinville Station

21909 45th Ave. S.E.
Bothell, WA 98021

Woodinville Station operates as a pumping station on the Allen-Renton 16" mainline. The Allen-Renton 20" line passes through the station but there are no pumps on the 20" line at the station.

Woodinville Station pumping equipment consists of one 1000-horsepower electric-centrifugal unit and one 2000-horsepower electric-centrifugal unit. A control valve is located downstream of the mainline units to control minimum suction and maximum discharge.

An automatic sphere by-pass system is installed to allow scrapers and spheres to by-pass the pumping station without shutting down the pump units.

Renton Station

2319 Lind Ave. SW
Renton, WA 98057

Renton Station receives product from Allen-Renton 16" and 20" lines. The station operates as a pump station on the 14" mainline, boosting the stream from either the 16" or 20" Allen-Renton mainline and as the junction point for deliveries to the Seattle 12" lateral line, the Sea-Tac 12" lateral line and to Renton Delivery Facility located at Renton Station.

Renton Station's pumping equipment consists of three electric-centrifugal units (a 1250 horsepower and two 2500 horsepower). The pumping units are connected in series and may be used in any combination. A control valve is located downstream of the pumping units on the 14" mainline to control suction and discharge pressures.

A 10,000-bbl utility tank is provided for interfaces arriving in the incoming 16" and 20" lines. The interface material is disposed of primarily by injection can be injected into the 14" mainline stream, the Seattle lateral line stream or the Renton Delivery Facility stream. A 35-bbl sump tank is installed which can pump into the utility tank.

Receivers capable of handling either spheres or scrapers are installed on the 16" and 20" incoming mainlines. Launchers are installed on the 14" Portland mainline, the 12" Seattle lateral line and the Sea-Tac 12" lateral line.

Pressure relief valves installed on the Allen 16" and Allen 20" incoming lines provide surge relief to the utility tank.

Renton Delivery Facility

2319 Lind Ave. SW
Renton, WA 98057

Renton Delivery Facility has the function of making deliveries from the 16" or 20" manifold at Renton Station Phillips 66 tankage at its Renton Terminal.

Deliveries to Phillips 66 are made through Olympic's custody transfer turbine meter and dual 12" delivery lines.

The 35-bbl Renton Station sump is used for Renton Delivery Facility drain-down and quality control purposes. The 10,000-bbl utility tank is used to contain interface. Control valves located both upstream and downstream of the meter control pressure and flow rate.

Seattle Delivery Facility

2444-52 13th Ave. S.W.
Seattle, WA 98134

Seattle Delivery Facility delivers product from the 12" Renton-Seattle lateral line into tankage at BP, Kinder Morgan, and Shell terminals on Harbor Island.

A 35-bbl sump tank pumps into the 1000-bbl utility tank. Transmix accumulated in the utility tank can be injected back into the pipeline.

A receiver on the 12" line is capable of receiving either spheres or scrapers. A control valve installed upstream of the meter provides control of pressure and flow rate.

Sea-Tac Delivery Facility

2350 S. 190th St.
Seattle, WA 98158

Sea-Tac Delivery Facility delivers only aviation turbine fuel into tankage at the Seatac Terminal (S1), through a 12" lateral line from Renton Station. The Seatac Delivery is monitored and controlled by the Renton Control Center. Seatac Terminal is owned by the Port of Seattle and operated by Swiss Port.

Tacoma Junction

2660 Frank Albert Rd.
Fife, WA 98424

Tacoma Junction has the function of delivering products from the 14" Renton-Portland into the 8" Tacoma lateral line.

Products may be stripped from the 14" mainline stream or the stream may be turned full to the 8" Tacoma lateral line. Flow and pressure are regulated by means of a control valve installed downstream of the take-off point on the 8" line. A launcher capable of handling either scraper or spheres is located on the 8" Tacoma lateral line.

A 5-bbl sump tank is provided for quality control purposes. The sump tank at Tacoma Junction pumps into the 8" lateral line.

Tacoma Delivery Facility

706 East "F" Street
Tacoma, WA 98421

Tacoma Delivery Facility delivers product from the 8" Tacoma lateral line into tankage at Phillips 66 and Nustar.

A 35-bbl sump tank pumps into the 250-bbl utility tank. Transmix accumulated in the utility tank can be injected back into the pipeline.

The receiver on the 8" line is capable of receiving either spheres or scrapers. A control valve installed upstream of the meter provides control of pressure and flow rate.

Tacoma Station

4420 180th Street E
Tacoma, WA 98446

Tacoma Station operates as a pumping station on the Renton-Portland 14" mainline.

Tacoma Station pumping equipment consists of two 2500-horsepower electric-centrifugal units. A control valve is located downstream of the mainline units to control minimum suction and maximum discharge.

An automatic sphere by-pass system is installed to allow scrapers and spheres to by-pass the pumping station without shutting down the pump units.

A 35-bbl sump is installed to contain product which is injected into the mainline stream.

Olympia Junction/Station

11711 Vail Cut-off Road SE
Rainier, WA 98576

Olympia Junction/Station operates as a pumping station on the Renton-Portland 14" mainline. Products may be stripped from the 14" mainline stream to the 6" Olympia lateral downstream of the pumping units.

Olympia Junction/Station pumping equipment consists of two 2500-horsepower electric-centrifugal units. A control valve is located downstream of the mainline units to control minimum suction and maximum discharge.

An automatic sphere by-pass system is installed to allow scrapers and spheres to by-pass the pumping station without shutting down the pump units.

A control valve and a launcher are located on the 6" lateral line.

A 35-bbl sump is installed to contain product which is injected into the mainline stream.

Castle Rock Station

185 Kalmbach Quarry Road
Castle Rock, WA 98611

Castle Rock Station operates as a pumping station on the Renton-Portland 14" mainline.

Castle Rock Station pumping equipment consists of two 2500 horsepower electric-centrifugal units. A control valve is located downstream of the mainline units to control minimum suction and maximum discharge.

An automatic sphere by-pass system is installed to allow spheres to by-pass the pumping station without shutting down the pump units.

A 35-bbl sump is installed to contain product which is later injected into the main line stream.

Vancouver Junction

8815 N.W. Lower River Road
Vancouver, WA 98660

Vancouver Junction has the function of delivering products from the 14" Renton-Portland line into the 12" Vancouver lateral line.

Products may be stripped from the 14" mainline stream or the stream may be turned full to the 12" Vancouver lateral line. A scraper trap is located on the 12" Vancouver lateral line. A 12-inch launcher can accommodate both scrapers and spheres.

A 25-bbl sump tank which is pumped into the lateral line is provided for quality control purposes.

Vancouver Delivery Facility

2251 Saint Francis Lane
Vancouver, WA 98660

Vancouver Delivery Facility has the function of making deliveries from the 12" Vancouver lateral line to the Tesoro terminal.

Deliveries from the 12" line are made through Olympic's custody transfer meter and manifold. Each terminal is connected to Olympic's manifold by a 12" gasoline delivery line and a 12" fuel delivery line. A 1,000-bbl utility is used for interface which can be either injected into the delivery stream or by off-loading into a vacuum truck.

A 35-bbl sump is used for quality control purposes. The receiver on the incoming line can accommodate either spheres or scrapers. Control valves installed upstream and downstream of the meter control pressure and flow rate.

Linnton Delivery Facility

10225 N.W. 112th
Portland, OR 97231

Linnton Delivery Facility (Delivery Facility) delivers product into tankage at Kinder Morgan via the 14" Renton-Portland mainline.

Deliveries from the 14" line are made through Olympic's custody transfer meter and manifold.

A 35-bbl sump tank is located at Linnton Delivery Facility for quality control purposes. Control valves are installed upstream and downstream of the meter to regulate pressure and flow.

Portland Delivery Facility

9420 N.W. St. Helens Road
Portland, OR 97231

Portland Delivery Facility has the function of making deliveries from the 14" mainline directly to BP, Nustar terminals and to Kinder Morgan, Chevron, Phillips 66, McCall and Shell terminals by way of manifold valves at Portland Junction which is downstream of Portland D.F.

Deliveries are made through Olympic's custody transfer meter and manifold. The BP and Nustar terminals are each connected to Portland Delivery Facility by dual 14" delivery lines - one for gasoline and one for fuel. A 14" gasoline line and a 14" fuel line extend from Portland Delivery Facility to Portland Junction where manifold valves and dual delivery lines connect to the terminals of Kinder Morgan, Chevron,

Phillips 66, McCall and Shell.

Two 2000-bbl utility tanks are used for interface can be injected into the delivery stream or by loading onto vacuum trucks. Portland also has the ability of off-loading trucks into tanks 105 and 106.

A 35-bbl sump is used for quality control purposes. The receiver on the incoming line can accommodate either spheres or scrapers. Control valves are located upstream and downstream of the meter to control pressure and flow rate.

Portland Junction

6160 N.W. Front
Portland, OR 97213

Portland Junction (Willbridge) has dual 14" lines (a gasoline line and a fuel line) incoming from Portland Delivery Facility. Manifold valves permit delivery of products to Kinder Morgan, Chevron, Phillips 66, McCall and Shell.

Custody transfer of the products at Portland Junction has been made upstream at Portland Delivery Facility.

Figure C.6: Block Valve Driving Directions

Location	Latitude	Longitude	Driving Directions
Cherry Point to Allen Station			
Cherry Point Station	48.878034	-122.725797	From I-5, take Slater Rd/Lummi Island exit #260, go west on Slater Road, then north on Lake Terrell Road and then west on Mountain View and north on Rainbow Road, which will turn to the west, then go north on Kickerville and west on Aldergrove approximately 1 mile. Cherry Point Station is on the north side of Aldergrove Road.
MP 2.5 Check Valve 16" Cherry Point Lateral	48.855462	-122.70416	From Cherry Point refinery, head south on Kickerville Rd. Continue straight on Kickerville at Henry (do not bear left onto Rainbow Rd.) Continue 0.5 miles on Kickerville to dead end. Check Valve will be on left.
Ferndale Station	48.826527	-122.701272	From I-5, take Slater Rd./ Lummi Island exit #260. Turn left onto Slater Rd. and continue west for seven miles. Turn right on Lake Terrell Rd. and go north approximately 1 mile to Unick Rd. Turn left on Unick Rd and go 1/2 mile to the Phillips Refinery Main Gate. There are two security check points. When you pass the main security check pt. turn right, go 1 block to H street and turn left. Go to the end of H street and turn right onto L street. Continue 1/2 mile on L street to the intersection of 6th. OPL is at 6th and L Street intersection, south end of 6th
MP 7 Block Valve (MOV) 16"	48.818358	-122.554424	From I-5, take Slater Rd./Lummi Island exit #260. Turn left and go 0.3 mile and turn right on Rural Ave. Go 150' on right hand side.
MP 8 Check Valve 16"	48.81789807	-122.5292975	From I-5, take Slater Rd./ Lummi Island exit #260. Turn right on Slater rd, and go 0.8 of a mile to Northwest Ave and turn left. Check valve is 150' on left side of roadway.
MP 12 Block Valve (MOV) 16"	48.804086	-122.451669	Going north on I-5, take Sunset / Mt Baker exit #255 and turn right. Go 0.8 mile to third traffic light, at Hannigan Rd, and follow it for 1.9 miles and turn left on Van Wyck rd. Block Valve is 0.3 mile at intersection in board fenced area.
MP 16 Block Valve/Check Valve (MOV) 16"	48.747696	-122.433648	Going North on I-5, take Exit #253, Lakeway Drive. Turn right on King St. and go one block to Lakeway Drive. Turn Left and follow Lakeway Drive 1.4 miles to traffic light at Kenoyer Dr./ Silver Beach Rd. intersection. Turn left onto Silver Beach Rd, and look for dirt driveway 100' on right from the intersection.
MP 16.7 Check Valve 16"	48.738843	-122.433511	Going North on I-5 take Exit #253, Lakeway Drive. Turn right on King St. and go one block to Lakeway Drive. Turn Left and follow Lakeway Drive 1.4 miles to traffic light at Kenoyer Dr./ Silver Beach Rd. intersection. Turn right on Kenoyer Dr. and follow it 0.3 miles and turn left on Alvarado Dr. Follow it to the end of the pavement. Check Valve is 100 yards down the dirt road in the pipe fenced area.
MP 20.8 Check Valve 16"	48.685122	-122.427055	Going North on I-5 take North Lake Samish exit #246. Turn right on Samish Way and go 0.2 miles to Old Samish Rd. and turn right. Go 1.3 miles and turn left into

Location	Latitude	Longitude	Driving Directions
			mobile home park. Keep to the right and follow dirt road past the barn too logging gate on Chuckanut Creek (Gate Combo 5050). ML Check is 150' up the road, then turn right and follow path to the clearing where Check Valve is located.
MP 22 Check Valve 16"	48.668083	-122.410512	Going North on I-5, take North Lake Samish exit #246. Turn right on Samish Way, it will turn into North Lake Samish Rd. Follow this over the bridge to Roy Rd. Take the first logging rd. to the left and park at the logging gate (Gate combo 4567). The check valve is 150 yards up the dirt rd at the crest of the hill in vault.
MP 25 Check Valve 16"	48.62905	-122.375846	Going North on I-5, take Alger Exit #240. Turn left and go West 0.4 miles and turn left on Barrel Springs Rd. Follow for 0.2 miles and turn right on Shaw Rd. Go 0.3 mile to 1116 and 1120 and turn left into the driveway. You must stay to the left on this road and it will come out on the ROW at the Check Valve.
MP 28 Block Valve (MOV) 16"	48.592657	-122.37518	From I-5 North, take Exit #240 then east on Lake Samish Rd 0.2 miles, then South on Colony Road for 1.8 miles, then west on Wood Road for 1.7 miles. Block valve is just north of road.
MP 34 Block Valve (MOV) 16"	48.508532	-122.38914	From I-5, take Exit #232 and go west on Cook Road for 2.8 miles, which is then called Bradley Road. Our block valve is 0.6 miles just south of the Bradley Road.
Bayview Products Terminal	48.459188	-122.427075	From I-5 take Exit #230, go west on Highway 20 for 3.0 miles and turn right on Higgins Airport way. Go 0.3 miles and turn left on Ovenell Rd. Go .25 miles and BPT is on the right side of the road.
Anacortes Lateral			
Anacortes Station	48.477501	-122.548904	From I-5, take exit #230. Go west on Highway 20 for 7.1 miles, turn right on Padilla Heights road, go 2 miles and turn right on E. March Pt Rd. Go 1 mile, turn left on North Texas road, the road will bend right, the station is on the left side of the road.
MP 2.3 Block Valve (HOV) 16"	48.455119	-122.527682	From I-5, take exit #230 and go west on Hwy 20 for 7.1 miles then north (right) on Padilla Heights road for 0.1 miles then right on Casino Dr, Right at stop sign and stay to your right. Left on Padilla Heights Rd. Access road is on your left 150'.
MP 5 Block Valve (HOV) 16"	48.447483	-122.466027	From I-5, take exit #230 and go west on Highway 20 for about 6.4 miles to the Bay View Edison road, turn right. Go north for 0.1 miles, turn right on dirt road, go 150' - block valve is on the right.
Allen Station to Renton Station			
Allen Station	48.455649	-122.390823	From I-5, take exit 230, go west on Highway 20 for 2.2 miles and turn north onto Avon-Allen Rd, left on Ovenell Rd for .6 miles gate is on the left.
MP 41 Block Valve 16" & 20" (HOV)	48.398711	-122.370963	North on I-5, take exit #226, to west on Kincaid Street 0.3 mile, turn (right) north on South 3rd Street, go 0.3 miles and road will turn (left) west and become Division. Go 0.4 miles and turn (left) south on South Wall, go one

Location	Latitude	Longitude	Driving Directions
			block (300 feet) turn (right) west on McLean Road. Go 0.9 mile and turn (left) south on Penn Road go 1.6 miles road turn (right) west and becomes Calhoun Road, go .2 mile. Valves on (left) south side of road.
MP 42 Block Valve 16" & 20" (HOV)	48.391993	-122.357726	From I-5, take exit #221, go west take quick turn north (right) on Conway, go 2.1 miles, turn west on Stackpole Rd go 0.9 miles, turn north (right) on Dike Road go 1.5 miles. Valve on left side of road.
MP 46 Block Valve 16" & 20" (MOV)	48.34113	-122.321785	From I-5, take exit #221, go east on McMurray 0.5 mile. Valves on left side of road.
MP 48.8 Check Valve 16" & 20"	48.303992	-122.295823	From I-5, take exit #218, go east on Starbird Rd 1 mile to Bulson Road. Turn south (right) go 0.3 miles, turn right into driveway #23502. Check valve 100' south (left) of driveway.
MP 56 Block Valve 16" & 20" (MOV)	48.227736	-122.225904	From I-5, exit #212, go east on 268th Street NE 0.2 mile, turn south (right) on 4th Ave. NW go 1 mile to valves at end of road
MP 57 Block Valve 16" & 20" (HOV)	48.209606	-122.210827	From I-5, take exit #210 go east on 236th NE. 0.3 miles. Valves on right side of road.
MP 59 Block Valve 16" & 20" (MOV)	48.181387	-122.193079	From I-5, take exit #208, go east on Arlington cut-off road 0.3 miles, turn south (right) on Smokey Point Blvd go 0.3 mile turn east (left) on 204th street NE. Valves on right side of road.
MP 63 Block Valve 16" & 20" (MOV)	48.134122	-122.160688	From I-5, take exit #206 go east 1 mile turn south (right) on 51st Ave NE. 1 mile turn east (left) on 152nd St NE, block valve is on the left.
MP 64 Check Valve 16"	48.111555	-122.140999	From I-5, take exit #206 go east 2 miles to 67th Ave NE, go south (right) 2.9 miles just past 132nd St. NE, block valve is on the right
MP 66 Block Valve 16" & 20" (MOV)	48.09562106	-122.1282666	From I-5, take exit #206, go east on 172nd Street NE. 2 miles, turn south (right) on 67th Ave. NE go 3.7 miles, turn east (left) on 112th Street NE., go to end of road through locked gate (Company locked) at Concrete NorWest Sand and Gravel straight 500 yards. Valves on right side of road.
MP 72 Block Valve 16" & 20" (MOV)	48.005229	-122.128624	From I-5, take Hwy 2, exit #194 go east 2.2 miles, turn north (left) on Lake Stevens Highway 204, go 0.2 miles, turn northwest (left) on 69th Ave. SE – Sunnyside Blvd. Go 2.1 miles. Valves on left side of road.
MP 76.5 Block Valve 20" (HOV)	47.939933	-122.160336	From I-5, take Hwy 2, exit #194 go east 1.8 miles turn off of the 20th st exit take a right at stop sign. Left on 43rd Ave Se. Follow to 52nd St Se which turns into Home Acres Rd for 1.25 miles. Block valve will be on south side of road.
MP 78 Block Valve 20" (HOV)	47.92551	-122.167457	From I-405, take exit #23 and head north on Hwy 522 to Hwy 9 exit. Turn left (north) on Hwy 9, go 8.4 miles to light at Marsh Rd. Turn east (right) on Marsh Rd ½ a block to "T", bear left (north) at "T", to Airport Way. Follow north approximately 1.1 miles, cross railroad tracks, turn left on Lowell-Snohomish River Rd. Head

Location	Latitude	Longitude	Driving Directions
			west on the road for approximately 3.4 miles. Locate the pipeline vent markers on both sides of the road, the block valve is just south of the railroad tracks 200' east from the underpass entrance.
Anacortes Lateral			
MP 79 Block Valve 16" (MOV) & 20" Check Valve	47.903305	-122.169114	From I-405, take exit #23 and head north on Hwy 522 to Hwy 9 exit. Turn left (north) on Hwy 9, go approximately 6.9 miles to Lowell-Larimer Rd. and turn west (left) at this light. Go approximately 2 miles to intersection of Marsh/Lowell-Larimer and Seattle Hill Rds. Bear right then turn left back onto Lowell-Larimer Rd. and continue on for approximately 1.4 miles. Watch for the pipeline markers and gated area of the road, the Block Valve site is 200' north of the road down the gravel driveway behind fencing.
MP 80 Block Valve 20" (HOV)	47.895546	-122.169323	From I-5, take exit #186, head east on 128th St/Hwy 96 to 35th Ave. SE. Turn left at light; go north approximately 1 mile to 116th St SE, turn right. Go approximately 0.7 miles to Pinehurst housing development; turn left on 45th Dr SE, then immediately east (right) on 115th PL SE, which eventually turns into 47th Ave SE heading north. Follow 47th Ave till you get to 113th St SE turn west (left) total trip from 116th is 0.3 miles. The Block Valve site will be on your right hand side gated and clearly visible from the road approx. 25'. From I-405, take exit # 26, Bothell-Everett Hwy north (right) on 180th. Left on 35th Ave Se travel north approx 3.5 miles to 116th St SE, turn right. Follow directions as above.
Allen Station to Renton Station			
Woodinville Station	47.798892	-122.171062	From I-405, take exit # 23 and head north on Hwy 522 to Hwy 9 exit. Turn left (north) at light, head north for 0.7 miles, then turn west (left) at 228th St SE for Approx. 1.4 miles till you reach 45th Ave SE, then turn north (right). Follow 45th Ave 0.5 miles till you come to address 21909 45th Ave SE and turn right at driveway.
MP 89 Block Valve 16" & 20" (MOV)	47.762627	-122.173828	From I-405, take exit # 24 (Beardslee Blvd exit) and head east on NE 195th St. Follow for approx. 0.4 miles to 120th Ave NE, turn south (right). After about 0.5 miles turn left at first driveway of the Archstone apartment complex across from Home Depot and between the Starbucks coffee house and Seattle times parking lot end. Go down new Apartment complex road till you come to pipeline markers (approx. 4 blocks). The Block Valves are north of that location gated and visible from the road (follow dirt road north (left) for access). MP marker 89 is clearly visible from the road.
MP 89.5 16" Check Valve & 20" Block Valve (HOV)	47.75547162	-122.1738939	From I-405, to exit # 23 (Hwy 522), go approx. 1 mile to the Woodinville exit and head south (right) on Hwy 202 for 0.2 miles to NE 175th St/Hwy 202 and turn west (right) at the light. Travel 0.3 miles across bridge and railroad tracks and turn west (right) on NE 173rd PL. Follow to the first driveway on right, approx. 0.3 miles - you'll cross over the pipeline at this time before you get to the driveway. Go over the railroad tracks again and turn

Location	Latitude	Longitude	Driving Directions
			east (right) and follow to the pipeline crossing approx. 2 blocks, with the Block Valve on the North side within the small island in the parking lot.
MP 95.5 Block Valve 16" & 20" (MOV)	47.67776	-122.158556	From I-405, take exit # 18 (NE 85th St) and head east approx. 1.4 miles, look for the pipeline markers around the 13600 block of NE 85th St. The Block Valve's will be on the south side of the road gated and clearly visible from the road.
MP 98.5 Block Valve 16" & 20" (MOV)	47.63138	-122.159494	From I-405, take exit # 14, Hwy 520, heading east towards Redmond. Take the very first exit on 520 which is Northrup Way and turn east (left) at the light stay in the left hand lane, go about 6 blocks then turn north (left) on 130th Ave NE and go approx. 4 blocks to NE 24th St. Turn east (right) on 24th and go approx. 5 ½ blocks until you come to the pipeline crossing. The Block Valve's will be on the south side of road at the 13500 block clearly gated and visible from the road, approx. 100'.
MP 100.1 Block Valve 20" (HOV)	47.603459	-122.158769	From I-405, take exit # 12 (SE 8th St) and go east approx. 0.4 miles to Lake Hills Connector, take this road east (right) and go approx. 1.5 miles to 140th Ave SE. Turn north (left) on 140th and go 1 block north to SE 7th St and turn west (left), go all the way to the end of the road where it dead ends at a trail. Follow the gravel trail downhill till you come to the pipeline Right of Way which is 1 or 2 blocks of walking, the pipeline Block Valve site is on the south (left) hand side at the bottom of the trail approx. 25'.
MP 101.8 Block Valve 20" (MOV)	47.588158	-122.158339	From I-405, take exit # 10 (Coal Creek Pkwy) and head east for approx. 0.5 miles to Factoria Blvd/128th Ave SE, turn north (left) at the light. Follow this road for approx. 1.6 miles and stay in your right hand lane when approaching SE 26th St. (you will go underneath I-90). Turn east (right) on SE 26th St (Kamber Rd.) and go approx. 0.3 miles to the pipeline crossing at 13615 SE 26th St. The 16" Block Valve site will be on the south side of the road gated and clearly visible within 50' of the road. The 20" Block Valve site will be on the north side of the road.
MP 102 Block Valve 16" (MOV)	47.587143	-122.158356	From I-405, take exit # 10 (Coal Creek Pkwy) and head east for approx. 0.5 miles to Factoria Blvd/128th Ave SE, turn north (left) at the light. Follow this road for approx. 1.6 miles and stay in your right hand lane when approaching SE 26th St. (you will go underneath I-90). Turn east (right) on SE 26th St (Kamber Rd.) and go approx. 0.3 miles to the pipeline crossing at 13615 SE 26th St. The 16" Block Valve site will be on the south side of the road gated and clearly visible within 50' of the road. The 20" Block Valve site will be on the north side of the road.
MP 103 Check Valve 20"	47.56302	-122.169659	From I-405, take exit 10 and head east on Coal Creek Parkway for .6 miles. Check valve is in a vault in north edge of parking lot.
MP 103 Check Valve 16"	47.571255	-122.157082	From I-405, take exit #10 (Coal Creek Pkwy) and head east and take a left at Factoria Blvd. Right on SE

Location	Latitude	Longitude	Driving Directions
			Newport way for .7 miles and turn right at Somerset Blvd Se, left on Somerset Blvd valve is on your left at chain link fence.
MP 105 Block Valve 16" & 20" (MOV)	47.537778	-122.169522	From I-405, take exit # 10 (Coal Creek Pkwy) and head east, continue on Coal Creek Pkwy in a Southeast direction for approx. 2.5 miles. Turn west (right) on SE 69th Way and go .2 miles to the pipeline crossing at the 12800 block, open the Right of Way gate and head south (left) down gravel road for 2 blocks. The Block Valve is approx. 250' south of the gravel road.
MP 106 Block Valve 16" & 20" (MOV)	47.513218	-122.171135	From I-405, take exit # 5 (NE Park Dr/Sunset Blvd) and head east off the freeway, stay on Sunset for approx. 1.8 miles and turn north (left) at Union Ave NE for approx. 0.6 miles then turn west (left) on SE 101st St which eventually becomes SE 100th St. Follow down 101st for 0.3 miles to the pipeline crossing at the 12500-12600 block, then turn left on the gravel road to the clearly visible gated area 100' south of 100th
MP 106 Block Valve 16" & 20" (MOV)	47.513218	-122.171135	From I-405, take exit # 5 (NE Park Dr/Sunset Blvd) and head east off the freeway, stay on Sunset for approx. 1.8 miles and turn north (left) at Union Ave NE for approx. 0.6 miles then turn west (left) on SE 101st St which eventually becomes SE 100th St. Follow down 101st for 0.3 miles to the pipeline crossing at the 12500-12600 block, then turn left on the gravel road to a visible gated area 100' south of 100th St.
MP 110 Block Valve 16" & 20" (MOV)	47.476309	-122.171624	From I-405, take exit # 4 (Maple Valley Hwy) and head east for approx. 0.1 mile, turn northeast (left) on SE 5th St 0.4 miles to the pipeline crossing. The Block Valves are gated and clearly visible on the north side of the road approx. 50' from road.
MP 110.5 Check Valve 16" & 20"	47.473652	-122.176681	From I-405, take exit #2 (Rainier Ave/Hwy 167) north to S Grady Way. Turn right (east) follow for 0.4 miles to Talbot Rd. turn south (right). Take Talbot Rd. for 0.5 miles to S. Puget Dr. and turn southwest (left) and take this for approx. 1.4 miles until you get to the intersection of Royal Hills Dr/Edmonds Dr. SE. Turn northeast (left) onto Royal Hills Dr. for 0.4 miles to new road called Harrington Pl. SE, this is a new development called the Shadow Hawk Town homes (Code Key-Key 0415). Once on Harrington Pl. continue on 0.2 miles to the pipeline crossing, from here the MP marker 110 should be clearly visible. From MP 110 marker go ¼ mile north to the valve sites, which are in concrete vaults.
MP 111 Block Valve 20" (HOV)	47.469956	-122.191586	From I-405, take exit #2 (Rainier Ave/Hwy 167) north for one block and turn west (right) on SW Grady Way and follow for 0.4 miles to Talbot Rd. turn south (right). Take Talbot Rd. for 0.5 miles to S. Puget Dr., turn southwest (left) and follow for approx. 1.4 miles to a PSE service road, which is approx. ½ block from the intersection of Royal Hills/S Puget Dr./Edmonds Dr. SE. Take this service road west (left) for 0.3 miles and look for the pipeline crossing - the Block Valve site is on the south side of the service road approx. 100' in a concrete vault.

Location	Latitude	Longitude	Driving Directions
MP 112 Block Valve 20" (HOV)	47.459059	-122.218799	From I-405, take exit # 2 (Rainier Ave/Hwy 167) north one block to SW Grady Way then turn west (left) and go 0.3 miles to Lind Ave SW. Turn south (left) on Lind Ave over the 405 over pass to the first light which is SW 16th St. Turn east (left) and follow approximately 0.7 miles (becomes East Valley Rd.) to the pipeline crossing around the 2300 block of East Valley, turn west (right) on driveway to clearly visible and gated area approx. 100' west of the road.
Renton Station	47.458068	-122.224366	From I-405, take exit # 2 (Rainier Ave/Hwy 167) north one block to SW Grady Way, turn west (left), go 0.3 miles to Lind Ave SW and turn south (left). Go 0.9 miles on Lind to the driveway address of 2319 Lind Ave SW on the west side of the road.
Sea-Tac Lateral			
MP 1.5 Block Valve 12" (HOV)	47.476437	-122.227465	From I-405, take exit # 2 (Rainier Ave/Hwy 167) north, proceed 0.3 miles to SW 7th St. Turn west (left) on 7th 0.1 miles to Hardie Ave SW and turn north (right), follow Hardie Ave for 0.2 miles then turn west (left) on SW 5th PL. Go approx. 0.3 miles and turn west (left) on SW 5th Ct., go 0.1 miles and follow to the left of apartment building "H" driveway of the Avalon Greenbriar Apts. The Block Valve site is on the right side of apartment building "K" slightly downhill and approx. 100' from the driveway.
MP 2 Check Valve 12"	47.481663	-122.226964	From SR 167, heading north take the SR 900/SW Sunset Blvd headed west. Go .5 miles and turn (right) north on Earlington Ave SW left on SW Langston Rd. Valve site is 450' up the road on your right.
MP 6 Block Valve 12" (MOV)	47.523506	-122.278396	Take I-5, north to exit # 157 (Martin Luther King Jr. Way). Stay in the right hand lane for approx. 1.1 miles and turn east (right) on S Henderson St. proceed on Henderson for 100' and look for pipeline crossing markers, the Block Valve site is on the north (left) side of Henderson St. gated and clearly visible from the road within 50'.
MP 10 Block Valve 12" (MOV)	47.569684	-122.326049	Take I-5, south to exit # 163 (Safeco Field/Spokane St. exit). Once off the exit at the bottom of the ramp at the first light, which is 6th Ave S go 0.1 miles heading west on Spokane St. to the first left hand "U" turn heading east on Spokane St. Go 0.1 miles back to 6th Ave S then turn south (right) on 6th and follow for 0.1 miles, the Block Valve site on the SE corner of 6th and Charlestown approx. 50' from 6th Ave S.
MP 1.5 Block Valve	47.476356	-122.227467	From SR 167 and I 405 intersections take Rainer Ave S North for .18 miles and turn left and go straight onto Stevens Ave Sw. Turn left on SW 5th St. Valve is located down the hill in yard.
MP 2 Check Valve	47.48767	-122.22697	From SR 167 and I 405 intersections take Rainer Ave S North for .66 miles and turn left on SR 900/Sunset Blvd. Go .11 miles and turn right on Hardie Ave SW and keep left onto Langston. CV will be on your right at .38 miles.
MP 6 Block Valve (MOV)	47.523506	-122.278397	From I-5 south bound take exit 158 and turn left on Boeing Access rd. Turn left onto Martin Luther King Jr Way South. Go for .95 miles and turn then right onto

Location	Latitude	Longitude	Driving Directions
			<p>South Henderson St. Valve site will be on your left.</p> <p>From I-5 North bound take exit 157 and go straight onto Martin Luther King Jr Way South for 1.72 miles and turn then right onto South Henderson St. Valve site will be on your left.</p>
MP 10 Block Valve (MOV)	47.56966	-122.32604	<p>From I-5 South bound take exit 163A and go straight on West Seattle Freeway ramp. Take the South Spokane St ramp and head east on South Spokane St and turn right onto 6th Ave South and then turn left onto South Charlestown St. Valve will be on your right.</p> <p>From I-5 North bound take exit 163 and keep left on South Spokane St ramp. Turn left onto 6th Ave South and then turn left onto South Charlestown St. Valve will be on your right.</p>
Seattle Delivery Facility	47.582619	-122.351571	<p>From I-5, north take exit # 163 the West Seattle Freeway exit, on the West Seattle Freeway go for approx. 0.9 miles to the Harbor Island/11th Ave SW exit. Once the exit is made go 0.6 miles staying in the middle lane to Klickitat Ave SW. Turn north (right) on Klickitat Ave SW and continue on for 0.6 miles until you reach SW Lander St. and turn east (right). Follow Lander for 0.1 mile and turn north (left) on 13th Ave SW, follow 13th for 0.2 miles to the address of 2444 13th Ave SW on the east (right) side of the road.</p>
MP 1 Block Valve 12" (HOV)	47.456288	-122.242866	<p>From I-405, take exit #1 (West Valley/Tukwila) and head south on West Valley for 0.5 miles to Strander Blvd. Turn east (left) on Strander to the dead end barrier gate between Jack in the Box and Wendy's. This will put you next to the interurban trail. Follow the trail approx. 220' south to the Block Valve site which is on the west side 25' from the trail.</p>
MP 1.5 Block Valve 12" (HOV)	47.455748	-122.245229	<p>From I-405, take exit #1 (West Valley/Tukwila) and head south on West Valley for 0.5 miles to Strander Blvd. Turn west (right) on Strander for 0.2 miles and turn south (left) into the Pacific Gulf Business Park. Stay to the left of the driveway heading back towards the river crossing barrier gate and walking trail. The Block Valve site is within 20' west (look for pipeline markers) of the walking trail slightly downhill and in a concrete vault.</p>
Sea-Tac Terminal	47.433975	-122.302266	<p>From I-5, take exit # 152 (Orillia Rd./S 188th St.) west to S 188th St. Follow 188th St. for 1.2 miles (past International Blvd) and turn left (south) on 28th Ave S for 0.2 miles. Turn right (west) at the first intersection, go 0.1 miles, turn north (right) again – turns to gravel road - follow to the Seatac facility. Tanks should be visible at this point.</p>
Renton to Portland			
MP 119.5 Block Valve 14" (MOV)	47.37037573	122.2406607	<p>From I-405, take exit # 2 (Hwy 167) south for approx. 6.7 miles to the Des Moines/Willis St. exit (Hwy 516). Turn east for 0.2 miles to 74th Ave S, then turn south (right) on 74th for 0.6 miles until you come to S. 259th St. and turn with the road west (left) for 0.1 miles to the pipeline Right of Way. Turn left into driveway and the Block Valve site is</p>

Location	Latitude	Longitude	Driving Directions
			200' north of S. 259th St. and clearly visible from the road.
MP 119.6 Block Valve 14" (HOV)	47.367428	-122.2402654	From I-405, take exit # 2 (Hwy 167) south for approx. 6.7 miles to the Des Moines/Willis St. exit (Hwy 516) Turn east for 0.2 miles to 74th Ave S, then turn south (right) on 74th for 0.6 miles until you come to S. 259th St. and turn with the road west (left) for 0.3 miles to 78th Ave S. Turn south (right) over bridge and go 0.3 miles to S 262nd St. then turn west (right) for 0.2 miles to the pipeline crossing. The Block Valve site is 100' north of S 262nd St. on the south west side of building.
MP 121.5 Check Valve 14" (HOV)	47.333925	-122.248938	From I-405, take exit #2 (Hwy 167) south for ~ 8.4 miles to S 277th St. exit. Turn west (right) off of Hwy 167 0.1 miles to West Valley Hwy and turn south (left) for ~ 1.5 miles to the pipeline crossing, look for the Block Valve site on the east side of West Valley Hwy 50' from the rd.
MP 127 Block Valve 14" (MOV)	47.282683	-122.307708	From I-5, take exit #142B (Hwy 18) west toward South 348th Street. Turn right onto Hwy 18 west. Take first left onto Kits Corner Rd S. Turn left onto S 360th St. Go 381 feet and turn left. Go 141 feet and turn right. Go .02 miles and turn left onto an unknown road.
MP 130 Block Valve 14" (MOV)	47.255965	-122.330152	From I-5, take exit #142B (Hwy 18) west toward South 348th Street. Turn right onto Hwy 18 west. Take first left onto Kits Corner Rd S. Turn right onto Milton Rd S. Continue onto 5th Avenue. Turn right onto Birch Street. Go 0.1 miles to block valve site.
Tacoma Junction	47.232699	-122.368382	From I-5, take exit # 137 South onto 54th Ave E. Go approx. 0.2 miles, over I-5, then turn west (right) onto 20th St. E. On 20th St. go for approx. 0.4 miles to Frank Albert Rd. and turn left (south). Follow Frank Albert for 0.6 miles to the first gravel driveway on your right (west) side after the bridge and turn right. Go 0.1 miles through facility gates to address 2660 Frank Albert Rd.
Tacoma Delivery Facility	47.25793284	-122.4308917	From I-5, take exit # 135 (Portland Ave). Head north on Portland Ave. 0.8 miles to Saint Paul Ave and turn west (left) onto St. Paul Ave. Go for approx. 0.6 miles to "E" St. and make the first turn under the overpass and turn northwest (right). On "E" St. go 0.3 miles to E 7th St. and go north (right) for 2 blocks. The facility will be on the left (west) side of the road at 706 East "F" St.
MP 133 Block Valve 14" (MOV)	47.216094	-122.368237	From north take Hwy 167 south approx. 20 miles to the Hwy 512 exit (Puyallup/Olympia exit) and head west (Veer left). Follow Hwy 512 for approx. 6.4 miles to the Canyon Road exit. From south take I-5 exit #127 (Hwy 512) east to Canyon Road exit. Go north off the exit onto Canyon Rd., continue on for approx. 3.2 miles and that will bring you to Pioneer Way East, turn northwest (left). Follow Pioneer Way for 1 mile and look for the road markers, the Block Valve Site is approx. 25' from Pioneer on the north side of the road.
MP 140 Block Valve 14" (MOV)	47.114964	-122.369067	From south take I-5 exit #127 (Hwy 512) east to Canyon Road exit. Go south off exit onto Canyon Rd. for

Location	Latitude	Longitude	Driving Directions
			approximately 1.5 miles. Turn right onto Brookdale Rd E. Follow Brookdale Rd for about 0.6 miles. The Block Valve Site is on the south side of the road.
Tacoma Station	47.089598	-122.370383	<p>From north take Hwy 167 south approx. 20 miles to the Hwy 512 exit (Puyallup/Olympia exit) and head west (Veer left). Follow Hwy 512 for approx. 6.4 miles to the Canyon Road exit.</p> <p>From south take I-5 exit #127 (Hwy 512) east to Canyon Road exit. Go south off exit onto Canyon Rd. for approx. 4.3 miles to 176th St. E, turn west (right) on 176th for 0.2 miles to 51st Ave E. Turn south (left) on 51st and follow 0.7 miles; this will become 52nd Ave E then eventually head right (west) onto 180th St. E. which will put you at the 1st facility gate address 4420 180th St. E. Go through gate and follow access road for another 0.3 miles to the main facility.</p>
MP 152 Block Valve 14" (MOV)	47.00246575	-122.532755	From SR 507 in Yelm, head east on 280th St at bend in road valve will be on your right.
MP 155 Block Valve 14" (HOV)	46.968376	-122.569326	This Block Valve site is on a Military installation and requires a certain access please contact the Central Area Supervisor for location information.
MP 157 Block Valve 14" (MOV)	46.95519066	-122.5851659	From SR 510/SR507 intersection head north on 1st N. Left on Rhoton Rd and a quick right onto Northern Pacific Se. Take a left on Wilkenson Rd Se for .3 miles and take a right onto Paradise View St. Valve is on the north end of the street at road tee.
MP 159 Check Valve 14"	46.93033074	-122.6287435	From SR 507 in Yelm, head west onto George Rd for .35 miles valve will be on your right.
Olympia Junction	46.872838	-122.694392	From I-5, take Exit 88A, go North-Easterly on Tenino-Rochester Road 14.1 miles, then South on Vail Loop Road 0.7 mile. Station is on right side of road.
MP 170 Block Valve 14" (MOV)	46.794702	-122.755221	From highway SR 507 turn east on 184th Ave for 1 mile until it turns into Skookumchuck Rd. Follow Skookumchuck road east for 5.4 miles. Valve site is will be on your right.
MP 175 Block Valve 14" (HOV)	46.74521	-122.81318	Contact South Area Team Leader for access, you must be escorted on to Coal mine property or go through their safety
MP 186 Block Valve 14" (MOV)	46.592677	-122.859169	From I-5, take exit # 71, go east on Hwy 508. Take first left off Hwy 508 this is Forest Napavine Rd. Go about 2 miles until you come to our pipeline crossing clearly marked by milepost 186 on the left shoulder of the road. The block valve is on the right shoulder of the road.
MP 199 Block Valve 14" (MOV)	46.402055	-122.869788	From I-5, take exit # 57 and go east to the end of the road. At the end of the road turn left on to Jackson Hwy. Go approx. one mile and turn right on to Smokey Valley Rd. Go about 1.5 miles to pipeline crossing, the block valve is on the left shoulder of the road.
Castle Rock Station	46.265538	-122.883116	From I-5, take exit #48 on Huntington Ave. Head east up hill (Kalmbach Quarry Road) to OPL Castle Rock Station.

Location	Latitude	Longitude	Driving Directions
MP 217 Block Valve 14" (MOV)	46.147905	-122.877195	From I-5, take the Allen Street Kelso-Longview exit (#39). Proceed easterly on Allen Street for about 0.8 miles to Corduroy Road. Turn left, follow for 0.3 miles to Harris street, turn right, follow 0.1 miles to OPL crossing - valve is off the right shoulder of the road
MP 225 Block Valve 14" (MOV)	46.046095	-122.84533	From I-5, take Exit 32 (Kalama River Rd.) and go east ~ 1 mile before heading north on an s-curve. Enter BPA substation parking lot. Valve Site is on a private road behind a locked gate
MP 226 Check Valve 14"	46.034291	-122.839715	From I-5, take Exit 32 (Kalama River Rd.) east to frontage road, turn rt (south) for ~0.5 mi to second dirt road past river., turn left. Follow, bearing left at fork up hill. Will come to locked Forest Service gate (contact Castle Rock for combo) Proceed through gate, following rd. – stay right at forks. After crossing p/l ROW once, look for fork to left to check valve (if you cross ROW again, you've gone too far)
MP 234 Block Valve 14" (MOV)	45.926607	-122.758397	From I-5, take exit 22 and head west on Dike Access Rd .1 of a mile and valve is on south side of road.
MP 238.9 Block Valve 14" (MOV)	45.872514	-122.747499	From I-5, heading south take Exit # 21 proceed straight on Pacific St. to Goerig St. Then 1st left on Lakeshore Dr. From I-5 heading north take exit #21 to light turn left (west) to Lakeshore Dr. (2nd left). Follow Lakeshore for 1.0 mi., road turns right and is named Pinkerton Dr. Continue for 0.3 miles to " Y ", stay left heading south on So. Pekin Rd. for 1.5 mi. to Dike (north side of the Lewis River) head right (west) for 0.6 miles to OPL ROW. Block valve in field on north side, we have access through farmers dairy.
MP 238.9 Block Valve 14" (MOV)	45.872514	-122.747499	From I-5, heading south take Exit # 21 proceed straight on Pacific St. to Goerig St. Then 1st left on Lakeshore Dr. From I-5 heading north take exit #21 to light turn left (west) to Lakeshore Dr. (2nd left). Follow Lakeshore for 1.0 mi., road turns right and is named Pinkerton Dr. Continue for 0.3 miles to " Y ", stay left heading south on So. Pekin Rd. for 1.5 mi. to Dike (north side of the Lewis River) head right (west) for 0.6 miles to OPL ROW. Block valve in field on north side, we have access through farmers dairy.
MP 239 Block Valve 14" (MOV)	45.855611	-122.742749	From I-5, take Exit #14 (Battleground). Follow westerly on NW 269th St for about 0.6 mile to NW 31st Ave., then turn right. Follow for about 0.9 miles to NW 289th, turn left go 2 miles to NW 71st Ave., then turn right. Go 1.5 miles, block valve is on the rt side of the road.
MP 248 Block Valve 14" (MOV)	45.748216	-122.733628	From I-5, take exit 9 and head west on NE 179th St for 3.16 miles turn left on NW 61st Ave and valve site will be on your left.
Vancouver Junction	45.676192	-122.757582	From I-5, take 4th Plain Blvd exit. Proceed westerly for about 5.8 miles to cyclone fence gate entrance to OPL Vancouver Jct. (Site in field easily visible from gate and road.)
Vancouver Delivery	45.63808778	-122.695808	I-5 So. exit Mill Plain Blvd. veer right or I-5 No. bound

Location	Latitude	Longitude	Driving Directions
Facility			same exit except turn left at light at bottom of ramp. Follow Mill Plain for aprox.1.7 miles turn left on St. Francis Lane follow for 0.2 miles, turn left before RR crossing into the Tesoro gate. Proceed straight to Delivery Facility.
MP 254 Block Valve 14" (MOV)	45.660348	-122.779199	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) continue westbound Approx. 9.3 miles to Sauvie Island Bridge. Right over bridge continue around to NW Gillihan. From here travel approx. 2.7 miles to the 19300 block of NW Gillihan. Turn right down long unnamed gravel road for approx. 0.1 miles. Block valve with cattle guard on left side of road.
MP 257 Block Valve 14" (HOV)	45.629877	-122.799991	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) continue westbound Approx. 9.3 miles to Sauvie Island Bridge. Right over bridge continue around to NW Gillihan from here travel approx. 0.9 miles to NW Lily. Right on NW Lily approx. 0.1 miles to block valve with cattle guard on the right.
MP 258 Block Valve 14" (HOV)	45.614316	-122.79976	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) continue westbound approx. 7.0 miles to Marina way. Right on Marina for 0.3 miles. Block valve with cattle guard on knoll on the right.
Linnton Delivery Facility	45.602339	-122.787323	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) continue westbound approx. 6.2 miles to 112th street. Right on 112th across RR tracks to Olympic Linnton Facility on the left.
Portland Delivery Facility	45.59030233	-122.7766226	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) west approx. 5.2 miles to the ST Services sign (formerly Mobil Lube Plant sign). Head down driveway and then at the stop sign make a U turn to the Portland Delivery facility.
Portland Junction	45.590433	-122.776929	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) approx. 1.9 miles to Kittridge. Right over bridge. Left at Front/Kittridge light approx. 0.8 miles to OPL Portland Jct. Facility on the right.

Figure C.7: Hazard Identification Tanks

HAZARD IDENTIFICATION TANKS (Tank = any container that stores oil)							
Tank Number	Location	Substance Stored* (Oil & Haz. Substance)	Diameter/ Height	Maximum Capacity (Gallons)	Tank Type (i.e. floating roof, fixed roof, etc.)	Year Built	Containment Type
101	Allen Station	Transmix	24 feet/25 feet	66,192	Internal Floating Roof	1965	Concrete
117	Anacortes Station	Transmix	15 feet/10 feet	8,400	Fixed, Cone Roof	1993	Earth Berm
202	Bayview Products Terminal	Ultra-Low Sulfur Diesel	48 Feet/128 Feet	4,620,000	Internal Floating Roof	1998	Asphalt
203	Bayview Products Terminal	Gasoline	48 Feet/128 Feet	4,620,000	Internal Floating Roof	1998	Asphalt
204	Bayview Products Terminal	Gasoline	48 Feet/128 Feet	4,620,000	Internal Floating Roof	1998	Asphalt
205	Bayview Products Terminal	Ultra-Low Sulfur Diesel	48 Feet/128 Feet	4,620,000	Internal Floating Roof	1998	Asphalt
206	Bayview Products Terminal	Jet A	48 Feet/128 Feet	4,620,000	Internal Floating Roof	1998	Asphalt
209	Bayview Products Terminal	Transmix	40 Feet/45 Feet	474,600	Internal Floating Roof	1998	Asphalt
116	Renton Station	Transmix	40 Feet/45 Feet	474,600	Internal Floating Roof	1975	Concrete
107	Vancouver Delivery Facility	Transmix	8 Feet/6 Feet	41,496	Internal Floating Roof	1967	Concrete
105	Portland Delivery Facility	Transmix	24 Feet/25 Feet	84,000	Internal Floating Roof	1965	Concrete
106	Portland Delivery Facility	Transmix	24 Feet/25 Feet	84,000	Internal Floating Roof	1965	Concrete

* The Bayview Tanks (202-206) can change between gasoline, diesel, and jet fuel.

Figure C.8: Products Handled

Product Name	Density (kg/m ³)	Specific Gravity	API Gravity	Oil Group	Sulfur Content (Weight %)	Hazard Classifications	
						49 CFR	NFPA
BP Low Sulfur Diesel	850	0.85	34.9705882	3	0-0.05%	Class 3 Flammable Liquid	Health Hazard (Blue) 1 Flammability (Red) 3 Reactivity (Yellow) 0
BP High Sulfur Diesel	850	0.85	34.9705882	3	0.5%		
BP Jet Fuel A	810	0.81	43.191358	2	N/A	Class 3 Flammable Liquid	Health Hazard (Blue) 0 Flammability (Red) 2 Reactivity (Yellow) 0
BP Transmix	700	0.7	70.6428571	2	0.5%	Class 3 Flammable Liquid	Health Hazard (Blue) 1 Flammability (Red) 3 Reactivity (Yellow) 0
BP Unleaded Premium Gasoline	700	0.7	70.6428571	2	N/A	Class 3 Flammable Liquid	Health Hazard (Blue) 1 Flammability (Red) 3 Reactivity (Yellow) 0
BP Unleaded Regular Gasoline	700	0.7	70.6428571	2	N/A		
Arco Unleaded Gas	750	0.75	57.1666667	2	N/A		
Crude Oil*	≥ 940	≥ .94	17.5-29.29545	≥4	0.9-2.8%	Class 2 Flammable Liquid	Health Hazard (Blue) 1 Flammability (Red) 3 Reactivity (Yellow) 0
Butane	2 (Vapor Density)	0.58	N/A	N/A	N/A	Class 2 Flammable Liquid	Health Hazard (Blue) 1 Flammability (Red) 4 Reactivity (Yellow) 0

* The Puget Sound Pipeline is fed by the Trans Mountain Pipeline (TMPL). Specifications for petroleum permitted to be transported through the Trans Mountain Pipeline are detailed in TMPL Tariff No. 92, issued by the Canadian National Energy Board (NEB) as follows:

Specifications of Petroleum. Petroleum having the following specifications shall not be accepted by the Carrier for transportation on the Mainline System:

- Reid vapor pressure in excess of one hundred and three kilopascals (103 kPa);
- containing sand, dust, gums, sediment, water or other impurities totaling, in aggregate, in excess of one-half of one percent (0.5%) of volume as measured by an acceptable API or ASTM test method;
- having at the Receipt Point a temperature greater than thirty-eight degrees Celsius (38°C);
- having at the Receipt Point a Density in excess of nine hundred and forty kilograms per Cubic Meter (940 kg/m³);
- having a kinematic viscosity in excess of three hundred and fifty (350) cSt determined at Reference Line Temperature; or
- having any organic chlorides or other compounds with physical or chemical characteristics that may render such Petroleum not readily transportable by the Carrier or that may materially affect the quality of other substances transported by the Carrier or otherwise cause disadvantage to the Carrier.

APPENDIX D CHERRY POINT CRUDE/ BUTANE PIPELINE

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D.1 System Overview

Cherry Point 24" Crude Pipeline

The 24-inch bi-directional pipeline supplies the BP Cherry Point Refinery with crude oil for processing. The refinery receives light and heavy crude oil (See Appendix C) from the Trans Mountain Pipeline System owned and operated by Kinder Morgan Canada.

A 16" bi-directional line ties into the mainline 1500 feet downstream of the Trans Mountain Lake Terrell Road Facility. As of August 2009, the valve has been blinded and is not in-service. Phillips 66 takes ownership of the line after the valve site. In the past it was used for delivery/receipt between Phillips 66 and BP Refineries.

The crude pipeline is 5.3 miles long. It originates at the BP 24-inch 600 ANSI Gate valve located inside the Trans Mountain Lake Terrell Road Facility and ends at the BP Cherry Point Refinery. Kinder Morgan operates the gate valve from their Laurel, Station located in Washington. The pipeline is owned by BP West Coast Products Company; maintained by US Pipelines & Logistics Northwest Pipelines District, and monitored and operated by the BP Pipelines, (North America) Inc. Tulsa Control Center located in Tulsa, Oklahoma.

The crude pipeline is located entirely within Whatcom County in Washington State. It begins just west of the town of Ferndale, WA, near Lake Terrell and transverses northerly through Phillips 66 property and the Alcoa Aluminum Plant right of way to the BP Cherry Point Refinery near Birch Bay. The pipeline shares easement with the 6-inch Butane Pipeline, 8-inch Ferndale Natural Gas Pipeline, and the 16-inch Pipeline.

The pipeline does not cross any rivers or streams but is located in the vicinity of a wildlife habitat at Lake Terrell. Lake Terrell is a small lake located northeast of the pipeline.

Cherry Point 6" Butane Pipeline

The 6-inch bi-directional Butane Pipeline originates at the BP Cherry Point Refinery and supplies the Chevron Ferndale Storage Terminal with butane for storage, rail, truck, and tanker ship delivery. The Chevron Ferndale Storage Terminal also ships and can receive butane from Phillips 66 Ferndale Refinery.

The 5-mile pipeline normally flows from the BP Cherry Point refinery to the Chevron Ferndale Storage Terminal. Occasionally the BP Cherry Point Refinery may elect to receive butanes from the Chevron Ferndale Storage Terminal depending on refinery needs.

Normal flow rates are approximately 550-barrels per hour (bph) during transfers from the BP Cherry Point Refinery to the Chevron Ferndale Storage Terminal and 800-900 bph from the terminal back to the refinery.

The pipeline is owned by BP West Coast Products Company; maintained by the US Pipelines & Logistics Northwest Pipelines District, and monitored and operated by the BP Pipelines, (North America) Inc. Tulsa Control Center located in Tulsa, Oklahoma.

The butane pipeline is located entirely within Whatcom County, Washington State. It begins at the BP Cherry Point Refinery near Birch Bay northwest of the town of Ferndale, WA and continues southerly through the Alcoa Aluminum Plant right-of-way to the Chevron Ferndale Storage Terminal. The pipeline shares easement along with the 24-inch crude pipeline, 8-inch Ferndale Gas Pipeline, and the 16-inch Olympic Pipe line.

Figure D.1: Initial Notification Log

INITIAL NOTIFICATIONS				
Upon Discovery of a product discharge, the <u>Spill Observer/First Responder</u> shall immediately notify Control Center:				
NOTIFY	TIME		CONTACT	
Tulsa Control Center	(800) 548-6482			
Controller Console	(918) 660-4458			
<i>If this is believed an emergency, immediately notify 911.</i>				
NOTIFY	NO	YES	TIME	CONTACT
Has 911 been notified?				
Immediately upon notification, verification or suspicion of a release, the <u>Control Center Personnel</u> shall:				
CONFIRM: Has observer/responder notified 911? <input type="checkbox"/> Yes <input type="checkbox"/> No				
NOTIFY FOR BOTH <u>CRUDE</u> AND <u>BUTANE</u> RELEASES:				
NOTIFY	PHONE NUMBER	TIME	REMARKS	
Operations and Maintenance (O&M) Field Specialist				
Adam Groves	(360) 661-6416			
Kevin Washington	(360) 815-6698			
Cherry Point Refinery				
Security (Main Gate)	(360) 371-1301			
Shift Supervisor	(360) 371-1271			
Control Center Team Leader	(206) 786-1532			
ADDITIONAL NOTIFICATIONS FOR <u>BUTANE PIPELINE</u> RELEASES:				

NOTIFY	PHONE NUMBER	TIME	REMARKS
Petrogas Ferndale Storage Terminal	(360) 384-1701 ext 0		
Immediately upon notification, verification or suspicion of a release, the <u>O&M Field Specialist</u> shall:			
NOTIFY	PHONE NUMBER	TIME	REMARKS
Joseph Paquette North Area O&M Team Leader	(331) 229-6057 (360) 428-4214 ext. 6003		
Immediately upon notification, verification or suspicion of a release, the <u>North Area O&M Team Leader</u> shall:			
NOTIFY	PHONE NUMBER	TIME	REMARKS
Primary: Alexandria Crooks Environmental Coordinator	(425) 591-3599		
Secondary: Michaela Decker Safety Coordinator	(312) 434-2764		
Terry Zimmerman District Operations Manager	(219) 973-5985		
Immediately upon notification, verification or suspicion of a release, the <u>O&M Field Specialist</u> shall:			
The Environmental Coordinator will notify the Environmental Team Lead, Communications & External Affairs, applicable Regulatory Agencies, and the US Pipelines & Logistics (USPL) Department of Transportation (USDOT) Team (if reported to the National Response Center [NRC] or the Washington Utilities and Transportation Commission [WUTC]) and the USPL Crisis Management Advisor.			
The District Operations Manager will make additional internal notifications as necessary (i.e. Business Unit Leader, Operations Manager, and BP Notification Center) and determine scope of response team to be activated.			

Figure D.2: Cherry Point Contact List

AFFILIATION		PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
NORTHWEST PIPELINES DISTRICT CONTACTS				
Terry Zimmerman District Operations Manager		(219) 973-5985 (Cell)		
Joseph Paquette North Area Team Lead		(331) 229-6057 (Cell)		
Adam Groves Field Spec. Support		(360) 526-3975 (Office) (360) 420-5105 (Cell)		
Kevin Wittmer Field Spec. Support		(360) 371-7411 (Office) (360) 815-0356 (Cell)		
Kevin Washington Field Spec. Support		(360) 815-6698 (Cell) (360) 428-4214 (Pager)		
Gunter Wilder Field Spec. Support		(360) 389-7049 (Cell) (360) 384-4231 (Office)		
Alexandria Crooks Environmental Coordinator		(425) 981-2590 (Office) (425) 591-3599 (Cell)		
Michaela Decker Safety Coordinator		(312) 434-2764 (Cell)		
Pam Brady Communications & External Affairs		(360) 371-1519 (Office) (360) 920-1171 (Cell)		
Renton Control Center (Emergencies Communication help only)		(888) 271-8880 (Office) (425) 235-7726(Office)		
TULSA CONTROL CENTER CONTACTS				
Pipeline Controller / Console (24 hours)		(800) 548-6482 (Office) (918) 660-4450 (Office)		
COMPANY	CONTACT	OFFICE NUMBER	ALTERNATE NUMBERS / NOTES	
CHERRY POINT REFINERY				
Cherry Point Refinery, Crude and Butane	For immediate needs and emergencies: Main Gate Security Shift Supervisor	(360) 371-1301 (360) 371-1271	Contact main gate if unable to reach shift supervisor	
BP Terminal for Butane	Control Board	(360) 384-1701		
Kinder Morgan / TRANSMOUNTAIN PIPELINE, FOR 24" CRUDE				
Laurel Station USA		(360) 398-1541		
Edmonton Control Center, Canada Emergency		(780) 449-5732 (888) 876-6711		
PHILLIPS 66 REFINERY, FOR 24" CRUDE				
Security		(360) 384-8351		
Dock Control Board		(360) 384-8349		
Shift Supervisor		(360) 384-8323		

Figure D.3: Crude Line System Line Drawing

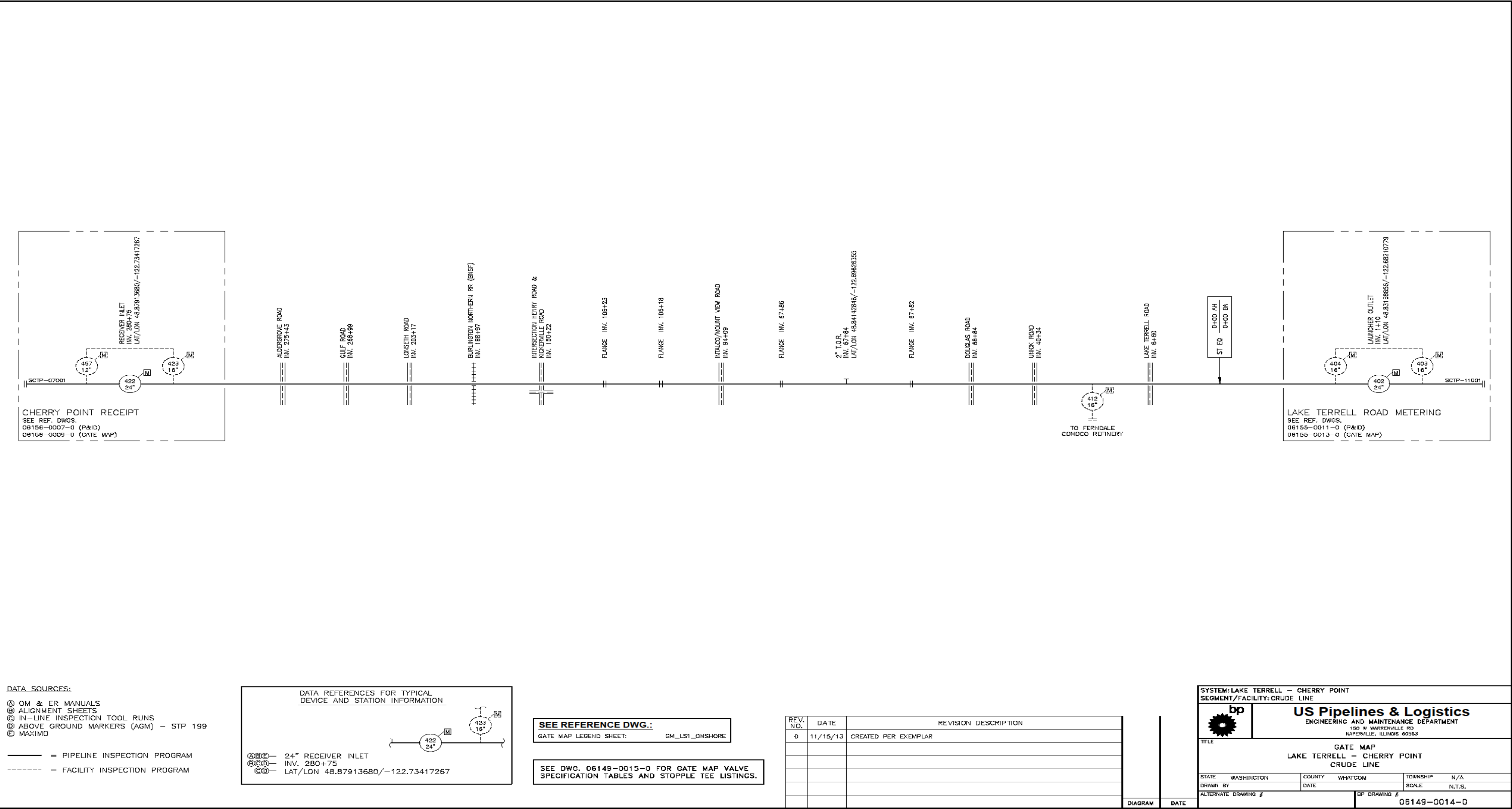


Figure D.4: Crude Line System Overview Map

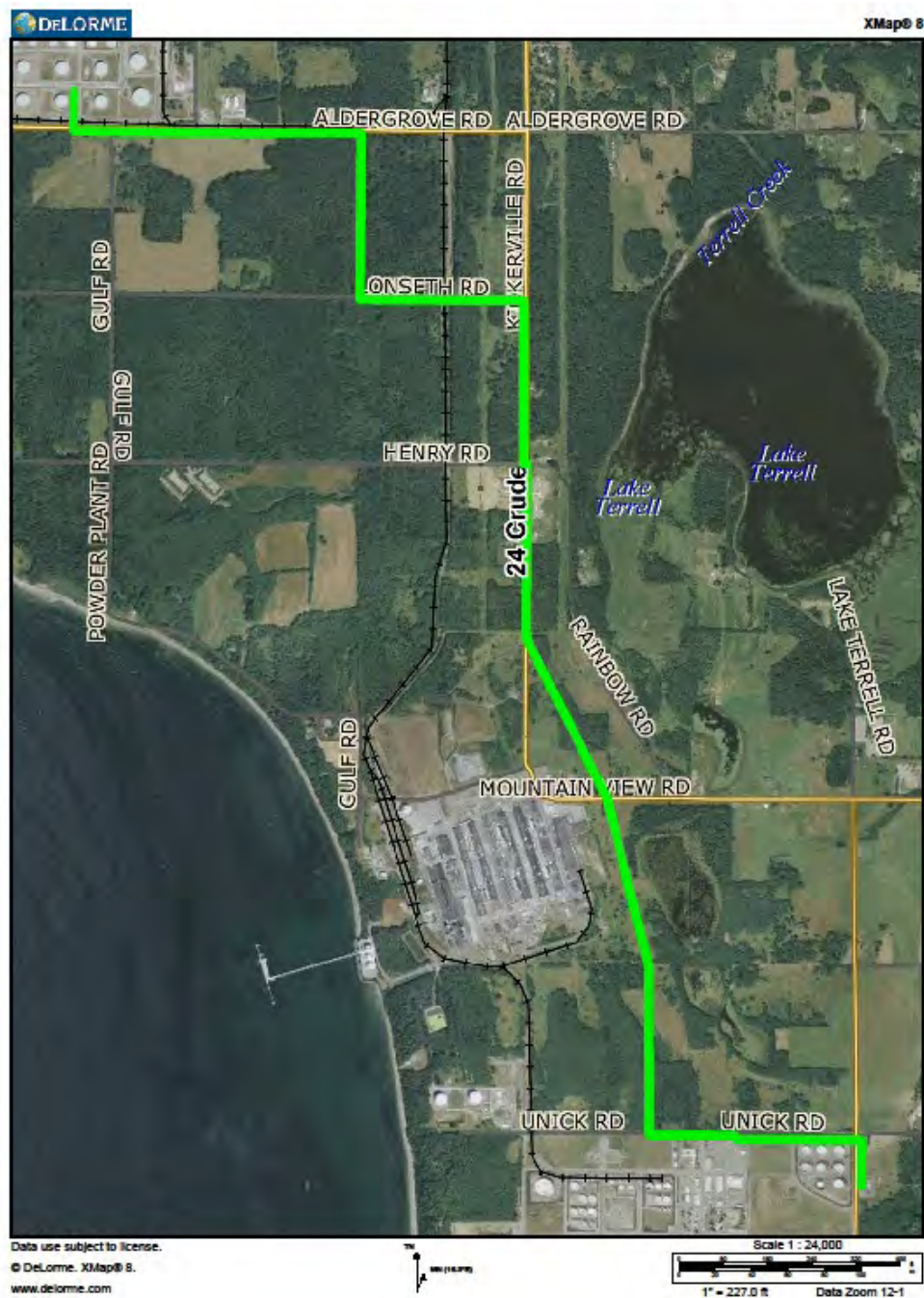
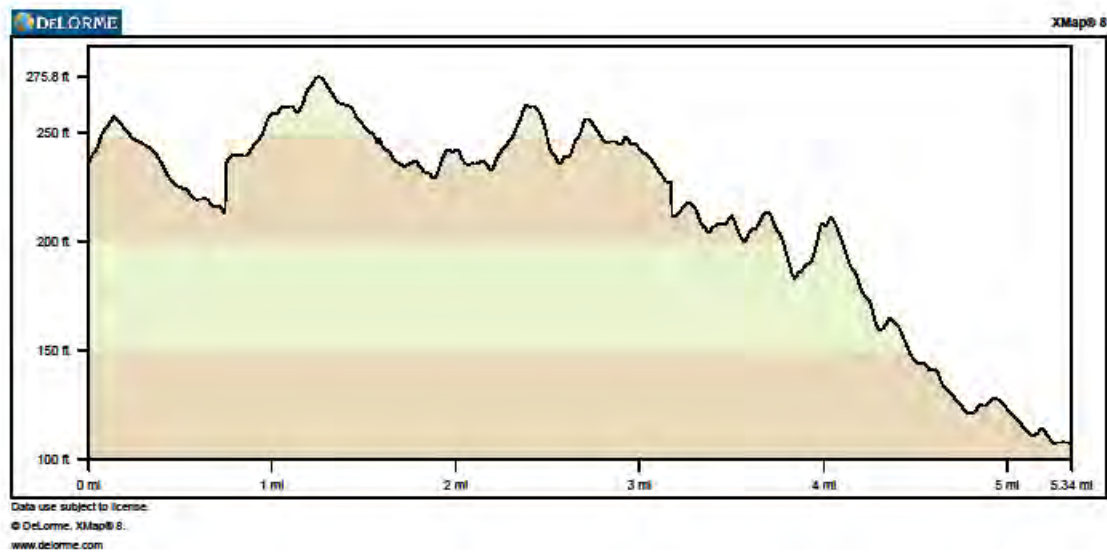


Figure D.5: Crude Line System Elevation Profile



D.2 Line Segments and Fills

Crude Pipeline

SEGMENT	MILES	LINE FILL	ACCUMULATIVE	LINE DIAMETER
Kinder Morgan Lake Terrell to BP Cherry Point Refinery	5.3	14,932	14,932	24"

Butane Pipeline

SEGMENT	MILES	LINE FILL	ACCUMULATIVE	LINE DIAMETER
BP Cherry Point Ref to Chevron Ferndale Terminal	5	1000	1000	6"

Routine inspection of all line segments is conducted on a periodic basis. The line segments must be physically inspected, with a verbal status report issued to the Tulsa Control Center subsequent to an abnormal event encompassing the operation of these lines.

D.3 Block Valves

There are no block valves along the length of the both the crude and butane pipelines. Isolation is achieved through the mainline valves located at the receipt and delivery points.

D.4 Monitoring, Control, and Communications

The Tulsa Control Center monitors motor operated valves, temperature, pressure, and flow rate via the Hughes Network satellite communication system with the Valmet Supervisory Control and Data Acquisition (SCADA) System. There is a dial back-up communication system for this location.

The data communications is by satellite and voice communications is by cell phone and/ or regular phone system and a paging system.

Any communications outage is considered an "abnormal operating condition" by the United States Department of Transportation (USDOT) 49 Code of Federal Regulations (CFR) 195.402 (d) (iii).

D.5 Normal Operations

The TCC Controller monitors the pipeline integrity 24-7, 365 days/year utilizing the Valmet SCADA software applications.

D.6 Abnormal Operations

D.6.1 Communication Failure

This site should continue to operate normally during a Hughes Network satellite communication failure. The site is equipped with a dial back-up communications system. Failure of the Valmet SCADA System will not shut the site down. Notify a Systems Engineer if communication failure occurs at multiple sites.

D.6.2 Power Failure

Power is supplied by the Phillips 66 plant, Cherry Point Refinery, or Puget Sound Energy (PSE) for the crude line. Power is provided by the Chevron Ferndale Terminal and Cherry Point refinery for the butane line. An uninterruptible power supply system provides approximately two hours of backup power. In the event of a power failure notify a Field Specialist to investigate.

D.6.3 Other Abnormal Operations

The procedures for handling these are referenced in Section 2 of this Plan and the Operations Maintenance and Emergency Response (OMER) Manual Book I.

D.7 Reportable Spill History

There have been no USDOT reportable spills from either of the lines in the last five (5) years.

D.8 Worst Case Discharge – Crude Pipeline

The worst case discharge (WCD) volume is calculated based on the requirements set forth in 49 CFR 194.105(b) and Washington Administrative Code (WAC) 173-182-030 (67).

The worst case scenario for the Cherry Point Crude pipeline, an onshore system with no breakout tanks, is a full mainline rupture. The calculation used to define the potential spill volume is comprised of two components. The basic formula for rupture volume calculation is:

$$\text{Total Volume} = \text{Initial Volume} + \text{Stabilization Volume}$$

Initial Volume: Volume of liquid that leaves the pipeline from the point the rupture occurs until the impacted pipeline segment is isolated. The initial volume can be impacted by the system flowrate as well as the time required to isolate the impacted pipeline segment.

Initial Volume: $\text{System Flowrate} \times (\text{time to recognize rupture} + \text{time to shut down \& isolate})/60$

Stabilization Volume: Volume of liquid that leaves the pipeline (drains out) after the impacted pipeline segment is isolated. The stabilization volume can be impacted by the location of isolation points on the pipeline system (Valves, etc.), pipeline volume (length, diameter, wall thickness), pipeline elevation profile and liquid properties.

Stabilization Volume: Σ (Linefill of drained pipe segments upstream and downstream of the release point that are higher in elevation, back to an isolation point* or to the point of highest elevation)

* Note: Check valves only isolate in one direction (opposite of normal flow direction)

Data Utilized for Analysis

Pipeline Operation Data:

- System flowrate: highest normal system flowrate
- System monitoring and control capability:
 - Time required to recognize a pipeline rupture
 - Time required to shutdown system and complete isolation

Pipeline System Data:

- Pipe Specifications:
 - L – Length
 - OD – Outside Diameter
 - WT – Wall-Thickness
- Isolation Capability:
 - Remote Controlled Block Valves
 - Hand Operated Block Valves
 - Check Valves

- Type of Liquid Transported
- Elevation Profile

Analysis Process

A software application is utilized to analyze pipeline segment data to determine the volume of media that would potentially escape from a pipeline if a rupture were to occur. Based on analysis of the pipeline operation and system data noted above the software application calculates the initial and stabilization volumes associated with a rupture at defined intervals along the pipeline segment. The rupture point identified as having the largest Total Volume (Initial + Stabilization) is identified as the WCD location.

Worst Case Discharge Calculation

Pipeline Operation Data:

- System flowrate: 8,000 bph
- System monitoring and control capability:
 - Time required to recognize and react to pipeline rupture: 15 minutes
 - Time required to shutdown system and complete isolation: 15 minutes
 - Active leak detection system
 - 24/7 pipeline control center monitoring

Pipeline System Data:

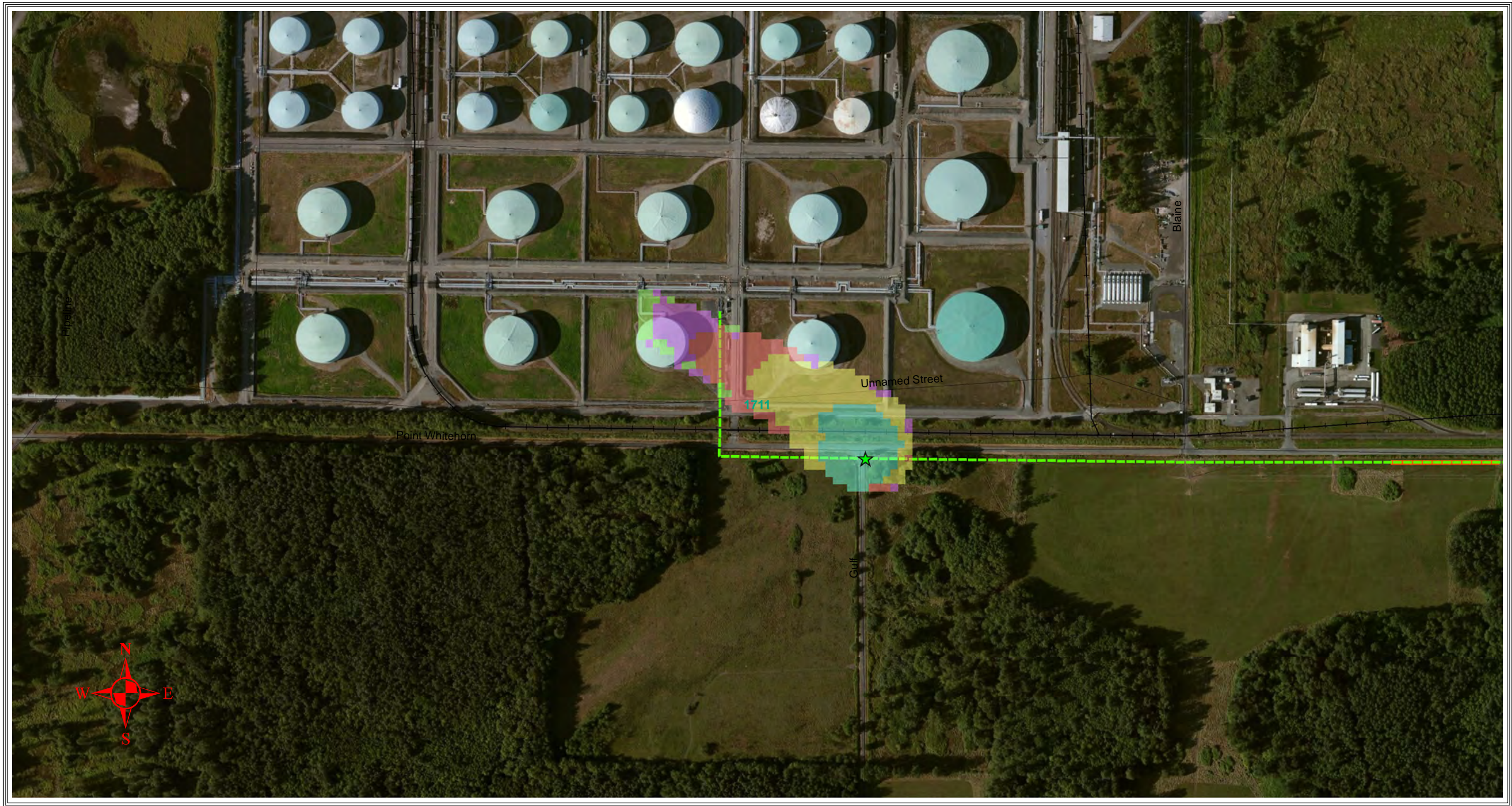
- Pipe specifications:
 - Length: 5.4 miles
 - Outside diameter: 24 inches
 - Wall-thickness: .281 - .375 inches
- Isolation capability:
 - Remote controlled block valves: Control Center operational, at beginning and end of pipeline system
 - Check valves: none
- Type of liquid transported: crude oil
- Elevation profile: utilized

The WCD for the USDOT portion of the pipeline is calculated as follows:

- $WCD = [(Maximum\ time\ to\ detect\ spill\ and\ shutdown\ pipeline \times maximum\ flow\ rate) + maximum\ drainage\ volume]$
- $WCD = [(0.5\ hours \times 8,000\ bph) + 6,843\ bbls]$
- $WCD = 10,843\ bbls\ (Mile\ post\ 5.11)$

The Crude Pipeline 48-hour trajectory is provided as Figure D.6, the Crude Pipeline Planning Standard Spreadsheet is provided and Figure D.7, and the Transmission Pipeline and Pipeline Tank Farms that May Impact Shorelines of State Significance is proved as Figure D.8.

Figure D.6: Crude Pipeline 48-Hour Trajectory



High Consequence Area (HCA) Map

bp Pipelines North America
150 W Warrenville Rd
Naperville, IL 60563

BP Pipelines N.A. makes no representations as to the accuracy of the information contained on this map. THE MAP MAY CONTAIN INACCURATE INFORMATION. The locations of the pipelines shown on this map are intended to do nothing more than indicate the general vicinity of each such pipeline. This information is not to be relied on by any party for the purpose of excavation, title encumbrances or any similar purpose.

Potential Impact Results and HCA Layers

Coastal Areas	OPA	Impact_Time
Comm Nav Water	Buffer	
Drinking Water	HCA CA's	0-1 Hr
Ecological	D	1-5 Hrs
BP_PopArea_2012	I	5-10 Hrs
HPA	Centerline	10-30 Hrs
		30-48 Hrs

GDT Data

Hospital	HIGHWAY	AIRPORT
School	RAILROAD	MJR WATER
Church	STREET	PARK
	REC AREA	COUNTY

1:5,000

Page 1 of 1

0 Miles 0.03

Northwest P.U. Cherry Point Crude Worst Case Discharge 48 Hour Scenario

Safety and Operations - Integrity Mgmnt

Figure D.7: Crude Pipeline Planning Standard Spreadsheet

Figure D.8: Transmission Pipelines (and Pipeline Tank Farms) That May Impact Shorelines of State Significance

Time (hours)	Boom/Assessment	Minimum Oil Recovery Rate % of Worst Case Spill Volume per 24 Hours	Minimum Storage in Barrels
1	A safety assessment of the spill by trained crew and appropriate air monitoring could have arrived	-	-
2	2,000 feet of boom available at the spill source or downstream of the source could have arrived. Alternatively, resources identified to deploy a pipeline control point to keep oil from entering surface waters or penetrating into the ground could have arrived.	-	-
6	Additional 5,000 feet of boom available for containment, recovery or protection could have arrived	Capacity to recover the lesser of 10% of worst case spill volume or 12,500 barrels (bbls) within 24-hour period could have arrived	1 times the EDRC
12	Additional 20,000 feet of boom to be used for containment, protection or recovery could have arrived	Capacity to recover the lesser of 15% of worst case spill volume or 36,000 bbls within 24-hour period could have arrived	2 times the EDRC
24	More boom as necessary for containment, recovery or protection	Capacity to recover the lesser of 20% of worst case spill volume or 48,000 bbls within 24-hour period could have arrived	3 times the EDRC
48	More boom as necessary for containment, recovery or protection	Capacity to recover the lesser of 25% of worst case spill volume or 60,000 bbls within 24-hour period could have arrived	More as necessary to not slow the response

EDRC=effective daily recovery capacity

D.9 Oil Spill Response Organization Information

Olympic Pipe Line Company LLC has contracts with both Marine Spill Response Corporation (MSRC) and National Response Corporation Environmental Services Inc. (NRCES); which maintains the resources, equipment, and capabilities necessary to respond to an oil that may weather and submerge or sink and will respond to a release, as indicated in the letters of intent provided in Appendix B of the Facility Response Plan (FRP).

The equipment is capable of being on scene within twelve hours of spill notification.

Time (hours)	Capability
1	Initiate an assessment and consultation regarding the potential for the spilled oil to submerge or sink.
6-12	Resources and personnel to detect and delineate the spilled oil such as side scan or multibeam sonar, laser fluorosensors, induced polarization, divers, remotely operated vehicles, or other methods to locate the oil on the bottom or suspended in the water column could have arrived. Additionally, containment boom, sorbent boom, silt curtains, or other methods for containing the oil that may remain floating on the surface or to reduce spreading on the bottom could have arrived.
12-24	Resources and personnel necessary to assess the impact of the spilled oil on the environment could have arrived. Types of resources that may be used for this purpose include sampling equipment. Additionally, dredges, submersible pumps, sorbents, agitators, or other equipment necessary to recover oil from the bottom and shoreline could have arrived.

APPENDIX E HAZARD EVALUATION AND RISK ANALYSIS

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E.1 Pipeline - Abnormal Conditions

Because the Pipeline and Hazardous Materials Safety Administration (PHMSA) considers the “substantial threat” term in 49 Code of Federal Regulations (CFR) Part 194.115(a) equivalent to the “abnormal conditions” term under 49 CFR Part 195.402(d), procedures to identify events and conditions that can pose a threat of worst case discharge (WCD), and actions to take for preventing and mitigating such events and conditions are described in Company’s Operations Maintenance and Emergency Response (OMER) Manual.

E.2 Reportable Oil Spill History

Reportable oil spills for the Olympic Pipe Line Company LLC (Olympic) are recorded in Figure E.1.

Figure E.1: Reportable Oil Spill History Record

DATE	LOCATION	CAUSE	PRODUCT	LOSS (gallons)	RECOVERED (gallons)
5/27/1997	Castle Rock	Seal Failure	Gasoline and Diesel	1,092	462
6/10/1999	Bellingham - Whatcom Creek	Mainline rupture - 3rd party/pressure surge	Gasoline	231,000	Unknown
8/29/1999	Renton Station	Pump failure	Transmix	3,360	2,940+
4/2/2002	Bayview Products Terminal	Fitting loose	Diesel	15.12	15.12
12/28/2002	Renton Station	Gauge failure	Transmix	1,470	1,470
4/16/2004	Olympia Junction	Pressure switch failure	Gasoline	15.12	15.12
5/23/2004	Renton Station	Unknown	Gasoline	1,890	840
7/15/2005	Renton station	Sump Level Indicator	Transmix	39.9	39.9
11/7/2005	Woodinville Station	Valve Seal Failure	Gasoline	29.82	29.82
12/20/2007	Anacortes – K Booster Sta.	Sump Level Switch Failure	Transmix	6.72	5.04
5/3/2009	Bayview Terminal	Pressure Gauge	Transmix	63	63
9/19/2011	MP 7 Block Valve	Pressure Switch	Diesel	11.76	11.76
3/31/2012	Allen Station	TRV	Diesel	80	80
4/1/2012	Allen Station	TRV	Diesel	37	37
7/20/2014	Renton Station	Launcher	Diesel	8.16	8.16

DATE	LOCATION	CAUSE	PRODUCT	LOSS (gallons)	RECOVERED (gallons)
10/29/2014	Allen Station	2" Body Bleed, 20", Unit 1	Transmix	314.4	314.4
11/02/2016	Tacoma Station	Pressure switch failure	Gasoline	11.4	11.4
08/22/2017	Portland Delivery Facility	Valve Seal Failure	Diesel	70.1	70.1
06/04/2019	Castle Rock Station	Injection Pump	Diesel	8	8
02/23/2020	Mile Post 86	Threaded O'Ring	Gasoline	67.4	18.7
02/23/2020	Mile Post 89	Threaded O'Ring	Gasoline	32.5	12.3

E.3 Discharge Scenarios

The equipment and manpower to respond to a spill are available from several sources and are listed with the equipment and contractors in Section 7. Contractor and Olympic equipment can also be found in the Western Response Resource List (www.wrri.us). The following sections are discussions of WCD calculations and scenarios.

E.3.1 Worst Case Discharge Response Scenario

WCD calculations for the United States Department of Transportation (USDOT) are described in Appendix E.4.1. Washington Department of Ecology (WDOE) and Oregon Department of Environmental Quality (ODEQ) required WCDs are described in Appendix E.4.2. Discussion of this scenario is as follows:

Upon discovery of any size/type of spill, the following procedures would be followed:

1. First person to discover the spill would immediately notify the Renton Control Center (RCC) in accordance with Figure 2.1.
2. RCC Controller notifies Team Leader and Control Center Team Lead.
3. Control Center Team Lead notifies the District Operations Manager (Qualified Individual [QI] or Alternate QI) who would assume role as Incident Commander, as well as other personnel as needed (refer to Figure 2.1).
4. The QI may handle all aspects of a response. Among those actions would be to:
 - Conduct safety assessment and evacuate personnel as needed
 - Direct responders to shut down ignition sources
 - Direct responders to shut down and control sources of spill
 - Direct personnel to deploy containment boom or other equipment as appropriate
 - Complete spill reports and notifications as described in Figures 3.1 and 3.2.
5. The QI fills out the Incident Potential Worksheet in Figure 3.2 to assist in determining if the Facility Response Plan shall be activated, therefore activating the Incident Management Team.
6. The On-Scene Incident Commander initiates spill assessment procedures including surveillance operations, trajectory calculations, and spill volume estimating in accordance with Section 2.
7. The Incident Commander utilizes guidance checklists in Section 4 for potential issues that may need to be addressed. The primary focus would be to establish incident priorities and objectives and to brief staff accordingly.
8. The Incident Management Team develops the following plans, as appropriate (some of these plans may not be required during a small or medium spill):
 - Site Safety
 - Incident Action
 - Disposal
 - Site Security
 - Decontamination
 - Alternative Response Strategies
 - Demobilization

Plan templates can be found in Section 5 and Figure 8.2.

9. The response continues until an appropriate level of cleanup, agreed by Unified Command is attained.
10. In the unlikely event of simultaneous spills from the pipeline, additional contractor equipment and personnel, and Mutual Response Team personnel would be mobilized as needed.

E.4 Spill Volume Calculations

E.4.1 United States Department of Transportation Pipeline and Facilities

The WCD for the USDOT portion of the pipeline and facilities, as defined in 49 CFR 194.105(b), as the largest volume of the following:

- (a) The pipeline's maximum shut-down response time in hours (based on historic discharge data or in the absence of such data, the operators best estimate), multiplied by the maximum flow rate expressed in barrels per hour (based on the maximum daily capacity of the pipeline), plus the largest drainage volume after shutdown of the line section(s) in the response zone expressed in barrels; or
- (b) The largest foreseeable discharge for the line section(s) within a response zone, expressed in barrels (cubic meters), based on the maximum historic discharge, if one exists, adjusted for any subsequent corrective or preventative action taken; or
- (c) If the response zone contains one or more breakout tanks, the capacity of the single largest tank or battery of tanks within a single secondary containment system, adjusted for the capacity or size of the secondary containment system, expressed in barrels.

Under PHMSA's current policy, operators can reduce the WCD volume derived from 49 CFR 194.105(b)(3) by no more than 75% if an operator is taking certain spill prevention measures for their breakout tanks and presents supporting information in the response plan. An operator can reduce the WCD volume based on breakout tanks in the response zones as follows:

SPILL PREVENTION MEASURES	PERCENT REDUCTION ALLOWED
Secondary containment capacity greater than 100% capacity of tank and designed according to National Fire Protection Association (NFPA) 30	50%
Tank built, rebuilt and repaired according to American Petroleum Institute (API) Standard 620/650/653	10%
Automatic high-level alarms/shutdowns designed according to NFPA/API Recommended Practice (RP) 2350	5%
Testing/cathodic protection designed according to API Std 650/651/653	5%
Tertiary containment/drainage/treatment per NFPA 30	5%
Maximum allowable credit or reduction	75%

All of the breakout tanks in the pipeline system are within secondary containment greater than 100% of the tanks. Tanks are built, rebuilt and repaired according to API Standards 620/650/653. Automatic high-level alarms/shutdowns are designed according to NFPA/API RP 2350. Testing and cathodic protection designed according to API Standards 650/651/653. Tertiary containment, drainage, treatment is designed per NFPA 30. As a result, the discharge volumes for the largest tank was determined by adjusting the total tank volume downward by 75%.

USDOT Worst Case Discharge Calculations

The WCD for the pipeline system is based on the largest volume calculation based on the criteria including above (E.5.1 (a), (b), and (c)).

The following calculation is based on the criteria in E.5.1 (a) The WCD of 21,764 barrels (bbls) is based on a release from anywhere along the 14 inch Renton to Portland pipeline.

- Maximum Pumping Rate is approximately 8,000 bbls per hour
 - Maximum time to detect and shutdown pipeline is 0.25 hours (15 minutes)
- Pipeline drain down is 19,764 bbls

The WCD is calculated as follows:

- $WCD = [(Maximum\ time\ to\ detect\ spill\ and\ shutdown\ pipeline\ \times\ maximum\ flow\ rate) + maximum\ drainage\ volume]$
- $WCD = [(0.25\ hours\ \times\ 8000\ bbls/hour) + 19,764\ bbls]$
- $WCD = 21,764\ bbls$

The following calculation is based on the criteria in E.5.1 (b) The WCD of 5,500 bbls is based on the largest historical release from the pipeline found in Figure E.1.

The following calculation is based on the criteria in E.5.1 (c) The WCD of 27,500 bbls is based on the capacity of the single largest tank (110,000 gallons) adjusted by the maximum allowable credit of 75%.

Based on the calculations above, the largest WCD volume is 27,500 bbls from the largest tank at the Bayview Products Terminal.

E.4.2 Washington & Oregon State Worst Case Discharge Volumes

The WCD for Washington State as defined in WAC 173-182-030(67) as the largest volume determined from three different methods, complicated by adverse weather conditions:

- (1) The pipeline's maximum time to detect the release, plus the maximum shutdown response time multiplied by the maximum flow rate per hour, plus the largest line drainage volume after shutdown;
- (2) The maximum historic discharge from the pipeline; and
- (3) The largest single breakout tank or battery of breakout tanks without a single secondary containment system. Each operator shall determine the WCD and provide the methodology, including calculations, used to arrive at the volume.

Based on the USDOT calculations in Appendix E.4.1 above, the largest tank at Bayview Terminal was determined to be the largest WCD volume. However, in terms of Washington and Oregon State calculations, a more conservative and realistic approach was taken to ensure response capabilities are adequate across the entire length of the pipeline.

The following five worst case volumes are calculated based on the three operational areas of the pipeline: North Area, Central Area, and South Area. Additionally, the largest tank (in the North Area) was calculated as its own response zone with a separate worst case volume.

Worst Case Discharge Components

The calculation used to define the potential spill volume is comprised of two components. The basic formula for rupture volume calculation is:

$$\text{Total Volume} = \text{Initial Volume} + \text{Stabilization Volume}$$

Initial Volume: Volume of liquid that leaves the pipeline from the point the rupture occurs until the impacted pipeline segment is isolated. The initial volume can be impacted by the system flowrate as well as the time required to isolate the impacted pipeline segment.

Initial Volume: $\text{System Flowrate} \times (\text{time to recognize rupture} + \text{time to shut down \& isolate})/60$

Stabilization Volume: Volume of liquid that leaves the pipeline (drains out) after the impacted pipeline segment is isolated. The stabilization volume can be impacted by the location of isolation points on the

pipeline system (Valves, etc.), pipeline volume (length, diameter, wall thickness), pipeline elevation profile and liquid properties.

Stabilization Volume: Σ (Linefill of drained pipe segments upstream and downstream of the release point that are higher in elevation, back to an isolation point¹ or to the point of highest elevation)

Analysis Process

A software application is utilized to analyze pipeline segment data to determine the volume of media that would potentially escape from a pipeline if a rupture were to occur. Based on analysis of the pipeline operation and system data noted above the software application calculates the initial and stabilization volumes associated with a rupture at defined intervals along the pipeline segment. The rupture point identified as having the largest Total Volume (Initial + Stabilization) is identified as the WCD location.

Worst Case Discharge Calculation Components

Pipeline Operation Data:

- System flowrate: 8,000 barrels per hour (bph)-10,000 bph
- System monitoring and control capability:
 - Time required to recognize and react to pipeline rupture: 15 minutes
 - Time required to shutdown system and complete isolation: 15 minutes
 - Active leak detection system
 - 24/7 pipeline control center monitoring

Pipeline System Data:

- Pipe specifications:
 - Length: varies, Ferndale to Portland
 - Outside diameter: 14", 16", 20"
 - Wall-thickness: varies
- Isolation capability:
 - Remote controlled block valves: Control Center shutdown block valves at each station
 - Check valves: yes
- Type of liquid transported: diesel
- Elevation profile: utilized

Calculations

In order to comply with WAC rules which state that at a minimum the total time to detect and shut down the pipeline must be equal to or less than thirty minutes. It is estimated that initial time to recognize a rupture, shut down, and isolate would take Olympic less than ten minutes. Initial volume loss and total volume loss for all planning points have been calculated in Figure E.2. Worst case volumes by planning point is provided as Figure E.3.

Initial Volume: System Flowrate x (time to recognize rupture + time to shut down & isolate) / 60 minutes

Initial Volume + Stabilization Volume = Total Volume

¹ Check valves only isolate in one direction (opposite of normal flow direction)

Figure E.2: Initial Volume and Total Volume Loss Calculations

North Area
<i>Ebey Slough</i>
<p>Initial Volume = 10,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 5,000 bbls</p> <p>Total Volume = 5,000 bbls + 14,000 bbls Total Volume = 19,000 bbls</p>
<i>Nooksack River</i>
<p>Initial Volume = 10,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 5,000 bbls</p> <p>Total Volume = 5,000 bbls + 8,820 bbls Total Volume = 13,820</p>
<i>Skagit River</i>
<p>Initial Volume = 10,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 5,000 bbls</p> <p>Total Volume = 5,000 bbls + 1,024 bbls Total Volume = 6,024</p>
<i>Snohomish River</i>
<p>Initial Volume = 10,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 5,000 bbls</p> <p>Total Volume = 5,000 bbls + 4,775 bbls Total Volume = 9,775 bbls</p>
<i>Stillaguamish River</i>
<p>Initial Volume = 10,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 5,000 bbls</p> <p>Total Volume = 5,000 bbls + 3,045 bbls Total Volume = 8,045 bbls</p>

Central Area
<i>Duwamish River</i>
<p>Initial Volume = 10,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 5,000 bbls</p> <p>Total Volume = 5,000 bbls + 2,184 bbls Total Volume = 7,184</p>
<i>Green River (1)</i>
<p>Initial Volume = 8,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 4,000 bbls</p> <p>Total Volume = 4,000 bbls + 1,786 bbls Total Volume = 5,786 bbls</p>
<i>Green River (2)</i>
<p>Initial Volume = 8,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 4,000 bbls</p> <p>Total Volume = 4,000 bbls + 3,168 bbls Total Volume = 7,168 bbls</p>
<i>Puyallup River</i>
<p>Initial Volume = 8,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 4,000 bbls</p> <p>Total Volume = 4,000 bbls + 2,740 bbls Total Volume = 6,740 bbls</p>
<i>Renton Station (Breakout Tank)</i>
Total Volume = 10,000 bbls (Capacity of single tank)
South Area
<i>Columbia River</i>
<p>Initial Volume = 8,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 4,000 bbls</p> <p>Total Volume = 4,000 bbls + 1,351 bbls Total Volume = 5,351 bbls</p>

<i>Cowlitz River</i>
<p>Initial Volume = 8,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 4,000 bbls</p> <p>Total Volume = 4,000 bbls + 2,390 bbls Total Volume = 6,390 bbls</p>
<i>Kalama River</i>
<p>Initial Volume = 8,000 bbls/hr x (15 minutes + 15 minutes)/60 Initial Volume = 4,000 bbls</p> <p>Total Volume = 4,000 bbls + 2,387 bbls Total Volume = 6,387 bbls</p>
<i>Lewis River</i>
<p>Initial Volume = 8,000 bbls/hr x (15 minutes + 15 minutes)/60 Initial Volume = 4,000 bbls</p> <p>Total Volume = 4,000 bbls + 2,095 bbls Total Volume = 6,095 bbls</p>
<i>Nisqually River</i>
<p>Initial Volume = 8,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 4,000 bbls</p> <p>Total Volume = 4,000 bbls + 19,764 bbls Total Volume = 23,764 bbls</p>
<i>Toutle River</i>
<p>Initial Volume = 8,000 bbls/hr x (15 minutes + 15 minutes) / 60 minutes Initial Volume = 4,000 bbls</p> <p>Total Volume = 4,000 bbls + 2,173 bbls Total Volume = 6,173 bbls</p>

Figure E.3: Worst Case Volumes

Planning Points	Worst Case Volume (barrels)
North Area	
Bayview Products Terminal (largest tank)	110,000
Ebey Slough	19,000
Nooksack River	13,820
Skagit River	6,024
Snohomish River	9,775
Stillaguamish River	8,045
Central Area	
Duwamish River	7,184
Green River (1)	5,786
Green River (2)	7,168
Puyallup River	6,740
Renton Station – Single Tank	10,000
South Area	
Columbia River	5,351
Cowlitz River	6,390
Kalama River	6,387
Lewis River	6,095
Nisqually River	23,764
Toutle River	6,173

E.5 Planning Standard Spreadsheets

The planning standard spreadsheets identifies the type, location and travel distances for dedicated response equipment to meet the 2, 6, 12, 24 and 48 hour planning standards for transmission pipelines and pipeline tank farms found in WAC 173-182-365 based on the worst case volume. The equipment lists should be used as an evaluation that the planning standards can be met with existing dedicated equipment and not interpreted as restricting the use of all additional dedicated and non-dedicated equipment should it be needed. Figures E.4 through Figure E.18 includes the planning standard spreadsheets for worst case spill volumes.

Figure E.4: Bayview Products Terminal WCD Planning Spreadsheet

Plan Holder: BP Pipelines (North America) Northwest Pipelines District- Bayview Products Terminal												
Planning Standard Summary Analysis: WAC 173-182-366 Transmission pipeline tank farms												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRL and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRCS												
Plan Holder owned equipment: Yes- Section 7.1 in plan												
Worst Case Spill Volume (bbls): 110,000												
Oil Products Handled by Group (Group 1-5): Gasoline (1), Diesel (3), Jet Fuel (3): Figure C.8 in plan.												
Mutual Aid/Letters Of Intent: None												
Analysis point description: Bayview Products Terminal, 14879 Ovenell Road, Mt. Vernon.												
Alternative Planning Standard: Approved alternative. See Appendix E.5, the Hazard Evaluation and Risk Analysis Appendix												
	On-water Storage (bbls)	Shore side Storage (bbls)	On-water Total Storage (bbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	0	0	0	360	0	360	0	0	2,000	2,000	2
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	4,208	1,101	5,309	918	17,260	8,482	26,660	11,240	58,980	13,600	83,820	253
6 hr required			3,850				11,000				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	8,630	11,563	20,193	3,720	33,354	28,231	65,305	32,180	99,720	16,400	148,300	428
12 hr required			11,550				16,500				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	8,630	16,563	25,193	3,720	33,354	28,231	65,305	32,180	99,720	16,400	148,300	428
24 hr required			23,100				22,000				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	8,630	16,563	25,193	3,720	33,354	28,231	65,305	32,180	99,720	16,400	148,300	428
48 hr required			23,100				27,500				27,000	
meets standard			Yes				Yes				Yes	

Figure E.5: Columbia River WCD Planning Spreadsheet

Plan Holder: BP Pipeline- NW Pipelines District - Columbia River												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines that may impact shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRR and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbls): 5,351												
Oil Products Handled by Group (Group 1-5): refined products												
Mutual Aid/Letters Of Intent: N/A												
Analysis point description: Where the pipeline crosses the Columbia River. Olympic - Vancouver												
Alternative Planning Standard: N/A												
	On-water Storage (bbls)	Shore side Storage (bbls)	Total Storage (bbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	70	70	0	0	0	0	0	2,000	0	2,000	12
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	1,434	530	1,964	2,030	11,820	2,742	16,592	10,440	20,480	3,800	34,720	128
6 hr required			535				535				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	10,334	1,553	11,887	2,948	35,408	32,217	70,573	27,795	91,420	11,400	130,615	404
12 hr required			1,605				803				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	10,334	1,553	11,887	2,948	35,408	32,217	70,573	27,795	91,420	11,400	130,615	404
24 hr required			3,211				1,070				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	54,534	1,553	56,087	2,948	35,408	88,624	126,980	31,095	92,220	11,400	134,715	418
48 hr required			3,211				1,338				27,000	
meets standard			Yes				Yes				Yes	

Figure E.6: Cowlitz River WCD Planning Spreadsheet

Plan Holder: BP Pipelines - NW Pipelines District - Cowlitz												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines that may impact shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRR and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbls): 6,390 bbls												
Oil Products Handled by Group (Group 1-5): refined products												
Mutual Aid/Letters Of Intent: N/A												
Analysis point description: Point where the pipeline crosses the Cowlitz River												
Alternative Planning Standard: N/A												
	On-water Storage (bbls)	Shore side Storage (bbls)	Total Storage (bbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	0	0	0	0	0	0	0	2,500	0	2,500	3
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	2,470	838	3,308	2,852	19,778	14,245	36,875	10,440	48,440	4,800	63,680	198
6 hr required			639				639				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	95,620	9,400	137,200	422
12 hr required			1,917				959				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	95,620	9,400	137,200	422
24 hr required			3,834				1,278				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	95,620	9,400	137,200	422
48 hr required			3,834				1,598				27,000	
meets standard			Yes				Yes				Yes	

Figure E.7: Duwamish River WCD Planning Spreadsheet

Plan Holder: BP Pipelines- NW Pipelines District - Duwamish												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines that may impact shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRRL and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbls): 7,184												
Oil Products Handled by Group (Group 1-5): refined products												
Mutual Aid/Letters Of Intent: N/A												
Analysis point description: Point where the pipeline crosses the Duwamish River and the first/northern point where the pipeline crosses the Green River.												
Alternative Planning Standard: N/A												
	On-water Storage (bbls)	Shore side Storage (bbls)	Total Storage (bbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	100	210	310	178	890	0	1,068	0	1,000	2,000	3,000	35
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	35,355	1,291	36,646	2,018	46,472	11,501	59,991	11,240	61,900	9,600	82,740	310
6 hr required			718				718				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	96,493	1,553	98,046	4,916	73,330	74,869	153,115	35,480	124,040	12,400	171,920	503
12 hr required			2,155				1,078				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	124,789	1,553	126,342	4,916	73,330	109,703	187,949	38,420	125,240	12,400	176,060	523
24 hr required			4,310				1,437				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	164,789	1,553	166,342	4,916	74,770	109,703	189,389	39,255	125,240	12,400	176,895	528
48 hr required			4,310				1,796				27,000	
meets standard			Yes				Yes				Yes	

Figure E.8: Ebey Slough River Crossings River WCD Planning Spreadsheet

Plan Holder: BP Pipeline NW Pipelines District - Ebey Slough River Crossings												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines that may impact shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRRL and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes, not listed on the WRRRL												
Worst Case Spill Volume (bbls): 19,000												
Oil Products Handled by Group (Group 1-5): refined products												
Mutual Aid/Letters Of Intent: LOI for access to shoreside storage from Rain for Rent and Baker Tanks												
Analysis point description: Where the pipeline crosses Ebey Slough River. Planning point Olympic-Everett												
Alternative Planning Standard: N/A												
	On-water Storage (bbls)	Shore side Storage (bbls)	Total Storage (bbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	0	0	0	0	0	0	0	2,000	0	2,000	7
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	4,150	1,091	5,241	822	17,874	11,501	30,197	11,240	52,980	6,600	70,820	244
6 hr required			1,900				1,900				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	8,672	2,753	11,425	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
12 hr required			5,700				2,850				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	8,672	2,753	11,425	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
24 hr required			11,400				3,800				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	8,672	2,753	11,425	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
48 hr required			11,400				4,750				27,000	
meets standard			Yes				Yes				Yes	

Figure E.9: Green River River WCD Planning Spreadsheet

Plan Holder: BP Pipelines - NW Pipelines Districts - Green River												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines and pipeline tank farms												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRR and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbls): 5786												
Oil Products Handled by Group (Group 1-5): group 1-3												
Mutual Aid/Letters Of Intent: N/A												
Analysis point description: The spreadsheet the location where the pipeline crosses the Green River. Olympic Kent												
Alternative Planning Standard: N/A												
	On-water Storage (bbls)	Shore side Storage (bbls)	Total Storage (bbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	210	210	0	0	0	0	0	2,000	0	2,000	24
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	3,988	1,299	5,287	822	17,874	14,520	33,216	11,240	45,220	6,600	63,060	249
6 hr required			577				577				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
12 hr required			1,730				865				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
24 hr required			3,461				1,154				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
48 hr required			3,461				1,442				27,000	
meets standard			Yes				Yes				Yes	

Figure E.100: Kalama River WCD Planning Spreadsheet

Plan Holder: BP Pipeline- NW Pipelines District - Kalama River												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines that may impact shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRL and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbls): 6387												
Oil Products Handled by Group (Group 1-5):												
Mutual Aid/Letters Of Intent:												
Analysis point description: Where the pipeline crosses the Kalama River/Columbia River												
Alternative Planning Standard: N/A												
	On-water Storage (bbls)	Shore side Storage (bbls)	Total Storage (bbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	70	70	0	0	0	0	0	2,000	0	2,000	13
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	1,434	530	1,964	2,030	11,820	2,742	16,592	10,440	21,480	3,800	35,720	136
6 hr required			639				639				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	52,672	1,553	54,225	3,720	35,408	41,817	80,945	35,655	98,620	12,400	146,675	442
12 hr required			1,916				958				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	57,292	1,553	58,845	3,720	35,408	54,811	93,939	38,595	104,820	12,400	155,815	457
24 hr required			3,832				1,277				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	59,831	1,553	61,384	3,720	35,408	103,703	142,831	38,595	109,620	12,400	160,615	467
48 hr required			3,832				1,597				27,000	
meets standard			Yes				Yes				Yes	

Figure E.11: Lewis River WCD Planning Spreadsheet

Plan Holder: BP Pipeline- NW Pipelines District - Lewis River												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines that may impact shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRR and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbbls): 6095												
Oil Products Handled by Group (Group 1-5):												
Mutual Aid/Letters Of Intent:												
Analysis point description: Where the pipeline crosses the Lewis River/Columbia River												
Alternative Planning Standard: N/A												
	On-water Storage (bbbls)	Shore side Storage (bbbls)	Total Storage (bbbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	70	70	0	0	0	0	0	2,000	0	2,000	13
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	1,434	530	1,964	2,030	11,820	2,742	16,592	10,440	21,480	3,800	35,720	136
6 hr required			610				610				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	52,672	1,553	54,225	3,720	35,408	41,817	80,945	35,655	98,620	12,400	146,675	442
12 hr required			1,829				914				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	57,292	1,553	58,845	3,720	35,408	54,811	93,939	38,595	104,820	12,400	155,815	457
24 hr required			3,657				1,219				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	59,831	1,553	61,384	3,720	35,408	103,703	142,831	38,595	109,620	12,400	160,615	467
48 hr required			3,657				1,524				27,000	
meets standard			Yes				Yes				Yes	

Figure E.12: Nisqually River WCD Planning Spreadsheet

Plan Holder: BP Pipeline - NW Pipelines District - Nisqually River												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines that may impact shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRL and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbbls): 23,764												
Oil Products Handled by Group (Group 1-5):												
Mutual Aid/Letters Of Intent: LOI for access to shoreside storage from Rain for Rent and Baker Tanks												
Analysis point description: where pipeline crosses the Nisqually River												
Alternative Planning Standard: N/A												

	On-water Storage (bbbls)	Shore side Storage (bbbls)	Total Storage (bbbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	0	0	0	0	0	0	0	4,000	0	4,000	3
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	3,318	1,169	4,487	822	20,776	14,520	36,118	11,240	45,960	6,600	63,800	235
6 hr required			2,376				2,376				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	8,672	5,653	14,325	3,720	33,968	31,250	68,938	32,180	99,620	9,400	141,200	423
12 hr required			7,129				3,565				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	8,672	5,653	14,325	3,720	33,968	31,250	68,938	32,180	99,620	9,400	141,200	423
24 hr required			14,258				4,753				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	8,672	5,653	14,325	3,720	33,968	31,250	68,938	32,180	99,620	9,400	141,200	423
48 hr required			14,258				5,941				27,000	
meets standard			Yes				Yes				Yes	

Figure E.13: Nooksack River and Cherry Point Crude Line WCD Planning Spreadsheet

Plan Holder: BP Pipelines NW Pipeline District - Nooksack River and Cherry Point Crude Line												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines that may impact shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRL and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbbls): 13,280 (crossing at Nooksack River), 10,843 (Cherry Point Crude line - spreadsheet is run for the larger volume)												
Oil Products Handled by Group (Group 1-5): Group 1-3												
Mutual Aid/Letters Of Intent: N/A												
Analysis point description: Where the pipelines crosses the Nooksack River - this equipment is also relevant for the BP Cherry Point Crude Line												
Alternative Planning Standard: N/A												
	On-water Storage (bbbls)	Shore side Storage (bbbls)	Total Storage (bbbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	0	0	0	890	0	890	0	0	2,000	2,000	1
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	3,750	1,091	4,841	822	16,024	11,501	28,347	11,240	42,220	4,600	58,060	220
6 hr required			1,328				1,328				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	8,672	1,553	10,225	3,720	34,858	31,250	69,828	32,180	95,620	11,400	139,200	422
12 hr required			3,984				1,992				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	8,672	1,553	10,225	3,720	34,858	31,250	69,828	32,180	95,620	11,400	139,200	422
24 hr required			7,968				2,656				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	8,672	1,553	10,225	3,720	34,858	31,250	69,828	32,180	95,620	11,400	139,200	422
48 hr required			7,968				3,320				27,000	
meets standard			Yes				Yes				Yes	

Figure E.14: Puyallup River WCD Planning Spreadsheet

Plan Holder: BP Pipelines- NW Pipelines District - Puyallup												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines that may impact shorelines of statewide significance												
<p>The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRRL and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.</p>												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbbls): 6740												
Oil Products Handled by Group (Group 1-5): group 1-3												
Mutual Aid/Letters Of Intent: N/A												
Analysis point description: Where the pipeline crosses the Puyallup River												
Alternative Planning Standard: N/A												

	On-water Storage (bbbls)	Shore side Storage (bbbls)	On-water Total Storage (bbbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	0	0	0	0	0	0	0	4,000	0	4,000	3
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	2,652	573	2,652	0	7,176	0	7,176	11,240	15,760	6,600	33,600	142
6 hr required			674				674				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	5,088	577	5,088	110	14,352	4,113	18,575	20,480	45,920	6,600	73,000	227
12 hr required			2,022				1,011				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	5,088	577	5,088	110	14,352	4,113	18,575	20,480	45,920	6,600	73,000	227
24 hr required			4,044				1,348				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	5,088	577	5,088	110	14,352	4,113	18,575	20,480	45,920	6,600	73,000	227
48 hr required			4,044				1,685				27,000	
meets standard			Yes				Yes				Yes	

Figure E.15: Skagit River WCD Planning Spreadsheet

Plan Holder: BP Pipelines - NW Pipelines District - Skagit River												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines at crossing of shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRL and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbls): 6,024												
Oil Products Handled by Group (Group 1-5): group 1-3												
Mutual Aid/Letters Of Intent: N/A												
Analysis point description: Point where the pipeline crosses the Skagit River Olympic - Mt Vernon.												
Alternative Planning Standard: N/A												
	On-water Storage (bbls)	Shore side Storage (bbls)	On-water Total Storage (bbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	0	0	0	890	0	890	0	0	2,000	2,000	2
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	4,150	1,091	4,150	822	18,764	11,501	31,087	11,240	49,980	8,600	69,820	242
6 hr required			602				602				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	8,672	1,553	8,672	3,720	34,858	31,250	69,828	32,180	95,620	11,400	139,200	422
12 hr required			1,807				904				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	8,672	1,553	8,672	3,720	34,858	31,250	69,828	32,180	95,620	11,400	139,200	422
24 hr required			3,614				1,205				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	8,672	1,553	8,672	3,720	34,858	31,250	69,828	32,180	95,620	11,400	139,200	422
48 hr required			3,614				1,506				27,000	
meets standard			Yes				Yes				Yes	

Figure E.16: Snohomish River Crossing WCD Planning Spreadsheet

Plan Holder: BP Pipeline NW Pipelines District - Snohomish River Crossing												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines at crossings of shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRRL and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbbls): 9,775												
Oil Products Handled by Group (Group 1-5): refined products												
Mutual Aid/Letters Of Intent: LOI for access to shoreside storage from Rain for Rent and Baker Tanks												
Analysis point description: Where the pipeline crosses the Snohomish River. Planning point Olympic-Everett												
Alternative Planning Standard: N/A												
	On-water Storage (bbbls)	Shore side Storage (bbbls)	Total Storage (bbbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	0	0	0	0	0	0	0	2,000	0	2,000	7
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	4,150	1,091	5,241	822	17,874	11,501	30,197	11,240	52,980	6,600	70,820	244
6 hr required			978				978				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	8,672	2,753	11,425	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
12 hr required			2,933				1,466				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	8,672	2,753	11,425	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
24 hr required			5,865				1,955				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	8,672	2,753	11,425	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
48 hr required			5,865				2,444				27,000	
meets standard			Yes				Yes				Yes	

Figure E.17: Stillaguamish River Crossing WCD Planning Spreadsheet

Plan Holder: BP Pipeline NW Pipelines District - Stillaguamish River Crossing												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines that may impact shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRL and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes, not listed on the WRRL												
Worst Case Spill Volume (bbls): 8045												
Oil Products Handled by Group (Group 1-5): refined products												
Mutual Aid/Letters Of Intent: LOI for access to shoreside storage from Rain for Rent and Baker Tanks												
Analysis point description: Where the pipeline crosses the Stillaguamish River. Planning point Olympic-Everett												
Alternative Planning Standard: N/A												
	On-water Storage (bbls)	Shore side Storage (bbls)	Total Storage (bbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	0	0	0	0	0	0	0	2,000	0	2,000	7
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	4,150	1,091	5,241	822	17,874	11,501	30,197	11,240	52,980	6,600	70,820	244
6 hr required			805				805				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
12 hr required			2,414				1,207				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
24 hr required			4,827				1,609				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	97,620	9,400	139,200	423
48 hr required			4,827				2,011				27,000	
meets standard			Yes				Yes				Yes	

Figure E.18: Toutle River Crossing WCD Planning Spreadsheet

Plan Holder: BP Pipelines - NW Pipelines District - Toutle River												
Planning Standard Summary Analysis: WAC 173-182-365 Transmission pipelines that may impact shorelines of statewide significance												
The summary analysis spreadsheet is based on a conceptual model of equipment that would be available based on the guidelines set forth in WAC 173-182 for; planning standards, determining effectiveness of recovery systems, documenting compliance with planning standards, and plan evaluation criteria. Actual times and performance in spills will depend on the conditions of the day. An electronic version of the equipment detail spreadsheet which lists all equipment can be made available by Ecology upon request. The planning standard summary analysis indicates total access to boom, storage and recovery resources required to meet the planning standard. Equipment access is based on information listed on the WRRL and information provided through the plan holder contingency plan and Primary Response Contractor applications as of 11/16/2020. This information is subject to change as additional equipment is acquired and/or relocated. Substantive changes will result in an update of the spreadsheets.												
PRC(s): MSRC, NRC												
Plan Holder owned equipment: Yes												
Worst Case Spill Volume (bbls): 6173 bbls												
Oil Products Handled by Group (Group 1-5): refined products												
Mutual Aid/Letters Of Intent: N/A												
Analysis point description: Point where the pipeline crosses the Toutle River												
Alternative Planning Standard: N/A												
	On-water Storage (bbls)	Shore side Storage (bbls)	Total Storage (bbls)	Calm Water (EDRC)	Protected Water (EDRC)	Open Water (EDRC)	Total Recovery (EDRC)	B1 Boom (ft)	B2 Boom (ft)	B3 Boom (ft)	Total Boom (ft)	Personnel (12 hour shift)
2 hr available	0	0	0	0	0	0	0	0	2,500	0	2,500	2
2 hr required			0				0				2,000	
meets standard			Yes				Yes				Yes	
6 hr available	2,470	838	3,308	2,852	19,778	14,245	36,875	10,440	48,440	4,800	63,680	198
6 hr required			617				617				7,000	
meets standard			Yes				Yes				Yes	
12 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	95,620	9,400	137,200	422
12 hr required			1,852				926				27,000	
meets standard			Yes				Yes				Yes	
24 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	95,620	9,400	137,200	422
24 hr required			3,704				1,235				27,000	
meets standard			Yes				Yes				Yes	
48 hr available	8,672	1,553	10,225	3,720	33,968	31,250	68,938	32,180	95,620	9,400	137,200	422
48 hr required			3,704				1,543				27,000	
meets standard			Yes				Yes				Yes	

E.6 Worst Case Discharge Trajectories

A 48-hour trajectory for each WCD volume is included below and should be used for planning purposes to determine the potential spill impact to the geographic area.

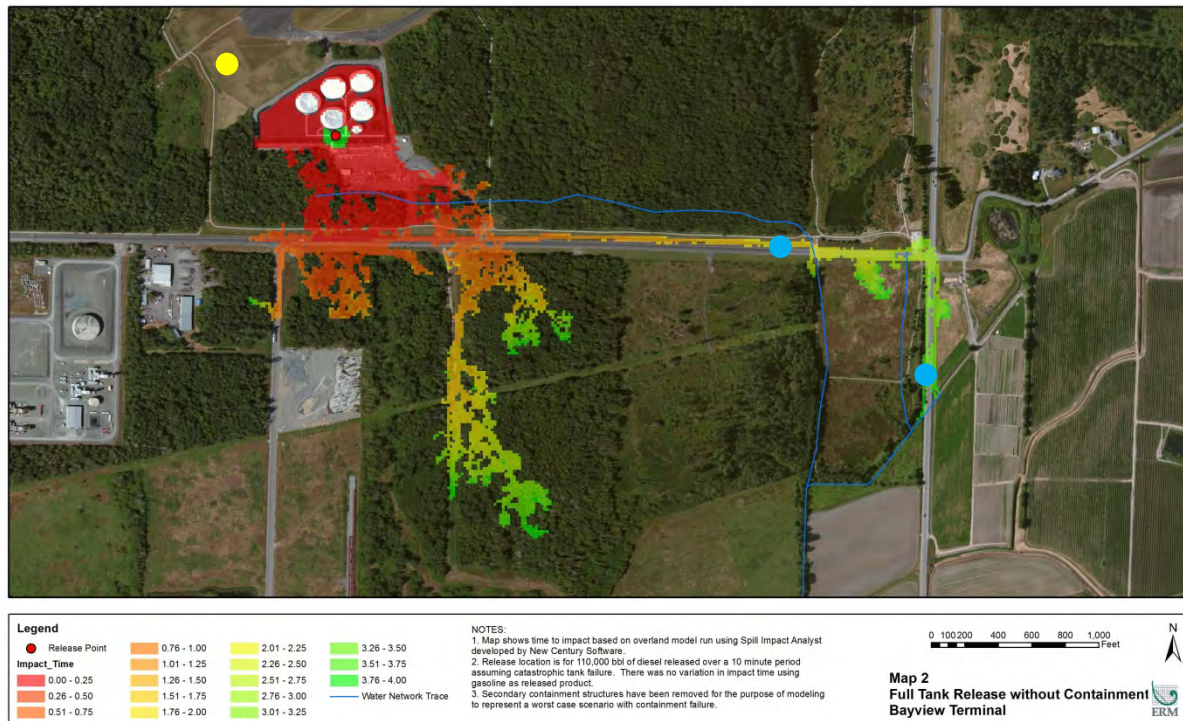
Geographic Area	Map/Modeling
Nooksack River	Response Time Modeling January Release + 48 Hour July Release + 48 Hour
Bayview Terminal	Tank Release with Containment Tank Release Without Containment
Snohomish River	Response Time Modeling January Release + 48 Hour July Release + 48 Hour December Release + 48 Hour
Nisqually River	Response Time Modeling September Release + 48 Hour December Release + 48 Hour
Columbia River	October Release + 48 Hour

E.7 Alternate Planning Standard - Bayview Products Terminal

Olympic would like to propose an alternate planning standard for a release from the largest tank at the Bayview Products Terminal. The goal of the alternate planning standard is to demonstrate that responders' initial actions, combined with resources available through existing contracts/Letters of Intent (LOIs), will minimize downstream impacts to the environment during the first 48-hrs of a response.

Olympic's Bayview Products Terminal is located at 14879 Overnell Rd, Mt. Vernon, WA. This is a land based terminal, surrounded by forested land on three sides (west, south, and east). The Terminal is bordered on the north by the Skagit Regional Airport. There are several small sloughs near the facility which all eventually lead to Padilla Bay. The most likely receptor is Indian Slough which leads to Higgins Slough and into Padilla Bay.

The model below represents a Worst Case Discharge release from the Bayview Terminal. This scenario is a release of 110,000 bbls of diesel from Tank 206 of 110,000 bbls with a failure of the concrete tank dike. The product that escapes the containment area would flow to the south and southeast. As the model shows, this product would primarily flow through the BP-owned forested area surrounding the Terminal, as well as along Ovenell Road. Product remaining within the containment area would initially pool in the southeast corner of the tank farm. The model below shows the location of product during the initial four (4) hours of a release.



- Potential earthen berm locations
- Tank Storage

Following an incident of this magnitude, the pipeline would be shut down and the station would be shut-in. Personnel would evacuate the station and muster at the Allen Station located a mile east of Bayview.

After initial notifications and evacuation, contractors would be mobilized excavator to berm ditches and direct product to BP-owned property south of Bayview for recovery. Berm sites are pre-identified on the map above. The berms would prevent product from flowing through a pathway that would ultimately reach Padilla Bay.

The Terminal's remaining tankage (Tanks 202-205 & 209) can be utilized for shoreside storage. This tankage can be made available as soon as the area is deemed safe. In an emergency situation, the volume in each tank can be reduced to a "low level" which is the minimum volume of product stored in a tank without causing damage to the internal floating roof or losing suction. Like products within the tanks can be combined to create useable storage (combining two gasoline tanks into one) via internal transfer via piping between the tanks. The transfers can be conducted locally from the facility or remotely from the Renton Control Center. The volume in the tanks can also be reduced by moving product via pipeline to Allen Station, as long as the pipe hasn't been compromised and it is safe to operate. Once reduced to the low level, the remaining capacity in the tank can be utilized to store recovered product. Assuming Tanks 202-205 and 209 are intact, the total volume of shore-side storage available at the Bayview Tank Farm is 425,261 bbls. The calculation of this volume can be found in the attached spreadsheet.

Access to the Bayview Terminal tankage can be obtained from the north via a roadway from the Skagit Regional Airport. If product needs to be transferred into the remaining tanks for storage, the tanks on the north side of the tank farm will be utilized first since they are located furthest from the pooled product area. Procedures exist to transfer product directly from vacuum trucks to the aboveground storage tanks.

The volume of store side storage available greatly exceeds the amount of on-water storage required by typical planning standards. This alternate planning standard suggests utilizing shoreside storage, in lieu of on-water storage, since there is an excess amount of shoreside storage available. Additionally, the shoreside storage is more accessible due it its proximity to the release location. Furthermore, Olympic

Pipe Line Company owns and operates the tankage to be utilized and can make the storage available as soon as safely possible without having to rely on a third party contractor. Therefore, utilizing the available shoreside storage is more suitable for the operating environment and would mitigate the impacts from a release above and beyond the current planning standards.

The following section outlines additional response actions that would occur during the first 24-hrs to contain, recover, and store diesel. These actions will prevent diesel from reaching Padilla Bay. Please note that the LOIs from all contractors mentioned below have been obtained and are enclosed with this alternate planning standard proposal.

2 hours:

- Internal notifications would begin and OSROs would be notified to initiate mobilization of response equipment and personnel.
- Snelson and/or Western Refinery Services would be contacted to mobilize excavator to berm ditches and direct product to BP-owned property south of Bayview for recovery. Berm sites are pre-identified on the attached map.
- Storage
 - Assuming Tanks 202-205 and 209 are intact, the total volume of shoreside storage available at the Bayview Tank Farm is 425,261 bbls.
 - (20,000 gallon tanks) will begin arriving from Rain For Rent. Up to 2 tanks will arrive within 2 hours (40,000 gallons total storage). The tanks will be staged northwest of the facility.
- Remediation Management contractor, Antea Group would arrive on-site to begin the assessment of groundwater impacts, plume delineation, and begin installing groundwater monitoring wells.

4 hours:

- Vacuum trucks would begin arriving to remove as much free product as possible.
- NRCES: 4 Vac trucks within 4 hours (2-220 bbl; 2-70 bbl)
- Storage:
 - An additional four (4) - 20,000 gallon tanks will arrive from Rain for Rent (80,000 gallons of total storage).

6 hours:

- Vacuum Trucks: WRS: 2- 80 bbl vac trucks, 1 - 130 bbl vac truck
- Storage: an additional four - 20,000 gallon tanks will arrive from Rain for Rent (80,000 gallons of total storage).

12 hours:

- Vacuum Trucks: WRS: 1 - 80 bbl vac truck, 1 hydrovac within 12 hours
- Storage: an additional four - 20,000 gallon tanks will arrive from Rain for Rent (80,000 gallons of total storage).

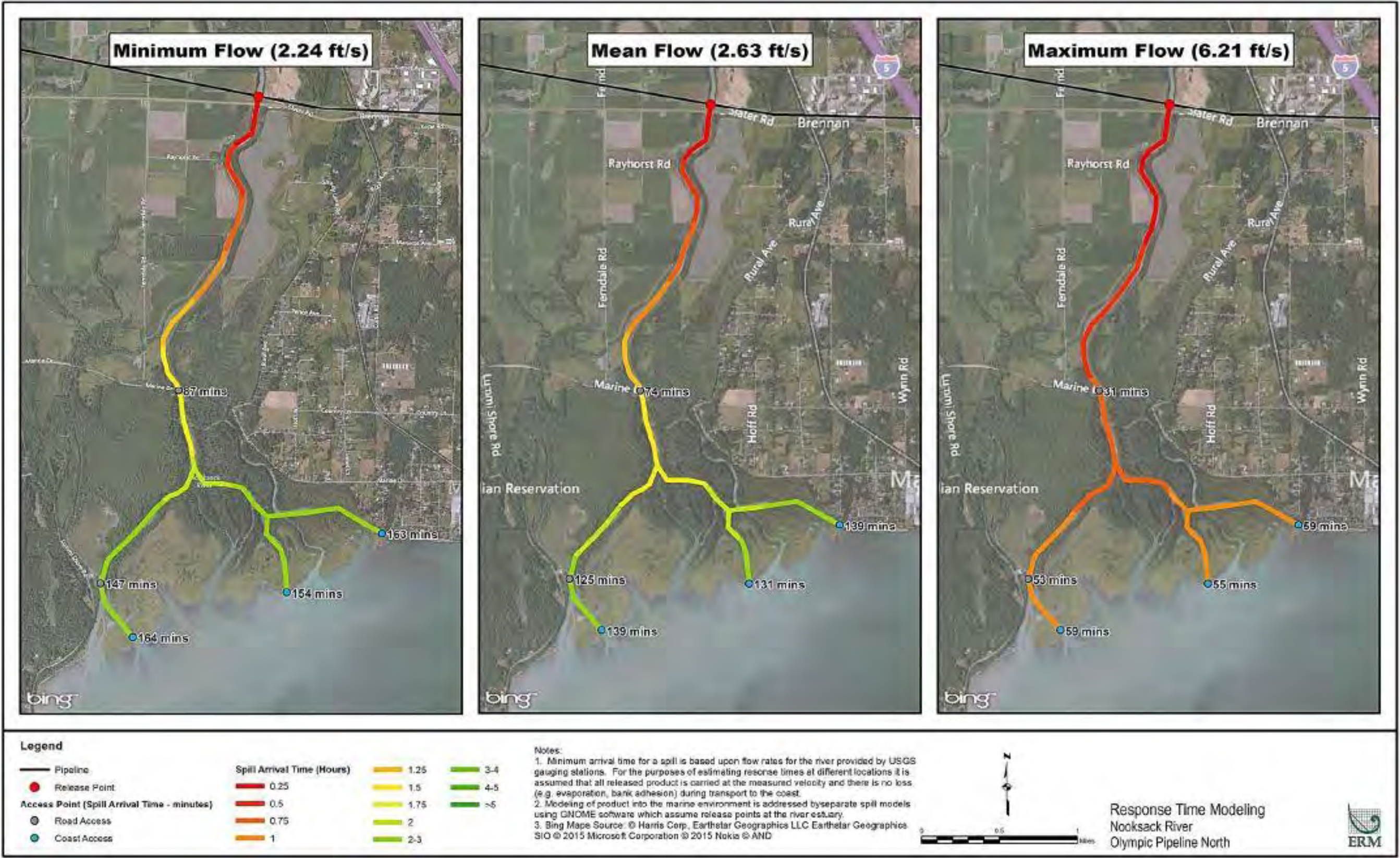
24 hours:

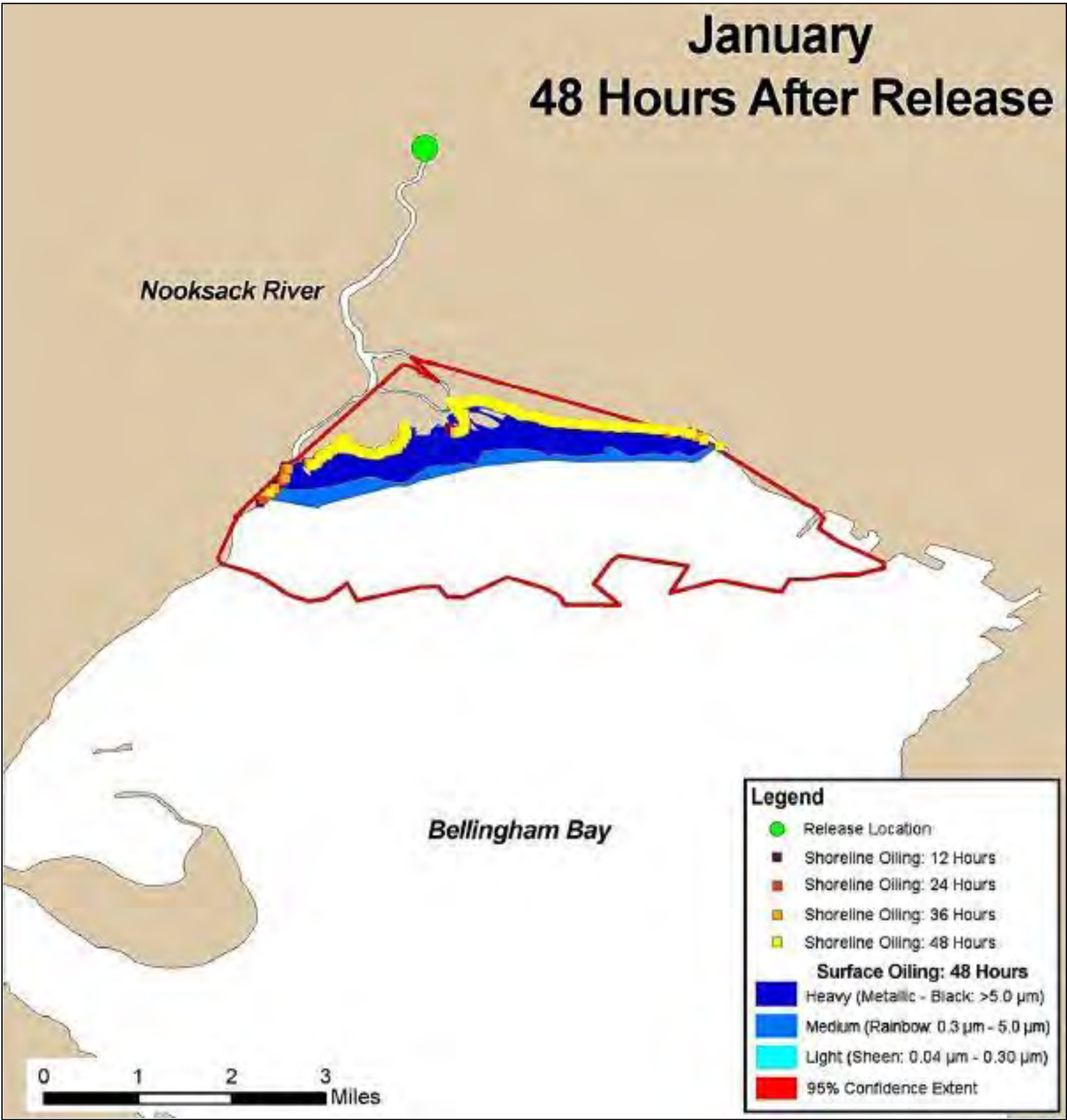
- Vacuum Trucks: WRS: 1 - 130 bbl vac truck, 1 hydrovac
- Storage: an additional four - 20,000 gallon tanks will arrive from Rain for Rent (80,000 gallons of total storage).

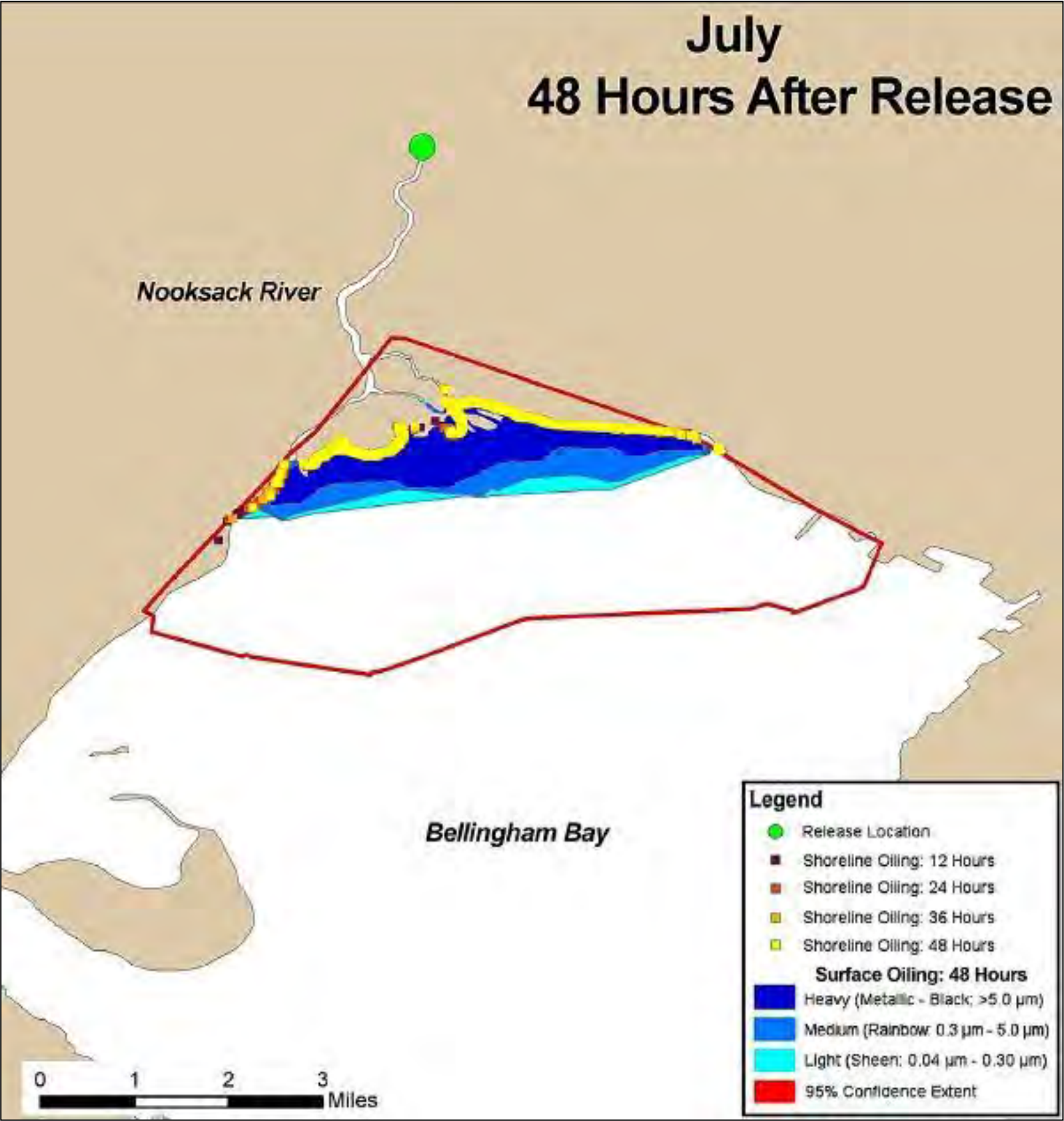
Figure E.19: Bayview Products Terminal Tank Volume Available to Store Recovered Product

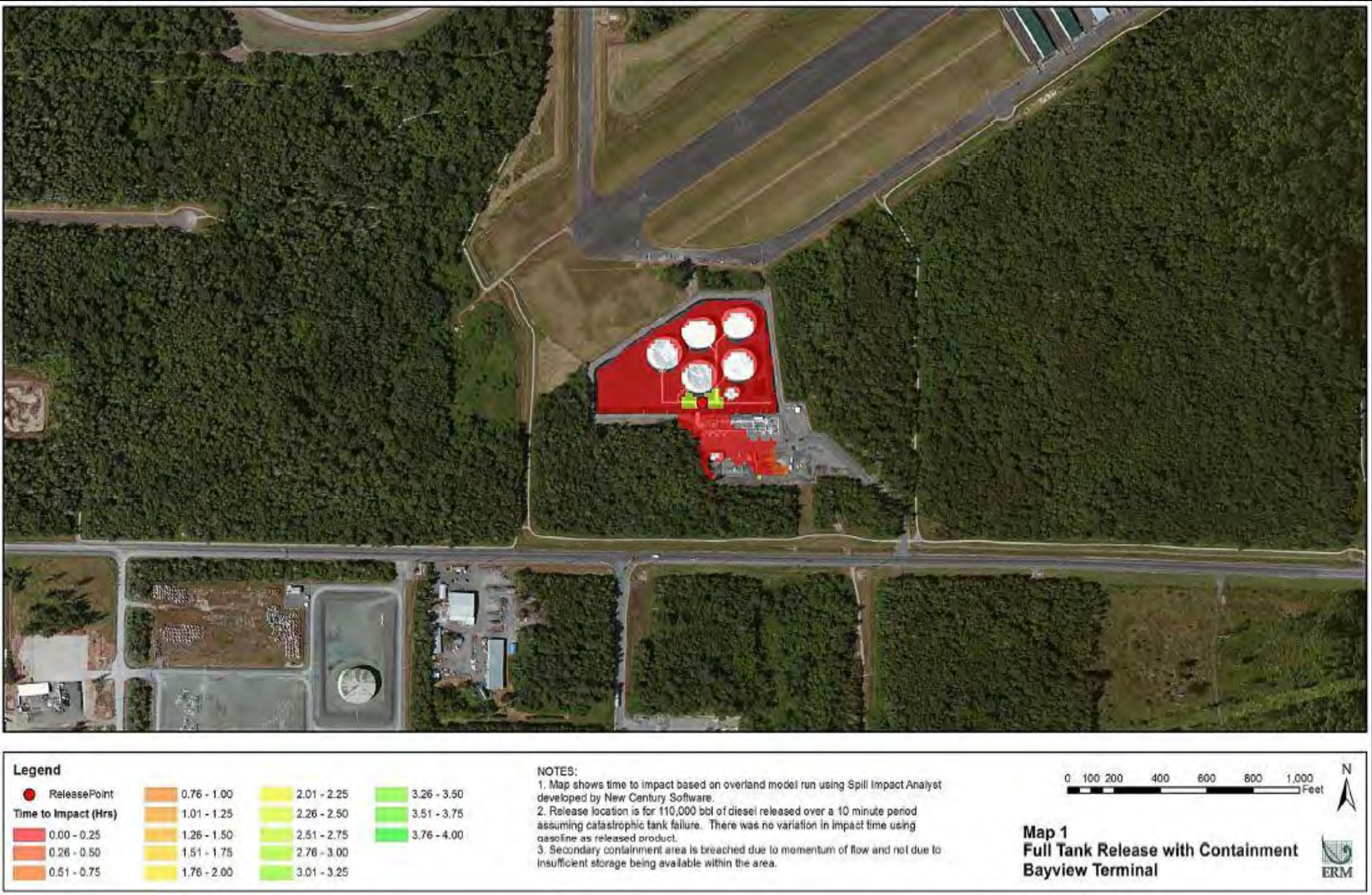
Secondary Containment Group	Tank Number	Tank Shell Capacity (bbl)	TOPs Hi-Hi Level Capacity (bbl)	TOPs Low Level Capacity (bbl)	TOPs Low Level Storage Available (bbl)	TOPs Normal Empty Level Working Capacity (bbl)	TOPs Normal Empty Level - Storage Available (bbl)	TOPs Normal Working Capacity (bbl)	TOPs Normal Working Level - Storage Available (bbl)
Formula	-	-	-	-	D-E	-	D-G	-	D-I
A	202	99,571	97,053	12,818	84,235	14,306	82,747	94,535	2,518
	203	99,205	96,687	12,818	83,869	14,306	82,381	94,169	2,518
	204	99,365	96,847	12,818	84,029	14,306	82,541	94,329	2,518
	205	98,999	96,481	12,818	83,663	14,306	82,175	93,963	2,518
	206	98,999	96,481	12,818	83,663	14,306	82,175	93,963	2,518
	209	9,174	7,641	1,839	5,802	1,910	5,731	7,075	566
TOTAL EMERGENCY STORAGE AVAILABLE					425,261		417,750		13,156
Note: Operations would not fill a tank to the shell capacity to avoid an overfill situation. Therefore, the emergency storage available was calculated assuming a maximum fill to the Hi-Hi Level. The Hi-Hi Level would only be reached in an emergency situation to maximize storage available for recovered product.									

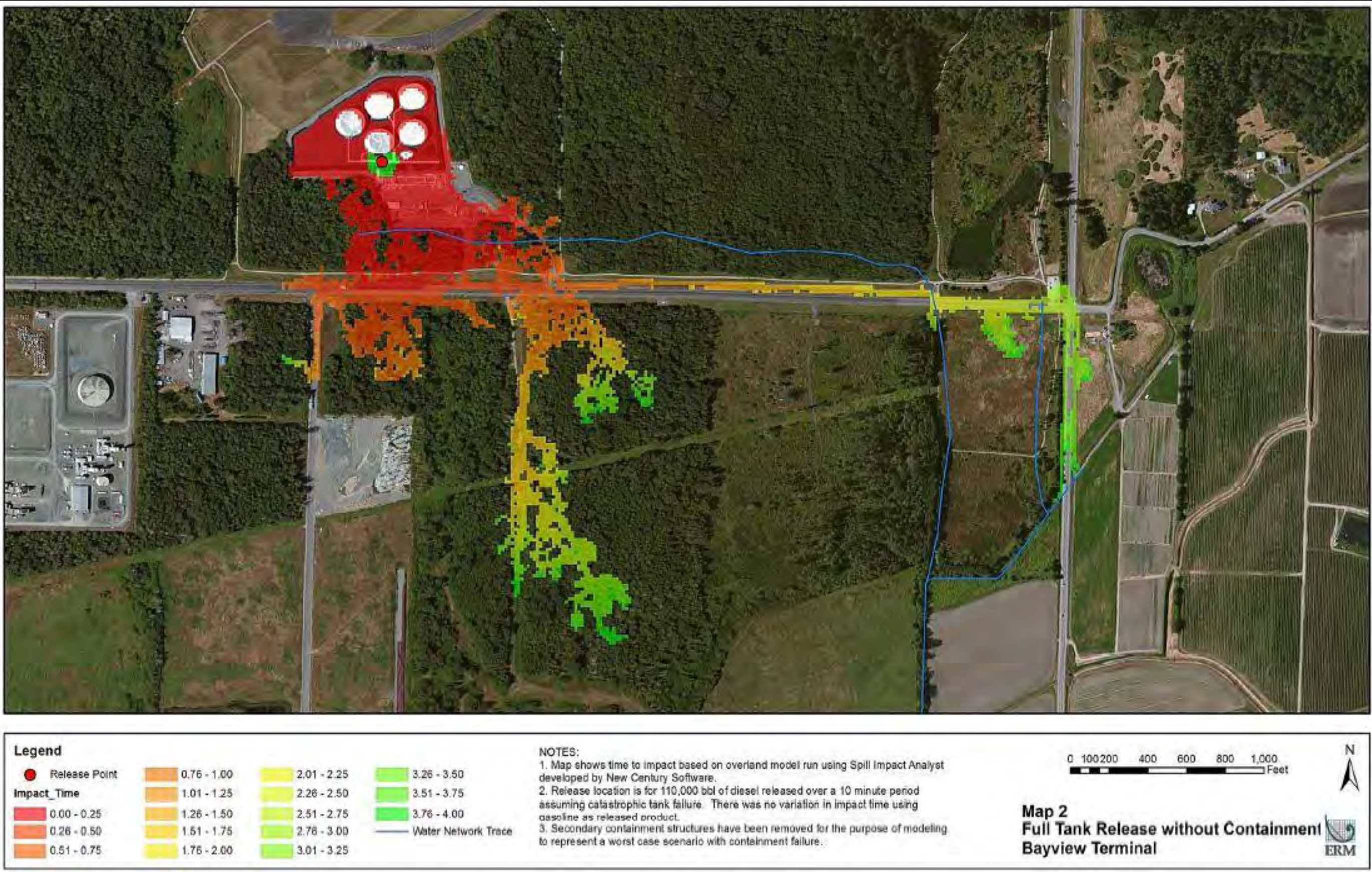
Figure E.20: Worst Case Discharge Trajectories

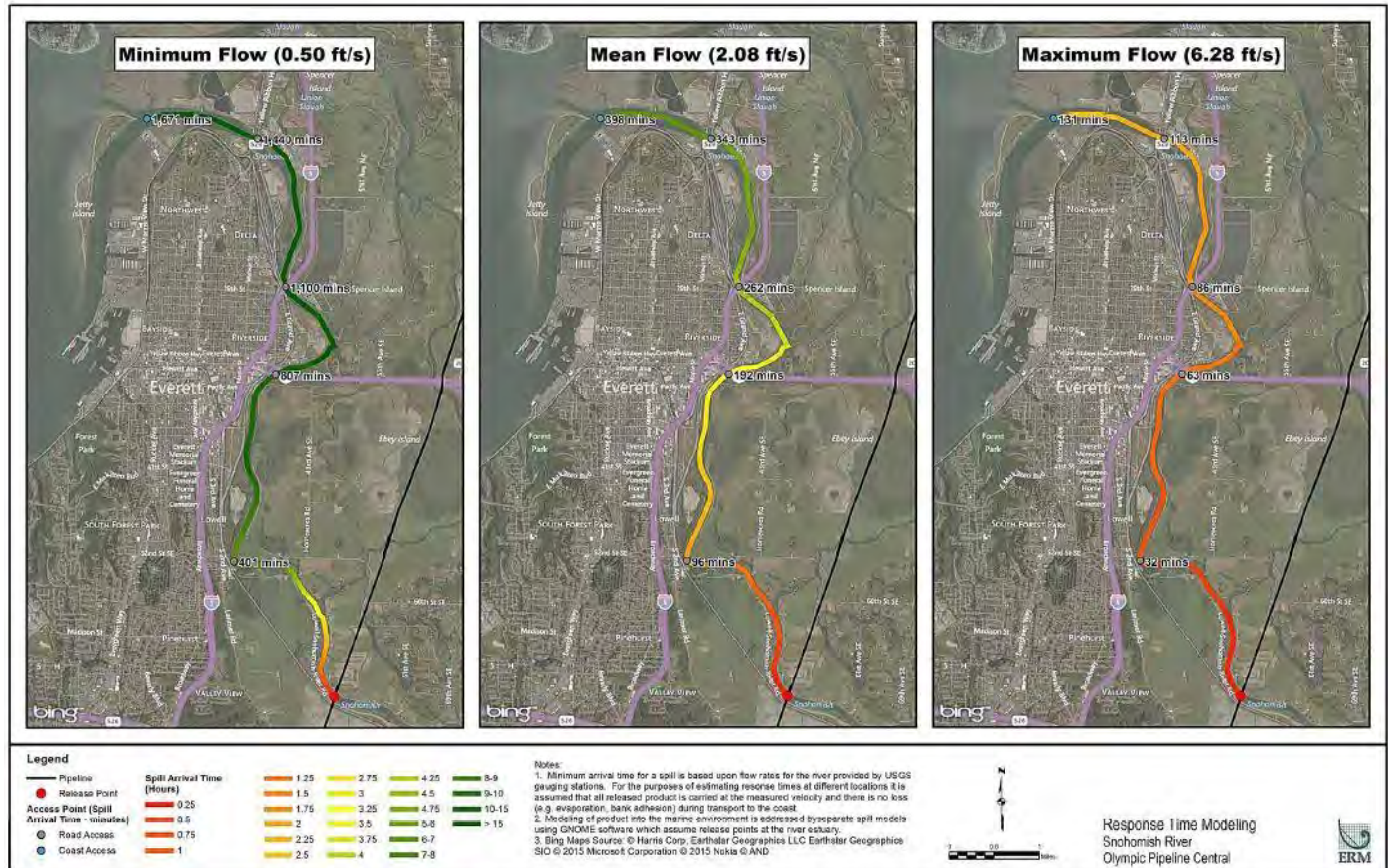


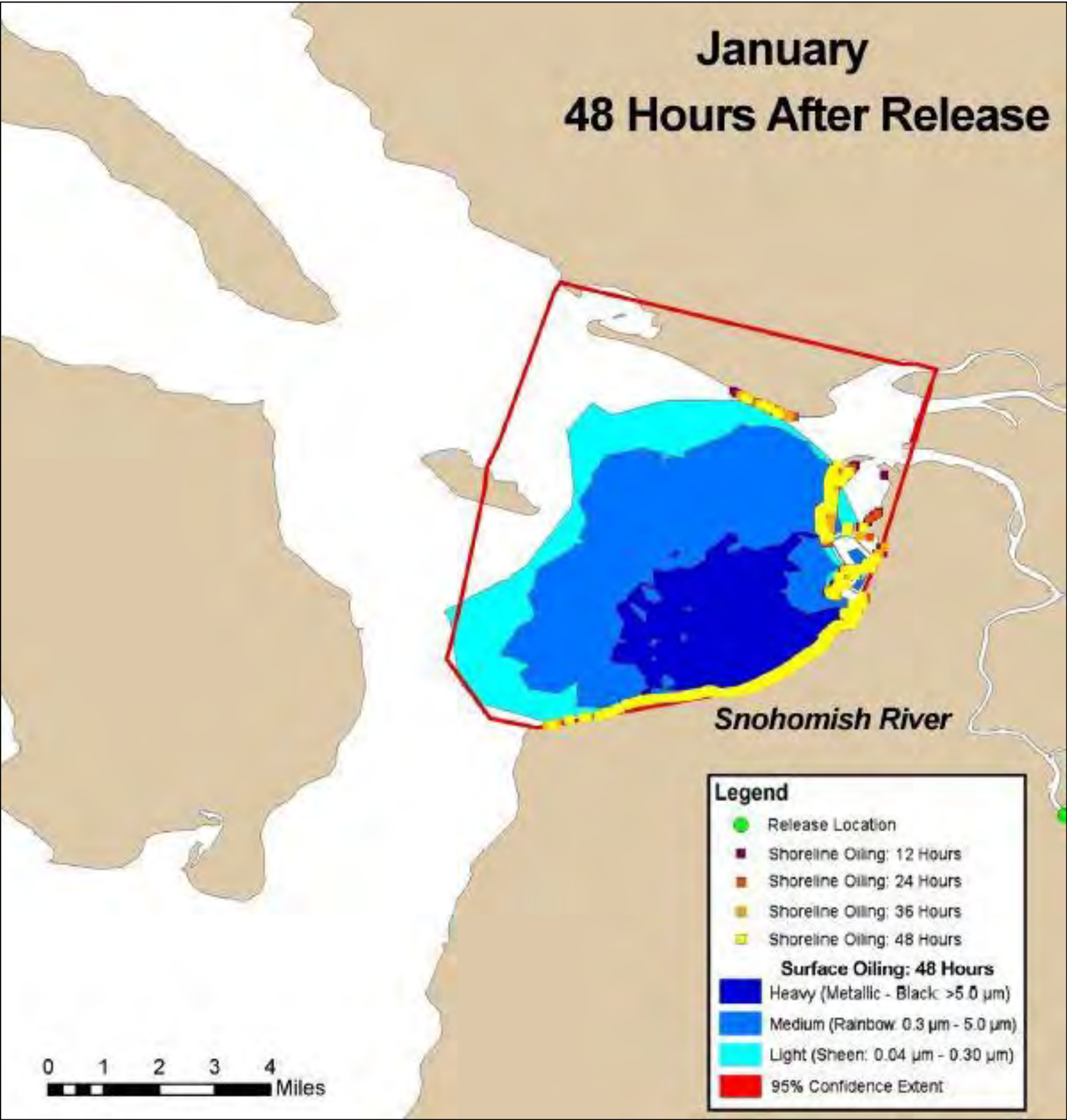


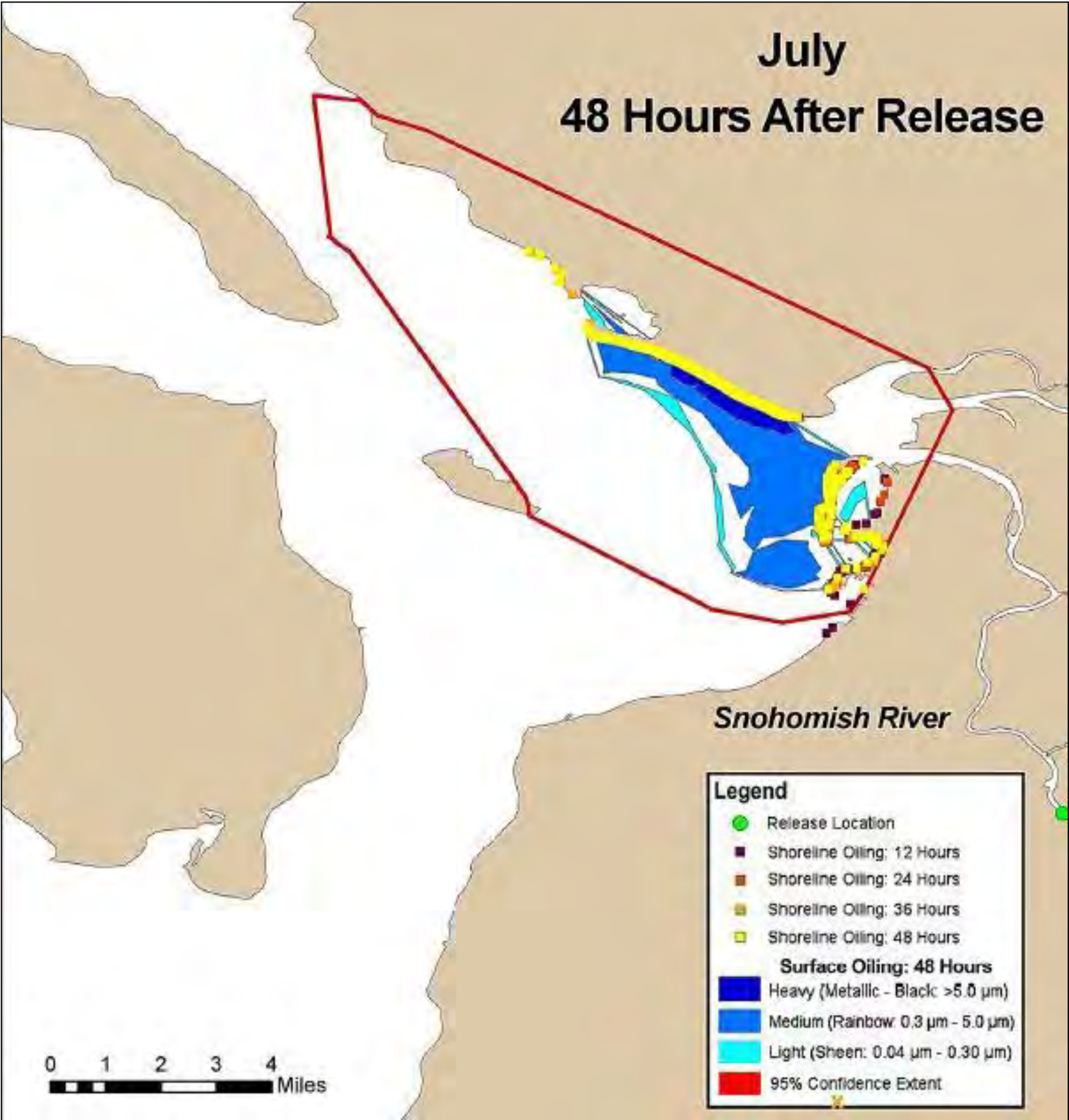


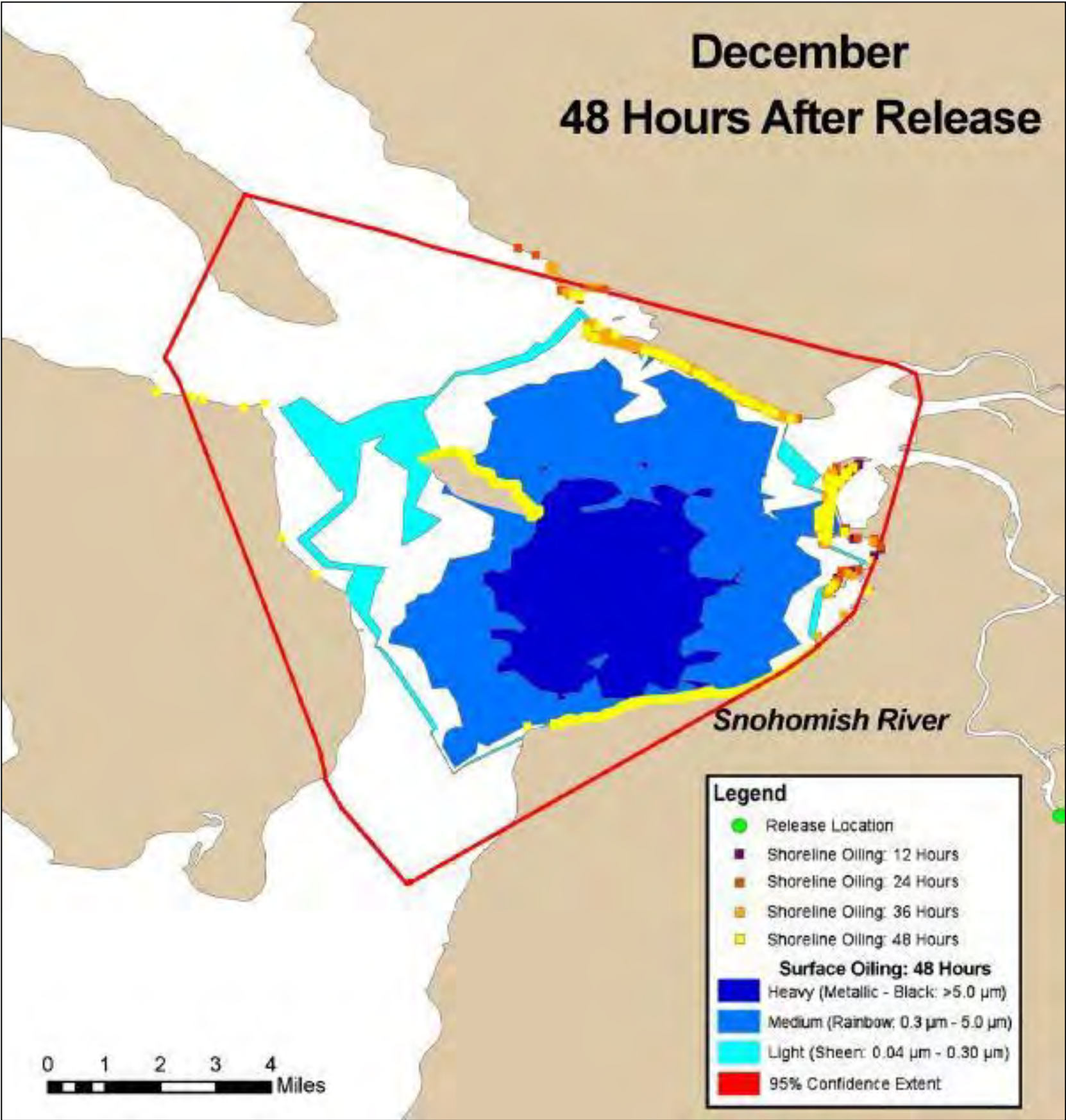


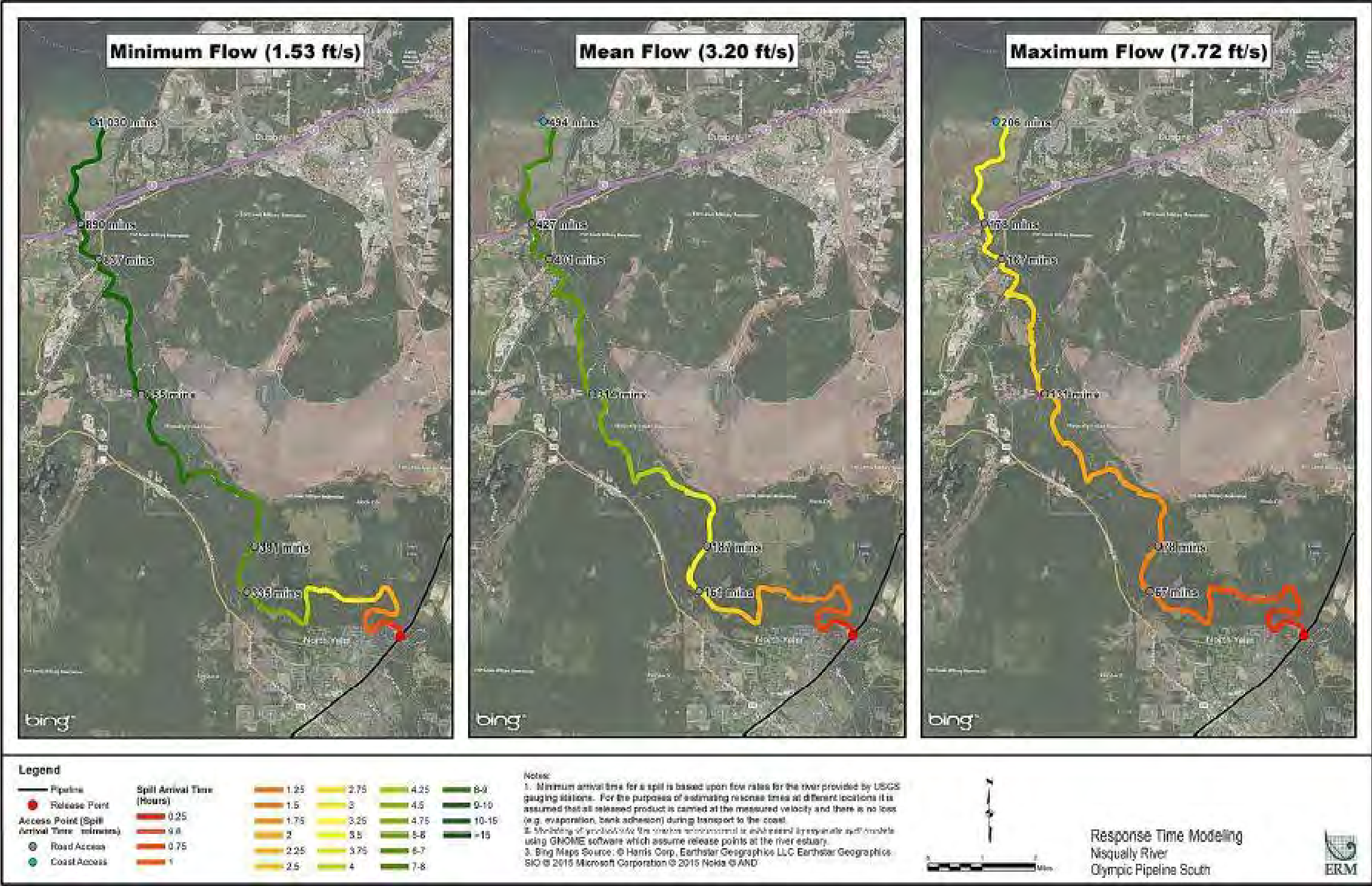


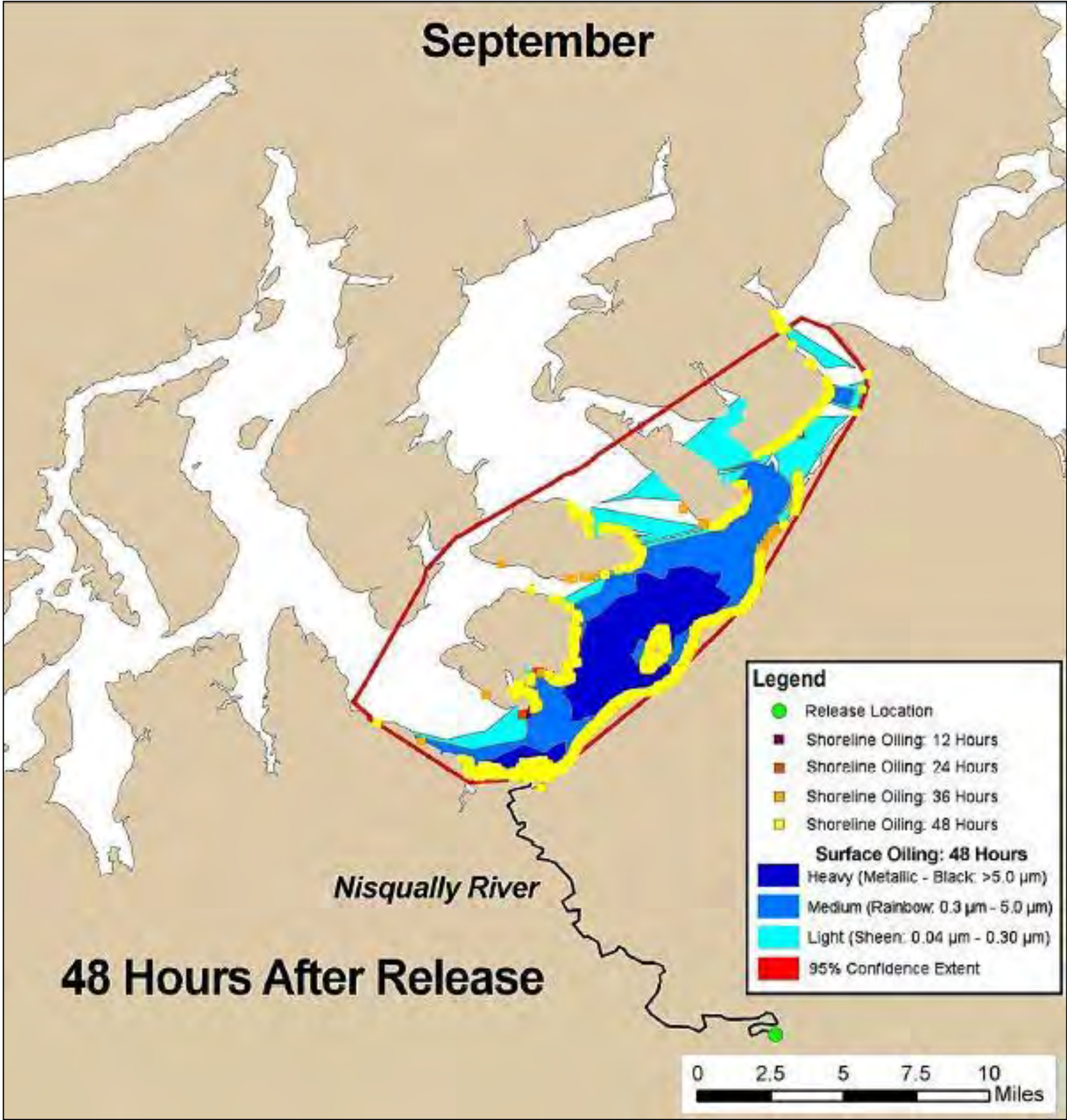


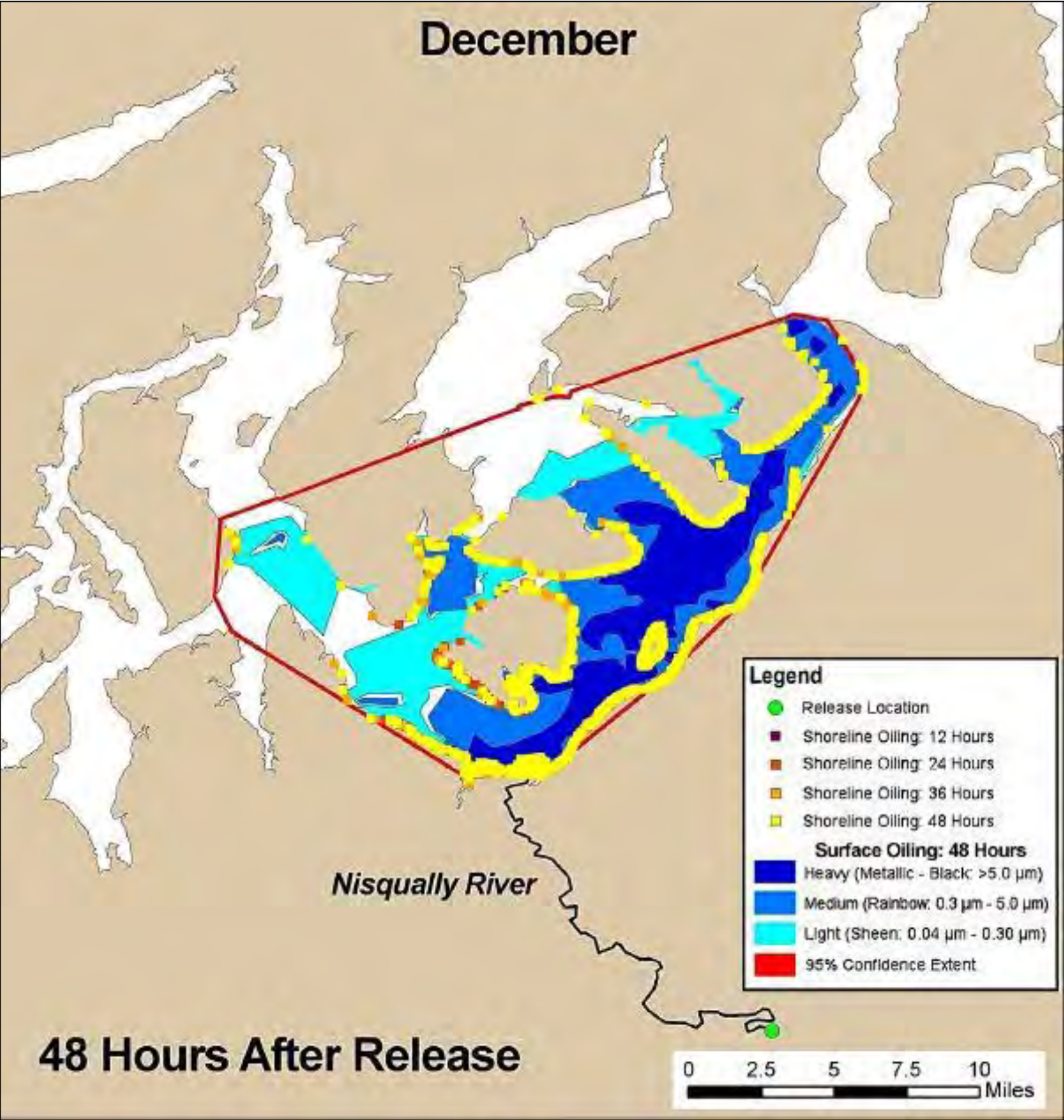


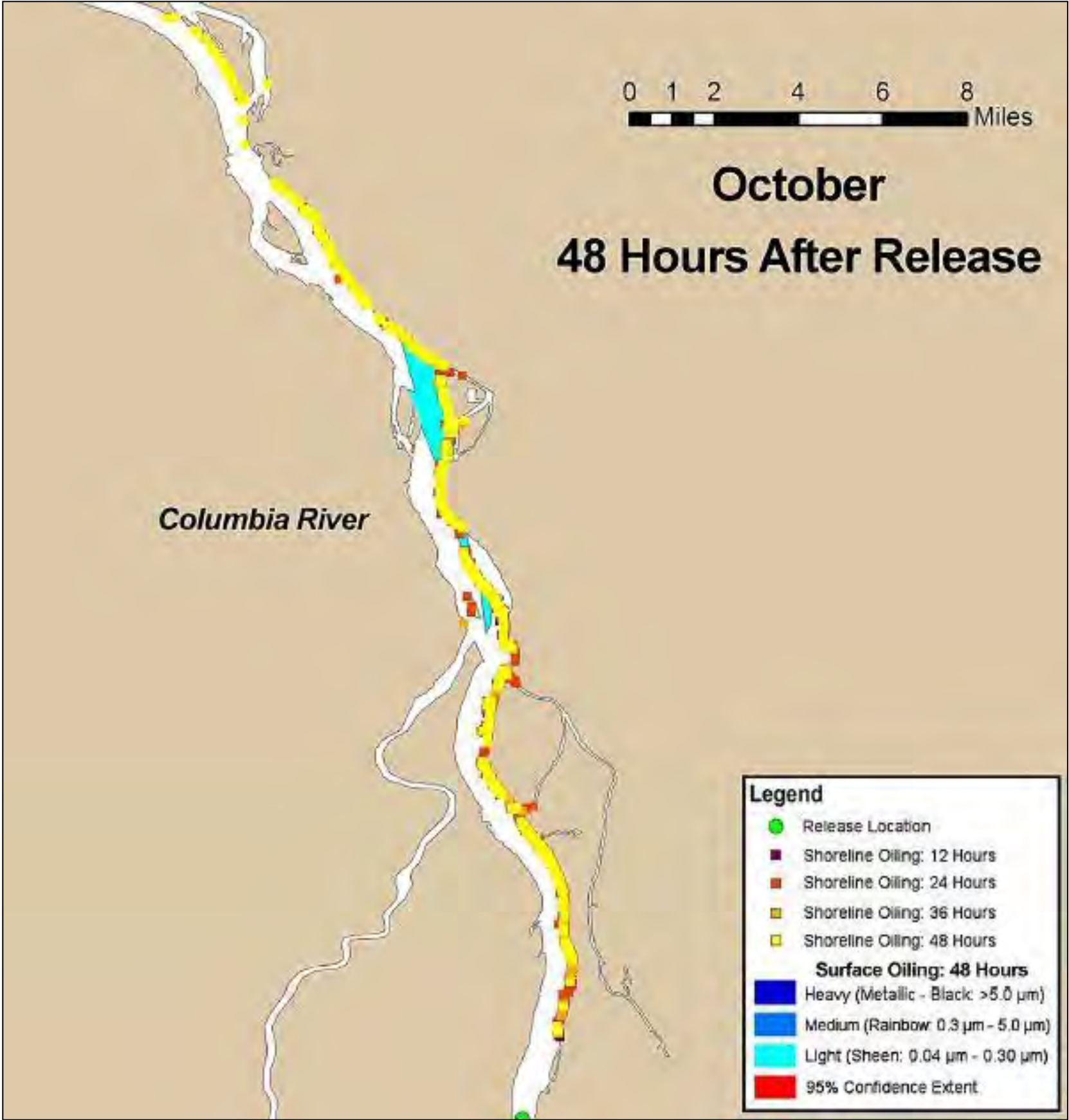












APPENDIX F SHORELINE PROTECTION AND CLEANUP

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F.1 Shoreline Protection Guidance

Shoreline protection procedures are conducted to prevent oil impact to shoreline and reduce the impact on wildlife. Boom and skimmers are the preferred methods. These methods can be used to control or contain floating oil slicks on the water away from marshes. Shoreline protection efforts include boom, sorbents and earthen barriers. Sorbents are effective on mudflats when placed on the shoreline before oil contacts the shore. A description of shoreline types is presented in Figure F.1. Specific shoreline protection and cleanup measures, for areas possibly impacted by a potential spill are discussed in this subsection. Figure F.2 provides a summary of shoreline and terrestrial cleanup techniques. Figure F.3 provides a shoreline cleanup technique selection guide. Additional information may be obtained from the Northwest Area Contingency Plan.

F.2 Shoreline and Terrestrial Cleanup

F.2.1 General

In the event that terrestrial areas become oiled or that oil becomes stranded on a shoreline, cleanup operations should be undertaken to reduce the environmental effects of the oil. Before terrestrial and shoreline cleanup plans are implemented they require Unified Command approval. Assessment teams comprised of personnel from the appropriate agencies, Company personnel, and consultants can be utilized to determine the most appropriate cleanup method.

In most instances, cleanup efforts are not subject to the same time constraints as containment, recovery, and protection operations. As a result, better planning and greater attention to detail are possible. The exception is where there is a high probability of stranded oil becoming mobilized again and migrating to previously unaffected areas. In this case, implement cleanup operations as soon as possible. If time permits, consider the following items in detail:

- Document the location, degree, and/or extent of oil conditions,
- Evaluate all environmental, cultural, economic, and political factors,
- Select optional cleanup technique,
- Mitigate physical/environmental damage associated with cleanup operations,
- Cost-effectiveness,
- Net environmental benefit assessment.

The shoreline or terrestrial oil conditions can range from those which require immediate and thorough cleanup to lightly oiled areas where no cleanup may be the most environmentally sound option. Factors that influence technique selection and whether or not cleanup will be required include:

- Oil type and amount,
- Sensitivity,
- Substrate or shoreline type,
- Intrusive nature of the techniques,
- Shoreline accessibility,
- Exposure.

Before initiating cleanup activities, assess the net environmental benefits of a proposed cleanup operation for all affected shorelines.

F.3 Contracted Resources for Shoreline Cleanup

Through a contract with National Response Corporation Environmental Services Inc. (NRCES), Olympic Pipe Line Company LLC meets all of the planning standards for shoreline cleanup (WAC 173-182-522). This includes: (a) access to one hundred trained shoreline clean-up workers; (b) access to trained shoreline clean-up supervisors; (c) access to adequate equipment for passive recovery for three miles of shoreline on three tide lines; (d) access to a shoreline clean-up mobile storage cache that can support eighty to one hundred shoreline clean-up workers with personal protective equipment, hand tools, and other logistical support for three to five days. The shoreline cleanup response trailers are detailed on the WRRL at www.wrrl.world. Details about staging of passive recovery equipment and logical resources for sourcing additional equipment are detailed in the PRC application. Information on the training program for shoreline cleanup supervisors and shoreline cleanup workers can be found in the PRC's application.

Figure F.1: Description of Shoreline Types

Types	ESI #	Description	Predicted Oil Impact	Recommended Cleanup Activity
Exposed Rocky Cliffs	1A	<ul style="list-style-type: none"> The intertidal zone is steep (greater than a 30° slope), with very little width. Sediment accumulations are uncommon and usually ephemeral, since waves remove the debris that has slumped from the eroding cliffs. They are often found interspersed with other shoreline types. There is a strong vertical zonation of intertidal biological communities. 	<ul style="list-style-type: none"> Oil is held offshore by waves reflecting off the steep cliff. Any oil that is deposited is rapidly removed from exposed faces. The most resistant oil would remain as a patchy band at or above the high-tide line. Impacts to intertidal communities are expected to be of short duration. An exception would be where heavy concentrations of light refined product (e.g. No. 2 fuel oil) came ashore very quickly. 	<ul style="list-style-type: none"> Cleanup is not usually required Access can be difficult and dangerous.
Exposed Sea Walls and Piers	1B	<ul style="list-style-type: none"> Seawalls and piers are particularly common in developed areas, providing protection to residential and industrial developments. They are also common along inlets, urbanized areas, and developed beachfront sites. They are composed of concrete and stone, wooden, or metal bulkheads and wooden pilings. 	<ul style="list-style-type: none"> Oil would percolate between the joints of the structures. Oil would coat the intertidal areas of solid structures. Biota would be damaged or killed under heavy accumulations. 	<ul style="list-style-type: none"> High-pressure spraying may be required in order to: Remove oil; Prepare substrate for recolonization of barnacle and oyster communities; Minimize aesthetic damage; Prevent the chronic leaching of oil from the structure.
Exposed Wave-Cut Platforms	2	<ul style="list-style-type: none"> The intertidal zone consists of a flat rock bench of highly variable width. The shoreline may be backed by a steep scarp or low bluff. There may be a narrow, perched beach of gravel- to boulder-sized sediments at the base of the scarp. The platform surface is irregular and tidal pools are common. Small accumulations of gravel can be found in the tidal pools and crevices in the platform. Pockets of sandy "tidal flats" can 	<ul style="list-style-type: none"> Oil will not adhere to the rock platform, but rather be transported across the platform and accumulate along the high-tide line. Oil can penetrate and persist in the beach sediments if present. Persistence of oiled sediments is usually short term, except in wave shadows or larger sediment accumulations. 	<ul style="list-style-type: none"> Cleanup is usually not required. Where the high-tide areas are accessible, it may be feasible to remove heavy oil accumulations and oiled debris.

Types	ESI #	Description	Predicted Oil Impact	Recommended Cleanup Activity
		<p>occur on the platform in less exposed settings.</p> <ul style="list-style-type: none"> These habitats can support large populations of encrusting animals and plants, with rich tidal pool communities. 		
Fine/Medium-Grained Sandy Beaches	3	<ul style="list-style-type: none"> These beaches are generally flat, wide, and hard-packed. They are commonly backed by dunes or seawalls along exposed, outer coasts. Along sheltered bays, they are narrower, often fronted by tidal flats. Upper beach fauna is scarce. 	<ul style="list-style-type: none"> Light oil accumulations will be deposited as oily swashes or bands along the upper intertidal zone. Heavy oil accumulations will cover the entire beach surface, although the oil will be lifted off the lower beach with the rising tide. Maximum penetration of oil into fine-grained sand will be 10 centimeters (cm). Burial of oiled layers by clean sand within the first few weeks will be less than 30 cm along the upper beach face. Organisms living in the beach sands may be killed either by smothering or by lethal oil concentrations in the interstitial water. Shorebirds may be killed if oiled, though they may shift to clean sites. 	<ul style="list-style-type: none"> These beaches are among the easiest beach types to clean. Cleanup should concentrate on the removal of oil from the upper swash zone after all oil has come ashore. Removal of sand from the beach should be minimal to avoid erosion problems; special caution is necessary in areas backed by seawalls. Activity through oiled and dune areas should be severely limited, to prevent contamination of clean areas. Manual cleanup, rather than road graders and front-end loaders, is advised to minimize the volume of sand removed from the shore and requiring disposal. All efforts should focus on preventing the mixture of oil being pushed deeper into the sediments by vehicle and foot traffic.
Coarse-Grained Sand/Gravel Beaches	4	<ul style="list-style-type: none"> These beaches are moderate-to-steep, of variable width, and have soft sediments. They are commonly backed by dunes seawalls along exposed, outer coasts. Generally, species density and diversity is low. 	<ul style="list-style-type: none"> Light oil will be deposited primarily as a band along the high-tide line. Under very heavy accumulations, oil may spread across the entire beach face, though the oil will be lifted off the lower beach with the rising tide. Penetration of oil into coarse-grained sand can reach 25 cm. Burial of oil layers by clean sand can be rapid, and up to 60 cm or more. Burial over one meter is possible if the oil comes ashore at the start of the disposition period. 	<ul style="list-style-type: none"> Remove oil primarily from the upper swash lines. Removal of sediment should be limited to avoid erosion problems. Mechanical reworking of the sediment into the surf zone may be used to release the oil without removal. Activity in the oiled sand should be limited to prevent mixing oil deeper into the beach. Use of heavy equipment for oil/sand removal may result in the removal of excessive amounts of sand; manual

Types	ESI #	Description	Predicted Oil Impact	Recommended Cleanup Activity
			<ul style="list-style-type: none"> Biological impacts include temporary declines in faunal populations, which can also affect feeding shorebirds. 	cleanup may be more effective.
Mixed Sand and Gravel Beaches	5	<ul style="list-style-type: none"> Moderately sloping beach composed of a mixture of sand (greater than 20%) and gravel (greater than 25%). The high-tide berm area is usually composed of sand or fine gravel (pebbles to cobbles), whereas the lower part of the beach is coarser, with cobbles to boulders. Because of the mixed sediment sizes, there may be zones of sand, pebbles, or cobbles. Because of the sediment mobility and desiccation of exposed beaches, there are low densities of attached animals and plants. The presence of attached algae, mussels, and barnacles indicated beaches that are relatively sheltered, with the more stable substrate supporting a richer biota. 	<ul style="list-style-type: none"> During small spills, oil will be deposited along and above the high-tide swash. Large spills will spread across the entire intertidal area. Oil penetration into the beach sediments may be up to 50 cm; however, the sand fraction can be quite mobile, and oil behavior is much like on a sand beach if the sand fraction exceeds about 40%. Burial of oil may be deep at and above the high-tide line, where oil tends to persist, particularly where beaches are only intermittently exposed to waves. On sheltered beaches, extensive pavements of asphalted sediments can form if there is no removal of heavy oil accumulations, because most of the oil remains on the surface. Once formed, pavements are very stable and can persist for many years. Oil can be stranded in the coarse sediments on the lower part of the beach, particularly if the oil is weathered or emulsified. 	<ul style="list-style-type: none"> Remove heavy accumulations of pooled oil from the upper beach face. All oiled debris should be removed. Sediment removal should be limited as much as possible. Low-pressure flushing can be used to float oil away from the sediments for recovery by skimmers or sorbents. High-pressure spraying should be avoided because of potential for transporting the finer sediments (sand) to the lower intertidal or subtidal zones. Mechanical reworking of oiled sediments from the high-tide zone to the upper intertidal zone can be effective in areas regularly exposed to wave activity (as evidenced by storm berms). However, oiled sediments should not be relocated below the mid-tide zone. In-place tilling may be used to reach deeply buried oil layers in the mid-beach on exposed beaches.
Gravel Beaches	6A	<ul style="list-style-type: none"> Gravel beaches are composed of sediments ranging in size from pebbles to boulders. They can be very steep, with multiple wave-built berms forming the upper beach. Attached animals and plants are usually restricted to the lowest parts of the beach, where sediments are less mobile. 	<ul style="list-style-type: none"> Deep penetration and rapid burial of stranded oil is likely on exposed beaches. On exposed beaches, oil can be pushed over the high tide and storm berms, pooling and persisting above the normal zone of wave wash. Long-term persistence will be controlled by the depth of penetration versus the depth of routine reworking by storm waves. On relatively sheltered beaches, formation of asphalt pavements is 	<ul style="list-style-type: none"> Heavy accumulations of pooled oil should be quickly removed from the upper beach. All oiled debris should be removed. Sediment removal should be limited as much as possible. Low- to high-pressure flushing can be used to float oil away from the sediments for recovery by skimmers or sorbents. Mechanical reworking of oiled sediments from the high-tide zone to

Types	ESI #	Description	Predicted Oil Impact	Recommended Cleanup Activity
			likely where accumulations are heavy.	<p>the upper intertidal zone can be effective in areas regularly exposed to wave activity (as evidence by storm berms). However, oiled sediments should not be relocated below the mid-tide zone.</p> <ul style="list-style-type: none"> In-place tilling may be used to reach deeply buried oil layers in the mid-beach on exposed beaches.
Rip Rap	6B	<ul style="list-style-type: none"> Riprap structures are composed of cobble to boulder-size rocks. Riprap structures are placed for shoreline protection and inlet stabilization. Biota on the riprap may be plentiful and varied. 	<ul style="list-style-type: none"> On riprap structures, deep penetration of oil between boulders is likely. If oil is left uncleaned, it may become asphalted. Resident fauna and flora may be killed by the oil. 	<ul style="list-style-type: none"> It may be necessary to remove heavily oiled riprap and replace it.
Exposed Tidal Flats	7	<ul style="list-style-type: none"> Primarily composed of sand and mud. The presence of sand indicates that tidal or wind-driven currents and waves are strong enough to mobilize the sediments. They are always associated with another shoreline type on the landward side of the flat. The sediments are water-saturated, with only the topographically higher ridges drying out during low tide. Biological utilization can be very high, with large numbers of fauna and heavy use by birds for roosting and foraging. 	<ul style="list-style-type: none"> Oil does not usually adhere to the surface of exposed tidal flats, but rather moves across the flat and accumulates at the high-tide line. Deposition of oil on the flat may occur on a falling tide if concentrations are heavy. Oil does not penetrate the water-saturated sediments. Biological damage may be severe, primarily to fauna, thereby reducing food sources for birds and other predators. 	<ul style="list-style-type: none"> Currents and waves can be very effective in natural removal of oil. Cleanup is very difficult (and possible only during low tides). The use of heavy machinery should be restricted to prevent mixing of oil into the sediments. On sand flats, oil will be removed naturally from the flat and deposited on the adjacent beaches where cleanup is more feasible.
Sheltered Rocky Shores	8A	<ul style="list-style-type: none"> They consist of bedrock shores of variable slope (from vertical cliffs to wide, rocky ledges) that are sheltered from exposure to most wave and tidal energy. The wider shores may have some surface sediments, but the bedrock 	<ul style="list-style-type: none"> On rocky shores, oil will adhere readily to the rough rocky surface, particularly along the high-tide line, formed a distinct oil band. Fractures in the bedrock will be sites of pooling and oil persistence. Even on wide ledges, the lower 	<ul style="list-style-type: none"> Low- to high-pressure spraying at ambient water temperatures is most effective when the oil is fresh. Extreme care must be taken not to spray in the biologically rich lower intertidal zone or when the tidal level reaches that zone.

Types	ESI #	Description	Predicted Oil Impact	Recommended Cleanup Activity
		<p>is the dominant substrate type.</p> <ul style="list-style-type: none"> Species density and diversity vary greatly, but barnacles, snails, mussels, clams, periwinkles, amphipods, polychaetes, rockweed, and crabs are often very abundant. 	<p>intertidal zones usually stays wet (particularly when algae covered), preventing oil from adhering to the rock surface.</p> <ul style="list-style-type: none"> Heavy and weathered oils can cover the upper zone with little impacts to the rich biological communities of the lower zone. Where surface sediments are abundant, oil will penetrate into the crevices formed by the surface rubble and pool at the contact of the sediments and the surface. Where the rubble is loosely packed, oil will penetrate deeply, causing long-term contamination of the subsurface sediments. Fresh oil and light refined products have high acute toxicities that can affect attached organisms after even short exposures. 	<ul style="list-style-type: none"> Cutting of oiled, attached algae is not recommended; tidal action will eventually float this oil off, so sorbent booms should be deployed.
Sheltered Tidal Flats	9	<ul style="list-style-type: none"> They are composed primarily of silt and clay. They are present in calm-water habitats, sheltered from major wave activity, and frequently fronted by marshes. Wave energy is very low, although there may be strong tidal currents active on parts of the flat and in channels across the flat. The sediments are very soft and cannot support even light foot traffic. There are usually large populations of clams, worms, and snails. Bird life is seasonably abundant. 	<ul style="list-style-type: none"> Oil does not usually adhere to the surface of sheltered tidal flats, but rather moves across the flat and accumulates at the high-tide line. Deposition of oil on the flat may occur on a failing tide if concentrations are heavy. Oil will not penetrate the water-saturated sediments at all. In areas of high suspended sediments, sorption of oil can result in contaminated sediments that can be deposited on the flats. Biological damage may be severe. 	<ul style="list-style-type: none"> These are high-priority areas necessitating the use of spill protection devices to limit oil spill impact; deflection or sorbent booms and open water skimmers should be used. Cleanup of the flat surface is very difficult because of the soft substrate and many methods may be restricted. Manual operations and deployment of sorbents from shallow-draft boats may be helpful.
Fringing and Extensive Salt Marshes	10A	<ul style="list-style-type: none"> Marshes are intertidal wetlands containing emergent, herbaceous vegetation. Width of the marsh can vary widely, 	<ul style="list-style-type: none"> Oil adheres readily to marsh vegetation. The band of coating will vary widely, depending upon the tidal stage at the 	<ul style="list-style-type: none"> Under light oiling, the best practice is to let the areas recover naturally. Heavy accumulation of pooled oil can be removed by vacuum, sorbents, or

Types	ESI #	Description	Predicted Oil Impact	Recommended Cleanup Activity
		<p>from a narrow fringe to extensive.</p> <ul style="list-style-type: none"> • They are relatively sheltered from waves and strong tidal currents. • Resident flora and fauna are abundant and consist of numerous species. • Marshes provide a nursery ground for numerous fish species. • Bird life is seasonably abundant. 	<p>time oil slicks are in the vegetation. There may be multiple bands.</p> <ul style="list-style-type: none"> • Large slicks will persist through multiple tidal cycles and coat the entire stem from the high-tide line to the base. • If the heavy vegetation is thick, heavy oil coating will be restricted to the outer fringe, with penetration and lighter oiling to the limit of tidal influence. • Medium to heavy oils do not readily adhere or penetrate the fine sediments, but they can pool on the surface and in burrows. • Light oils can penetrate the top few centimeters of sediments and deeply into burrows and cracks (up to one meter). 	<p>low-pressure flushing. During flushing, care must be taken to prevent transporting oil to sensitive areas down slope or along shore.</p> <ul style="list-style-type: none"> • Cleanup activities should be carefully supervised to avoid vegetation damage. • Any cleanup activity must not mix the oil deeper into the sediments. Trampling of the roots must be minimized. • Cutting of oiled vegetation should only be considered when other resources present are at great risk from leaving the oiled vegetation in place.

ESI = Environmental Sensitivity Index

Figure F.2: Summary of Shoreline and Terrestrial Cleanup Techniques

Technique	Description	Primary Logistical Requirements ¹	Use Limitations ²	Potential Environmental Effects
Removal				
1. Manual Removal	Hand tools (scrapers, wire brushes, shovels, cutting tools, wheel barrows, etc.) are used to scrape oil off surfaces or recover oiled sediments, vegetation, or debris where oil conditions are light or sporadic and/or access is limited.	<u>Equipment</u> Misc. hand tools <u>Personnel</u> 10-20 workers	<ul style="list-style-type: none"> Poor access Highly sensitive areas 	<ul style="list-style-type: none"> Sediment disturbance and erosion potential Trampling of vegetation and organisms Foot traffic can work oil deeper into soft sediments
2. Mechanical Removal	Mechanical earthmoving equipment is used to remove oiled sediments and debris from heavily impacted areas with suitable access.			
2a. Bulldozer/Front-end Loader	Used to recover moderately to heavily oiled sediments using a bulldozer to push sediments into piles for pickup by front-end loader. Front-end loader may work alone to recover sediments directly.	<u>Equipment</u> 1 bulldozer 2 front-end loaders <u>Personnel</u> 2-4 workers plus equipment operators	<ul style="list-style-type: none"> Very poor trafficability Limited access Highly sensitive areas Light or sporadic oil conditions 	<ul style="list-style-type: none"> Removes upper 2 to 12 inches of sediments Removes shallow organisms but recolonization is typically rapid Excessive sediment removal can cause erosion
2b. Backhoe	Used to recover surface or subsurface oiled sediments on flat or steeply sloped areas by scooping up sediments and placing directly into dump trucks or in piles for subsequent removal.	<u>Equipment</u> 1-2 backhoes 4-6 dump trucks <u>Personnel</u> 2-4 workers plus equipment operators	<ul style="list-style-type: none"> Limited access Highly sensitive areas Unstable slopes Light or sporadic oil conditions 	<ul style="list-style-type: none"> Removes minimum of 6 to 12 inches of sediments Removes shallow organisms but recolonization is typically rapid Can cause erosion and slope instability
3. Sorbent Use	Sorbents are applied manually to oil accumulations, coatings, sheens, etc. to remove and recover the oil.	<u>Equipment</u> Misc. hand tools Misc. sorbents <u>Personnel</u> 2-10 workers	<ul style="list-style-type: none"> Poor access Highly sensitive areas Heavy oil conditions 	<ul style="list-style-type: none"> Sediment disturbance and erosion potential Trampling of vegetation and organisms Foot traffic can work oil deeper into soft sediments

Technique	Description	Primary Logistical Requirements ¹	Use Limitations ²	Potential Environmental Effects
4. Vacuums/Pumps/Skimers	Pumps, vacuum trucks, skimmers are used to remove oil accumulations from land or relatively thick floating layers from the water.	<u>Equipment</u> 1-2 50- to 100-bbl Vacuum trucks w/hoses 1-2 nozzle screens or skimmer heads <u>Personnel</u> 2-6 workers plus truck operators	<ul style="list-style-type: none"> Poor access Thin oil accumulations or light sheens Highly sensitive shoreline areas Excessive suction lift required 	<ul style="list-style-type: none"> Typically does not remove all oil Can remove some surface organisms, sediments, and vegetation
Washing				
5. Flooding	High volumes of water at low pressure are used to flood the oiled area to float oil off and out of sediments and back into the water or to a containment area where it can be recovered. Frequently used with flushing.	<u>Equipment</u> 1-5 100- to 200-gpm pumping systems 1 100-ft perforated header hose per system 1-2 200-ft containment booms per system 1 oil recovery device per system <u>Personnel</u> 6-8 workers per system	<ul style="list-style-type: none"> Highly permeable substrate Highly sensitive areas Poor access Highly weathered oil or thin films or coatings Typically does not remove all oil 	<ul style="list-style-type: none"> Can impact clean downgradient areas Can displace some surface organisms if present Sediments transported into water can affect water quality
6. Flushing	Water streams at low to moderate pressure, and possibly elevated temperatures, are used to remove oil from surface or near-surface sediments through agitation and direct contact. Oil is flushed back into the water or a collection point for subsequent recovery. May also be used to flush out oil trapped by shoreline or aquatic vegetation.	<u>Equipment</u> 1-5 50- to 100-gpm/ 100-psi pumping systems with manifold 1-4 100-ft hoses and nozzles per system 1-2 200-ft containment booms per system 1 oil recovery device per system <u>Personnel</u> 8-10 workers per system	<ul style="list-style-type: none"> Highly permeable substrate Highly sensitive areas Poor access Highly weathered oil or thin films or coatings Typically does not remove all oil 	<ul style="list-style-type: none"> Can impact clean downgradient areas Will displace many surface organisms if present Sediments transported into water can affect water quality Hot water can be lethal to many organisms Can increase oil penetration depth
7. Spot (High Pressure) Washing	High pressure water streams are used to remove oil coatings from hard surfaces in small areas where	<u>Equipment</u> 1-5 1,200- to 4,000-psi units with hose and spray	<ul style="list-style-type: none"> Poor access Highly sensitive area Safety hazard from 	<ul style="list-style-type: none"> Will remove most organisms if present Can damage surface being

Technique	Description	Primary Logistical Requirements ¹	Use Limitations ²	Potential Environmental Effects
	flushing is ineffective. Oil is directed back into water or collection point for subsequent recovery.	wand 1-2 100-ft containment booms per unit 1 oil recovery device per unit <u>Personnel</u> 2-4 workers per unit	high pressure water stream <ul style="list-style-type: none"> Relatively soft or unconsolidated substrates 	cleaned <ul style="list-style-type: none"> Can affect clean downgradient or nearby areas
In Situ				
8. Passive Collection	Sorbent/snare booms or other sorbent materials are anchored at the waterline adjacent to heavily oiled areas to contain and recover oil as it leaches from the sediments.	<u>Equipment</u> 1,000-2,000 ft sorbent/snare boom 200-400 stakes or anchor systems <u>Personnel</u> 4-10 workers	<ul style="list-style-type: none"> Poor access High currents/waves Lightly oiled sediments Oil removal process is slow 	<ul style="list-style-type: none"> Significant amounts of oil can remain on the shoreline for extended periods of time
9. Sediment Tilling	Mechanical equipment or hand tools are used to till light to moderately oiled surface sediments to maximize natural degradation processes.	<u>Equipment</u> 1 tractor fitted with tines, dicer, ripper blades, etc. or 1-4 rototillers or 1 set of hand tools <u>Personnel</u> 2-10 workers	<ul style="list-style-type: none"> Poor access Heavily oiled area Highly sensitive area Oil can be mixed deeper into substrate 	<ul style="list-style-type: none"> Significant amounts of oil can remain on the shoreline for extended periods of time Disturbs surface sediments and organisms
10. In Situ Bioremediation	Fertilizer is applied to lightly or moderately oiled areas to enhance microbial growth and subsequent biodegradation of oil.	<u>Equipment</u> 1-2 fertilizer applicators 1 tilling device if required <u>Personnel</u> 2-4 workers	<ul style="list-style-type: none"> May cause algal bloom and short-term water quality problems Heavily oiled areas 	<ul style="list-style-type: none"> Significant amounts of oil can remain on the shoreline for extended periods of time Can disturb surface sediments and organisms
11. Log/Debris Burning	Oiled logs, driftwood, vegetation, and debris are burned to minimize material handling and disposal requirements. Material should be stacked in tall piles and fans used to ensure a hot, clean burn.	<u>Equipment</u> 1 set of fire control equipment 2-4 fans 1 supply of combustion promoter <u>Personnel</u>	<ul style="list-style-type: none"> Local air quality regulations Close proximity to populated areas High wind conditions Heavy precipitation 	<ul style="list-style-type: none"> Heat may impact local near-surface organisms Substantial smoke may be generated Heat may impact adjacent vegetation

Technique	Description	Primary Logistical Requirements ¹	Use Limitations ²	Potential Environmental Effects
		2-4 workers		
12. Natural Recovery	No action is taken and oil is allowed to degrade naturally.	None required	<ul style="list-style-type: none"> • Heavy oil conditions • Highly sensitive shorelines • High oil remobilization potential 	<ul style="list-style-type: none"> • Oil may persist for significant periods of time • Remobilized oil or sheens may impact other areas • Higher probability of impacting wildlife

1. Per 1,000 feet of shoreline or oiled area. Potential sources of equipment are provided in Section 5.0.

2. In addition to fire and explosion hazard.

F.3.1 Cleanup Technique Selection

Shoreline

In the event the techniques recommended above do not apply to a particular spill situation along the pipeline, other techniques should be considered for implementation. The other techniques that may be applicable are generally dependent on the:

- Oil type.
- Oiling conditions/degree of impact.
- Environmental, safety, and political considerations.
- Unusual circumstances that may be present at the time of the spill.

The following guidelines can be used to identify the most appropriate cleanup technique(s) for that situation.

Selection of an appropriate shoreline cleanup technique is primarily dependent on the following factors:

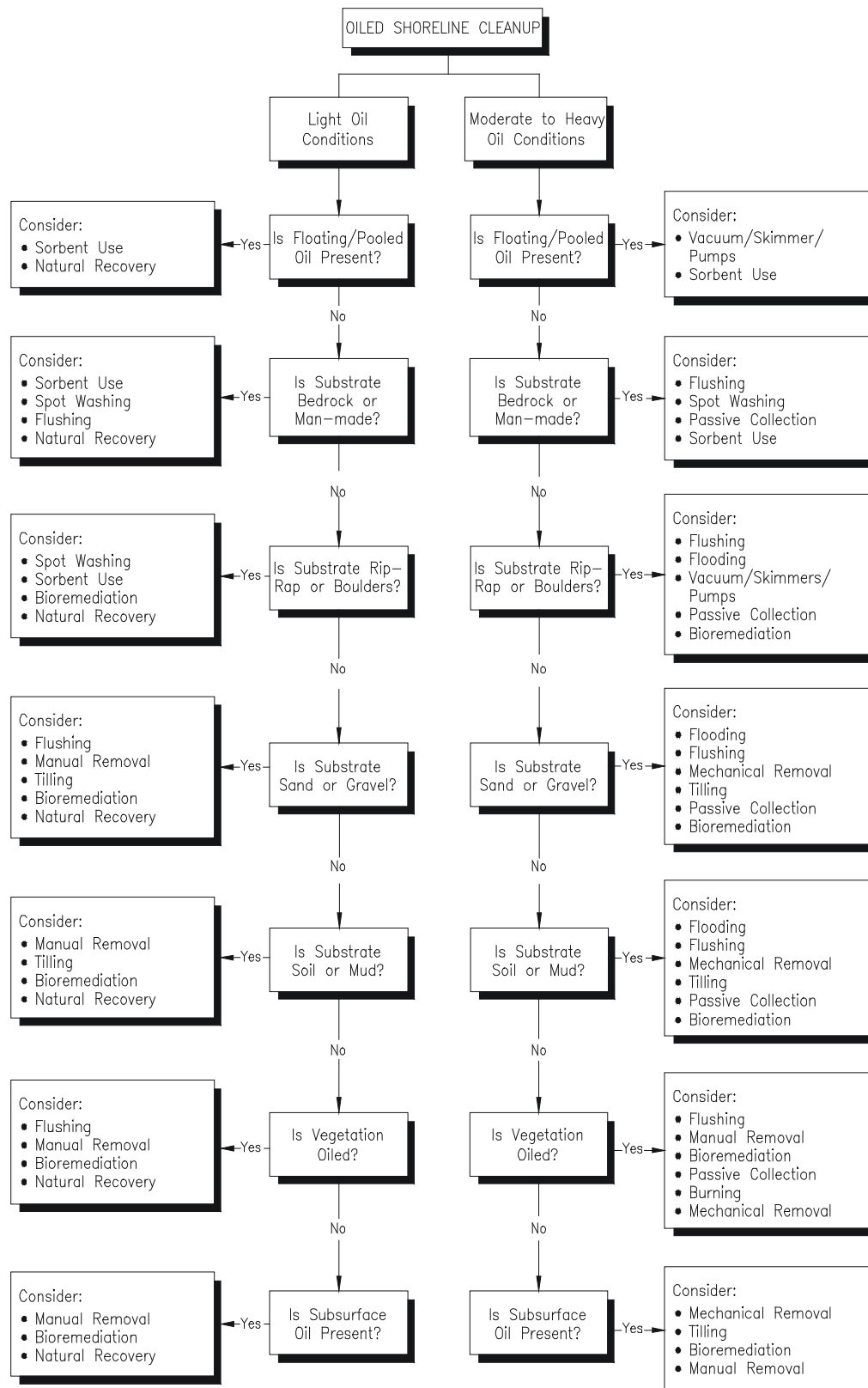
- **Substrate type** - Finer grained sediments typically require different techniques than coarse grained sediments and sediment type can affect trafficability (i.e., ability to traverse the area without losing traction) for heavy equipment.
- **Oil conditions** - Heavier oil conditions and larger areas may require more intrusive or mechanical methods, whereas lighter conditions may not require any form of cleanup.
- **Slope** - Heavy equipment use may not be appropriate on steeper or unstable banks.
- **Shoreline sensitivity** - Intrusive techniques may create a greater impact than the oil itself.
- **Penetration depth** - Significant penetration can reduce the effectiveness of several techniques.

Figure F.3 includes a shoreline cleanup technique selection guide.

These figures should only be used as a guide to identify the most appropriate techniques based on a limited number of factors and not a definitive list of techniques that can be used for selected situations.

A number of other factors can influence technique selection and result in techniques other than those identified in the figures as the most appropriate for a given situation. Final selection of cleanup techniques should be conducted in consultation with the state and federal On-Scene Coordinators (OSCs), the appropriate natural resource trustees, if applicable, and the particular landowner(s) or manager(s) prior to implementation.

Figure F.3: Shoreline Cleanup Technique Selection Guide



APPENDIX G BP US PIPELINES & LOGISTICS PACIFIC NORTHWEST PERFORMANCE UNIT CLAIMS PLAN

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This document is intended to be used by the BP - US Pipelines & Logistics (USPL) Olympic Pipe Line Company LLC (Olympic). Olympic is comprised of Olympic Pipe Line and the BP butane, natural gas, and Cherry Point crude oil line.

Guidance follows with respect to receiving, processing and closing related claims.

G.1 Background Information

An Incident Management Team (IMT) responding to a release may find it necessary to implement a formal claims process for the public. In that event, this document outlines the following items:

- Who is responsible for managing the claims process;
- When and how BP will direct the public in filing claims;
- The standard claim form to be used;
- How completion requirements are broadcast; and
- If and when claims centers are implemented.

G.2 Objectives

The primary objectives of this document are to:

- Set forth a claims plan for a pollution incident in waters of the State involving releases from Olympic assets.; and
- Help the IMT quickly implement a program designed to efficiently intake, investigate, and respond to related public compensation claims.

G.3 BP Claims Personnel

G.3.1 Oversight/Administration of Claims

During an incident, the IMT Incident Commander (hereinafter, "IC") has executive oversight of the Claims Process Plan (CPP) and its implementation.

The Compensation and Claims Unit is a unit of the IMT's Finance Section, and as such, the Finance Section Chief has direct responsibility for compensation claims in the IMT system.

G.3.2 Periodic Claims Plan Review and Updates

BP will conduct periodic reviews of this plan and update it as needed for business purposes or when required by law.

G.4 Legal Considerations

G.4.1 Legal Analysis

The IMT's Law Officer will provide the Finance Section advice ensuring that this claims plan, and any claims program under it, will comply with all applicable laws and regulations.

G.4.2 Other Legal Responsibilities

An IMT Legal Advisor may, if directed, also:

- Assist in drafting or approving messaging;
- Assist in procuring appropriate translation services, as required;
- Draft contracts, as needed;
- Develop and implement comprehensive document retention plan, if needed for business or legal purposes;
- Develop claims standards, protocols, methodologies and/or calculators;
- Draft claims review manual, if needed;
- Draft claims correspondence, if needed;
- Assist in legal review of claims, if needed;
- Liaise with necessary government agencies and political entities;
- Engage in discussions/negotiations with government officials and other parties;
- Assist in preparing training materials/program for adjusters/accountants, if needed;
- Assist in training adjusters/accountants, if needed;
- Assist with designing reporting and auditing guidelines, if desired; and
- Provide other assistance as requested.

G.5 Impact Assessment and Engagement

BP's claims strategy will be linked to a comprehensive impact assessment that analyzes the effects of an oil spill or discharge. BP must consider, through the IMT, who will be involved in this process and assign roles to the extent possible. BP may also consider retaining third parties to assist in this process.

In the event of release, as impact of the incident becomes clear, BP will initiate preliminary conversations with the stakeholders regarding joint arrangements for assessing oil spill damages.

G.6 Communications

Any claims plan must include a communications plan. In the event of a release, a comprehensive communications strategy will aid in the success of a claims program. Factors that the Unified Command (UC) will discuss include:

- Communications objectives;
- Potential audiences;
- Potential issues;
- Potential delivery mechanisms;
- The timing of communications;
- Personnel roles and responsibilities;
- Communications with key stakeholders, including politicians and BP shareholders;
- How information regarding the CPP will be disseminated, including formats, locations, etc; and
- Language and translation concerns.

The Information Officer should be prepared to issue draft communications and will work with the Finance Section and Legal Officer to coordinate public information as needed.

G.6.1 Communications Strategy

Once a CPP is approved by UC, it will be communicated with the Law Officer and Finance Section Chief.

G.6.2 Claims Information & Advertising

The UC will determine what types of communications will be used to inform the public of the CPP program.

The IMT's Information and Law Officers, shall determine any claims advertising requirements that may exist, and work with Finance Section Chief to create a program.

No public announcement should be made without the approval by UC.

Due consideration should be given to providing claims forms, advertising, or other materials in various languages in addition to the primary language(s) of the country.

Potential forms of communications may include one or more of the following:

- Newspaper advertisements
- Radio advertisements
- Television advertisements
- Website
- Social Media
- Telephone hotlines
- Individual letters to known affected parties
- Community outreach, e.g., signs at community locations
- Coordination with local employers and businesses
- Government outreach
- Incident specific Pollution Incident and Environmental Response (PIERS) websites

G.7 Security and Fraud

A claims program is susceptible to various types of fraud. The final claims plan should address measures that may be taken to anticipate fraudulent claims, and to build checks into the claims intake and review systems so that they can be detected and appropriately addressed.

Maintaining physical security of individuals and facilities and preventing fraud are both critically important to BP, and to the successful compensation of claimants.

G.8 Claims Process

The IMT IC, with assistance from the Finance Section and Law Officers, will oversee the claim response and will be administered by the Compensation and Claims Unit Leader.

G.8.1 Claims Staffing

BP will identify additional staffing needs and fill roles as needed to ensure prompt and

efficient claims processing.

G.8.2 Contracts Administration

If required, BP will enter into contracts or other reliable arrangements with any third-party contractors. The BP IMT Law Officer and the Procurement Unit Leader are responsible for any such contracts or arrangements to ensure compliance with all relevant laws or regulations.

G.8.3 Invoices and Payments

BP IMT Law Officer, Finance Section Chief and the Claims and Compensation Unit Leader will establish invoicing requirements that, as well as an internal system of checks and controls related to contract oversight.

G.8.4 Claims Contact Information

BP's IMT has the ability to activate dedicated e-mail and telephone service for the purpose of claims intake within 48 hours of an incident.

If the number of likely claims warrants the establishment of a separate telephone number to handle claim inquiries, BP will contract that service.

BP may elect to utilize the existing contract with Crawford & Company to provide claims support services. This service can be activated directly or through the BP Notification Center.

G.8.5 Local Claims Centers

The establishment of a local claim center, or multiple centers, will be considered if there is a significant community need or the number of expected or anticipated claims warrants it.

BP, through the IMT, is committed to provide:

- For a minor release, claims can be managed by the IMT Finance Section without the establishment of local claims centers.
- For a significant release, at the discretion of the BP IMT IC in coordination with UC, local claims center(s) can be established for as long as necessary.

G.8.6 Claims Forms

Event Claim Form (Figure G.1) may be used in the submission of claims to the company. This form will be made available to all claimants in hard copy form or electronically.

Other forms may be used if they provide an equivalent level of information as that found on the Event Claim Form.

G.8.7 Submitting Claims to BP

Claims (with supporting documentation) may be submitted to the IMT, or as otherwise communicated during a response.

Questions regarding claims, or the status of claims already submitted, will be handled through the Finance Section.

Completed claim forms must be legible, signed in blue or black ink by the claimant, provide a monetary amount claimed, and be accompanied by supporting documentation. In good faith, BP is committed to working with claimants to help them understand the type and amount of documentation that might be required to support their claim, but ultimately the responsibility to prove their claim remains with them.

G.8.8 Claims Adjudication and Timeframes

The CPP shall have a system for identifying claims concerning urgent medical, safety, or sustenance requirements. These claims will be promptly considered. Other consequential and business related

claims will undergo intake and processing functions.

This process does not amend, waive, or alter any statute of limitations but does recommend a response be made to the claimant so as to not prejudice any right to timely file in a court having jurisdiction.

Claims related to the reimbursement of Uncompensated Oil Spill Removal Costs will be accepted by the Responsible Party up to a period no less than the state and federal minimum periods; other types of claims will be accepted for no less than one year after the incident, or longer if state or federal law requires.

Natural Resource Damage (NRD) claims are handled separately from other claims and may be accepted in a manner and timeframe agreed to by the Responsible Party and the lead federal and/or state trustee agency.

G.8.9 Claims Documentation

The amount and type of proof and documentation needed by BP to make a decision on a claim depends on many factors, including the claim type and the monetary amount claimed.

The following types of claims may be submitted after a release. Example types of documentation are also included below within the listing of each claim type. The examples provided are for reference only; they may or may not represent everything needed by BP to adjudicate a claim.

Removal Costs: Costs to prevent, minimize, mitigate, or clean up the oil spill.

Examples of Proof and Documentation that may be needed:

- Timesheets;
- Receipts;
- Checks;
- Proof payment;
- Witness statements; or
- Other evidence of the cost and scope of work performed.

Business Losses: Direct and Consequential Business Losses

Examples of Proof and Documentation that may be needed:

- Financial statements for at least two years prior to spill and from the year of the spill;
- Signed copies of business income tax returns and schedules for at least three years prior to spill;
- Details on efforts to mitigate business losses or why no efforts were taken;
- For hotels, daily and monthly occupancy information for two years prior to spill and the year of the spill;
- Description of marine charter business losses caused by the spill;
- Evidence that charter vessel(s) was in the area impacted by the spill and were unable to carry on their business due to the spill;
- Maps or descriptions of the area showing charter business location within spill area;
- Signed copies of income tax returns (for charter boat business) and schedules for at least three years prior to spill;
- Details on expenses not paid out during period being claimed (e.g., wages);
- Booking records for three years prior to spill and year of spill;
- List of charter rates, including any services the business specializes in (e.g., sport fishing);

- Copies of any logs relating to boating activities for the year prior to and the year of the spill; or
- Registration documents for the vessel.

Loss of Subsistence Use of Natural Resources: Loss of subsistence use claim if natural resources claimants depend on for subsistence use purposes that have been injured, destroyed, or lost by an oil spill incident.

Examples of Proof and Documentation that may be needed:

- Proof that injury, destruction, or loss of natural resources would have been used by the claimant to obtain food, shelter, clothing, medicine, or other minimum necessities of life.
- Documentation identifying each specific natural resource for which compensation for loss of subsistence use is being claimed
- •Description of the actual subsistence use you make of each specific natural resource you identify;
- Description of how and to what extent claimant's subsistence use of the natural resource was affected by the injury to, destruction of, or loss of, each specific natural resource;
- Description of claimant's efforts to mitigate subsistence use loss; or
- Description of alternative source(s) or means of subsistence available to claimant during the period.

Loss of Government Revenue: Net loss by Federal, State, or Local Governments of taxes, royalties, rents, fees, or net profit shares due to the injury, destruction, or loss of real property, personal property, or natural resources.

Examples of Proof and Documentation that may be needed:

- Description of what revenues were impacted and how the spill caused a loss of revenues;
- Documentation showing costs incurred because revenue was not collected;
- The total assessment or revenue collected and related expenditures for comparable revenue periods, typically covering two years prior to the incident;
- Copies of statutes, regulations, ordinances, etc., outlining applicable authority to raise such revenues, property affected, method of assessment, rate of assessment, and method and dates of collection of assessment; or
- Government financial reports showing total assessment or revenue collected for comparable periods, typically covering two years.

Increased Public Service Costs: Net costs by State & Local Governments for providing increased or additional public services during or after response activities, including protection from fire, safety, or health hazards, caused by a discharge of oil or directly attributable to response to the oil spill incident.

Examples of Proof and Documentation that may be needed:

- Documentation showing justification for the public services provided, including documentation of what specific services were provided and the relationship to the spill;
- Documentation showing when services were provided during and after the oil spill response;
- Documentation showing services were in addition to services normally provided;
- Documentation showing the net cost for the services and the methods used to compute those costs;
- Reports showing the increased public services were required;
- Detailed description of what increased services were necessary and why, including a distinction between response activities, safety acts, and law enforcement acts, and if the increase was actually incurred or if normal resources were diverted for use;
- Daily reports on the activities of the government personnel and equipment involved;

- Payroll verification of the government hourly rate at the time;
- Verification of the standard government equipment rates for any equipment claimed;
- Signed and dated records of the spill including hourly rates for labor and equipment;
- Explanation as to whether rates are fully loaded or not and formulas used; or
- Certification that rates used reflected actual costs incurred and did not include punitive damages.

G.9 Claims Administration

In the event an oil spill affects private or public property within the State, the BP IMT shall make public aware of the process to be used to accept, process, and pay claims. This published document is the CPP.

Documents required to submit a claim should be attached to the CPP. Drafts of these documents are attached.

G.9.1 Types of Claims

Compensation and allowable types of claims will be guided by state and federal law. Precisely what will entail a legitimate claim will be determined during the claims process and is likely to vary depending upon the circumstances.

Claim types might include:

- Damage to real property
- Damage to personal property
- Loss of income
- Subsistence claims
- Removal (clean-up) costs

G.9.2 Standards of Compensability

The IMT's published CPP will outline the applicable standards for compensability. These standards will comply with all relevant laws and regulations.

To the extent allowable by law, BP may consider the following elements in its claim's determinations, among others:

- Claimant's geographic proximity to the oil spill or discharge
- The traditional legal principle of proximate cause
- Mitigation and offsets

G.9.3 Payment

BP Legal and local counsel should be consulted with respect to claims payment processes. BP Legal may consider the following factors:

- Establishing an account to fund claims
- Account audits and compliance
- Payment processing
- Currency of payments
- Form of payments - check, cash, electronic transfer

- Check issuance procedures
- Lost or returned checks
- Expired checks

BP Legal will also ensure that the claims program's payment processes include safeguards to prevent bribes or other illegal payments in order to ensure compliance with applicable state and federal regulations.

G.10 BP Policies and Controls

The IMT IC, Finance Section Chief, and Law Officer will work together to ensure that the IMT claims program is consistent with BP's internal policies and controls.

Figure G.1: Example Oil Spill Claim Form

1. Claimant Information:

Name: _____

Address: _____

Telephone: _____

Home: _____

Office: _____

Mobile : _____

Fax: _____

E-mail: _____

2. Provide claims details, if available:

Date & Time Injury or Damage Discovered: _____

Location of Injury or Damage: Position (Lat/Long) of Injury or Damage: _____

3. Describe the injury or damage you are claiming:

4. Did you have any prior contact with BP regarding your claim? If so, with whom?

5. What is the type of claim you are submitting and what is the total monetary amount you are claiming in U.S. dollars?

Claim Type: _____

Total Amount Claimed: \$ _____

6. Have you or your legal representative submitted the claim to an insurer or another responsible party before submitting this claim to BP?

(Yes/No) – if “yes” provide date claim submitted to insurer or other RP and provide contact information

No

Yes

7. If the claim was submitted to an insurer or another responsible party, what response (written or verbal) or payment did you receive? (i.e. Insurer or RP took no action, denied the claim, stated they had no money to pay the claim, made only a partial payment, or other – explain)

8. Have you commenced an action in court to recover costs which are the subject of this claim? (Yes/No) – if “yes” provide contact information for your attorney (name, address, telephone number), the court in which action is pending, and the civil action number

No

Yes

9. What actions did you take, if any, to minimize the injury or damages you claim?

10. Witnesses: (Provide the name, address, telephone number, & email address) of anyone who witnessed the injury or damage you claim. Also provide a summary of each witness’s knowledge of the injury or damage claimed, and/or the incident which caused the injury or damage.

Name:

Address:

Telephone:

Home:

Office: _____ Mobile : _____

Fax: _____ E-mail: _____

Summary: _____

Name: _____

Address: _____

Telephone: _____ Home: _____

Office: _____ Mobile : _____

Fax: _____ E-mail: _____

Summary: _____

Name: _____

Address: _____

Telephone: _____ Home: _____

Office: _____ Mobile : _____

Fax: _____ E-mail: _____

Summary: _____

11. List of Documents & Attachments:

12. Claimant's Signature & Date:

I, the undersigned, agree that upon acceptance of any compensation from BP, I will cooperate fully in any claim or action by BP to recover costs paid out in claims from any 3rd Party or entity that may also be responsible for the oil spill. This cooperation shall include, but is not limited to, immediately reimbursing to the Fund any compensation received from any other source for the same costs and/or damages and, providing any documentation, evidence, testimony, and other support, as may be necessary for the Fund to recover such compensation.

I, the undersigned, certify that, to the best of my knowledge and belief, the information contained in this claim represents all material facts and is true. I understand that misrepresentation of facts may result in legal action against me.

Signature of Claimant

Date

13. Legal Representative's Signature & Date:

Is this claim being presented to BP by your legal representative? If so, the legal representative must also sign this claim and provide contact information.

Signature of Legal Representative's

DateName:

Address:

Telephone:

Home:

Office:

Mobile :

Fax:

E-mail:

APPENDIX H CROSS-REFERENCE

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Figure H.1: Washington Department of Ecology Cross-Reference Index

ECOLOGY REQUIREMENTS (WASHINGTON ADMINISTRATIVE CODE [WAC] 173-182-130)	LOCATION
(1) This section applies to those plan holders who, on the effective date of this chapter, have approved or conditionally approved plans, primary response contractors (PRCs) with approved applications, and spill management teams (SMTs) and wildlife response service providers (WRSPs) that apply for ecology approval to be cited in contingency plans. Each update must contain all necessary content and meet the requirements of this chapter.	Section 1.1
(2) Within six months from rule effective date, SMTs and WRSPs shall begin to submit applications for review and approval in accordance with WAC 173-182-830, 173-182-840, and 173-182-850.	Section 1.1
(3) Within twelve months from the rule effective date, plan holders shall update their plans to comply with the following as applicable to the plan holder:	Section 1.2
(a) Contingency plan general content (WAC 173-182-230 (3)(e)), contractor contact information.	Figure 3.5
(b) Spill management teams (WAC 173-182-280).	Section 4
(c) Transfer sites for covered vessels at locations where transfers occur, and for facilities with a vessel terminal (WAC 173-182-355).	Section 2.5
(d) Planning standards for shoreline cleanup (WAC 173-182-522).	Section 6
(e) Binding agreement (WAC 173-182-220).	Section 1.3
(f) Field document (WAC 173-182-240(2)).	Section 7
(g) Type and frequency of drills (WAC 173-182-710(6)), commitment to participating in the multiple plan holder deployment drill.	Appendix A
(h) Planning standards for air monitoring to protect oil spill responders and the public (WAC 173-182-535).	Section 2.6
(i) Planning standards for in situ burning (WAC 173-182-330).	Appendix D – Figure D.9
(j) Planning standards for dispersants (WAC 173-182-325).	Appendix D pg. D-19
(k) Planning standard for spills of oils that, depending on their chemical properties, environmental factors (weathering), and method of discharge, may submerge or sink (WAC 173-182-323).	Figure D.10
(l) Planning standards for wildlife response (WAC 173-182-540 (1), (2)(a), (b), (c), (e) and (f), (3), and (4)).	Appendix D
(4) Within eighteen months from rule effective date, vessels enrolling under either an umbrella contingency plan or a multiple vessel contingency plan must ensure that their enrollment includes contracted access to a state-approved SMT or in-house team which meets the requirements of WAC 173-182-280, 173-182-830, 173-182-840, and 173-182-850.	N/A
(5) Within eighteen months from rule effective date, plan holders must include	Section 2.4

ECOLOGY REQUIREMENTS (WASHINGTON ADMINISTRATIVE CODE [WAC] 173-182-130)	LOCATION
details about benthic and seafloor resources at risk from nonfloating oil spills in accordance with requirements for response and protection strategies under WAC 173-182-510. This requirement may be met by citing the geographic response plans developed as annexes to the northwest area contingency plan. If the relevant GRPs have not been updated by the phase-in date, then plan holders shall have thirty days from the date the GRP is published to ensure the plan is updated to reference the GRP and incorporate relevant details in their contingency plan in accordance with WAC 173-182-510 (2)(b).	
(6) Within twenty-four months from the effective date of this chapter, plan holders shall meet the requirements in WAC 173-182-540 (2)(d).	Section 1
(7) To the extent to which plan holders rely on primary response contractor (PRC) applications, spill management team (SMT) applications, or wildlife response service provider (WRSP) applications to demonstrate compliance for plan holder planning standards, these applications must also be updated correspondingly.	Section 3
(8) Each plan update will be given a thirty day public review and comment period. Ecology will approve, disapprove, or conditionally approve the plan update no later than sixty-five days from the update submittal date.	Section 1

ECOLOGY REQUIREMENTS (WAC 173-182-140 and 142)	LOCATION
At least once annually, plan holders shall review the plan for accuracy and either:	Section 1
(1) Update and submit the amended page(s) of the plan to ecology for review and approval; or	Section 1.1 Figure 1.1 and 1.2
(2) If no plan changes are needed, send a letter to ecology confirming that the existing plan is still accurate.	Section 1.2
(1) At any point during the five year approval period, if there is a temporary or permanent significant change in the personnel or response equipment described in the plan, the plan holder shall: (a) Notify ecology in writing within twenty-four hours of the change; and (b) Provide both a schedule for the prompt return of the plan to full operational status and a proposal for any backfill to compensate for the temporary significant change. This proposal shall be reviewed by ecology.	Section 1
(2) Changes which are considered significant include: (a) Loss of equipment that results in being out of compliance with any planning standard; (b) If greater than ten percent of available boom, storage, recovery, dispersants, in situ burn or shoreline clean-up equipment is moved out of the homebase as depicted on the WRRL [Worldwide Response Resource List]; (c) Transfers of equipment to support spill response for out-of-region spills; (d) Permanent loss of initial response personnel listed in command and general staff ICS [Incident Command System] positions provided in the	Figure 5.11

ECOLOGY REQUIREMENTS (WAC 173-182-140 and 142)	LOCATION
plan; (e) Permanent loss of personnel designated as the binding agreement signer; (f) Changes in normal operating procedures as described below: (i) For facilities, changes in the oil types handled; permanent changes in storage capacity; changes in handling or transporting of any product; permanent changes in oil processing; and (ii) For vessels, changes in the oil types handled. (g) Changes in equipment ownership if used to satisfy a plan holder planning standard; or (h) Modification or discontinuing of any mutual aid, letter of intent or contract agreement.	
(3) Notification by facsimile or email will be considered written notice.	Section 1
(4) Failure to report changes in the plan could result in the loss of plan approval.	
(5) If the proposed change to the plan is to be made permanent, the plan holder then shall have thirty calendar days to distribute the amended page(s) of the contingency plan to ecology for review and approval.	Section 1.2
(6) If ecology finds that, as a result of a change, the plan no longer meets approval criteria; ecology may place conditions on approval or disapprove the plan.	Section 1

ECOLOGY REQUIREMENTS (WAC 173-182-145)	LOCATION
Every plan holder, including each person enrolled in a plan covering multiple persons, is required to implement the Washington approved plan in any response to a spill and drill. A decision to use a different plan must first be approved by the state and federal on-scene coordinators.	Appendix A

ECOLOGY REQUIREMENTS (WAC 173-182-150)	LOCATION
Plan holders are required to conduct post-spill review procedures to review both the effectiveness of the plan and make plan improvements. Debriefs with ecology and other participating agencies and organizations may be appropriate if unified command has been established during a spill, and are required when significant plan updates are identified or significant lessons can be recorded and implemented.	Section 8.2, Figure 8.3

ECOLOGY REQUIREMENTS (WAC 173-182-210)	LOCATION
(1) Plan holders shall format and maintain plans to maximize their usefulness during a spill. Information shall be readily accessible and plans will contain job aids, diagrams and checklists for maximum utility.	Section 5
(2) Plans shall be divided into a system of numbered, tabbed chapters, sections and annexes/appendices. Each plan shall include a detailed table of contents based on chapter, section, and annex/appendix numbers and titles, as well as tables and figures.	Entire document

ECOLOGY REQUIREMENTS (WAC 173-182-210)	LOCATION
(3) Plans shall be formatted to allow replacement of pages with revisions without requiring replacement of the entire plan.	Entire document

ECOLOGY REQUIREMENTS (WAC 173-182-220)	LOCATION
<p>(1) Each plan shall contain a written statement binding the contingency plan submitter to its use. The person(s) signing the agreement shall be authorized to make expenditures to implement the requirements in subsection (2) of this section. The binding agreement shall be signed by:</p> <ul style="list-style-type: none"> (a) An authorized representative(s) of a nonprofit corporation established to provide oil spill contingency plan coverage; (b) An authorized owner, or operator, or a designee with authority to bind the owners and operators of the facilities or vessels covered by the plan; (c) An authorized resident agent of the vessel(s) submitting the plan; (d) An authorized representative(s) of a company contracted to the vessel or facility and approved by ecology to provide containment and clean-up services. 	Section 1.5
(2) The binding agreement must be submitted with the plan. Form number ECY 070-612 may be used. If an alternative form is used, it must include the name, address, phone number, email address, and website of the submitting party. In the binding agreement the signatory shall:	Section 1
(a) Verify acceptance of the plan and commit to a safe and immediate response to spills and to substantial threats of spills that occur in, or could impact Washington waters or Washington's natural, cultural and economic resources;	Section 1.5
(b) Commit to having an incident commander in the state within six hours after notification of a spill;	
(c) Commit to the implementation and use of the plan during a spill, and to the training of personnel to implement the plan;	
(d) Verify authority and capability to make necessary and appropriate expenditures in order to implement plan provisions; and	
(e) Commit to working in unified command within the incident command system to ensure that all personnel and equipment resources necessary to the response will be called out to cleanup the spill safely and to the maximum extent practicable.	

ECOLOGY REQUIREMENTS (WAC 173-182-230)	LOCATION
(1) Contingency plans must include all of the content in this section.	Entire document
(2) In Washington state, the NWACP [Northwest Area Contingency Plan] serves as the statewide master oil and hazardous substance contingency plan required by RCW 90.56.060. Plan holders shall write plans that refer to and are consistent with the NWACP.	Section 2
(3) All contingency plans must include the following:	See below

ECOLOGY REQUIREMENTS (WAC 173-182-230)	LOCATION
(a) Each plan shall state the federal or state requirements intended to be met by the plan.	Section 1.1
(b) Each plan shall state the size of the worst case spill	Appendix D
(i) For transmission pipelines, more than one worst case spill volume for different line sections or response zones on the entire pipeline may be submitted to ecology for consideration. The methods and calculations used to determine the worst case discharge volumes must be included in the plan.	Appendix E.4
(ii) For vessel umbrella plans that enroll both tank vessels and nontank covered vessels and that rely on supplemental resources for approval, specify the worst case discharge volume and product type for both tank and nontank covered vessels for each port covered by the contingency plan.	N/A
(iii) For multiple facilities using a single plan, separate worst case spill volumes are required for each facility.	
(c) Each plan shall have a log sheet to record revisions and updates to the plan. The log sheet shall identify each section amended, including the date of the amendment, verification that ecology was notified and the name of the authorized person making the change. A description of the amendment and its purpose shall also be included in the log sheet, or filed as an amendment letter to be inserted in the plan immediately after the log sheet.	Figure 1.1
(d) Each plan shall have a cross-reference table reflecting the locations in the plan of each component required by this chapter.	Figure H.1
(e) Each plan shall include contact information for any PRC, SMT, or WRSP contracted resources necessary to meet plan holder planning standards. Contact information must include the name, address, twenty-four-hour phone number, or other means of contact at any time of the day.	Figure 3.6
(i) A contract or letter summarizing the terms of the contract signed by the PRC, SMT, or WRSP shall be included in the plan.	Appendix B
(ii) If the contract is not submitted, that document shall be available for inspection, if requested by the department.	
(iii) For mutual aid agreements that a plan holder relies on to meet the planning standards, the plan shall include a copy of the agreement and describe the terms of that document in the plan.	
(iv) If a plan holder relies on a PRC, SMT, WRSP or other contractor to staff ICS positions for the spill management team, then the commitment must be specified in writing.	N/A
(v) If the entire contract for additional spill management team support is not included in the plan, that document shall be made available for inspection, if requested by ecology.	
(f) Each plan must contain the procedures to track and account for the	Section 5.5

ECOLOGY REQUIREMENTS (WAC 173-182-230)	LOCATION
entire volume of oil recovered and oily wastes generated and disposed of during spills. The responsible party must provide these records to ecology upon request.	
(4) Additional facility plan content. Facility plans shall include:	Figure 1.3A, Figure 1.3B, Figure 1.3C
(a) The name, location, type and address of the facility;	
(b) Starting date of operations;	
(c) Description of the operations covered by the plan:	
(i) List the oil handling operations that occur at the facility location.	Appendix C; Figure C.7
(ii) Inventory all tanks and list the tank capacity.	
(iii) All oil(s) or product(s) handled by name and include; density, gravity, API, oil group number, and sulfur content (sweet/sour).	Appendix C; Figure C.8
(iv) Include a written description and map indicating site topography, stormwater and other drainage systems, mooring areas, pipelines, tanks, and other oil processing, storage, and transfer sites and operations.	Figure 1.4, Section 6, Geographic Response Plans (North, Central, South)
(v) A description of the geographic area that could be impacted from a spill at the location based on a forty-eight hour worst case spill trajectory analysis.	Appendix E.6
(vi) For pipelines, a narrative describing how the response zone was identified shall be submitted as part of the plan.	Figure 1.3A, Figure 1.3B, Figure 1.3C
(5) Additional vessel plan content. Except as provided in subsections (6) and (7) of this section, vessel plans shall also include: (a) Name of each vessel covered under the plan; (b) The name, location, and address of the owner or operator; (c) Official identification code or call sign; (d) Country of registry; (e) All ports of call or areas of expected operation in Washington waters; (f) List all oil(s) or product(s) by name and include; density, gravity, API, oil group number, sulfur content (sweet/sour) and general ship capacity for amounts carried as cargo or fuel; (g) Description of the operations covered by the plan; and (h) A diagram indicating cargo, fuel, and ballast tanks and piping, power plants, and other oil storage and transfer sites and operations.	N/A
(6) Plans covering multiple vessels with different owners shall also include the following:	
(a) In lieu of providing vessels names, call signs and country of registry, plan holders shall maintain accurate enrollment or member lists with vessel specific information provided by covered vessels and shall provide ecology twenty-four hour access to the enrolled vessels list via the internet in a format acceptable to ecology. The list shall be updated	

ECOLOGY REQUIREMENTS (WAC 173-182-230)	LOCATION
<p>daily, or at a minimum every three days. The list must at a minimum include the following:</p> <ul style="list-style-type: none"> (i) Vessel name; (ii) Vessel type; (iii) Worst case discharge oil type and quantity; (iv) The name and API gravity of the densest oil being handled on the enrolled vessels; (v) Qualified individual/spill management team; (vi) Agent; and (vii) Protection and indemnity (P&I) club. 	
<p>(b) Plans covering multiple vessels shall include a list of the types of vessels and the typical oil types by group and volumes. In addition, vessel diagrams indicating cargo, fuel, and ballast tanks and piping, power plants, and other oil storage and transfer sites and operations shall be available for inspection by ecology. The procedure for the plan holder to acquire vessel diagrams needs to be documented in the plan.</p>	N/A
<p>(7) Umbrella plans shall list the name of the entities that provide supplemental equipment.</p>	Appendix G
<p>(8) Plans shall include concise procedures to establish a process to manage oil spill liability claims of damages to persons or property, public or private, for which a responsible party may be liable.</p>	Appendix G

ECOLOGY REQUIREMENTS (WAC 173-182-232)	LOCATION
<p>(1) Approved umbrella plans provide an efficient and cost-effective mechanism for enrolling vessel owner and operators in contingency plan coverage. Umbrella plans provide response resources to meet the requirements of this chapter. The umbrella plan may be approved for more than one worst case discharge, by port, in areas of operation covered by the plan. Any owner or operator of a covered vessel having a worst case discharge volume that exceeds resources under contract to the umbrella plan may still enroll only if, the vessel owner or operator maintains a contract with another primary response contractor that will provide supplemental response resources, and if those combined resources are sufficient to meet the requirements of this chapter. The vessel owner or operator must provide documentation that authorizes the umbrella plan holder to activate the supplemental response resources, sufficient to meet the worst case discharge of the covered vessel, during a drill, spill or substantial threat of a spill. Documentation must demonstrate the agreement and includes, but is not limited to, authorized representative and commitment letters from contractors, qualified individuals, insurance representatives, member signed enrollment agreements or other letters of intent.</p>	N/A
<p>(2) The plan must describe the process for activation of the supplemental resources and shall include the documentation described in subsection (1) of this section. The process for accessing supplemental equipment will be tested in drills.</p>	

ECOLOGY REQUIREMENTS (WAC 173-182-240)	LOCATION
<p>(1) Each plan shall contain a field document which lists time-critical information for the initial emergency phase of a spill and a substantial threat of a spill. The owner or operator of the covered vessel or facility shall make the field document available to personnel who participate in oil handling operations and shall keep the field document in key locations at facilities, docks, on vessels and in the plan. The locations where field documents are kept must be listed in the plan, provided that plan holders covering multiple persons shall not be subject to enforcement if the owner or operator of an enrolled vessel fails to keep the field documents in the location specified in the plan.</p> <p>Plans covering multiple persons shall include procedures to ensure each vessel covered by the plan is provided the field document prior to entering Washington waters. This can include by electronic means.</p>	Field Document
(2) At a minimum, the field document shall contain:	
(a) A list of the procedures and equipment to detect, assess and document the presence and size of a spill;	
(b) Spill notification procedures and a call out list that meets the requirements in WAC 173-182-260 and 173-182-262 or 173-182-264 as applicable, and a form to document notifications; and	
(c) A checklist that identifies significant steps used to respond to a spill, listed in a logical progression of response activities.	

ECOLOGY REQUIREMENTS (WAC 173-182-242)	LOCATION
(1) Covered vessels that transit to or from a Washington port through the Strait of Juan de Fuca, except for transits extending no further west than Race Rocks Light, on Vancouver Island, Canada, must include the following information in their contingency plan:	N/A
(a) Documentation of the vessel owner/operators contracted access to an emergency response towing vessel (ERTV) at Neah Bay;	
(b) Detailed information about the ERTV's capabilities and circumstances of potential activation and call out;	
(c) A commitment in the plan to participate in drills that test compliance with the requirements of RCW 88.46.135; and	
(d) Procedures for call out of the ERTV must be included in the field document.	
(2) Plan holders may request drill credit for an actual deployment of the tug to respond to a spill or vessel emergency, provided the plan holder follows the requirements in WAC 173-182-730.	

ECOLOGY REQUIREMENTS (WAC 173-182-250)	LOCATION
(1) Plan holders and responsible parties are required to document their initial spill actions and the plan shall include the forms that will be used for such documentation.	Figure 3.2

ECOLOGY REQUIREMENTS (WAC 173-182-250)	LOCATION
(2) The plan shall describe what equipment will be used to conduct initial spill assessment, including equipment effective during darkness and low visibility conditions, such as visual methods, tracking buoys, trajectory modeling, aerial overflights, thermal or infrared imagery.	Section 2.3
3) The plan must state how safety assessment including initial air monitoring will be conducted for all types of spills, including spills to groundwater.	Section 2.4, 2.2.9 and Section 2.4 and 5.3
(4) The plan must list procedures that will be used to confirm the occurrence, and estimate the quantity and nature of the spill. An updated report is required if the initially reported estimated quantity or the extent of the contamination changes significantly.	Section 2.3

ECOLOGY REQUIREMENTS (WAC 173-182-260)	LOCATION
(1) Each plan shall include procedures which will be taken to immediately notify appropriate parties that a spill has occurred. The plan shall identify the central reporting office or individuals responsible for implementing the notification process.	Section 3
(2) Each plan shall include a list of the names and phone numbers of required notifications to government agencies, response contractors and spill management team members, except that the portion of the list containing internal call down information need not be included in the plan, but shall be available for review by ecology upon request and verified during spills and drills.	Figure 3.2, 3.3, 3.5, 3.6
(3) The procedure shall establish a clear order of priority for immediate notification.	Section 3.1, Figure 3.1, Figure 3.2

ECOLOGY REQUIREMENTS (WAC 173-182-262)	LOCATION
(1) The owner or operator of a covered vessel must notify the state through the Washington emergency management division of a discharge or substantial threat of a discharge. Notification must be made within one hour of the discharge or substantial threat of a discharge, or as soon as is feasible without further endangering the vessel or personnel.	N/A
(2) Vessel discharge notifications are in addition and made subsequent to notifications that the owner or operator of a covered vessel must provide to the United States Coast Guard. Vessels enrolled in plans covering multiple vessels must notify the plan holder in addition to the state, unless the state has already been notified by the plan holder on behalf of the vessel owner or operator.	
(3) Notification of the discharge or substantial threat of a discharge initiates activation of the plan. Upon notification, the vessel owner/operator will coordinate as appropriate with: <ul style="list-style-type: none"> (a) The state of Washington and the United States Coast Guard to take any necessary actions to protect the public health, welfare, and natural resources of the state; and (b) The plan holder for plan implementation as described in the plan. 	
(4) Notification procedures must be included in the plan.	

ECOLOGY REQUIREMENTS (WAC 173-182-262)	LOCATION
<p>(5) The substantial threat of a discharge may be determined or affected by the following conditions:</p> <ul style="list-style-type: none"> (a) Ship location and proximity to land or other navigational hazards; (b) Weather; (c) Tidal currents; (d) Sea state; (e) Traffic density; (f) Condition of vessel; and (g) Timing or likelihood of vessel repairs. 	N/A

ECOLOGY REQUIREMENTS (WAC 173-182-264)	LOCATION
<p>(1) Facility plans shall contain procedures for notifications for spills to ground and to permeable secondary containment that threaten to impact waters of the state.</p>	<p>Section 3.1, Figure 3.1, Figure 3.2, Figure 3.3, Figure 3.4, Section 2.2.9</p>
<p>(a) All spills are considered reportable spills except;</p> <ul style="list-style-type: none"> (i) Spills which are known to be less than forty-two gallons that do not impact surface or groundwater. (ii) CERCLA [Comprehensive Environmental Response, Compensation, and Liability Act] releases. (iii) On-facility air releases to the atmosphere only. (iv) Releases from underground storage tanks regulated under chapter 173-360 WAC. (v) Preexisting sources of releases identified as RCRA [Resource Conservation and Recovery Act] solid waste management units. (vi) Spills contained within areas controlled by NPDES [National Pollutant Discharge Elimination System] permitted systems that are not likely to threaten groundwater and do not exceed applicable federal reportable quantities. 	
<p>(b) A spill is considered to have not impacted ground if it occurs on a paved surface such as asphalt or concrete. A spill to dirt or gravel is considered to have impacted ground and is reportable.</p>	
<p>(2) Plan holders must also include procedures in their plan to address spills of an unknown volume. When addressing a spill of an unknown volume, plan holders shall use best professional judgment and may consider the following circumstances in determining when to make notifications:</p> <ul style="list-style-type: none"> (a) Whether the spill is ongoing; and (b) Whether the spill is located in an area that is adjacent to waters of the state or where there is a pathway to waters of the state, and the environmental conditions, such as rain events, or known shallow groundwater make impacts to waters of the state likely. 	

ECOLOGY REQUIREMENTS (WAC 173-182-270)	LOCATION
<p>(1) Plan holders and PRCs are required to maintain response equipment in a state of constant readiness, and in accordance with manufacturer specifications.</p>	<p>Section 7.1.2, Figure 7.1, 7.2, 7.3, 7.4</p>

(2) Plan holders and PRCs that own equipment shall develop schedules, methods, and procedures for equipment maintenance. Maintenance records shall be kept for at least five years and made available if requested by ecology.	Section 7.1.2
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ECOLOGY REQUIREMENTS (WAC 173-182-280)	LOCATION																																																												
(1) Each plan shall contain information on the personnel (including contract personnel as applicable) who will be available to manage an oil spill response. To meet the requirement, the plan shall include:	See below																																																												
(a) An organizational diagram depicting the chain of command for the spill management team for a worst case spill.	Figure 4.3 and 4.4																																																												
<p>(b) For the purpose of ensuring depth of the spill management team, a table detailing the names of personnel to fill the following ICS roles or the name of the SMT contracted to fill the roles.</p> <p>(i) Personnel may be listed a maximum of two times.</p> <p>(ii) Personnel filling key roles do not need to be a resident in Washington state.</p> <table><tr><th>ICS Position</th><th>Name</th><th>Name</th><th>Name</th></tr><tr><td>Responsible Party Incident Commander</td><td></td><td></td><td></td></tr><tr><td>Public Information Officer</td><td></td><td></td><td></td></tr><tr><td>Liaison Officer</td><td></td><td></td><td></td></tr><tr><td>Safety Officer</td><td></td><td></td><td></td></tr><tr><td>Operations Section Chief</td><td></td><td></td><td></td></tr><tr><td>Planning Section Chief</td><td></td><td></td><td></td></tr><tr><td>Logistics Section Chief</td><td></td><td></td><td></td></tr><tr><td>Finance Section Chief</td><td></td><td></td><td></td></tr><tr><td>Wildlife Branch Director</td><td></td><td></td><td></td></tr><tr><td>Air Operations Branch Director</td><td></td><td></td><td></td></tr><tr><td>Situation Unit Leader</td><td></td><td></td><td></td></tr><tr><td>Resources Unit Leader</td><td></td><td></td><td></td></tr><tr><td>Documentation Unit Leader</td><td></td><td></td><td></td></tr><tr><td>Environmental Unit Leader</td><td></td><td></td><td></td></tr></table> <p>Additional SMT rosters which detail greater position depth available to support the plan holder may be maintained at the plan holder's office and be made available to ecology upon request. If a primary response contractor, SMT, or WRSP is used to fill positions, they must have an approved application on file with the state and they must agree in writing, either through contract or other approvable means, to staff the positions. The capacity and depth of spill management teams will be evaluated in plan holder drills and spills.</p>	ICS Position	Name	Name	Name	Responsible Party Incident Commander				Public Information Officer				Liaison Officer				Safety Officer				Operations Section Chief				Planning Section Chief				Logistics Section Chief				Finance Section Chief				Wildlife Branch Director				Air Operations Branch Director				Situation Unit Leader				Resources Unit Leader				Documentation Unit Leader				Environmental Unit Leader				Figure 4.5
ICS Position	Name	Name	Name																																																										
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(c) A job description for each spill management position, or a reference to the incident management handbook with position description. If the job descriptions are consistent with the NWACP, then the plan holder may reference the NWACP rather than repeat the information.	Section 4																																																												
(d) A detailed description of the planning process which will be used to manage a spill or a reference to the incident management handbook with planning process descriptions and meeting agendas. If the process	Section 2																																																												


ECOLOGY REQUIREMENTS (WAC 173-182-280)	LOCATION
is consistent with the NWACP then the plan holder may reference the NWACP rather than repeat the information.	
(2) The plan shall address the type and frequency of training that each individual listed in subsection (1)(b) of this section receives. The training program at a minimum shall include as applicable ICS, NWACP policies, use and location of GRPs, the contents of the plan and worker health and safety as applicable to the role. A combination of training and experience in drills and spills may be used to describe SMT personnel capabilities within response roles. The training program shall include participation in periodic announced and unannounced exercises and participation should approximate the actual roles and responsibilities of the individual specified in the plan. New employees shall complete the training program prior to being assigned job responsibilities which require participation in emergency response situations.	Appendix A.2
(3) The plan shall identify a primary and two alternate incident commander representatives that can form unified command at the initial command post, and that could arrive in state within six hours.	Figure 3.2
(4) The plan shall include a narrative description of estimated time frames for arrival of the remainder of the spill management team in state.	Section 4.3 and Section 4.4
(5) The plan shall list a process for orderly transitions of initial response staff to incoming local, regional or away team personnel, including transitions between shift changes.	N/A
(6) Plans covering multiple vessels must maintain a list of the spill management team(s) for each vessel enrolled under the plan, and must describe the transition process from plan personnel to the incoming vessel owner or operator's team. The plan must include checklists and documentation to facilitate an effective transition. Vessels enrolling under an umbrella contingency plan or a multiple vessel contingency plan must ensure that their enrollment includes contracted access to a state-approved SMT or in-house team.	N/A

ECOLOGY REQUIREMENTS (WAC 173-182-310)	LOCATION
(1) Ecology shall apply a planning standard when determining the ability of a plan holder to meet the purposes of these regulations. Each planning standard is subject to being verified at scheduled or unannounced drills. In an actual spill event, initial deployment shall be guided by safety considerations. The responsible party must address the entire volume of an actual spill regardless of the planning standards.	Figure E.2
(2) The planning standards described in this chapter do not constitute cleanup standards that must be met by the holder of a contingency plan. Failure to remove a discharge within the time periods set out in this section does not constitute failure to comply with a contingency plan for purposes of this section or for the purpose of imposing administrative, civil, or criminal penalties under any other law.	

ECOLOGY REQUIREMENTS (WAC 173-182-315)	LOCATION
Each facility plan holder shall plan to obtain nondedicated work boats and operators that will be available to deploy GRPs, enhance skimming, to provide logistical support or other uses during a spill. At a minimum, the plan shall describe a plan that will support the worst case spill response with work boats and operators that could have arrived on-scene beginning at forty-eight hours.	Section 7.1.3, Appendix B, Appendix E.6

ECOLOGY REQUIREMENTS (WAC 173-182-317)	LOCATION
<p>(1) This section applies to owners and operators of covered vessels and covered vessel plan holders who are required to have a plan for the use of VOO [vessels of opportunity]. In order to enhance the ability to respond to spills using nondedicated resources, Washington state approved PRCs cannot be identified in the plan as VOO. The VOO may be used in the following ways:</p> <ul style="list-style-type: none"> (a) Protecting of sensitive habitats through the placement of oil spill booms; (b) On-water oil recovery in the nearshore environment; (c) Providing logistical spill response support; or (d) Supporting other tactical actions. 	N/A
<p>(2) In order for a commercial vessel to be considered for the VOO program, the owner or operator will self-register through the online process developed by ecology, or through use of a form provided by ecology. VOO operators must renew their information annually, and will supply the following information as applicable to the vessel:</p> <ul style="list-style-type: none"> (a) Name of vessel; (b) Length of vessel; (c) Year, make, and model of the vessel; (d) Vessel engine type(s) and horsepower; (e) Number of passengers certified to carry; (f) Number of cabins/berths; (g) The vessel's Lloyds Registry and/or International Maritime Organization (LR/IMO) number or official number; (h) Vessel operator contact information; (i) Vessel crew training records relevant to oil spill response; (j) Date of the most recent marine survey; (k) Date of the most recent USCG [United States Coast Guard] compliance inspection or boarding; (l) Date of expiration of USCG Certificate of Compliance or Certificate of Inspection, or Fishing Vessel Safety Examination Decal. (m) Vessel P&I club affiliation; (n) Vessel homeport and vessel hailing port; (o) Residence(s) of vessel owner and crew; (p) Tactics vessel would like to support; (q) Seasonal operations of the vessel; (r) Drug testing program for captain and crew; and (s) Plan holder or PRC with which the vessel is contracted. VOO operators may contract with multiple plan holders or primary response contractors. 	

ECOLOGY REQUIREMENTS (WAC 173-182-317)	LOCATION
<p>(3) In order for a recreational vessel to be considered for the VOO program the owner or operator will self-register through the online process developed by ecology, or through use of a form provided by ecology. VOO operators must renew their information annually, and will supply at a minimum the following information to the extent applicable to the vessel:</p> <ul style="list-style-type: none"> (a) Name of vessel; (b) Length of vessel; (c) Year, make, and model of the vessel; (d) Vessel engine type(s) and horsepower; (e) Number of cabins/berths; (f) The state registration number and/or USCG documentation number or other official number; (g) Vessel owner contact information; (h) Vessel owner/crew training relevant to oil spill response; (i) Date of the most recent marine survey; (j) Date of the most recent USCG Auxiliary Dockside Courtesy Inspection; (k) Vessel insurance information and coverage plan; (l) Vessel homeport and vessel hailing port; (m) Tactics vessel would like to support; (n) Residence of vessel owner; and (o) Plan holder or PRC with which the vessel is contracted. VOO operators may contract with multiple plan holders or primary response contractors. 	N/A
<p>(4) For planning purposes VOO will be organized by regions, see map of VOO regions below. The regions are designed to ensure adequate numbers of VOO for contracting. Covered vessel plan holders shall have contracted access to VOO in the regions they transit or operate. VOO from all regions may be cascaded into the spill area if the VOO capability is appropriate for the operating environment. The regional areas include:</p> <ul style="list-style-type: none"> (a) Region 1: Cape Flattery/Strait of Juan de Fuca. (b) Region 2: San Juan Islands/North Puget Sound. (c) Region 3: South Puget Sound/Central Puget Sound. (d) Region 4: Lower Columbia River. (e) Region 5: Admiralty Inlet/Hood Canal and North Central Puget Sound. (f) Region 6: Grays Harbor. 	N/A

ECOLOGY REQUIREMENTS (WAC 173-182-317)	LOCATION														
<p style="text-align: center;">Vessel of Opportunity Regions</p>  <p>NOTE: In the event of a spill VOOs from any region may be called to the site to assist with the response.</p> <table border="1" data-bbox="297 814 847 926"> <thead> <tr> <th>Region</th><th>Minimum Number of Tier 1 Vessels</th></tr> </thead> <tbody> <tr> <td>1</td><td>18</td></tr> <tr> <td>2</td><td>12</td></tr> <tr> <td>3</td><td>12</td></tr> <tr> <td>4</td><td>12</td></tr> <tr> <td>5</td><td>12</td></tr> <tr> <td>6</td><td>6</td></tr> </tbody> </table> <p>Map Created by WA Department of Ecology, Spill Preparedness Section, 10/9/2012</p>	Region	Minimum Number of Tier 1 Vessels	1	18	2	12	3	12	4	12	5	12	6	6	
Region	Minimum Number of Tier 1 Vessels														
1	18														
2	12														
3	12														
4	12														
5	12														
6	6														
<p>(5) For each region a vessel plan holder transits or operates the plan holder must have a contract with the prescribed number of Tier I VOO below. VOO are nondedicated resources; the minimum number of VOO required assumes that one out of every two contracted vessels may be available at any time. In each region a percentage of the VOO must be pretrained and capable of the following tactics: On-water recovery in the nearshore environment, protection of sensitive areas, and logistical support with no more than fifty percent to be pretrained exclusively for logistical support.</p> <ul style="list-style-type: none"> (a) Region 1: Plan holders must have contracts with a minimum of eighteen VOO at the Tier I level. (b) Region 2: Plan holders must have contracts with a minimum of twelve VOO at the Tier I level. (c) Region 3: Plan holders must have contracts with a minimum of twelve VOO at the Tier I level. (d) Region 4: Plan holders must have contracts with a minimum of twelve VOO at the Tier I level. (e) Region 5: Plan holders must have contracts with a minimum of twelve VOO at the Tier I level. (f) Region 6: Plan holders must have contracts with a minimum of six VOO at the Tier I level. 	N/A														
<p>(6) Plan holder obligations, as identified within this section, are subject to an adequate number of suitable and capable vessels enrolling with ecology. Plan holders may propose for review and approval an alternative planning standard for a VOO region if, after a good faith effort to contract with the minimum numbers of VOO, the plan holder is not successful. The alternative proposal must provide an equivalent or higher level of protection in terms of spill preparedness and response when compared with the planning standard. This proposal will be subject to a thirty-day public review and comment period, which</p>															

ECOLOGY REQUIREMENTS (WAC 173-182-317)	LOCATION
<p>includes, but is not limited to, interested local and tribal governments and other stakeholders. The alternative proposal must include:</p> <ul style="list-style-type: none"> (a) Documentation that there are insufficient numbers of VOO registered. (b) Documentation describing the selection criteria and a description of how the Tier II enrolled vessels do not meet the criteria. (c) A detailed description of the alternative being proposed. 	
<p>(7) Vessels of opportunity will be designated in one of the following two tiers:</p> <ul style="list-style-type: none"> (a) Requirements for Tier I designated vessels include: <ul style="list-style-type: none"> (i) Under contract with the plan holder. (ii) Pretrained crew through a combination of classroom training, computer based education, equipment familiarization, and field training exercises appropriate to the tactics the vessel may be assigned, including: <ul style="list-style-type: none"> (A) hazwoper training must be appropriate to the tactics the vessel may be assigned as set forth in Title 29 of Code of Federal Regulations (C.F.R.) 1910.120; (B) Basic incident command system training; (C) Participation annually in at least one on-water training for the tactics for which the VOO is contracted; (D) Participate in at least one on-water deployment drill every three years. (iii) The department shall be invited to attend all VOO training events. (iv) Training records must be maintained for a period of five years. Training records shall be made available to the department upon request. (v) The vessel should agree under contract to make best efforts, if available, to mobilize within twelve hours of call out with crew as trained per this section. (b) Tier II designated vessels include: Commercial and recreational vessels that self-identify their interest in participation in the VOO program but are not under contract to a plan holder. Vessel plan holders shall describe in their contingency plan the process for rapidly training and contracting the Tier II vessels for at least logistical support tactics. 	N/A
<p>(8) VOO drill requirements:</p> <ul style="list-style-type: none"> (a) Plan holders shall incorporate Tier I VOO into deployment drills and tabletop drills. (b) Tabletop drills may incorporate simulated call out of vessels of opportunity by identifying the vessel and crew available to respond on the day of the drill. Data collected during the simulated call out shall include vessel name, crew names, estimated time of arrival on scene, availability on the day of the spill and the ability to support the response over days or weeks, and the task force or staging assignment of the vessel of opportunity. 	

ECOLOGY REQUIREMENTS (WAC 173-182-320)	LOCATION
Each facility plan shall provide for aerial oil tracking resources capable of being on-scene within six hours of spill notification. At a minimum, these resources must be capable of supporting oil spill removal operations for three, ten-hour operational periods during the initial seventy-two hours of the discharge.	Section 2.3.1; Figure 3.6

ECOLOGY REQUIREMENTS (WAC 173-182-321)	LOCATION
<p>Covered vessels operating or transiting the lower Columbia River, Grays Harbor, Strait of Juan de Fuca, Puget Sound, or Washington coast, shall document the following aerial surveillance capability through the plan:</p> <p>(1) Access to a helicopter or fixed wing, under contract or other approved means, that is appropriately located and could have arrived with a trained aerial oil spill spotter (spotter) to those planning standard areas plan holders operate or transit within six hours of spill notification. The contracted asset must have the following capability:</p> <ul style="list-style-type: none"> (a) Be capable of supporting oil spill containment and removal operations by providing oil spotting capability for at least ten hours per day during the initial seventy-two hours of an oil discharge. (b) Have a trained spotter on board the aerial asset capable of acquiring, interpreting, recording and communicating oil location and other information to the command post or field operations at regular intervals. The spotter must be equipped with a high definition photographic or video capability and be able to collect and disseminate the following data about the environmental and operational picture including the location of the oil, environmental impacts, and spill resources on-scene: <ul style="list-style-type: none"> (i) Latitude and longitude of the location, impacts, or spill resources; (ii) Azimuth and altitude that the picture was taken; (iii) Bearing that the picture was taken; (iv) Estimated extent of oiling; and (v) Time and date. 	Appendix E
(2) Plans must also include logistical sources of additional resources not under contract that may be utilized as additional spotting resources to maximize the effectiveness of enhanced skimming, or as resources to identify the extent of oil to inform shoreline clean-up and assessment teams and shoreline clean-up activities.	Figure 3.4
<p>(3) In order to provide best achievable technology for aerial oil surveillance, vessel plan holders must also provide for access to a helicopter or fixed wing asset, under contract or other approved means, with the capability to provide a strategic picture of the overall spill; assist in location of slicks when they are not visible by persons operating at, or near, the water's surface or at night; extend the hours of clean-up operations to include darkness and poor visibility; and identify oceanographic and geographic features toward which oil may migrate.</p> <ul style="list-style-type: none"> (a) The aerial asset must be appropriately located and could have arrived with trained aerial observers to those planning standard areas plan holders operate or transit within twelve hours of spill notification. (b) The aerial asset must be equipped with a suite of equipment that could support the capabilities described in this subsection. At least two remote sensing systems must be included in the suite and one of them 	Section 2.4

ECOLOGY REQUIREMENTS (WAC 173-182-321)	LOCATION
<p>must be a high definition mounted infrared (IR) camera designed to support aerial operations from aerial platforms. If the IR camera is not mounted, then plan holders must demonstrate how the handheld system will be effective from an aerial platform. Plan holders must submit for approval the systems included in the suite. For the IR camera, the following capability descriptions must be included in the submission:</p> <ul style="list-style-type: none"> (i) IR camera with sensors capable in the thermal or mid-IR range; (ii) A sensor which provides high resolution for airborne imaging; (iii) Continuous optical zoom capability appropriate for use from an aerial platform; (iv) Tested minimum thermal resolution and/or the tested minimum resolvable temperature difference; and (v) Plan holders must submit for review and approval the systems included in the suite. Plan holders may submit for review and approval alternative testing data. This alternative proposal will be subject to a thirty-day public review and comment period which includes, but is not limited to, interested local and tribal governments and other stakeholders. <p>(c) The trained oil spill aerial observer on board could begin gathering the following from the scene of the spill once on-site:</p> <ul style="list-style-type: none"> (i) Graphically displaying processed multispectral data (at a minimum displaying the IR and optical windows), photographic images and other information onto electronic marine charts creating high contrast composite images; (ii) Ability to reference a map image to a geographic location; (iii) Location extent and relative thickness information for a reported oil sheen or slick; (iv) Transmitting processed images and other information to the unified command primary command post; (v) Archiving all processed data and images; and (vi) Integrating spill images and other information with spill management software. 	
<p>(4) Plan holders must have access to personnel trained in aerial surveillance and as spotters to direct skimmers into the thickest oil to enhance on-water recovery and to support the activities described above. The names of individuals with this training, their home base and training levels must either be listed in the plan or made available to ecology upon request. At a minimum, personnel must be trained in aerial observation at the level set forth in federal regulations currently located at 33 C.F.R. 155.1050 (l)(2)(iii). A copy of this regulation is available through ecology upon request.</p>	Section 2.3

ECOLOGY REQUIREMENTS (WAC 173-182-324)	LOCATION
<p>(1) Plan holders carrying, handling, storing, or transporting oils that may weather and sink when spilled to the environment must have a contract with a PRC that maintains the resources and/or capabilities necessary to respond to a spill of nonfloating oils. Examples of these types of oils include, but are not limited to, crude oil, diluted bitumen, group V oils, low American Petroleum Institute oil, decant, asphalt, and asphalt products.</p>	Appendix D pg. D-19

ECOLOGY REQUIREMENTS (WAC 173-182-324)		LOCATION								
<p>(2) The plan holder or contracted primary response contractor must have the necessary personnel and equipment capable within the time frames outlined in the table below:</p> <table><tr><th>Time (hours)</th><th>Capability</th></tr><tr><td>1</td><td>Initiate an assessment and consultation regarding the potential for the spilled oil to submerge or sink.</td></tr><tr><td>6-12</td><td>Resources and personnel to detect and delineate the spilled oil such as side scan or multibeam sonar, laser fluorosensors, induced polarization, divers, remotely operated vehicles, or other methods to locate the oil on the bottom or suspended in the water column could have arrived. Additionally, containment boom, sorbent boom, silt curtains, or other methods for containing the oil that may remain floating on the surface or to reduce spreading on the bottom could have arrived.</td></tr><tr><td>12-24</td><td>Resources and personnel necessary to assess the impact of the spilled oil on the environment could have arrived. Types of resources that may be used for this purpose include sampling equipment. Additionally, dredges, submersible pumps, sorbents, agitators, or other equipment necessary to recover oil from the bottom and shoreline could have arrived.</td></tr></table>		Time (hours)	Capability	1	Initiate an assessment and consultation regarding the potential for the spilled oil to submerge or sink.	6-12	Resources and personnel to detect and delineate the spilled oil such as side scan or multibeam sonar, laser fluorosensors, induced polarization, divers, remotely operated vehicles, or other methods to locate the oil on the bottom or suspended in the water column could have arrived. Additionally, containment boom, sorbent boom, silt curtains, or other methods for containing the oil that may remain floating on the surface or to reduce spreading on the bottom could have arrived.	12-24	Resources and personnel necessary to assess the impact of the spilled oil on the environment could have arrived. Types of resources that may be used for this purpose include sampling equipment. Additionally, dredges, submersible pumps, sorbents, agitators, or other equipment necessary to recover oil from the bottom and shoreline could have arrived.	<p>Figure 3.5</p>
Time (hours)	Capability									
1	Initiate an assessment and consultation regarding the potential for the spilled oil to submerge or sink.									
6-12	Resources and personnel to detect and delineate the spilled oil such as side scan or multibeam sonar, laser fluorosensors, induced polarization, divers, remotely operated vehicles, or other methods to locate the oil on the bottom or suspended in the water column could have arrived. Additionally, containment boom, sorbent boom, silt curtains, or other methods for containing the oil that may remain floating on the surface or to reduce spreading on the bottom could have arrived.									
12-24	Resources and personnel necessary to assess the impact of the spilled oil on the environment could have arrived. Types of resources that may be used for this purpose include sampling equipment. Additionally, dredges, submersible pumps, sorbents, agitators, or other equipment necessary to recover oil from the bottom and shoreline could have arrived.									
<p>(3) The contingency plan must detail the process for identifying if the oil handled has the potential to submerge or sink and include a description of the process for detecting, delineating, and recovering nonfloating oils in the areas that may be impacted. In lieu of including nonfloating oils response details in the contingency plan, plan holders may cite the nonfloating oils response tools found in the NWACP.</p>		<p>Section 2</p>								

ECOLOGY REQUIREMENTS (WAC 173-182-325)		LOCATION
<p>(1) Plan holders carrying, handling, storing, or transporting Group 2, 3, or 4 persistent oil that is known to be dispersible and that may impact when spilled in any area where preapproval or case-by-case use of dispersants is available as per the NWACP, must plan for the use of dispersants.</p>		N/A
<p>(2) The plan holder must identify the locations of dispersant stockpiles, and dispersant type, capable of dispersing the lesser of five percent of the worst case spill volume or twelve thousand barrels per day, using a dispersant to oil ratio of one to twenty.</p>		Section 5.6
<p>(3) The plan holder must describe the methods of transporting equipment and supplies to a staging area, and appropriate aircraft or vessels to apply the dispersant and monitor its effectiveness.</p>		N/A
<p>(4) The plan holder must describe operational support capability, including the platforms and spotters used to deploy dispersants, monitor the operational efficacy of the dispersant application to support operational decision making,</p>		Section 5.6

ECOLOGY REQUIREMENTS (WAC 173-182-325)	LOCATION
and ensure safety of response personnel.	
(5) These resources must be capable of being on-scene within twelve hours of spill notification.	N/A

ECOLOGY REQUIREMENTS (WAC 173-182-330)	LOCATION
(1) Based on the NWACP in situ burning policy, plan holders operating in areas where in situ burning may be considered as a response option shall plan for the use of in situ burning as appropriate to the oil types handled and operating environments covered under the plan.	Section 5.6.2
(2) The plan holder must identify the locations of two fire booms, air monitoring equipment, personal protective equipment, igniters and aircraft or vessels, or other appropriate means to be used to deploy the igniters.	N/A - Due to the pipeline proximity to areas of population.
(3) The fire booms must be five hundred feet in length each and have an additional one thousand feet of conventional boom, tow bridles and work boats capable of towing the boom for on-water burning operations.	
(4) The plan holder must describe the methods of transporting the equipment to a staging area, and appropriate aircraft, vessels, and personnel resources to monitor its effectiveness at the scene of an oil discharge.	
(5) These resources must be capable of being on-scene within twelve hours of spill notification.	

ECOLOGY REQUIREMENTS (WAC 173-182-335)	LOCATION
(1) Plan holders shall identify both on-water devices and shoreside interim storage locations. (a) For marine waters, shoreside storage can be identified to meet fifty percent of storage requirements in the tables in WAC 173-182-355 through 173-182-450, if the plan holders can demonstrate that recovered oil can be transported to the shoreside storage. (b) For freshwater environments, shoreside storage can be identified to meet sixty-five percent of the storage requirements in the tables below, if the plan holders can demonstrate that recovered oil can be transported to the shoreside storage.	Figure E.2
(2) For covered vessel plan holders, at least twenty-five percent of the total worst case discharge volume at twenty-four hours, from the planning standard tables in WAC 173-182-355 through 173-182-450, must be dedicated to on-water storage.	Section 7.1.3 and Figure E.2
(3) For facility plan holders, one hundred percent of the storage requirements may be met through shoreside storage assets provided shoreside storage is the most appropriate method for containing recovered oil, given the limitations of geography and local environmental conditions, as required in the tables in WAC 173-182-355 through 173-182-450.	N/A

ECOLOGY REQUIREMENTS (WAC 173-182-345)	LOCATION
Plan holders and PRCs that own equipment shall provide information for ecology to determine the effectiveness of the recovery systems and how the equipment meets the planning standards. To avoid duplication, plan holders relying upon a PRC to meet the necessary planning standards may reference the information submitted in the PRC's application, as approved by the department. Ecology will use the criteria in ASTM International F 1780-97 (reapproved 2018).	Appendix E
Determination of efficiency of recovery systems in varied operating environments and product types: (1) For all skimmers, describe how the device is intended to be transported and deployed. List the boom and work boats associated with each water based skimming system. Identify the pumps and pumping capacity that will be used to transfer product to storage devices.	Section 2
(2) For all oil recovery systems that rely on a vessel of opportunity or nondedicated transport asset, include a statement on how the asset would be located and secured. Include in the plan the mobilization time needed to ensure the assets are available, as well as the time needed to set up the oil recovery system, and the personnel that will be used in the operations. This may require longer mobilization time than those described in this chapter.	Section 2.5.3

ECOLOGY REQUIREMENTS (WAC 173-182-348)	LOCATION
(1) Plan holders and PRCs that own recovery equipment shall request an EDRC using the following procedures and the criteria in Title 33 C.F.R. 155, Appendix B, Section 6, "Determining Effective Daily Recovery Capacity for Oil Recovery Devices."	Appendix B, Figure E.2
(2) When calculating the EDRC, the formula $R = T \times 24 \text{ hours} \times E$ will be used. R = Effective daily recovery capacity T = Throughput rate in barrels per hour (nameplate capacity) E = 20 percent (efficiency factor).	
(3) Equipment owners may request an alternative EDRC by providing all of the following information:	
(a) A description of the recovery system which includes skimmer, boom, pump, work boats, and storage associated with the device;	
(b) Description of deployment methods that will be used to enhance the recovery system to maximize oil encounter rate during spills;	
(c) Documented performance during verified spill incidents; and	
(d) Documentation of laboratory testing using ASTM standard methods (ASTM F 631-15) or equivalent test approved by the U.S. Coast Guard.	
(4) The following formula will be used to calculate the effective daily recovery capacity for this alternative approach: $R = D \times U$ R = Effective daily recovery capacity D = Average oil recovery throughput rate in barrels per hour U = 10 (hours of operation). 10 hours is used for potential limitations due to	

ECOLOGY REQUIREMENTS (WAC 173-182-348)	LOCATION
<p>available daylight, weather, sea state, and percentage of emulsified oil in the recovered material.</p> <p>EDRC is limited to the storage capacity of the proposed recovery system.</p> <p>For each skimming system identify the oil storage associated with each recovery system. State the storage capacity integral to the oil recovery system, if applicable. Describe how recovered oil is to be transported to/from interim storage.</p>	

ECOLOGY REQUIREMENTS (WAC 173-182-349)	LOCATION
<p>(1) Each covered vessel plan holder that operates or transits in the Neah Bay, Cathlamet, or San Juan Islands planning standard areas must provide a technical manual that includes all of the equipment appropriate for the operating environment that is necessary to meet the recovery and storage requirements, through the forty-eight hour time frame.</p>	N/A
<p>(2) The technical manuals will be used to inform the five year BAP [best achievable protection] cycle and support ecology's determination that the response systems, training levels, and staffing demonstrate best available protection.</p>	
<p>(3) Plan holders must use a systems approach to identify the equipment, including WRRRL identification or other unique identification numbers, that will be used to describe the response systems in the technical manual. For each recovery system described include the following:</p> <ul style="list-style-type: none"> (a) An operational picture or diagram of the recovery system, the EDRC for the system, and associated temporary storage; (b) The infrastructure and support resources necessary for deployment; (c) Associated vessels necessary to enhance the skimmer; (d) At least three hundred feet of boom to enhance the skimmer or an alternative based on manufacturers recommendations; (e) The mobilization time and home base for the equipment; (f) The ownership or mechanism for accessing the equipment for example, under contract, subcontract or letter of intent to the plan holder or other approved means; (g) If applicable, the ability of the recovery system to be used to support night operations; (h) The minimum number of personnel necessary to deploy the equipment for a twelve hour shift and the training level of personnel appropriate to operate the equipment and carry out recovery; (i) If alternative speeds are given for equipment associated with a recovery system the information should be included in the equipment description; and (j) The oil type(s) the associated skimmer is optimized for. 	
<p>(4) For the storage requirement include the following:</p> <ul style="list-style-type: none"> (a) An operational picture or diagram and capacity of the storage system; (b) The infrastructure and support resources necessary for deployment; (c) The mobilization time and home base for the equipment; (d) The ownership or mechanism for accessing the equipment for example, under contract, subcontract, or letter of intent to the plan holder 	

ECOLOGY REQUIREMENTS (WAC 173-182-349)	LOCATION
<p>or other approved means;</p> <p>(e) The minimum number of personnel necessary to deploy the equipment for a twelve hour shift and the training level of personnel appropriate to operate the equipment;</p> <p>(f) If applicable, the ability of the storage system to be used to support night operations;</p> <p>(g) If alternative speeds are given for equipment associated with the storage device the information should be included in the equipment description.</p>	
(5) The technical manual is a standalone planning standard and is not intended to be used to demonstrate compliance with any other planning standards. Technical manuals are not intended to bind the use of any specific tactics during a drill or spill or to imply a guarantee of what will occur in a real spill event.	N/A

ECOLOGY REQUIREMENTS (WAC 173-182-350)	LOCATION
The plan holder shall describe how the planning standards found in this chapter are met.	See below
(1) Each plan shall provide a spreadsheet on the resources intended to meet the planning standards as described in this chapter. This spreadsheet shall account for boom, recovery systems, storage, and personnel.	Figure E.2
(2) Ecology will analyze the planning standard spreadsheet provided to determine whether the plan holder has access to equipment and personnel necessary to meet the planning standards.	
(3) For purposes of determining plan adequacy, plan holders will include time for notification and mobilization of equipment and personnel. The time needed for a resource to move to the spill site is the sum of the notification, mobilization, and travel times. For dedicated resources owned by the plan holder, the mobilization planning factor to be used by the plan holder, PRC and ecology is thirty minutes. For all other dedicated response equipment the mobilization planning factor is one hour. Nondedicated resources shall have a mobilization planning factor of three hours or the time specified in the letter of intent, mutual aid agreement or contract.	
(4) Equipment travel speeds shall be computed using a speed of thirty-five miles per hour for land and five knots for water. Ecology may use geographic information systems (GIS), standard nautical charts, street maps and available online mapping programs to determine the length of time it will take equipment to cover a given distance.	
(5) Plan holders may request approval for alternative notification, mobilization, and travel time by providing documentation to justify the request, such as actual performance during spills, drills, planned equipment moves, or unannounced drills.	
(a) The request shall include date and time of performance or test, under average or typical weather/sea state conditions and transportation information.	
(b) If ecology accepts these alternative response times, then these response times will be tested in training exercises, planned drills, unannounced drills, or spills to verify alternative calculations.	

ECOLOGY REQUIREMENTS (WAC 173-182-350)	LOCATION
(c) If ecology grants plan holder or PRC owned response equipment an alternative mobilization, transit speed, recovery or storage volume, through the plan review process, and the alternative is not demonstrated to the satisfaction of the department during a drill or spill, it may result in disapproving the alternative.	-

ECOLOGY REQUIREMENTS (WAC 173-182-355)	LOCATION
Transfer sites for covered vessels at locations where transfers occur, and for facilities with a vessel terminal.	N/A

ECOLOGY REQUIREMENTS (WAC 173-182-365)	LOCATION
Transmission pipelines that may impact shorelines of statewide significance.	Figure D.10

ECOLOGY REQUIREMENTS (WAC 173-182-366)	LOCATION
Transmission pipeline tank farms.	Figure D.10

ECOLOGY REQUIREMENTS (WAC 173-182-370)	LOCATION
Those covered vessel and facility plan holders that transit or operate within San Juan County must meet this standard. The resources to meet the two and three hour standards must be resident.	N/A

ECOLOGY REQUIREMENTS (WAC 173-182-375)	LOCATION
Those covered vessel and facility plan holders that transit or operate north of State Highway 20, east of a line drawn from Shannon Point on Fidalgo Island to Kelly's Point on Guemes Island, south of a line drawn from Clark Point on Guemes Island and William Point on Samish Island must meet the following standards. Some of the GRPs [geographic response plans] may be deployed by land.	N/A

ECOLOGY REQUIREMENTS (WAC 173-182-380)	LOCATION
Commencement Bay Quartermaster Harbor planning standard. Those covered vessel and facility plan holders that transit or operate within a five nautical mile radius of a point at Lat. 47°19'29"N Long. 122°27'23"W (WGS 1984) must meet the following standards.	Appendix E

ECOLOGY REQUIREMENTS (WAC 173-182-385)	LOCATION
Nisqually planning standard. Those covered vessel and facility plan holders that transit or operate within a five nautical mile radius of a point at Lat. 47°06'43"N Long. 122°41'53"W (WGS 1984) must meet the following standards.	Appendix E

ECOLOGY REQUIREMENTS (WAC 173-182-390)	LOCATION
Dungeness planning standard. Those covered vessel and facility plan holders that transit or operate within a five nautical mile radius of a point at Lat. 48°10'56"N Long. 123°06'38"W (WGS 1984) must meet the following standards.	Appendix E

ECOLOGY REQUIREMENTS (WAC 173-182-395)	LOCATION
Neah Bay staging area. Those covered vessel and facility plan holders that transit or operate within a five nautical mile radius of a point at Lat. 48°23'06"N Long. 124°35'59"W (WGS 1984) must meet the following standards. This area is very rugged, in order to accomplish deployment of resources logistical considerations will need to be planned for. Access to GRP locations may need to be done by helicopter or by land access, plans must identify all of the equipment that could be used to deploy GRPs. The boom and recovery resources to meet the two, three, four and six hour standards must be resident.	Appendix E

ECOLOGY REQUIREMENTS (WAC 173-182-400)	LOCATION
Copalis, Flattery Rocks and Quillayute Needles planning standard. Those covered vessel and facility plan holders that transit or operate within the jurisdictional waters of Washington state east of the Three Nautical Mile Line and north of latitude 47°06'00"N, and south of latitude 48°09'00"N (WGS 1984) must meet the following standards. This area is very rugged, in order to accomplish deployment of resources logistical considerations will need to be planned for. Access to GRP locations may need to be done by helicopter or by land access, plans must identify all of the equipment that could be used to deploy GRPs.	Appendix E

ECOLOGY REQUIREMENTS (WAC 173-182-405)	LOCATION
Grays Harbor planning standard. Those covered vessel and facility plan holders that transit or operate within Washington waters in a five nautical mile radius of a point at Lat. 46°54'52.25"N Long. 124°10'26.45"W (WGS 1984) outside the entrance to Grays Harbor must meet these standards.	Appendix E

ECOLOGY REQUIREMENTS (WAC 173-182-410)	LOCATION
Willapa planning standard. Those covered vessel and facility plan holders that transit or operate within Washington waters in a five nautical mile radius of a point at Lat. 46°41'31.2"N Long. 124°5'41.99"W (WGS 1984) outside the entrance to Willapa Bay must meet these standards.	Appendix E

ECOLOGY REQUIREMENTS (WAC 173-182-415)	LOCATION
<p>Cathlamet staging area.</p> <p>Those covered vessel and facility plan holders that transit or operate on the Columbia River between statute mile 36 and statute mile 42 must meet the following standards. The resources to meet the two and three hour planning standards must be resident.</p>	Appendix E

ECOLOGY REQUIREMENTS (WAC 173-182-420)	LOCATION
<p>Vancouver planning standard.</p> <p>Those covered vessel and facility plan holders that transit or operate on the Columbia River between statute mile 99 and statute mile 107 must meet the following standards.</p>	Appendix E

ECOLOGY REQUIREMENTS (WAC 173-182-430)	LOCATION
<p>Tri-cities planning standard.</p> <p>Those covered vessel and facility plan holders that transit or operate on the Columbia River between statute mile 316 and statute mile 322 must meet the following standards.</p>	Appendix E

ECOLOGY REQUIREMENTS (WAC 173-182-450)	LOCATION
<p>Planning standards for the Washington coast.</p> <p>These standards apply to covered vessels that enter Washington waters at the Columbia River, Grays Harbor or the Strait of Juan de Fuca, and offshore facilities. Plan holders shall be capable of sustaining a worst case spill response and shall develop an addendum specific to Washington's coast, including:</p> <p>(1) The capability, if applicable, for in situ burning, dispersant, and mechanical recovery;</p>	Appendix E
<p>(2) Surveillance equipment (including fixed wing, helicopters and low visibility equipment) to provide for aerial assessment of spill within six hours of spill notification;</p>	
<p>(3) Time frames and mechanisms to cascade in equipment and other resources for up to seventy-two hours;</p>	
<p>(4) Ten thousand feet of boom appropriate for shoreline protection, containment and/or ten thousand feet of open water boom for enhanced skimming, containment or other use to arrive within twelve hours; and</p>	
<p>(5) Twenty thousand feet of boom appropriate for containment, protection or recovery to arrive within twenty-four hours.</p>	

ECOLOGY REQUIREMENTS (WAC 173-182-510)	LOCATION
<p>(1) Plan holders shall have methods to track and contain spilled oil and enhance the recovery and removal operations that are described in the plan.</p>	Section 2
<p>(2) Each plan shall include a description of how environmental protection will be</p>	See below

ECOLOGY REQUIREMENTS (WAC 173-182-510)	LOCATION
achieved, including:	
(a) Protection of sensitive shoreline and island habitat by excluding, diverting, deflecting, collecting, or blocking oil movement;	Appendix F, Olympic Geographic Response Plans (North, Central, South)
(b) The plan shall include a description of the sensitive areas and develop strategies to protect the resources, including information on natural resources, coastal and aquatic habitat types and sensitivity by season, breeding sites, presence of state or federally listed endangered or threatened species, and presence of commercial and recreational species, physical geographic features, including relative isolation of coastal regions, beach types, and other geological characteristics; (i) Identification of sensitive resources will not be limited to surface and shoreline species at risk from floating oil spills but will also include water column and benthic species at risk from sunken, submerged, or nonfloating oil spills. (ii) Additional nonfloating oils considerations include identification of waterway depths, water density, sediment load, sea floor or river bottom types, and response options based on those factors.	Section 6
(c) Identification of public resources, including public beaches, water intakes, drinking water supplies, and marinas;	
(d) Identification of shellfish resources and methods to protect those resources;	
(e) Identification of significant economic resources to be protected in the geographic area covered by the plan; and	
(f) Each facility with the potential to impact a "sole source" aquifer or public drinking water source must identify the types of substrate and geographical extent of sensitive sites.	
(3) The GRPs have been developed to meet these requirements and plans may refer to the NWACP to meet these requirements. If approved GRPs do not exist in the NWACP, plan holders will work with ecology to determine alternative sensitive areas to protect.	Section 6, Olympic Geographic Response Plans (North, Central, South)
(4) Each plan shall identify potential initial command post locations.	Section 7.1.5 and Figure 7.7

ECOLOGY REQUIREMENTS (WAC 173-182-515)	LOCATION
(1) Plan holders shall create and maintain a geographic information planning tool that supports the plan holder in mapping and tracking spilled oil, decision making, and enhancing the recovery and removal operations that are described in the plan.	Section 2.2.3
(2) The tool must include the following as applicable to the areas which may be impacted by a pipeline spill:	

ECOLOGY REQUIREMENTS (WAC 173-182-515)	LOCATION
(a) Pipeline details which include location information for line segments, block valves, break out tanks, containment structures, control stations, safety equipment, pipeline right of way, access points, and pipeline control points;	Section 2.2.3
(b) Sensitive natural, cultural and economic area information including applicable geographic response plans (GRP);	
(c) Information about public resources, water intakes, sole source aquifers, existing monitoring wells and drinking water supplies;	
(d) Topography of the area; and	
(e) Oil spill response equipment staging information.	
(3) The tool must be described and referenced in the contingency plan, but is not required to be included in the plan.	
(4) The plan holder must commit in writing to utilizing the tool during drills and spills.	
(5) The tool must be updated at a minimum once every five years or in response to lessons learned during drill and spill events.	

ECOLOGY REQUIREMENTS (WAC 173-182-522)	LOCATION
<p>(1) Each contingency plan shall include procedures for identifying shoreline types that could be impacted by an oil spill and procedures to determine appropriate response tactics for the potentially impacted shorelines during spills. The plan should describe contracted access to shoreline clean-up workers and shoreline clean-up equipment to ensure the following capability can plan to arrive within twenty-four hours of spill notification:</p> <p>(a) Plan holders must have contracted access to one hundred trained shoreline clean-up workers. The shoreline clean-up workers must have appropriate safety and Hazwoper training and will not be counted towards other planning standards. The training should enable clean-up workers to safely perform clean-up actions under the direction of the supervisors and the work assignment as developed by the unified command.</p> <p>(b) Plan holders must have contracted access to trained shoreline clean-up supervisors. Training for supervisors must include safety, Hazwoper, and relevant ICS courses. For planning purposes a ratio of 1:10 supervisors to clean-up workers should be available under contract to the plan holder. The shoreline clean-up supervisors will not be counted towards other planning standards. Supervisors must understand the ICS process and be able to direct workers consistent with the work assignments as developed by unified command.</p> <p>(c) Plan holders shall have access to adequate equipment for passive recovery for three miles of shoreline on three tide lines. The plan must identify the staging location(s) of the shoreline clean-up equipment.</p> <p>(d) The plan holder must have access to a shoreline clean-up mobile storage cache that can support eighty to one hundred shoreline clean-up workers with personal protective equipment, hand tools, and other logistical support for three to five days.</p>	Appendix B, F

ECOLOGY REQUIREMENTS (WAC 173-182-522)	LOCATION
(2) Plan holders must describe how data collection, communications, data transmission and data management will be conducted.	Section 5
(3) The plan shall describe how the plan holder will obtain additional resources necessary to support fourteen additional days of shoreline cleanup. The description should include vendor names, contact information, resources, and approximate time frames for resources to arrive at a staging area.	Appendix F

ECOLOGY REQUIREMENTS (WAC 173-182-530)	LOCATION
(1) Each facility plan shall include a description of the methods to be used to immediately assess groundwater spills.	Section 2.2.9
(2) Facility plan holders shall include contact information in the plan for resources typically used to investigate, contain and remediate/recover spills to groundwater.	Section 2.2.9 And Section 3

ECOLOGY REQUIREMENTS (WAC 173-182-535)	LOCATION
<p>Plans will include a narrative description of applicable federal, state, and local requirements and the plan holder's resources for conducting air monitoring to protect oil spill responders and the public, including:</p> <p>(1) A description of how initial site safety assessment for responders will occur;</p> <p>(2) A description of how work area air monitoring will occur;</p> <p>(3) A description of how community air monitoring (area wide monitoring) will occur;</p> <p>(4) A description of air monitoring instruments and detection limits that will be used by responders when monitoring for public safety;</p> <p>(5) A description of action levels for various oil constituents of concern based on products handled by the pipeline (benzene, H₂S, etc.);</p> <p>(6) A description of data management protocols and reporting time frames to the unified command;</p> <p>(7) A description of communication methods to at-risk populations;</p> <p>(8) A description of how evacuation zones and shelter-in-place criteria are established.</p>	<p>Section 2.4</p> <p>Section 6</p>

ECOLOGY REQUIREMENTS (WAC 173-182-540)	LOCATION
<p>Plan holders must plan to respond to and care for wildlife injured or endangered by oil spills. Wildlife response actions shall be conducted in accordance with applicable federal and state regulations and the Northwest Area Contingency Plan.</p> <p>(1) The plan must include contact information for any PRC or WRSP, available under contract or other approvable means, and that maintain the required equipment, personnel, permits, materials, and supplies, for conducting wildlife response operations in accordance with the capabilities detailed below.</p>	Section 6
<p>(2) The plan shall describe the equipment, personnel, and resources for wildlife response, including:</p> <p>(a) Equipment and personnel that may be used to support an initial impact assessment and wildlife reconnaissance via air, land, or water in the spill</p>	

ECOLOGY REQUIREMENTS (WAC 173-182-540)	LOCATION
<p>area.</p> <p>(b) Equipment and personnel for whale reconnaissance, if these animals may be present in the areas the plan holder operates or transits, including:</p> <ul style="list-style-type: none"> (i) Contact information for providers of aircraft capable of supporting aerial reconnaissance, and deterrence, beyond the immediate spill area to locate whales, which may include southern resident killer whales. (ii) Contact information for persons or organizations that can identify whales, which may include southern resident killer whales, from aerial observation and support field reconnaissance activities. <p>(c) Equipment and personnel that may be used to deter the types of wildlife likely to be found within the areas where the plan holder operates or transits, including the types and staging locations of the deterrent equipment. This equipment must have the capability to arrive on-scene within twelve hours of spill notification.</p> <p>(d) Based on the areas the plan holder operates or transits, equipment and personnel to conduct monitoring and deterrence operations to prevent whales, which may include southern resident killer whales, from encountering spilled oil. The plan shall include contact information for a list of vessels, which may be whale watching vessels, which have been vetted, trained, and equipped to support killer whale deterrent operations. The accuracy of the contact information will be verified in tabletop drills. The deployment capability will be tested in multiple plan holder deployment drills.</p> <p>(e) Equipment and supplies for mobile field stabilization activities, such as, conducting the initial health assessment and treatment of impacted wildlife prior to transport to an oiled wildlife rehabilitation facility. The mobile field stabilization asset must be enclosed, a minimum of one hundred eighty square feet, lighted and heated, and capable of arriving on-scene within twelve hours of spill notification.</p> <p>(f) Wildlife rehabilitation facilities, space, and equipment suitable to conduct wildlife rehabilitation activities. Wildlife rehabilitation facilities shall meet the WDFW [Washington Department of Fish and Wildlife] rehabilitation requirements detailed in WAC 220-450-100. The plan holder must have access under contract or other approvable means to wildlife rehabilitation spaces and necessary supporting supplies and equipment as described below. The facility spaces and equipment must have the capability to be strategically placed to support the response within twenty-four hours of spill notification. The facility space must meet the following minimum requirements:</p> <ul style="list-style-type: none"> (i) A minimum of two thousand four hundred square feet of space to house and treat wildlife. This space shall have the ability to be configured to support intake, prewash stabilization, wash/rinse, drying, and isolation/intensive care activities as needed. A minimum of four wash and rinse stations will have the ability to be located within this space. (ii) A minimum of one thousand square feet of space to support rehabilitation activities. This space shall have the ability to be configured to support animal food preparation, medical lab, dry storage, morgue and necropsy areas. (iii) Pools with a minimum of one thousand two hundred square feet of surface area are required. Pool dimensions will be such 	<p>Section 6</p>

ECOLOGY REQUIREMENTS (WAC 173-182-540)	LOCATION
<p>that no point in a pool will be greater than eight feet from a side. Pools will have the ability to be filled with freshwater to a minimum depth of three feet.</p> <p>(iv) Access to laundry and cold/freezer storage capacity to support wildlife response. These spaces may be located offsite.</p> <p>(v) Include a diagram of how the equipment could be configured and provide details about at least one strategic staging location for the rehabilitation facility.</p>	
<p>(3) The plan holder shall have contracted access to wildlife response service provider personnel that are appropriately trained to staff and manage the wildlife response within an incident command structure. At a minimum, one person that could have arrived in state within the first twelve hours of spill notification to coordinate with state, federal, tribal, and other response partners to initiate wildlife impact assessment, reconnaissance, deterrence, capture, stabilization, and rehabilitation operations as needed.</p>	Section 6
<p>(4) The plan holder shall have contracted access to wildlife response service provider personnel to conduct and manage the various field aspects of a wildlife response including impact assessment, reconnaissance, deterrence, capture, stabilization, and rehabilitation. At a minimum, two personnel that could have arrived within the first twelve hours of spill notification to support these activities. An additional seven personnel, for a total of nine that could have arrived within twenty-four hours of spill notification to support these activities.</p>	

ECOLOGY REQUIREMENTS (WAC 173-182-610)	LOCATION
<p>Plan holders shall prepare a plan that demonstrates capability, to the maximum extent practicable, of promptly and properly removing oil and minimizing environmental damage from a variety of spill sizes, up to and including worst case spills. Ecology will evaluate plans based on these conditions:</p>	Section 2
<p>(1) Only ecology approved PRC resources, plan holder owned resources and resources guaranteed through contract, written mutual aid agreements, or letters of intent shall be counted when calculating the planning standards. In the case of nondedicated storage devices, these will be derated by fifty percent of maximum storage volume (counted at a one to two ratio) and acquisition of these resources will be tested in unannounced drills.</p>	Appendix B
<p>(2) Ecology will count equipment if it is appropriate for the operating environment within the geographic area defined in the plan. Ecology will use criteria from sources such as the ASTM International documents, World Catalogue, manufacturer's recommendations, the Worldwide Response Resource List (WRRL), the federal Oil Spill Removal Organization guidelines, the Field Operations Guide resource typing guidelines and drills and spills to make approval and verification determinations on operating environments.</p>	
<p>(3) Ecology will count boom if it is appropriate to the operating environment and support equipment is identified. Support equipment for boom means transportation devices, cranes, anchors, boom tackle, connectors, work boats and operators.</p>	
<p>(4) Ecology will only count dedicated response resources towards the two hour standards.</p>	

ECOLOGY REQUIREMENTS (WAC 173-182-620)	LOCATION
(1) A plan holder may request that ecology review and approve a plan based on alternative planning standards. Such requests should be submitted with the plan and shall be subject to a thirty day public review period and comment period which includes, but is not limited to, interested local and tribal governments and other stakeholders.	Appendix E
(2) The proposal must include, at a minimum:	
(a) A reference to which planning standard(s) in this chapter the proposal will be substituted for;	
(b) A detailed description of the alternative proposal including equipment, personnel, response procedures, and maintenance systems that are being proposed; and	
(c) An analysis of how the proposal offers equal or greater protection or prevention measures as compared to the requirement in this chapter.	
(3) Ecology may approve the alternative compliance proposal if, based upon the documents submitted and other information available to the agency, it finds that:	
(a) The alternative compliance proposal is complete and accurate; and	
(b) The alternative compliance proposal provides an equivalent or higher level of protection in terms of spill preparedness and response when compared with the planning standards found in this chapter.	
(4) Ecology may reconsider an approval at any time, in response to lessons learned from spills, drills, and significant plan changes which indicated that the requirements of this section for approval are not met.	

ECOLOGY REQUIREMENTS (WAC 173-182-621)	LOCATION
<p>Oil spill contingency plan best achievable protection five-year review cycle.</p> <p>(1) Ecology will review the planning standards at five-year intervals to ensure the maintenance of best achievable protection to respond to a worst case spill and provide for continuous operation of oil spill response activities to the maximum extent practicable and without jeopardizing crew safety.</p> <p>(2) Ecology will adopt a five-year review cycle to ensure that the planning standards are updated to include proven new response technologies and response processes. In addition plan holders and other interested parties will be provided an opportunity to present information and proposals regarding spill prevention credits to support an alternative worst case discharge volume for the contingency plan. The review cycle is designed to evaluate BAP by assessing contributing elements including:</p> <ul style="list-style-type: none"> (a) Best achievable technology; (b) Staffing levels; (c) Training procedures; and (d) Operational methods. <p>(3) The review cycle will be used to evaluate a variety of spill operations, tools, and technologies including, but not limited to, the following:</p> <ul style="list-style-type: none"> (a) Advancing systems for the removal of oil from the surface of the water; (b) Improving the performance of existing skimmer/boom and storage 	Ecology Responsibility

ECOLOGY REQUIREMENTS (WAC 173-182-621)	LOCATION
<p>systems technology;</p> <p>(c) Improving the performance of in situ burn and dispersants technology;</p> <p>(d) Broadening the environmental conditions under which oil spill cleanup can take place;</p> <p>(e) Ensuring that the technology is deployable and effective in a real world spill environment;</p> <p>(f) Considering tools or technology that are designed, produced, and manufactured in an energy-efficient process and products are reusable, recyclable, and reduce waste; and</p> <p>(g) Improving equipment, training, and techniques associated with oiled wildlife response.</p> <p>(4) Ecology may use the following processes to inform and update the use of BAP in the planning standards by:</p> <p>(a) Convening an advisory committee(s) to assist ecology during the five year review cycle and promote BAP.</p> <p>(b) Evaluating the recovery systems identified in the technical manual during the five-year cycle to determine best achievable technology, and inform the development of future planning standards.</p> <p>(c) Sponsoring a technology conference during the five-year cycle in cooperation with persons, organizations, and groups with interests and expertise in relevant technologies; or</p> <p>(d) Conducting or reviewing studies, inquiries, surveys, or analyses appropriate to the consideration of new technologies, plan evaluation methods including EDRC, or best operational practices.</p> <p>(5) Ecology may prepare reports following either of the actions described in subsection (4) of this section. These reports will identify the new technologies, processes, techniques or operational practices that ecology considers to represent BAP.</p> <p>(6) Ecology will provide an opportunity for a thirty-day public review and comment period on any draft reports.</p> <p>(7) Ecology will use the developed reports to update the contingency planning rule as necessary every five years.</p>	<p>Ecology Responsibility</p>

ECOLOGY REQUIREMENTS (WAC 173-182-630)	LOCATION
<p>(1) Upon receipt of a plan, ecology shall evaluate whether the plan is complete, and if not, the plan holder shall be notified of any deficiencies within five business days. The public review and comment period does not begin until a complete plan is received.</p> <p>(2) Once a plan has been determined to be complete, ecology shall notify interested parties, including local and tribal governments and make the plan available for public review and comment.</p> <p>Ecology will accept comments on the plan no later than thirty days after the plan has been made publicly available. No later than sixty-five days from the date of public notice of availability, ecology will make a written determination that the plan is disapproved, approved, or conditionally approved. The written determination will be provided in the form of an order and subject to appeal as specified in chapter 43.21B RCW.</p> <p>(a) If the plan is approved, the plan holder receives a certificate of plan</p>	<p>Ecology Responsibility</p>

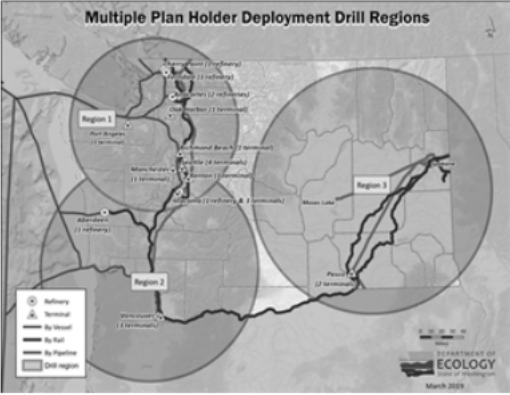
ECOLOGY REQUIREMENTS (WAC 173-182-630)	LOCATION
<p>approval and plan expiration dates. Approved plans shall be valid for five years.</p> <p>(b) If a plan is conditionally approved, ecology may require a plan holder to operate under specific restrictions until unacceptable components of the plan are revised, resubmitted and approved. In the conditional approval ecology will describe:</p> <ul style="list-style-type: none"> (i) Each specific restriction and the duration for which they apply; (ii) Each required item to bring the plan into compliance; and (iii) The schedule for plan holders to submit required updates, including a reference to the regulatory standard in question. (iv) Restrictions may include, but are not limited to, additional information for the plan, reducing oil transfer rates, increasing personnel levels, or restricting operations to daylight hours. Restrictions may also include additional requirements to ensure availability of response equipment. (v) Conditional approval expires no later than eighteen months from date of issue before the plan holder must request an extension which is subject to public review. (vi) Ecology shall revoke its conditional approval prior to the expiration date of a plan holder who fails to meet the terms of the conditional approval. The revocation will be in the form of an appealable order. <p>(c) If plan approval is disapproved, the plan holder shall receive an explanation of the factors.</p>	Ecology Responsibility
<p>(3) The owner or operator or plan holder shall not engage in oil storage, transport, transfer, or other operations without an approved or conditionally approved plan. Plan holders shall not enroll any persons in a plan that has not been approved or conditionally approved, by ecology.</p>	
<p>(4) Ecology may review a plan following an actual spill or drill of a plan and may require revisions as appropriate.</p>	
<p>(5) Public notice will be given of any plan approval, conditional approval, or disapproval of a plan.</p>	

ECOLOGY REQUIREMENTS (WAC 173-182-640)	LOCATION
<p>(1) The purpose of this section is to specify the procedures for notifying the public which includes interested local and tribal governments about contingency plan status and decisions in order to provide opportunities for the public to review and comment.</p>	Ecology Responsibility
<p>(2) In order to receive notification of the public review and comment period, interested public, local, and tribal governments must sign up on the ecology email list (listserv) for posting notice about plan review and comment periods. Ecology's website will also be used to post notice of public review and comment periods.</p>	
<p>(3) Public comment periods must extend at least thirty days. Public notice, review, and comment periods are required in the following circumstances:</p> <ul style="list-style-type: none"> (a) Plan submittals for facilities or vessels that have never submitted a plan in Washington; 	

ECOLOGY REQUIREMENTS (WAC 173-182-640)	LOCATION
(b) Plan updates required by WAC 173-182-130; (c) The submittal of plans for five-year review as required by WAC 173-182-120; (d) Requests for an alternative planning standard in accordance with WAC 173-182-620; (e) Plan holder requests for drill requirement waivers in accordance with WAC 173-182-740; (f) PRC applications submitted under WAC 173-182-810; (g) SMT and WRSP applications submitted under WAC 173-182-840; and (h) Plan updates for permanent significant changes to approved plans as required in WAC 173-182-142.	
(4) Public notice, review, and comment period are not required in the following circumstances: (a) Routine updates to names, phone numbers, formatting, or forms that do not change the approved content of the plan; (b) Plan updates to resubmit the binding agreement based on changes to the binding agreement signer; and (c) Annual plan reviews that result in a letter to ecology confirming that the existing plan is still accurate.	Ecology Responsibility

ECOLOGY REQUIREMENTS (WAC 173-182-700)	LOCATION
(1) Plan holders, spill management teams (SMTs), wildlife response service providers (WRSPs), and primary response contractors (PRCs) shall participate in a drill and equipment verification program for the purpose of ensuring that all contingency plan components function to provide, to the maximum extent practicable, prompt and proper removal of oil and minimization of damage from a variety of spill sizes. In Washington, a modified triennial cycle for drills, as found in the National Preparedness for Response Exercise Program (NPREP), is relied on to test each component of the plan.	Appendix A
(2) Plan holders and PRCs shall ensure ecology is provided an opportunity to help design and evaluate all tabletop and deployment drills for which the plan holder desires drill credit. To ensure this, plan holders shall schedule drills on the NWACP area exercise calendar. Scheduling requirements are noted in the table in WAC 173-182-710.	Appendix A.2
(3) Ecology shall mail a written drill evaluation report for drills to the plan holder following each deployment and tabletop drill. Credit will be granted for drill objectives that are successfully met.	Appendix A
(4) Objectives that are not successfully met shall be tested again and must be successfully demonstrated within the triennial cycle, except that significant failures will be retested within thirty days.	
(5) Where plan deficiencies have been identified in the written evaluation, plan holders may be required to make specific amendments to the plan or conduct additional trainings to address the deficiencies.	
(6) A plan holder may request an informal review with ecology of the ecology drill evaluation within thirty days of receipt of the report.	Appendix A.1

ECOLOGY REQUIREMENTS (WAC 173-182-710)	LOCATION
The following drills shall be conducted within each triennial cycle.	Appendix A
<p>(1) Tabletop drills: Tabletop drills are intended to demonstrate a plan holder's capability to manage a spill using the incident command system (ICS) and the spill management team described in the plan. Role playing shall be required in this drill. During all required tabletop drills plan holders must provide a master list of equipment and personnel identified to fill both command post and field operations roles. The master resources list must include:</p> <ul style="list-style-type: none"> (a) Worldwide Response Resource List identification numbers for response resources; and (b) Personnel names, affiliation, home base and command post or field role. 	
<p>(2) Once during each three year cycle, the plan holder shall ensure that key members of the regional/national "away" team as identified in the plan shall be mobilized in state for a drill. However, at ecology's discretion, team members that are out-of-state may be evaluated in out-of-state tabletop drills if ecology has sufficient notice, an opportunity to participate in the drill planning process, and provided that the out-of-state drills are of similar scope and scale to what would have occurred in state. In this case, key away team members shall be mobilized in this state at least once every six years.</p>	
<p>(3) Plan holders covering multiple vessels and ecology shall together design a systematic approach to, over time, involve all spill management teams identified in WAC 173-182-230 (6)(a) in tabletop and deployment drills as a best practice to demonstrate the preparedness of enrolled vessel members. These drills will be scheduled by the plan holder or unannounced to be conducted by ecology, at the discretion of ecology. These drills may test any plan components but at a minimum will include notification to the enrolled vessel qualified individual, coordination of supplemental resources under WAC 173-182-232 and the transition from the plan holder spill management team to the enrolled vessel company spill management team.</p>	N/A
<p>(4) Equipment deployment drills: Plan holders shall use deployment drills to demonstrate the actions they would take in a spill, including: Notifications, safety actions, environmental assessment, and response equipment deployment.</p>	Appendix A
<p>(a) During the triennial cycle, deployment drills shall include a combination of plan holder owned assets, contracted PRC assets, nondedicated assets, and vessels of opportunity.</p>	
<p>(b) Plan holders should ensure that each type of dedicated equipment listed in the plan and personnel responsible for operating the equipment are tested during each triennial cycle. Plan holders must design drills that will demonstrate the ability to meet the planning standards, including recovery systems and system compatibility and the suitability of the system for the operating environment. Drills shall be conducted in all operating environments that the plan holder could impact from spills.</p>	
<p>(c) At least twice during a triennial cycle, plan holders shall deploy a geographic response plan (GRP) strategy identified within the plan. If no GRPs exist for the operating area, plan holders will consult with ecology to determine alternative sensitive areas to protect.</p>	

ECOLOGY REQUIREMENTS (WAC 173-182-710)	LOCATION
<p>(5) Plan holders may receive credit for deployment drills conducted by PRCs if:</p> <p>(a) The PRC is listed in the plan; and</p> <p>(b) The plan holder operates in the area, schedules on the drill calendar, and participates in or observes the drill.</p>	Appendix A
<p>(6) Additional large-scale multiple plan holder equipment deployment drill requirement. At least once every three years all plan holders must participate in a multiple plan holder large scale equipment deployment exercise. This drill is a test of the functional ability for multiple contingency plans to be simultaneously activated in response to a spill. This drill may be incorporated into other drill requirements to avoid increasing the number of drills and equipment deployments otherwise required. The exercise location will be selected by ecology to ensure all plan holders have the opportunity to get credit based on the areas they operate or transit.</p> <p>(a) The exercise will be called once in each of the three regions over the triennial cycle. All plan holders that operate or transit the region will receive credit.</p>  <p>(b) At least one plan holder may be the drill planning lead, participate in all the planning meetings, and observe the drill.</p> <p>(c) This deployment may include the following objectives as applicable to the operating environment:</p> <ul style="list-style-type: none"> (i) Demonstration of dedicated and nondedicated equipment and trained contracted personnel; (ii) Demonstration of contracted vessel of opportunity response systems and crew performing operations appropriate to the vessel capabilities; (iii) Demonstration of multiple simultaneous tactics including: <ul style="list-style-type: none"> (A) On-water recovery task forces made up of complete systems which demonstrate storage, recovery, and enhanced skimming; (B) Protection task forces which deploy multiple GRPs; (C) Vessel and personnel decontamination and disposal; (D) Deployment of contracted aerial assessment assets and aerial observers to direct skimming operations; (E) Personnel and equipment identified for night operations; (F) Equipment necessary to address situations where oils, depending on their qualities, weathering, environmental factors, and methods of discharge, may submerge and sink; 	Appendix E

ECOLOGY REQUIREMENTS (WAC 173-182-710)	LOCATION
(G) Equipment and personnel to conduct monitoring and deterrence operations to prevent whales, which may include southern resident killer whales, from encountering spilled oil; and (H) Verification of the operational readiness during both the first six hours of a spill and over multiple operational periods.	
(7) Additional deployment requirement for vessel plan holders with contracted access to the ERTV. Once every three years plan holders with contracted access to the ERTV must cosponsor a drill that includes deployment of the ERTV, unless ERTV drill credit has already been received under WAC 173-182-242(2). This drill must be scheduled on the area exercise calendar. The drill shall include at a minimum: (a) Notifications and tug call out; (b) Safety and environmental assessment; (c) Demonstration of making up to, stopping, holding, and towing a drifting or disabled vessel; (d) Demonstration of the capability to hold position within one hundred feet of another vessel; and (e) Communications.	N/A
(8) Additional deployment requirement for all plan holders. Once every three years, plan holders must deploy wildlife response equipment and personnel. This is an additional deployment drill.	Appendix E
(9) For all plan holders, ecology may initiate scheduled inspections and unannounced deployment and tabletop drills.	Ecology Responsibility
(a) In addition to the drills listed above, ecology will implement a systematic scheduled inspection and unannounced drill program to survey, assess, verify, inspect or deploy response equipment listed in the plan. This program will be conducted in a way so that no less than fifty percent of the resources will be confirmed during the first triennial cycle, and the remaining fifty percent during the subsequent triennial cycle.	Appendix A
(b) Unannounced drills may be initiated by ecology when specific problems are noted with individual plan holders, or randomly, to strategically ensure that all operating environments, personnel and equipment readiness have been adequately tested.	Ecology Responsibility
(c) Unannounced notification drills are designed to test the ability to follow the notification and call-out process in the plan.	
(d) Immediately prior to the start of an unannounced deployment or tabletop drill, plan holders will be notified in writing of the drill objectives, expectations and scenario.	
(e) Plan holders may request to be excused if conducting the drill poses an unreasonable safety or environmental risk, or significant economic hardship. If the plan holder is excused, ecology will conduct an unannounced drill at a future time.	

ECOLOGY REQUIREMENTS (WAC 173-182-720)	LOCATION
The ecology drill evaluation process is based on the National Preparedness for	

ECOLOGY REQUIREMENTS (WAC 173-182-720)	LOCATION
Response Exercise Program (NPREP) 2016 guidance document. The NPREP guidance document lists fifteen core components that shall be demonstrated by the plan holder during the triennial cycle. Ecology adopts the fifteen core components as the criteria used to evaluate plan holder tabletop and deployment drills. The core components are as follows:	
(1) Notifications: Test the notifications procedures identified in the plan.	Appendix A
(2) Staff mobilization: Demonstrate the ability to assemble the spill response organization identified in the plan.	
(3) Ability to operate within the response management system described in the plan: This includes demonstration of the ICS staffing and process identified in the plan.	
(4) Source control: Demonstrate the ability of the spill response organization to control and stop the discharge at the source.	
(5) Assessment: Demonstrate the ability of the spill response organization to provide an initial assessment of the discharge, or potential discharge and provide continuing assessments of the effectiveness of the tactical planning and operations.	
(6) Containment: Demonstrate the ability of the spill response organization to contain the discharge at the source or in various locations for recovery operations.	
(7) Mitigation: Demonstrate the ability of the spill response organization to recover, mitigate, and remove the discharged product through the use of oil spill countermeasures including, but not limited to, mechanical oil recovery, dispersants, in situ burning, and bioremediation.	
(8) Protection: Demonstrate the ability of the spill response organization to protect the environmentally, culturally, and economically sensitive areas identified in the NWACP and the plan.	
(9) Disposal: Demonstrate the ability of the spill response organization to dispose of the recovered material and contaminated debris in compliance with guidance found in the NWACP.	
(10) Communications: Demonstrate the ability to establish an effective communications system throughout the scope of the plan for the spill response organization.	
(11) Transportation: Demonstrate the ability to provide effective multimode transportation, for all areas of the response.	
(12) Personnel support: Demonstrate the ability to provide the necessary logistical support of all personnel associated with the response.	
(13) Equipment maintenance and support: Demonstrate the ability to maintain and support all equipment associated with the response.	
(14) Procurement: Demonstrate the ability to establish an effective procurement system.	
(15) Documentation: Demonstrate the ability of the plan holder's spill management organization to document all operational and support aspects of the response and provide detailed records of decisions and actions taken.	

Figure H.2: United States Department of Transportation/Pipeline and Hazardous Materials Safety Administration Cross-Reference

OIL POLLUTION ACT OF 1990 (OPA 90) REQUIREMENTS (49 CODE OF FEDERAL REGULATIONS [CFR] 194)	LOCATION
1.0 Information Summary	Figure 1.3A, 1.3B, 1.3C
(a) For the core plan:	
(1) Name and address of operator;	
(2) For each Response Zone which contains one or more line sections that meet the criteria for determining significant and substantial harm (§194.103), listing and description of Response Zones, including county(s) and state(s)	
(b) For each Response Zone appendix:	
(1) Information summary for core plan;	Section 1
(2) QI names and telephone numbers, available on 24-hr basis;	Figure 1.3, Figure 3.4
(3) Description of Response Zone, including county(s) and state(s) in which a worst case discharge could cause substantial harm to the environment.	Figure 1.3A, 1.3B, 1.3C
(4) List of line sections contained in Response Zone, identified by milepost or survey station or other operator designation.	
(5) Basis for operator's determination of significant and substantial harm; and	
(6) The type of oil and volume of the worst case discharge.	Appendix E, Figure 1.3A, 1.3B
(c) Certification that the operator has obtained, through contract or other approved means, the necessary private personnel and equipment to respond, to the maximum extent practicable, to a worst case discharge or threat of such discharge.	Appendix B
2.0 Notification Procedures	
(a) Notification requirements that apply in each area of operation of pipelines covered by the plan, including applicable state of local requirements;	Section 3
(b) Checklist of notifications the operator or Qualified Individual is required to make under the response plan, listed in the order of priority;	Figure 3.2
(c) Name of persons (individuals or organizations) to be notified of discharge, indicating whether notification is to be performed by operating personnel or other personnel;	Figure 3.2, 3.4, Appendix D
(f) Procedures for notifying Qualified Individuals;	Figure 3.2
(g) Primary and secondary communication methods by which notifications can be made;	Figure 3.2

OIL POLLUTION ACT OF 1990 (OPA 90) REQUIREMENTS (49 CODE OF FEDERAL REGULATIONS [CFR] 194)	LOCATION
(h) Information to be provided in the initial and each follow-up notification, including the following: (1) Name of pipeline (2) Time of discharge; (3) Location of discharge (4) Name of oil recovered; (5) Reason for discharge (e.g. material failure, excavation damage, corrosion) (6) Estimated volume of oil discharged; (7) Weather conditions on scene; and (8) Actions taken or planned by persons on scene.	Figure 3.2
3.0 Spill Detection and On-Scene Spill Mitigation Procedures	Section 2
(a) Methods of initial discharge detection;	Section 2.1 Appendix E
(b) Procedures, listed in order of priority, that personnel are required to follow in responding to a pipeline emergency to mitigate or prevent any discharge from the pipeline;	Section 2
(c) List of equipment that may be needed in response activities based on land and navigable waters including: (1) Transfer hoses and pumps; (2) Portable pumps and ancillary equipment; and (3) Facilities available to transport and receive oil from a leaking pipeline;	Appendix E
(d) Identification of the availability, location, and contact phone numbers to obtain equipment for response activities on a 24-hour basis;	Figure 3.6
(e) Identification of personnel and their location, telephone numbers, and responsibilities for use of equipment in response activities on a 24-hour basis;	
4.0 Response Activities	
(a) Responsibilities of, and actions to be taken by, operating personnel to initiate and supervise response actions pending the arrival of the Qualified Individual or other response resources identified in the response plan;	Section 2
(b) Qualified individual's responsibilities and authority, including notification of the response resources identified in the response plan;	Figure 4.5
(c) Procedures for coordinating the actions of the operator or Qualified Individual with the action of the OSC [On-Scene Coordinator] responsible for monitoring or directing those actions;	
(d) Oil spill response organizations (OSRO) available through contract or other approved means, to respond to a worst case discharge to the maximum extent practicable; and	Figure 3.6, Appendix B
(e) For each organization identified under paragraph (d), a listing of:	Appendix B

OIL POLLUTION ACT OF 1990 (OPA 90) REQUIREMENTS (49 CODE OF FEDERAL REGULATIONS [CFR] 194)	LOCATION
(1) Equipment and supplies available (2) Trained personnel necessary to continue operation of the equipment and staff the oil spill removal organization for the first 7 days of the response.	
5.0 List of Contacts (Names and addresses of the following individuals or organizations, with telephone numbers at which they can be contacted on a 24-hr basis)	
(a) List of persons the plan requires the operator to contact;	Figure 3.4
(b) Qualified individuals for the operator's areas of operation;	Figure 1.3, Figure 3.4
(c) Applicable insurance representatives or surveyors for the operator's areas of operation; and	Figure 3.4
(d) Persons or organizations to notify for activation of response resources;	Figure 3.6. Appendix B
6.0 Training Procedures (Description of training procedures and programs of the operator)	Appendix A
7.0 Drill Procedures (Description of drill procedures and programs the operator uses to assess whether its response plan will function as planned. It would include:)	
(a) Announced and unannounced drills;	
(b) Types of drills and their frequencies. For example: (1) Manned pipeline emergency procedures and qualified individual notification drills conducted quarterly. (2) Drills involving emergency actions by assigned operating or maintenance personnel and notification of qualified individual on pipeline facilities which are normally unmanned, conducted quarterly; (3) Shore-based spill management team tabletop drills conducted yearly;	
(4) Oil spill removal organization field equipment deployment drills conducted yearly; (5) A drill that exercises entire response plan for each Response Zone, would be conducted at least once every three years.	
8.0 Response Plan Review and Update Procedures	Section 1.2
(a) Procedures to meet §194.121; and	
(b) Procedures to review plan after a worst case discharge and to evaluate and record the plan's effectiveness.	
9.0 Response Zone Appendices	Figure 3.4
Each Response Zone appendix would provide the following information:	
(a) Name and telephone number of the qualified individual;	

OIL POLLUTION ACT OF 1990 (OPA 90) REQUIREMENTS (49 CODE OF FEDERAL REGULATIONS [CFR] 194)	LOCATION
(b) Notification procedures;	Section 3, Appendix D
(c) Spill detection and mitigation procedures;	Section 2
(d) Name, address, and telephone number of oil spill response organization;	Figure 3.6
(e) Response activities and response resources including: (1) Equipment and supplies necessary to meet §194.115, and (2) Trained personnel necessary to sustain operation of the equipment and to staff the oil spill response organization and spill management team for the first 7 days of the response;	Appendix A, Appendix E
(f) Names and telephone numbers of Federal, State, and local agencies which the operator expects to assume pollution response responsibilities;	Figure 3.4, 3.5
(g) Worst Case Discharge Volume;	Appendix E
(h) Method used to determine the worst case discharge volume, with calculations;	
(i) A map that clearly shows: (1) Location of worst case discharge, and (2) Distance between each line section in the Response Zone and, (i) Each potentially affected public drinking water intake, lake, river, and stream within a radius of five miles of the line section; (ii) Each potentially affected environmentally sensitive area within a radius of one mile of the line section;	
(j) Piping diagram and plan-profile drawing of each line section, which may be kept separate from the response plan if the location is identified; and	Figure 1.4
(k) For every oil transported by each pipeline in the Response Zone, emergency response data that: (1) Include name, description, physical and chemical characteristics, health and safety hazards, and initial spill-handling and firefighting methods; and (2) Meet 29 CFR 1910.1200 or 49 CFR 172.602	Figure C.8

Figure H.3: State of Oregon Department of Environmental Quality Cross-Reference Index

OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY (ODEQ) REQUIREMENTS (OREGON ADMINISTRATIVE RULE [OAR] 340-141-0140)	LOCATION
(1) Each plan shall contain a submittal agreement which:	
(a) Includes the name, address, and phone number of the submitting party;	Section 1
(b) Verifies acceptance of the plan...either signature of the owner or operator or signature by a person with authority to bind the corporation which owns such facility;	
(c) Commits execution of the plan;	
(d) Includes name, location, and address of the facility, type of facility, starting date of operations, types of oil(s) handled, and oil volume capacity;	Figure 1.3
(2) Each plan shall include a log sheet to record amendments to the plan.	Figure 1.1
(3) Each plan shall include a detailed table of contents.	Preface
(4) Each plan shall describe the purpose and scope of that plan, including:	Section 1
(a) Region of operation;	
(b) Operations covered by the plan;	
(c) The size and type of maximum probable spill and worst case spill;	Appendix E
(5) Each plan shall describe the procedures and time periods corresponding to updates of the plan and distribution of the plan and updates to affected and interested parties.	Section 1.2
(6) Each plan shall present a strategy to ensure use of the plan for spill response and cleanup operations pursuant to requirements in OAR 340-047-0210;	Section 1.1
(7) Each plan shall describe the organization of the spill response system.	Section 4
(8) (a) For each primary response contractor...the plan shall state that contractors' name, address, phone number, or other means of contact at any time of the day, and response capability (e.g. land spills only). For each primary response contractor, the plan shall include a letter of intent signed by the primary response contractor which indicates the contractor's willingness to respond.	Appendix B, Figure 3.6
(b) If a plan holder is a member of an oil spill response cooperative...the plan shall state the cooperative's name, address, phone number, and response capability. The plan shall also include proof of cooperative membership.	Appendix B, Figure 3.6
(c) Plans which rely on primary response contractors shall rely only on primary response contractors who have conformed to the Department's Response Contractor Guidelines.	Appendix B
(9) Each plan shall briefly describe its relation to all applicable local, state,	Section 1.1

OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY (ODEQ) REQUIREMENTS (OREGON ADMINISTRATIVE RULE [OAR] 340-141-0140)	LOCATION
regional, and federal government spill response plans.	
(10) Each plan shall list procedures which will be used to detect and document the presence and size of a spill.	Section 2
(11) Each plan shall describe procedures which will be taken to immediately notify appropriate parties that a spill has occurred.	Section 3
(a) Plan holder shall maintain a notification call out list,	Figure 3.4 and 3.5
(A) Provides a contact at any time of the day for all spill response personnel identified under section (7) of this rule, including the contact's name, position title, phone number or other means of contact for any time of the day, and an alternate contact in the event the individual is unavailable;	Figure 3.6
(B) Lists the name and phone number of all government agencies which must be notified in the event of an oil spill;	Figure 3.5
(C) Establishes a clear order of priority for immediate notification;	Figure 3.1 , Figure 3.2
(b) The plan shall identify a central reporting office or individual who is responsible for implementing the call out process;	Section 3
(c) The plan shall utilize a system of categorizing incident type and severity.	Section 2.7
(12) Each plan shall describe the personnel (including contract personnel) available to respond to an oil spill, including:	See below
(a) A job description for each type of spill response position,	Section 4
(b) The number of personnel available to perform each type of spill response position;	Figure 3.4 Figure 4.4
(c) Arrangements for pre-positioning personnel at strategic locations which will meet criteria pursuant to OAR 340-047-0190(3)(d).	Section 3
(d) The type and frequency of spill response operations and safety training that each individual in a spill response position receives to attain the level of qualification demanded by their job description; and	Appendix A
(e) The procedures, if any, to train and use volunteers willing to assist in spill response operations. Volunteer procedures for wildlife rescue shall comply with the Oregon Oil Wildlife Rehabilitation Plan.	Appendix A
(13) (a) Each plan shall list the type, quantity, age, location, maintenance schedule, and availability of equipment used during spill response, including equipment used for oil containment, recovery, storage, and removal, shoreline and adjacent lands cleanup, wildlife rescue and rehabilitation, and communication.	Section 7
(b) For equipment listed under subsection (a) of this section that is not owned by or available exclusively to the plan holder, the plan shall also estimate the extent to which other contingency plans rely on that same	Section 7, Appendix B

OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY (ODEQ) REQUIREMENTS (OREGON ADMINISTRATIVE RULE [OAR] 340-141-0140)	LOCATION
equipment.	
(c) For oil containment and recovery equipment, the plan also shall include equipment make and model, the manufacturer's nameplate capacity of the response equipment (in gallons per minute), and applicable design limits (e.g., maximum wave height capacity; inland waters vs. open ocean).	Section 7, Appendix B
(d) Based on information described in subsection (c) of this section, the plan shall state the maximum amount of oil which could be recovered per twenty-four hour period.	Appendix E
(e) For purpose of determining plan adequacy under OAR 340-141-0190 and to assess realistic capabilities based on potential limitations by weather, sea state, and other variables, the data presented in subsections (c) and (d) of this subsection will be multiplied by an average efficiency factor of twenty percent. The department will apply a higher efficiency for equipment listed in a plan if that plan holder provides adequate evidence that the higher efficiency factor is warranted for particular equipment. The department may assign a lower efficiency factor to particular equipment listed in a plan if it determines that the performance of that ...	
(f) The plan shall provide arrangements for prepositioning of oil spill response equipment at strategic locations which will meet criteria pursuant to OAR 340-141-0190(3)(d) and provide an estimate of the actual execution time.	
(14) Each plan shall describe the communication system used for spill notification and response operations, including:	Section 7.1.4
(a) Communication procedures;	
(b) The communication function (e.g., ground-to-air) assigned to each channel or frequency used; and	
(c) The maximum geographic range for each channel or frequency used.	(15) Each plan shall describe the process to establish sites needed for spill response operations, including location or location criteria for:
(a) A central command post;	See below
(b) A central communication post if located away from the command post; and	Section 7.1.5
(c) Equipment and personnel staging areas.	Section 4.4
(16) (a) Each plan shall present a flowchart or decision tree describing the procession of each major stage of spill response operations from spill discovery to completion of cleanup. The flowchart or decision tree shall describe the general order and priority in which key spill response activities are performed.	Section 4.4, GRPs
(b) Each plan shall describe all key spill response operations in checklist	Preface
	Figure 3.2, Field

OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY (ODEQ) REQUIREMENTS (OREGON ADMINISTRATIVE RULE [OAR] 340-141-0140)	LOCATION
form, to be used by spill response managers in the event of an oil spill.	Document
(17) (a) Each plan shall list the local, state, and other government authorities responsible for the emergency procedures peripheral to spill containment and cleanup, including:	Section 2
(A) Procedures to control fires and explosions, and to rescue people or property threatened by fire or explosion;	
(B) Procedures to control ground and air traffic which may interfere with spill response operations;	
(C) Procedures to manage access to the spill response site; and	
(D) Procedures to protect sensitive areas during emergency operations.	GRPs
(b) Each plan shall describe the plan holder's role in these emergency operations procedures prior to the arrival of proper authorities.	Section 2
(18) Each plan shall describe equipment and procedures to be used by the facility personnel to minimize the magnitude of the spill and minimize structural damage which may increase the quantity of oil spilled. Damage control procedures shall include methods to slow or stop pipeline, storage tank, and other leaks, and methods to achieve immediate emergency shutdown.	
(19) Each plan shall describe, in detail methods to contain spilled oil and remove it from the environment. Methods shall describe deployment of equipment and personnel, using diagrams or other visual aids when possible. Response methods covered must include:	Section 2, Appendix F, GRPs
(a) Surveillance methods used to detect and track the extent and movement of the spill;	Section 2, Appendix F
(b) Methods to contain and remove oil in offshore waters;	
(c) Methods to contain and remove oil in near-shore waters, including shoreline protection procedures and oil diversion/pooling procedures; and	
(d) Methods to contain and remove oil, including surface oil, subsurface oil, and oiled debris and vegetation, from a variety of shoreline, adjacent land, and beach types.	
(20) Each plan shall briefly describe initial equipment and personnel deployment activities which will accomplish the response standard listed in OAR 340-141-0190(e)(d) and provide an estimate of the actual execution time.	Section 2; Figures E.2
(21) If the plan holder proposes dispersants, coagulants, bioremediants, or other chemical agents for response operations, conditions permitting, the plan shall describe:	Section 5
(a) Type and toxicity of chemicals;	
(b) Under what conditions they will be applied in conformance with all applicable local, state, and federal requirements, including Volume II of	

OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY (ODEQ) REQUIREMENTS (OREGON ADMINISTRATIVE RULE [OAR] 340-141-0140)	LOCATION
the Oil and hazardous Material spill contingency plan and OAR 340-141-0020;	
(c) Methods of deployment; and	Sections 5 and 7
(d) Location and accessibility of supplies and deployment equipment.	
(22) If the plan holder will use in-situ burning for response operations, conditions permitting, the plan shall describe:	
(a) Type of burning operations;	
(b) Conditions under which burning will be applied in conformance with all applicable local, state and federal requirements, including the Northwest Area Contingency plan and OAR 340-264-0030 to 0040;	
(c) Methods of application; and	
(d) Location and accessibility of supplies and deployment equipment.	
(23) Each plan shall describe how environmental protection will be achieved, including:	See below
(a) Protection of sensitive shoreline and island habitat by diverting or blocking oil movement;	Section 6, GRPs
(b) Priorities for sensitive area protection in the region of operation covered by the plan as designated by the department in environmentally sensitive area maps referenced in Volume I of the Oil and hazardous Materials spill contingency plan;	Section 6, GRPs
(c) Rescue and rehabilitation of birds, marine mammals, and other wildlife contaminated or otherwise affected by the oil spill in compliance with the Oregon Oil Wildlife Rehabilitation Plan; and	Section 6
(d) Measures take to reduce damages to the environment caused by shoreline and adjacent land cleanup operations.	Section 6, GRPs
(24)	Section 5
(a) Each plan shall describe site criteria and methods used for interim storage of oil recovered and oily wastes generated during response and cleanup operations, including sites available within the facility. Interim storage methods and sites shall be designed to prevent contamination by recovered oil and oily wastes;	
(b) If use of interim storage sites will require approval by local, state, or federal officials, the plan shall include information which could expedite the approval process, including a list of appropriate contacts and a brief description of procedures to follow for each applicable approval process;	
(c) Each plan shall describe methods and sites used for permanent disposal of oil recovered and oily wastes generated during response and cleanup operations;	
(d) Interim storage and permanent disposal methods and sites shall be sufficient to keep up with oil recovery operations and handle the entire volume of oil recovered and oily wastes generated;	

OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY (ODEQ) REQUIREMENTS (OREGON ADMINISTRATIVE RULE [OAR] 340-141-0140)	LOCATION
(e) Interim storage and permanent disposal methods and sites shall comply with all applicable local, state, and federal requirements.	Section 5
(25) Each plan shall describe procedures to protect the health and safety of oil spill response workers, volunteers, and other individuals on-site. Provisions for training, decontamination facilities, safety gear, and a safety officer position shall be addressed.	
(26) Each plan shall explain post-spill review procedures, including methods to review both the effectiveness of the plan and the need for plan amendments.	Section 8
(27) All approved plans must be verified by drills and exercises. Each plan must describe the schedule and type of drills and other exercises that will be practiced to ensure readiness of the plan elements, including drills that satisfy OAR 340-141-0200 (3).	Appendix A
(a) The plan holder must test and document internal call out procedures at least once every 90 calendar days. The plan holder must retain records of these drills for at least three years and make them available for Department review upon request.	
(b) The plan holder must notify the Department of drills and exercises, at least 60 days before full deployment and tabletop drills, and 10 days prior to equipment exercises. Prior notice to the Department is not required before notification drills and internal phone number verification exercises.	
(c) The plan holder must send post drill reports for all tabletop exercises or deployment drills to the Department no later than 60 days after the completion of the drill or exercise. The executive summary from a National Preparedness for Response Exercise Program (N-PREP) report may be submitted to meet this requirement when the exercise has been designed by the N-PREP staff.	
(28) Each plan must list the spill risk variables within the region of operation covered by the plan, including:	Section 6, Appendix E
(a) Types, physical properties, and amounts of oil handled;	Figure C.8, Appendix E
(b) A written description and map indicating site topography, storm water and other drainage system, mooring areas, pipelines, tanks, and other processing, storage, and transfer sites and operations;	Section 6
(c) A written description of sites or operations with a history of or high potential for oil spills; and	Appendix E
(d) Methods to reduce spills during transfer operations, including overfill protection.	Section 2
(29) List the environmental variables within the region of operation covered	See below
(a) Natural resources.	Section 6, GRPs
(b) Public resources.	Section 6
(c) Seasonal hydrographic and climatic conditions; and	Section 6, GRPs

OREGON DEPARTMENT OF ENVIRONMENTAL QUALITY (ODEQ) REQUIREMENTS (OREGON ADMINISTRATIVE RULE [OAR] 340-141-0140)	LOCATION
(d) Physical geographic features.	Section 6, GRPs
(30) List the logistical resources within the region of operation covered by the plan, including:	Figure 3.6, Appendix B
(a) Facilities for fire services, medical services, and accommodations; and	Figure 3.4
(b) Shoreline access areas, including boat launches	Section 6, GRPs
(31) Each plan must include a statement of the intended response activities. This statement must describe how the plan resources must be applied to adequately respond during the initial phase of the response to an average most probable and worst case spill, release or discharge. The Response Strategy Outline must begin with a description of the situation to be managed, and must describe:	Appendix E
(a) Deployment of resources and estimates of response times;	
(b) The intended result of the activity for each person listed in section (7) and (12) of this section;	
(c) Command and control arrangements;	
(d) Required coordination; and	
(e) Probable obstacles and an estimate of oil movement during the first 72 hours.	
(32) Each plan must provide evidence that the facility or vessel is in compliance with federal financial responsibility requirements pursuant to ORS 468B.390.	-
(33) Each plan shall include a glossary of technical terms and abbreviations used in the plan	Appendix I

APPENDIX I ACRONYMS AND DEFINITIONS

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I.1 Acronyms

Acronym	Definition
AAR	After Action Report
ACGIH	American Conference of Governmental Industrial Hygienists
API	American Petroleum Institute
B/P	blood pressure
BAP	best achievable protection
bbls	barrels
bph	barrels per hour
bpm	beats per minute
BST	Business Support Team
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CFR	Code of Federal Regulations
CGI	combustible gas indicator
CHRIS	Chemical Hazard Response Information System
CNS	central nervous system
CO	carbon monoxide
CO2	carbon dioxide
COTP	Captain of the Ports
CP	Cherry Point
CPP	Claims Process Plan
DEM	Department of Emergency Management
DF	Distribution Facility
DHHS	Department of Health and Human Services
EEZ	exclusive economic zone
EMS	Emergency Medical Services
EMT	emergency medical technician
EOC	Emergency Operations Center
ERP	Emergency Response Plan
ESI	Environmental Sensitivity Index
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FOSC	Federal On-Scene Coordinator
FRP	Facility Response Plan
GRPs	Geographic Response Plans
H2S	hydrogen sulfide
HELP	Heat Escape Lessening Posture
hp	horsepower
HPA	Hydraulic Project Approval
HSSE	Health, Safety, Security, and Environment
IBR	International Bird Rescue
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDLH	Immediately Dangerous to Life and Health

Acronym	Definition
IMT	Incident Management Team
IPW	Incident Potential Worksheet
LEL	Lower Explosive Limit
LEPC	Local Emergency Planning Committee
LOSC	Local On-Scene Coordinator
MMPD	Maximum Most Probable Discharge
MPA	Marine Preservation Association
MRT	Mutual Response Team
MSDS	Material Safety Data Sheet
MSRC	Marine Spill Response Corporation
MSU	Marine Safety Unit
MTR	Marine Transportation-Related
NCP	National Oil and Hazardous Substances Pollution Contingency Plan
NFPA	National Fire Protection Association
NIOSH	National Institute for Occupational Safety and Health
NOAA	National Oceanic and Atmospheric Administration
NPDES	National Pollutant Discharge Elimination System
NPREP	National Preparedness for Response Exercise Program
NRC	National Response Center
NRCES	National Response Corporation Environmental Services Inc.
NRD	Natural Resource Damage
NWACP	Northwest Area Contingency Plan
O&M	Operations and Maintenance
o/b	on board
O ₂	Oxygen
OAR	Oregon Administrative Rule
ODEQ	Oregon Department of Environmental Quality
OERS	Oregon Emergency Response System
OMER	Operations Maintenance and Emergency Response
OPA 90	Oil Pollution Act of 1990
ORS	Oregon Revised Statutes
OSC	On-Scene Coordinator
OSHA	Occupational Safety and Health Administration
OSRO	Oil Spill Removal Organization
PAHs	poly aromatic hydrocarbons
PEL	Permissible Exposure Limit
PFDs	Personal Flotation Devices
PHMSA	Pipeline and Hazardous Materials Safety Administration
PPE	personal protective equipment
PRC	Primary Response Contractor
PSE	Puget Sound Energy
PVC	polyvinyl chloride
QI	Qualified Individual
RCC	Renton Control Center
RCRA	Resource Conservation and Recovery Act

Acronym	Definition
RCW	Revised Code of Washington
REL	Recommended Exposure Limit
ROW	right-of-way
RP	Recommended Practice
RRT	Regional Response Team
SARA	Superfund Amendments and Reauthorization Act of 1986
SCADA	Supervisory Control and Data Acquisition
SCBA	Self-Contained Breathing Apparatus
SERC	State Emergency Response Commission
SLID	Spill/Leak Information Data Sheet
SMT	spill management teams; also referred to as Incident Management Team (IMT)
SOP	Standard Operating Procedure
SOSC	State On-Scene Coordinator
STEL	Short Term Exposure Limit
TCP	Tactical Command Post(s)
TLV	Threshold Limit Value
TOSC	Tribal On-Scene Coordinator
TRG	The Response Group
TSCA	Toxic Substances Control Act
TWA	total weight average
U.S.C.	United States Code
UC	Unified Command
UEL	Upper Explosive Limit
USCG	United States Coast Guard
USDOT	United States Department of Transportation
USEPA	United States Environmental Protection Agency
USFWS	United States Fish and Wildlife Service
USPL	US Pipelines & Logistics
VOO	vessels of opportunity
VTI	Virtual Training Assistant
WAC	Washington Administrative Code
WCD	worst case discharge
WDFW	Washington Department of Fish and Wildlife
WDOE	Washington Department of Ecology
WEMD	Washington Emergency Management Division
WRRL	Worldwide Response Recourse List
WRS	Western Refinery Services
WUTC	Washington Utilities and Transportation Commission

I.2 Definitions

Access/Staging Areas

Designated areas offering access to spill sites for the gathering and deployment of spill response equipment and personnel.

Absorbent Material

Any of the several materials designed to absorb oil, both hydrocarbon and non-hydrocarbon.

Adverse Weather

The weather conditions that will be considered when identifying response systems and equipment in a response plan for the applicable operating environment. Factors to consider include significant wave height, ice, temperature, weather-related visibility, and currents with the Captain of the Port (COTP) zone in which the systems or equipment are intended to function.

Average Most Probable Discharge

A discharge of the lesser of 50 barrels (2100 gallons) or 1 percent of the volume of the worst-case discharge.

Barrel

A quantity of liquid equal to 42 U. S. gallons.

Boom

Any number of specially designed devices that float on water and are used to contain or redirect the flow of oil on the water's surface.

Captain of the Port Zone (COTP)

A zone specified in 33 Code of Federal Regulations (CFR) Part 3 and the seaward extension of that zone to the outer boundary of the exclusive economic zone (EEZ).

Clean-Up Contractor

Persons contracted to undertake a response action to contain and clean up a spill.

Coastal Waters

All tidally influenced waters extending from the head of tide seaward to the three marine league limit of state jurisdiction; and non-tidally influenced waters extending from the head of tide in the arms inland to the point at which navigation by regulated vessels is naturally or artificially obstructed.

Command Post

A site located at a safe distance from the spill site where response decisions are made, equipment and manpower deployed, and communications handled. The Incident Commander and the On-Scene Coordinators may direct the response operations from this location.

Communication Equipment

Equipment used to maintain communication between employees, contractors, Federal/State/Local agencies during response operations. (Radio/telephone equipment and links).

Containment Boom

Boom designed to entrap and contain the product for recovery.

Contingency Plan

A document used by (1) Federal, State, and Local agencies to guide planning and response procedures regarding spill of oil, hazardous substances, or other emergencies; (2) a document used by industry as a response plan to spills of oil, hazardous substances, or other emergencies occurring upon their vessels or

at their facilities.

Contract or Other Approved Means

Includes:

- A written contractual agreement with a response contractor. The agreement should identify and ensure the availability of the specified personnel and equipment described under the United States Coast Guard (USCG). Regulations within stipulated response times in the specified geographic areas;
- Certification by the facility owner or operator that the specified personnel and equipment described under USCG. Regulations are owned, operated, or under the direct control of the facility owner or operator, and are available within stipulated times in the specified geographic areas;
- Active membership in a local or regional oil spill removal organization that has identified specified personnel and equipment described under USCG. Regulations that are available to respond to a discharge within stipulated times in the specified geographic areas;
- A document which:
 - Identifies the personnel, equipment, services, capable of being provided by the response contractor within stipulated response times in specified geographic areas;
 - Sets out the parties' acknowledgment that the response contractor intends to commit the resources in the event of a response;
 - Permits the Coast Guard to verify the availability of the response resources identified through tests, inspections, drills; and
 - Is incorporated by reference in the response plan; or
 - For a facility that could reasonably be expected to cause substantial harm to the environment, with the consent of the response contractor or oil spill removal organization, the identification of a response contractor or oil spill removal organization with specified equipment and personnel which are available within stipulated response times in specific geographic areas.

Critical Areas

Areas which, if impacted by a spill, may result in threats to public health and/or safety.

Cultural Resources

Current, historic, prehistoric, and archaeological resources which include deposits, structures, sites, ruins, buildings, graves, artifacts, fossils, or other objects of antiquity which provide information pertaining to historical or prehistoric culture of people as well as the natural history of the state.

Damage Assessment

The process of determining and measuring damages and injury to the human environment and natural resources, including cultural resources. Damages include differences between the conditions and use of natural resources and the human environment that would have occurred without the incident, and the conditions and use that ensued following the incident. Damage assessment includes planning for restoration and determining the costs of restoration.

Decontamination

The removal of hazardous substances from personnel and equipment necessary to prevent adverse health effects.

Discharge

Any spilling, leaking, pumping, pouring, emitting, emptying, or dumping.

Dispersants

Chemical agents that emulsify, disperse, or solubilize oil into the water column or promote the surface spreading of oil slicks to facilitate dispersal of the oil into the water column.

Diversion Boom

Boom designed to deflect or divert the product towards a pick up point, or away from certain areas.

Emulsification

The formation of a water-in-oil mixture. Different oils exhibit different tendencies to emulsify, and emulsification is more likely to occur under high-energy conditions (strong winds and waves). An emulsified mixture of water in oil is commonly called "mousse;" its presence indicates a spill that has been on the water for some time.

Entrainment

The loss of oil from containment when it is pulled under a boom by a strong current. Entrainment typically occurs from booms deployed perpendicular to currents greater than 1 knot (0.5 meter per second).

Environmentally Sensitive Areas

Streams and water bodies, aquifer recharge zones, springs, wetlands, agricultural areas, bird rookeries, endangered or threatened species (flora and fauna) habitat, wildlife preserves or conservation areas, parks, beaches, dunes, or any other area protected or managed for its natural resource value.

Estuary

Unique environment at the mouth of coastal rivers where fresh water and sea water meet, providing important habitat for marine life, birds, and other wildlife.

Exclusion Zone

The area where contamination does or may occur.

Exclusive Economic Zone

The zone contiguous to the territorial sea of the United States extending to a distance up to 200 nautical miles from the baseline from which the breadth of the territorial sea is measured.

Facility

Any pipeline, structure, equipment, or device used for handling oil including, but not limited to, underground and aboveground storage tanks, impoundments, mobile or portable drilling or workover rigs, barge mounted drilling or workover rigs, and portable fueling facilities located offshore or on or adjacent to coastal waters or any place where a discharge of oil from the facility could enter coastal waters or threaten to enter the coastal waters.

Facility that could be reasonably expected to cause significant and substantial harm

Any fixed MTR onshore facility (including piping and bay structures that are used for the transfer of oil between a vessel and a facility) that is capable of transferring oil, in bulk, to or from a vessel of 250 barrels or more, and a deepwater port. This also includes any facility especially identified by the COTP.

Facility that could reasonably be expected to cause substantial harm

Any mobile MTR facility that is capable of transferring oil to or from a vessel with a capacity of 250 barrels or more.

Federal Fund

The oil spill liability trust fund established under OPA.

First Responders, First Response Agency

A public health or safety agency (i.e., fire service or police department) charged with responding to a spill during the emergency phase and alleviating immediate danger to human life, health, safety, or property.

Harmful Quantity of Oil

The presence of oil from an unauthorized discharge in a quantity sufficient either to create a visible film or sheen or discoloration upon water, shoreline, tidal flat, beach, or marsh, or to cause a sludge or emulsion

to be deposited beneath the surface of the water or on a shoreline, tidal flat, beach, or marsh.

Hazardous Material

Any nonradioactive solid, liquid, or gaseous substance which, when uncontrolled, may be harmful to humans, animals, or the environment. Including but not limited to substances otherwise defined as hazardous wastes, dangerous wastes, extremely hazardous wastes, oil, or pollutants.

Hazardous Substance

Any substance designed as such by the Administrator of EPA pursuant to the Comprehensive Environmental Response, Compensation, and Liability Act; regulated pursuant to Section 311 of the Federal Water Pollution Control Act.

Hazardous Waste

Any solid waste identified or listed as a hazardous waste by the Administrator of the EPA pursuant to the federal Solid Waste Disposal Act, as amended by the Resources Conservation and Recovery Act (RCRA), 42 United States Code (U.S.C.), Section 6901, et seq as amended. The EPA Administrator has identified the characteristics of hazardous wastes and listed certain wastes as hazardous in Title 40 of the CFR, Part 261, Subparts C and D respectively.

Higher Volume Port Area

Ports of:

- Boston, MA
- New York, NY
- Delaware Bay and River to Philadelphia, PA
- St. Croix, VI
- Pascagoula, MS
- Mississippi River from Southwest Pass, LA to Baton Rouge, LA
- Louisiana Offshore Oil Port (LOOP), LA
- Lake Charles, LA
- Sabine-Nachez River, TX
- Galveston Bay and Houston Ship Channel, TX
- Corpus Christi, TX
- Los Angeles/Long Beach Harbor, CA
- San Francisco Bay, San Pablo Bay, Carquinez Strait, Suisun Bay to Antioch, CA
- Straits of Juan de Fuca and Puget Sound, WA
- Prince William Sound, AK

Incident

Any event that results in the spill or release of oil or hazardous materials.

Incident Commander (IC)

The individual in charge of an incident at any given time. The Incident Commander is responsible for establishing a unified command with all on-scene coordinators.

Incident Command System (ICS)

A method by which the response to an extraordinary event, including a spill, is categorized into functional components and responsibility for each component assigned to the appropriate individual or agency.

Initial Notification

The process of notifying necessary company personnel and Federal/State/Local agencies that a spill has occurred, including all pertinent available information surrounding the incident.

Inland Area

The area shoreward of the boundary lines defined on 46 CFR Part 7, except in the Gulf of Mexico. In the Gulf of Mexico, it means the area shoreward of the lines of demarcations (COLREG lines) defined in §80.740 - 80.850 of Title 33 of the CFR. The inland area does not include the Great Lakes.

Interim Storage Site

A site used to temporarily store recovered oil or oily waste until the recovered oil or oily waste is disposed of at a permanent disposal site. Interim storage sites include trucks, barges, and other vehicles, used to store waste until the transport begins.

Lead Agency

The government agency that assumes the lead for directing the spill response.

Lead Federal Agency

The agency which coordinates the federal response to incidents on navigable waters. The lead Federal agencies are:

- USCG: Oil and chemically hazardous materials incidents on navigable waters.
- U. S. Environmental Protection Agency (EPA): Oil and chemically hazardous materials incidents on inland waters.

Lead State Agency

The agency which coordinates state support to Federal and/or Local governments or assumes the lead in the absence of a Federal spill response.

Lower Explosive Limit

Air measurement to determine the lowest concentration of vapors that support combustion. This measurement must be made prior to entry into a spill area.

Marine Transportation-Related Facility (MTR Facility)

An onshore facility, including piping and any structure used to transfer oil to or from a vessel, subject to regulation under 33 CFR Part 154 and any deepwater port subject to regulation under 33 CFR Part 150.

Maximum Extent Practicable

The planning values derived from the planning criteria used to evaluate the response resources described in the response plan to provide the on-water recovery capability and the shoreline protection and clean-up capability to conduct response activities for a worst-case discharge from a facility in adverse weather.

Maximum Most Probable Discharge (MMPD)

A discharge of the lesser of 2,500 barrels or 10 percent of the volume of a worst-case discharge.

National Contingency Plan

The plan prepared under the Federal Water Pollution Control Act (33U.S.C. §1321 et seq) and the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. §9601 et seq), as revised from time to time.

Natural Resource

Land, fish, wildlife, biota, air, water, ground water, drinking water supplies, and other such resources belonging to, managed by, held in trust by, appertaining to or otherwise controlled by the State, Federal government, private parties, or a municipality.

Nearshore Area

The area extending seaward 12 miles from the boundary lines defined in 46 CFR Part 7, except in the Gulf of Mexico. In the Gulf of Mexico, it means the area extending seaward 12 miles from the line of demarcation (COLREG) lines) defined in §80.740 - 80.850 of Title 33 of the CFR.

Non-Persistent or Group I Oil

A petroleum-based oil that, at the time of shipment, consists of hydrocarbon fractions:

- At least 50% of which by volume, distill at a temperature of 340°C (645°F); and
- At least 95% of which by volume, distill at a temperature of 370°C (700°F).

Non-Petroleum Oil

Oil of any kind that is not petroleum-based. It includes, but is not limited to, animal and vegetable oils.

Offshore Area

The area beyond 12 nautical miles measured from the boundary lines defined in 46 CFR Part 7 extending seaward to 50 nautical miles, except in the Gulf of Mexico. In the Gulf of Mexico it is the area beyond 12 nautical miles of the line of demarcation (COLREG lines) defined in §80-740 - 80.850 of Title 33 of the CFR extending seaward to 50 nautical miles.

Oil or Oils

Naturally occurring liquid hydrocarbons at atmospheric temperature and pressure coming from the earth, including condensate and natural gasoline, and any fractionation thereof, including, but not limited to, crude oil, petroleum gasoline, fuel oil, diesel oil, oil sludge, oil refuse, and oil mixed with wastes other than dredged spoil. Oil does not include any substance listed in Table 302.4 of 40 CFR Part 302 adopted August 14, 1989, under Section 101(14) of the Federal Comprehensive Environmental Response, Compensation, and Liability Act of 1980, as amended by P.L. 99-499.

Oil Spill Cooperative

Multi-company cooperative organization developed by industry to assist with oil spill response and clean up. Typically, manpower and equipment are identified by a company on a voluntary basis.

Oil Spill Removal Organization (OSRO)

An entity that provides oil spill response resources, and includes any for profit or not-for-profit contractor, cooperative, or in-house response resources that have been established in a geographic area to provide required response resources.

Oil Spill Response Contractors

Persons/Companies contracted to undertake a response action to contain and/or clean up a spill.

Oily Waste

Oil contaminated waste resulting from an oil spill or oil spill response operations.

Operating Area

The rivers and canals, inland, nearshore, Great Lakes, or offshore geographic location(s) in which a facility is handling, storing, or transporting oil.

Operating Environment

Rivers and canals, inland, Great Lakes, or ocean. These terms are used to define the conditions in which response equipment is designed to function.

Owner or Operator

Any person, individual, partnership, corporation, association, governmental unit, or public or private organization of any character.

Persistent Oil

A petroleum-based oil that does not meet the distillation criteria for a non-persistent oil. For the purposes of this Appendix, persistent oils are further classified based on specific gravity as follows:

- Group II - specific gravity less than .85.
- Group III - specific gravity between .85 and less than .95.
- Group IV - specific gravity .95 to and including 1.0.
- Group V - specific gravity greater than 1.0.

Primary Response Contractor

An individual, company, or cooperative that has contracted directly with the plan holder to provide equipment and/or personnel for the containment or clean up of spilled oil.

Qualified Individual

An English-speaking representative of the facility identified in the plan, located in the United States, available on a 24-hour basis, familiar with implementation of the facility response plan, and trained in his or her responsibilities under the plan. This person must have full written authority to implement the facility's response plan. This includes:

- Activating and engaging in contracting with identified oil spill removal organization(s);
- Acting as a liaison with the predesignated of Federal On-Scene Coordinator (FOSC); and
- Obliging, either directly or through prearranged contracts, funds required to carry out all necessary or directed response activities.

Regional Response Team

The Federal Response Organization (consisting of representatives from selected Federal and State agencies) which acts as a regional body responsible for planning and preparedness before an oil spill occurs and providing advice to the FOSC in the event of a major or substantial spill.

Response Plan

A practical plan used by industry for responding to a spill. Its features include (1) identifying the notification sequence, responsibilities, response techniques, etc. in an easy to use format; (2) using decision trees, flowcharts, and checklists to ensure the proper response for spills with varying characteristics; and (3) segregating information needed during the response from that required by regulatory agencies to prevent confusion during a spill incident.

Responsible Party

Any person, owner/operator, or facility that has control over an oil or hazardous substance immediately before entry of the oil or hazardous substance into the atmosphere or in or upon the water, surface, or subsurface land of the state.

Rivers and Canals

A body of water confined within the inland area that has a projected depth of 12 feet or less, including the Intracoastal Waterway and other waterways artificially created for navigation.

Sheen

A very thin layer of oil (less than 0.0001 inches or 0.003 millimeters in thickness) floating on the water surface. Sheen is the most commonly observed form of oil during the later stages of a spill. Depending on thickness, sheens range in color from dull brown for the thickest sheens to rainbows, grays, silvers, and near-transparency in the case of the thinnest sheens.

Skimmers

Mechanical devices used to skim the surface of the water and recover floating oil. Skimmers fall into four

basic categories (suction heads, floating weirs, oleophilic surface units, and hydrodynamic devices) which vary in efficiency depending on the type of oil and size of spill.

Slick

Oil spilled on the water, which absorbs energy and dampens out surface waves, making the oil appear smoother or slicker than the surrounding water.

Sorbents

Materials ranging from natural products to synthetic polymeric foams placed in confined areas to soak up small quantities of oil. Sorbents are very effective in protecting walkways, boat decks, working areas, and previously uncontaminated or cleaned areas.

Spill Management Team

Personnel identified to staff the organizational structure identified in a response plan to manage response plan implementation.

Staging Areas

Designated areas near the spill site accessible for gathering and deploying equipment and/or personnel.

State Emergency Response Commission (SERC)

A group of officials appointed by the Governor to implement the provisions of Title III of the Federal Superfund Amendments and Reauthorization Act of 1986 (SARA). The SERC approves the State Oil and Hazardous Substance Discharge Prevention and Contingency Plan and Local Emergency Response Plans.

Substantial Threat of a Discharge

Any incident or condition involving a facility that may create a risk of discharge of fuel or cargo oil. Such incidents include, but are not limited to, storage tank or piping failures aboveground or underground leaks, fire explosions, flooding, spills contained within the facility or other similar occurrences.

Tidal Current Charts

Comprehensive charts which contain the predicted tidal current for each day of the year for designated areas. These charts specify the direction and speed of the current in the specific areas.

Tide Tables

Tables which contain the predicted times and heights of high and low waters for each day of the year for designated areas.

Unified Command

The method by which Local, State, and Federal agencies and the responsible party will work with the Incident Commander to:

- Determine their roles and responsibilities for a given incident.
- Determine their overall objectives for management of an incident.
- Select a strategy to achieve agreed upon objectives.
- Deploy resources to achieve agreed-upon objectives.

Waste

Oil or contaminated soil, debris, and other substances removed from coastal waters and adjacent waters, shorelines, estuaries, tidal flats, beaches, or marshes in response to an unauthorized discharge. Waste means any solid, liquid, or other material intended to be disposed of or discarded and generated as a result of an unauthorized discharge of oil. Waste does not include substances intended to be recycled if they are in fact recycled within 90 days of their generation or if they are brought to a recycling facility within that time.

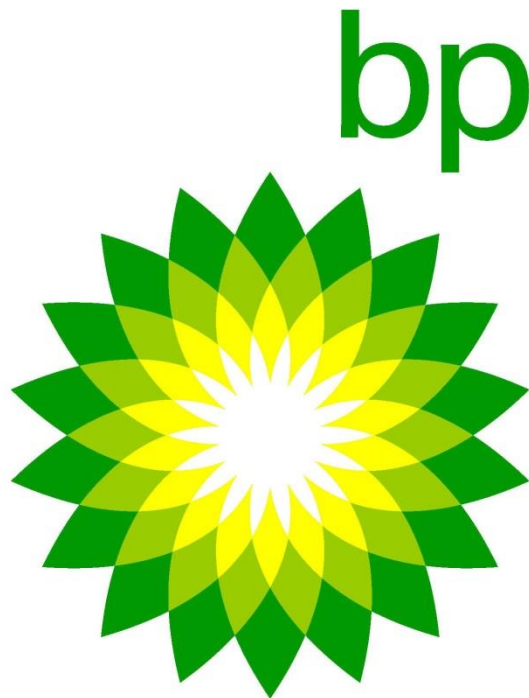
Wildlife Rescue

Efforts made in conjunction with Federal and State agencies to retrieve, clean, and rehabilitate birds and wildlife affected by an oil spill.

Incident Location: _____

Date: _____

Name: _____



Northwest Pipelines District
Facility Response Plan Field Document

**This Document Must Be Completed and Returned
to The HSSE Department Following Any Emergency
Requiring Field Documentation.**

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RECORD OF CHANGES

CHANGE NUMBER	DATE OF CHANGE	NAME OF PERSON AUTHORIZING THE CHANGE	ELEMENTS OF THE PLAN THAT WERE CHANGED
1	01/2013	Kelli Gustaf	Updated the following: <ul style="list-style-type: none"> • Job titles • IMT Org. Chart • Added “notes” section in the Spill Notification Checklist • Added new mile posts and driving directions • Updated block valve drawing • Added OPLC small trailers
2	05/2013	Kelli Gustaf	<ul style="list-style-type: none"> • WUTC notification phone number • Removed Mike Abendhoff from the IMT
3	10/2013	Kelli Gustaf	<ul style="list-style-type: none"> • Include USPL DOT Advisor in Notification Procedures • Remove “How” column in the initial notifications section • Updated formatting of IMT Organization Chart • Updated Olympia Station address
4	05/2014	Kelli Gustaf	<ul style="list-style-type: none"> • Administrative updates to Incident Reporting Guide • Updated Facility Location addresses
5	03/2015	Kelli Gustaf	<ul style="list-style-type: none"> • Updated Spill Response Contractor List • Updated Field Document with groundwater spill information • Changed cover page to reflect district change
6	02/2016	Kelli Gustaf	<ul style="list-style-type: none"> • Updated Incident Reporting Guide • Updated Spill Checklist & Report • NW Pipelines Incident Management Team • Added Cherry Point/Butane Field Document
7	03/2016	Kelli Gustaf	<ul style="list-style-type: none"> • Changed Government & Public Affairs to Communications & External Affairs • Changed HSSE Manager to Environmental Team Lead

CHANGE NUMBER	DATE OF CHANGE	NAME OF PERSON AUTHORIZING THE CHANGE	ELEMENTS OF THE PLAN THAT WERE CHANGED
8	10/2016	Justin Ivy	<ul style="list-style-type: none"> • Updated Organization Chart • Removed OPLC owned and maintained equipment • Updated phone numbers in the Crude/Butane Line Section • Added Incident Reporting Guide to Crude/Butane Line Section
9	07/2017	Justin Ivy	<ul style="list-style-type: none"> • Updated Organization Chart • Updated phone numbers in the Crude/Butane Line Section • Updated Safety Coordinator–Field to contact EC in Interim
10	02/2019	Alexandria Crooks	<ul style="list-style-type: none"> • Combined the Ferndale Pipeline System Emergency Response Field Document with the Northwest Pipelines District Field Document • Updated Job titles • Updated Organization Chart • Updated Phone numbers • Added Safety Coordinator and Environmental Coordinator • Changed HSSE Manager to Environmental Team Lead • Removed duplicate MP 238.9 block valve 14” and added MP 196 block valve 14”
11	06/2020	Alexandria Crooks	<ul style="list-style-type: none"> • Updated the new District Operations manager. • Updated NRCES to U.S. Ecology • Updated Olympic Pipe Line Company Spill Response Equipment • Updated Organization Chart • Updated Phone numbers • Added Interim USPL Crisis Management Advisor. • Added notification requirements to the Regulatory Contact List • Added Site Security Plan • Removed Mile Post 155 Block valve
12	04/2021	Alexandria Crooks	<ul style="list-style-type: none"> • Updated Organization Chart • Updated Phone numbers • Added Department of Ecology’s Regional Offices List

OLYMPIC PIPELINE INCIDENT REPORTING GUIDE

Use this guide to find your role and follow the steps which are listed in order of priority

Field Operations Personnel:

- ☐ Assess your personal safety and move to a safe location if necessary.
- ☐ If this is an emergency and you need immediate assistance call 911.
- ☐ Call the Control Center – be prepared to give the Pipeline Controller the information needed to complete the Notification Checklist (i.e. your name, location, incident description, weather conditions, call-back number) as well as any support you may need. The Notification Checklist is on the following page.
- ☐ Your notifications are complete.
- ☐ Complete the Notification Checklist in this Document and turn it in to HSSE.

Control Center Personnel:

- ☐ If the call is from a third party get their name, location and call back number and as much information as you can about the type of concern that is being reported. Decide if the pipeline must be shut down immediately. Dispatch an O&M field employee to confirm the report.
- ☐ If the call is from BP personnel, obtain their name, location and call back information of the person. Get the all information necessary to complete the Notification Checklist (i.e. location, incident description, weather conditions).
- ☐ Notify the Control Center Team Leader or their delegate. (a voice mail message does not count, keep calling until you speak to the person – if you cannot reach the Team Leader move on to making the notifications listed below).
- ☐ Notify the Area O&M Team Leader (a voice mail message does not count, keep calling until you speak to the person)
- ☐ Your notifications are complete.
- ☐ Complete the Notification Checklist and the Spill Assessment Form in this Document and turn it in to HSSE.

Control Center Team Leader:

- ☐ When notified of an incident request all of the information detailed in the Notification Checklist. This information will be used by the O&M Team Leader to assess the need for Incident Management Team response and Agency notifications.
- ☐ Notify the District Operations Manager or his delegate (a voice mail message does not count, keep calling until you speak to the person).
- ☐ Notify the Environmental Coordinator or backup HSSE person (a voice mail message does not count, keep calling until you speak to the person).
- ☐ Your notifications are complete.
- ☐ Complete the Notification Checklist in this Document and turn it in to HSSE.

Environmental Coordinator:

- ☐ Notify USPL DOT Advisor (if reported to the National Response Center and WUTC).
- ☐ Make agency notifications as appropriate.
- ☐ Notify Environmental Team Lead.
- ☐ Notify Communications and External Affairs.
- ☐ Notify USPL Crisis Management Advisor.
- ☐ Complete the Immediate Regulatory Agency Notifications and Northwest Pipelines District Contacts tables in this Document.

SPILL ASSESSMENT FORM	
Date: _____	Time: _____
Name of person(s) completing report (list all controllers on-duty): _____ _____	
<input type="checkbox"/> Discoverer / Responder <input type="checkbox"/> Controller* <input type="checkbox"/> Other*	
*If Controller or Other, information / complaint received from:	
<input type="checkbox"/> Employee/contractor <input type="checkbox"/> Public <input type="checkbox"/> Other (i.e. agency) _____	
Name, address, and phone number of persons <u>making</u> report:	

() _____	
<input type="checkbox"/> Spill <input type="checkbox"/> Odor Complaint <input type="checkbox"/> Other _____	
Location: _____	
County: _____ City: _____ MP: _____	
If Spill: onto <input type="checkbox"/> Land <input type="checkbox"/> Water <input type="checkbox"/> Containment <input type="checkbox"/> Other _____	
Nearest Watercourse (name and distance, if known): _____	
Source: <input type="checkbox"/> Pipe <input type="checkbox"/> Tank <input type="checkbox"/> Valve <input type="checkbox"/> Pump <input type="checkbox"/> Fitting <input type="checkbox"/> Other _____	
Product: <input type="checkbox"/> Gasoline <input type="checkbox"/> Diesel <input type="checkbox"/> Jet <input type="checkbox"/> Transmix <input type="checkbox"/> Other	
Estimated Qty: _____ <input type="checkbox"/> gallons <input type="checkbox"/> barrels	
<input type="checkbox"/> Fire <input type="checkbox"/> Explosion <input type="checkbox"/> Evacuations <input type="checkbox"/> Damage <input type="checkbox"/> N/A	
Number of Injured: _____ Fatalities: _____ Number Evacuated: _____	
Damage in Dollars: _____ <input type="checkbox"/> N/A	
Cause: <input type="checkbox"/> Equipment Failure <input type="checkbox"/> Operator Error <input type="checkbox"/> Natural Phenomenon <input type="checkbox"/> Unknown	
Weather Conditions: <input type="checkbox"/> Clear <input type="checkbox"/> Cloudy <input type="checkbox"/> Raining <input type="checkbox"/> Snowing <input type="checkbox"/> Other _____	
Temperature: _____ °F Wind Direction/Velocity _____	
Brief Incident Description: _____	

INITIAL NOTIFICATIONS				
Upon Discovery of a product discharge, the Spill Observer/First Responder shall immediately notify Control Center for any loss of primary containment:				
NOTIFY	TIME		CONTACT	
Control Center (888) 271-8880				
<u>If this is believed an emergency, immediately notify 911.</u>				
NOTIFY	NO	YES	TIME	CONTACT
Has 911 been notified?				
Immediately upon notification, verification or suspicion of a release, the Controller Center Personnel shall complete the Spill Assessment Form.				
NOTIFY	TIME		REMARKS	
Control Center Team Leader				
The Control Center Team Leader shall notify the following Olympic personnel:				
NOTIFY	TIME		REMARKS	
Environmental Coordinator and/or Safety Coordinator				
District Operations Manager				
The Area O&M Team Leader will begin obtaining resources necessary for operations to respond to the spill. Must determine if a Spill Response Contractors should be deployed and assess the need to activate an Incident Management Team. Spill Response Contractors Contact list provided on page 27.				
The Environmental Coordinator will notify the applicable Regulatory Agencies, the USPL DOT Team (if reported to NRC or WUTC), the USPL Crisis Management Advisor, Environmental Team Lead, HSSE manager, and Communications & External Affairs. Immediate Regulatory Agency Notifications provided on page 9.				
The District Operations Manager will make additional BP internal notifications as necessary. (i.e. Head of Operations and HSSE and BP Notification Center).				
<i>Note: Additional contacts and notifications can be logged on ICS Form 214a located in last section of Field Document</i>				

NOTIFICATIONS CONTACT LIST

IMMEDIATE REGULATORY AGENCY NOTIFICATIONS				
Agency	Phone Number	Time	Contact	Notification Requirements *
National Response Center Incident #	(800) 424-8802			A volume of ≥5 gallons is released (5 bbl. if result of maintenance work). Verbal notification required within one hour .
WASHINGTON STATE				
Department of Emergency Management Incident #	(800) 258-5990			Any size oil spill threatening or in Washington state waters. Immediate verbal notification required.
Washington Utilities & Transportation Commission (WUTC)	(888) 321-9144			Verbal notification is required within two hours of the discovery of an incident involving company's pipeline, such as a release of a hazardous liquid.
Department of Ecology – NW	(425) 649-7000			All spills to waters of the state, ground and to permeable secondary containment that threaten to impact waters of the state. Immediate verbal notification required.
Department of Ecology – SW	(360) 407-6300			
OREGON STATE				
Oregon Emergency Response System (OERS) Incident #	(800) 452-0311			Any size oil spill threatening or in Oregon state waters. Immediate verbal notification required.

* Refer to Section 3 FIGURE 3.5 – Required Agency Notifications for additional reporting standards.

NORTHWEST PIPELINES DISTRICT CONTACTS			
Personnel	Phone Number	Time	Comments
Sandra Conlan Control Center Team Leader	(206) 786-1532		
Terry Zimmerman District Operations Manager	(219) 973-5985		
Dustin Lambert Central O&M Team Leader	(425) 351-9938		
Jeff Berry South O&M Team Leader	(206) 510-0562		
Joseph Paquette North O&M Team Leader	(331) 229-6057		
Alexandria Crooks Environmental Coordinator	(425) 591-3599		
Michaela Decker Safety Coordinator	(312) 434-2764		
Jennifer Dively Health, Safety, Security, and	(219) 293-6333		
Pam Brady Communications & External Affairs	(360) 920-1171		
James Fraley USPL DOT Advisor	(360) 957-0203		
BP Notification Center	(800) 321-8642		
Kristen Hancock Interim USPL Crisis Management Advisor.	(331) 702-4480		

Comments:

INITIAL WORK SITE SAFETY PLAN & ANALYSIS

POST AT WORK SITE

(Attach completed ATW to this document)

Incident Location: _____

Date Prepared: _____ Time Prepared: _____

Initial OPL Safety Leader: _____

Contractor Safety Leader: _____

EMERGENCY NUMBERS

Hospital: _____ Location/Address: _____

Fire: _____ Ambulance: _____ Other: _____

EVALUATION OF SITE PRIOR TO ENTRY

Before entry into a potentially hazardous site, the site must be evaluated to establish safe work practices, the potential hazards, and necessary personal protective equipment

Product Released: ☐ Diesel ☐ Gasoline ☐ Jet Fuel ☐ Transmix ☐ Other _____

Primary Health Hazard: ☐ Benzene ☐ Hydrogen Sulfide (H₂S) ☐ Fire

☐ Total Petroleum Hydrocarbons (TPH)

AIR MONITORING

Air Monitoring Log is provided on Page 18.

Oxygen Level: _____
(between 19.5 - 23.5% required)

LEL: _____
(Less than 10% required)

H₂S: _____
(Less than 10 parts per million (ppm))

TPH: _____
(Less than 300 ppm)

Benzene Level: _____

Test only if Gasoline or unknown product spill. Max. 5 ppm 15min. STEL; max 1ppm TWA; action level 0.5ppm. If Benzene Level is at or expected to equal 0.5ppm, the areas must be posted with the following warning:

**DANGER. BENZENE CANCER HAZARD. FLAMMABLE - NO SMOKING.
AUTHORIZED PERSONNEL ONLY. RESPIRATOR REQUIRED.**

Potential Hazards Identify and discuss with site workers:

- ☐ Respiratory ☐ Skin ☐ Electrical ☐ Mechanical ☐ Temperature
☐ Water ☐ Noise ☐ Vehicle traffic ☐ Slips, Trips, Falls ☐ Confined Space
☐ Electrical lines down or overhead ☐ Fire, Sparks or sources of ignition nearby

Personal Protective Equipment Identify all equipment needed to conduct work safely and discuss with Site Workers:

- ☐ Hard Hat (required) ☐ Safety Glasses ☐ Gloves (Neoprene or Nitrile) ☐ Rain Suit
☐ Steel Toed Boots ☐ Life Vest ☐ Reflective Vest
☐ Nomex, flame resistant coveralls ☐ Half-Mask Respirator, Organic Vapor Cartridges

First Aid -Discuss with Site Workers:

- ☐ Location of First Aid Station ☐ Identify CPR/1st Aid trained personnel on site

Other Safety Procedures & Equipment: _____

IN THE EVENT OF A PERSONAL INJURY EMERGENCY, DO THE FOLLOWING:

- ☐ Call for help and give the following information:
- Location of emergency, include street name, landmarks, etc.
 - The phone number where you can be reached
 - Description of what happened, extent of injuries
 - Number of people injured
 - What is being done for the injured
- ☐ If injured can be moved, and injuries are not serious, accompany injured to the hospital
- ☐ Notify the Control Center, Incident Commander, and OPL Safety Officer

REVIEW OF INITIAL SITE SAFETY PLAN

All personnel on site must review this initial site safety plan and sign below before beginning work.

Print Name

Signature

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Prepared By:

Approved By:

_____	_____
-------	-------

INCIDENT BRIEFING		
1. Incident Name	2. Prepared by: (name) Date _____ Time: _____	INCIDENT BRIEFING ICS 201-OS (pg 1 of 4)
3. Map/Sketch (include maps drawn here or attached, showing the total area of operations, the incident site/area, overflight results, trajectories, Impacted shorelines, or other graphics depicting situational and response status)		
<div style="height: 500px;"></div>		
INCIDENT BRIEFING	June 2000	ICS 201-OS (pg 1 of 4)

1. Incident Name		2. Prepared by: (name)		INCIDENT BRIEFING	
		Date	Time:	ICS 201-OS (pg 2 of 4)	
4. Initial Incident Objectives					
5. Summary of Current Actions					
Time	Action/Note				
INCIDENT BRIEFING 4)		June 2000		ICS 201-OS (pg 2 of 4)	

1. Incident Name	2. Prepared by: (name) Date _____ Time: _____	INCIDENT BRIEFING ICS 201-OS (pg 3 of 4)
-------------------------	---	--

3. Current Organization

```

graph TD
    UC[Unified Command] --- SO[Safety Officer]
    UC --- LO[Liaison Officer]
    UC --- IO[Information Officer]
    UC --- Ops[Operations]
    UC --- PS[Planning Section]
    UC --- LS[Logistics Section]
    UC --- FS[Finance Section]
    Ops --- DG1[Div./Group]
    Ops --- DG2[Div./Group]
    Ops --- DG3[Div./Group]
    Ops --- DG4[Div./Group]
    Ops --- DG5[Div./Group]
          
```

FOSC _____

SOSC _____

RPIC _____

Operations

Planning Section

Logistics Section

Finance Section

16

17

18

Site Name: _____ Date: _____

Instrument/Type	Date/Time Calibrated	Person Conducting Calibration	Comments

19

BOMB THREAT CHECKLIST

Remain calm - Keep the caller talking - Signal another person to listen in on the call.

Date: _____ **Time:** _____**Exact (words) message received:** _____***Questions:*****What time is the bomb due to explode?****Exactly where is it located?****What does it look like? How big is it? Describe the container.****What type of bomb is it? What is it made of?****Why are you doing this?****How did you get the bomb into the building/facility?*****Information Regarding Caller:*****Name or Organization (If stated):** _____**Gender:** Male _____ Female _____ Approximate Age _____**Speech:** Fast _____ Slow _____ Distorted _____**Manner:** Calm _____ Angry _____ Rational _____ Irrational _____

Coherent _____ Incoherent _____ Deliberate _____ Emotional _____

Background Noises:

Office Machines _____ Voices _____ Street Traffic _____ Factory Machines _____ Music _____

Party/bar sounds _____ Other _____

Phone number call received on: _____ Extension No. _____

Call received by: _____

Location: _____ Date: _____

Report Call Immediately To: 911, Police or Local Authorities, Team Leader, and Safety Coordinator**NOTE: DO NOT** use cellular phones or two-way radios to make notifications due to the possibility of accidental detonation.

STRUCTURAL / MECHANICAL INSPECTION

Facility / Location / Block Valve: _____

Date and Time: _____

Inspector: _____

Special features to look for in detail during the visual inspection of the Facility / Location / Block Valve to identify potential geotechnical activity that may affect the integrity of the facility.

Please document all findings and note additional comments in the comment section.

Criteria	Checked
Ground disruption	
Open fissures	
Separation of soil and pipes	
Separation of soil and concrete structures / pedestals	
Concrete / asphalt cracks	
Gaps between pedestals and pipes	
Things out of place (i.e. posts on top of chain link fences)	
Linear offset	
Chipped paint with adjacent new residuals	
Differential inclination	
Settlement or uplifting of structures	
Cracked grout at the pipe penetration to the wall	
Link seal at the concrete/pipe contact out of place or deformed	
Other	

Comments:

[illegible]

Signature:

PIPELINE GEOTECHNICAL INSPECTION

Line: _____

Milepost: _____

River / Road / Location: _____

Date and Time: _____

Inspector: _____

Special features to look for in detail during the visual inspection of the Pipeline Right-of-way to identify potential geotechnical activity that may affect the integrity of the line.

Please document all findings and note additional comments in the comment section.

Criteria	Checked
Ground disruption	
Open fissures	
Separation of soil and pipes at the riser	
Exposed pipeline	
Concrete / asphalt cracks in the vicinity	
Fallen or leaning trees	
Things out of place (i.e. posts on top of chain link fences)	
Other local disturbances (i.e. buildings or structures affected)	
Other	

Sketch:

Comments:

Signature:

OMER Form F-195.402(e)

SITE SECURITY PLAN**Incident Name:**_____ **Location:**_____**Effective Date:**_____ **Effective Time Period:**_____**Spill Location:**_____ **Prepared By:**_____

- 1. Perimeter (safety zone) around the spill is as follows: (Describe geographic boundaries)**

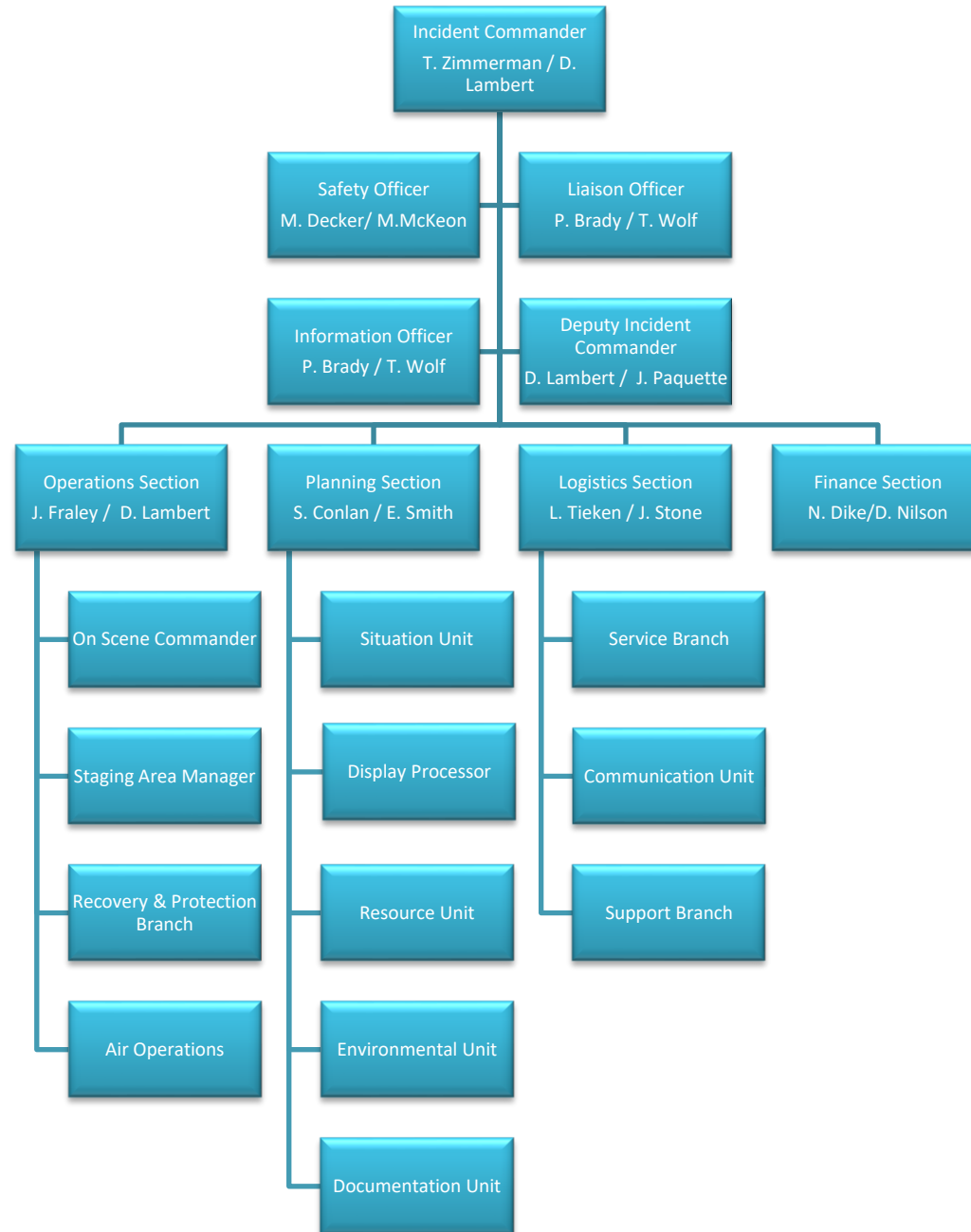
- 2. Locations requiring security: (streets, EOC entrances, waterfronts, air space, etc.)**

- 3. System for controlling access to spill site is as follows: (pass system, barricades, etc.)**

- 4. System to safeguard equipment is as follows:**

[illegible]

NORTHWEST PIPELINES REGION LOCAL INCIDENT MANAGEMENT TEAM



OLYMPIC PIPE LINE COMPANY SPILL RESPONSE EQUIPMENT

(Operated by U.S. Ecology)

LOCATION	WRRL #	CLOSEST MP	TRAILER/TRUCK (AGE)	BOATS (AGE)	PUMPS / SKIMMERS	BOOM	OTHER
Bayview Products Terminal 14879 Ovenell Road Mt. Vernon, WA 98273	30123	37	20' white Response Trailer (2008) Ford F250 4x4 Crew Cab (2008)	12' V bottom skiff with 15hp o/b (2008) (mounted on response truck)	2" diesel pump skimpac skimmer (26 gpm derated capacity)	200' - 5" sorbent 200' - sorbent sweep 1600' - 12" river 400' - 6" pond	8" PVC pipe (2) 3 x 8', open top drums
BNSF Tacoma Yard 1231 E 21st Street Tacoma, WA 98421	30124	130	20' white Response Trailer (2008) Ford F250 4x4 Crew Cab (2008)	12' V bottom skiff with 15hp o/b (2008) (mounted on response truck)	2" diesel pump skimpac skimmer (26 gpm derated capacity)	200' - 5" sorbent 200' - sorbent sweep 1600' - 12" river 400' - 6" pond	8" PVC pipe (2) 3 x 8', open top drums
Castle Rock Station 185 Kalmbach Quarry Rd Castle Rock, WA 98611	30125	209	20' white Response Trailer (2008) Ford F250 4x4 Crew Cab (2008)	12' V bottom skiff with 15hp o/b (2008) (mounted on response truck)	2" diesel pump skimpac skimmer (26 gpm derated capacity)	200' - 5" sorbent 200' - sorbent sweep 1600' - 12" river 400' - 6" pond	8" PVC pipe (2) 3 x 8', open top drums

Notes:

" – inches

' – feet

- number

GPM – gallon per minute

hp – horse power

o/b – on board

MP – mile post

WRRL – Worldwide Response Recourse List

SPILL RESPONSE CONTRACTORS

COMPANY	LOCATION	PHONE NUMBER	HAZ MAT	VAC TRUCK	VESSEL/ WATER	PIPELINE/ CONSTRUCT	TANKS	DISPOSAL	GEOTECH/ ENVIRO	SAFETY/IH	AIR
Antea Group	Bellevue, WA	(800) 477-7411							X		
Arctic Air Service	Warrenton, OR	(503) 861-3700									X
Baker Tanks	Everett, WA	(425) 347-8811					X				
Barr Air Patrol	Vancouver, WA	(972) 222-0229									X
Bureau Veritas	Seattle, WA	(206) 763-7364							X	X	
Classic Helicopter	Seattle, WA	(206) 767-0515									X
Cowlitz Clean Sweep Inc.	Longview, WA	(888) 423-6316	X	X	X						
CTEH	Edmonds, WA	(866) 869-2834								X	
FOCUS Wildlife	Anacortes, WA	(800) 578-3048 24 hr dispatch									X
GeoEngineers	Redmond, WA	(425) 861-6056	X						X		
Heritage Environmental	Several US Locations	(877) 436-8778						X			
IBRRC (International Bird Rescue Research Center)	Fairfield, CA	(888) 447-1743							X		
Innovac	Edmonds, WA	(206) 686-0252		X							
Marine Spill Response Corp (MSRC)	Everett, WA	(800) 259-6772 24 hr dispatch	X		X		X	X	X		X
Matrix Service Inc.	Bellingham, WA	(360) 676-4905	X	X		X					
Michels	Brownsville, WI	(920) 583-3132				X					
NRCES	Seattle/Astoria/Portland	(800) 337-7455 24 hr dispatch	X	X	X	X	X	X	X	X	X
Olson Bros Pro Vac Clean Service	Puyallup, WA	(425) 432-8005	X	X	X						
Snelson Company	Mount Vernon, WA	(360) 856-6511	X			X					
URS	Seattle, WA	(206) 438-2700	X						X		
Western Refinery Service	Bellingham, WA	(360) 366-3303	X	X							

ISOLATION AND CONTAINMENT

Isolation

Potential emergency situations dictate the immediate isolation of affected area(s) and evacuation of directly or potentially affected employees and the general public. Since each emergency situation is unique, the size of the area requiring isolation and the method of isolation will vary on a case-by-case basis. Personal and public safety is the first priority of responding employees.

Following initial shutdown, the Operations Controller shall dispatch all necessary field personnel within the affected response zone(s) to accomplish isolation, utilizing the closest available personnel to the suspected release location to close hand-operated block valves and complete isolation. (Refer to the block valve drawing included in this document.)

Containment

Containment of a spilled product is crucial to limit downstream and/or down gradient migration and spread of spilled product. A rapid and effective response effort should be initiated immediately.

For releases to soil with potential impacts to groundwater, the Environmental Coordinator will notify BP Remediation Management. Remediation Management will immediately begin site assessment to determine the extent of the impact. Groundwater assessment will be performed utilizing existing wells, if present, obtaining grab samples and installing wells.

The *Olympic Pipe Line Company Geographic Response Plans* and the *Washington State Geographic Response Plans* are designed to provide the spill responder with rapid access to the following information:

- Identification and description of spill response worksites facilitating:
 - Boom deployment,
 - Earthen berm and/or dam construction,
 - Personnel and equipment staging,
 - Spilled product recovery via vacuum truck units, skimming systems, manual labor, etc.
 - Boat launching, and
 - Field command post establishment,
- Location of socioeconomic resources, inclusive of:
 - Municipal and industrial surface water intakes
 - Parks and recreational areas,
 - Marinas and yacht anchorages, and
 - Populous locales within the immediate vicinity, and
- Identification of wildlife habitats and native/migratory/game species.

FACILITY LOCATIONS	
Anacortes Station 8830 North Texas Rd. Anacortes, WA 98221	Main: (360) 293-3551 Fax: (360) 293-8855
Allen Station 16292 Ovenell Rd Mt. Vernon, WA 98273	Main: (360) 428-4214 x6007 Fax: (360) 757-1972
Bayview Terminal 14879 Ovenell Road Mt. Vernon, WA 98273	Main: (360) 428-4214 Fax: (360) 848-1484
Cherry Point Station 4476 Aldergrove Rd. Ferndale, WA 98248	Main: (360) 371-7411 Fax: (360) 371-5614
Castle Rock Station 185 Kalmbach Quarry Rd. Castle Rock, WA 98611	Main: (360) 274-4361 Fax: (360) 274-8172 Alt: (360) 274-8385
"E" Booster (Shell) 8505 South Texas Rd. ("A" Street) Anacortes, WA 98221	Main: (360) 293-5858
Ferndale Station 3901 Unick Rd (6th and "L" Street) Ferndale, WA 98248	Main: (360) 384-4231 Fax: (360) 384-4200
Linnton Delivery Facility 10225 N.W. 112th Portland, OR 97231	Main: (503) 286-3272 Alt: (503) 285-8396
Olympia Station/Junction 11711 Vail Cut-off Rd SE Rainier, WA 98576	Main: (360) 446-2300 Fax: (360) 446-7842
Portland Delivery Facility 9420 N.W. St. Helens Road Portland, OR 97231-1135	Main: (503) 286-3997 Alt: (503) 285-8395 Fax: (503) 289-7427
Portland Junction Station 6160 N.W Front Portland, OR 97213	Main: (503) 222-1528
Renton Control Center 2319 Lind Ave SW Renton, WA 98055	Main: (425) 235-7726 Alt: (888) 271-8880 Fax: (206) 235-7717

FACILITY LOCATIONS	
Renton Station 2319 Lind Ave SW Renton, WA 98057	Main: (425) 235-7736 Fax: (425) 271-5320
Renton Admin Office 600 SW 39th Street Renton, WA 98057	Main: (425) 981-2510 Fax: (425) 981-2525
Sea-Tac Delivery Facility (Swissport) 2350 S. 190 St. Seattle, WA Sea-Tac, WA 98158	Main: (206) 499-8687 (Duty Phone)
Seattle Delivery Facility 2444-52 13th Ave. S.W. Seattle, WA 98134	Main: (206) 682-1211 Fax: (206) 343-7488
Tacoma Station 4420 180th St. E Tacoma, WA 98446	Main: (253) 271-0341 X 8002 Fax: (253) 271-7946
Tacoma Delivery Facility 706 East "F" St. Tacoma, WA 98421	Main: (253) 627-2505 Fax: (253) 627-1447
Tacoma Junction Station 2660 Frank Albert Rd. Fife, WA 98424	Main: (253) 271-0341 x2529 Fax: (253) 271-7946
"K" Booster (Tesoro) 10200 W March Point Rd. (7th & "G" Street) Anacortes, WA 98221	Main: (360) 293-5555
Vancouver Junction Station 8815 N.W. Lower River Rd. Vancouver, WA 98660	Main: (360) 695-8723
Vancouver Delivery Facility 2251 Saint Francis Lane Vancouver, WA 98660	Main: (360) 693-1364 Fax: (360) 693-8255
Woodinville Station 21909 45th Ave S.E. Bothell, WA 98021	Main: (425) 981-2580 Fax: (425) 949-7162

BLOCK VALVE DRAWING

STATION AND VALVE DRIVING DIRECTIONS

CHERRY POINT TO ALLEN STATION	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
Cherry Point Station	48.878034	-122.725797	From I-5, take Slater Rd / Lummi Island exit #260, go west on Slater Road, then north on Lake Terrell Road and then west on Mountain View and north on Rainbow Road, which will turn to the west, then go north on Kickerville and west on Aldergrove approximately 1 mile. Cherry Point Station is on the north side of Aldergrove Road. (Distances are approximately 1 mile on country roads where one road crosses another.)
MP 2.5 Check Valve 16" Cherry Point Lateral	48.855462	-122.70416	From Cherry Point refinery, head south on Kickerville Rd. Continue straight on Kickerville at Henry (do not bear left onto Rainbow Rd.) Continue 0.5 miles on Kickerville to dead end - Check Valve will be on left.
Ferndale Station	48.826527	-122.701272	From I-5, take Slater Rd./ Lummi Island exit #260. Turn left onto Slater Rd. and continue west for seven miles. Turn right on Lake Terrell Rd. and go north approximately 1 mile to Unick Rd. Turn left on Unick Rd and go 1/2 mile to the Phillips Refinery Main Gate. (There are two security check pts at this time.) When you pass the main security check pt. turn right, go 1 block to H street and turn left. Go to the end of H street and turn right onto L street. Continue 1/2 mile on L street to the intersection of 6th. OPL is at 6th and L Street intersection, south end of 6th
MP 7 Block Valve (MOV) 16"	48.818358	-122.554424	From I-5, take Slater Rd. / Lummi Island exit #260. Turn left and go 0.3 mile and turn right on Rural Ave. Go 150' on right hand side.
MP 8 Check Valve 16"	48.81789807	-122.5292975	From I-5, take Slater Rd./ Lummi Island exit #260. Turn right on Slater rd and go 0.8 of a mile to Northwest Ave and turn left. Check valve is 150' on left side of roadway.
MP 12 Block Valve (MOV) 16"	48.804086	-122.451669	Going north on I-5, take Sunset / Mt Baker exit #255 and turn right. Go 0.8 mile to third traffic light, at Hannigan Rd, and follow it for 1.9 miles and turn left on Van Wyck rd. Block Valve is 0.3 mile at intersection in board fenced area.
MP 16 Block Valve/Check Valve (MOV) 16"	48.747696	-122.433648	Going North on I-5, take Exit #253, Lakeway Drive. Turn right on King St. and go one block to Lakeway Drive. Turn Left and follow Lakeway Drive 1.4 miles to traffic light at Kenoyer Dr./ Silver Beach Rd. intersection. Turn left onto Silver Beach Rd and look for dirt driveway 100' on right from the intersection.
MP 16.7 Check Valve 16"	48.738843	-122.433511	Going North on I-5 take Exit #253, Lakeway Drive. Turn right on King St. and go one block to Lakeway Drive. Turn Left and follow Lakeway Drive 1.4 miles to traffic light at Kenoyer Dr./ Silver Beach Rd. intersection. Turn right on Kenoyer Dr. and follow it 0.3 miles and turn left on Alvarado Dr. Follow it to the end of the pavement. Check Valve is 100 yards down the dirt road in the pipe fenced area.
MP 22 Check Valve 16"	48.668083	-122.410512	Going North on I-5, take North Lake Samish exit #246. Turn right on Samish Way, it will turn into North Lake Samish Rd. Follow this over the bridge to Roy Rd. Take the

CHERRY POINT TO ALLEN STATION	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
			first logging rd. to the left and park at the logging gate (Gate combo 4567). The check valve is 150 yards up the dirt rd at the crest of the hill in vault.
MP 20.8 Check Valve 16"	48.685122	-122.427055	Going North on I-5 take North Lake Samish exit #246. Turn right on Samish Way and go 0.2 miles to Old Samish Rd. and turn right. Go 1.3 miles and turn left into mobile home park. Keep to the right and follow dirt road past the barn too logging gate on Chuckanut Creek (Gate Combo 5050). ML Check is 150' up the road, then turn right and follow path to the clearing where Check Valve is located.
MP 25 Check Valve 16"	48.62905	-122.375846	Going North on I-5, take Alger Exit #240. Turn left and go West 0.4 miles and turn left on Barrel Springs Rd. Follow this 0.2 miles and turn right on Shaw Rd. Go 0.3 mile to 1116 and 1120 and turn left into the driveway. You must stay to the left on this road and it will come out on the ROW at the Check Valve.
MP 28 Block Valve (MOV) 16"	48.592657	-122.37518	From I-5 North, take Exit #240 then east on Lake Samish Rd 0.2 miles, then South on Colony Road for 1.8 miles, then west on Wood Road for 1.7 miles. Block valve is just north of road.
ANACORTES LATERAL	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
MP 34 Block Valve (MOV) 16"	48.508532	-122.38914	From I-5, take Exit #232 and go west on Cook Road for 2.8 miles, which is then called Bradley Road. Our block valve is 0.6 miles just south of the Bradley Road.
Bayview Products Terminal	48.459188	-122.427075	From I-5 take Exit #230, go west on Highway 20 for 3.0 miles and turn right on Higgins Airport way. Go 0.3 miles and turn left on Ovenell Rd. Go .25 miles and BPT is on the right side of the road.
Anacortes Station	48.477501	-122.548904	From I-5, take exit #230. Go west on Highway 20 for 7.1 miles, turn right on Padilla Heights road, go 2 miles and turn right on E. March Pt Rd. Go 1 mile, turn left on North Texas road, the road will bend right, the station is on the left side of the road.
MP 2.3 Block Valve (HOV) 16"	48.455119	-122.527682	From I-5, take exit #230 and go west on Hwy 20 for 7.1 miles then north (right) on Padilla Heights road for 0.1 miles then right on Casino Dr, right at stop sign and stay to your right. Left on Padilla Heights Rd. Access road is on your left 150'.
MP 5 Block Valve (HOV) 16"	48.447483	-122.466027	From I-5, take exit #230 and go west on Highway 20 for about 6.4 miles to the Bay View Edison road, turn right. Go north for 0.1 miles, turn right on dirt road, go 150' - block valve is on the right.

ALLEN STATION TO RENTON STATION	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
Allen Station	48.455649	-122.390824	From I-5, take exit 230, go west on Highway 20 for 2.2 miles and turn north onto Avon-Allen Rd, left on Ovenell Rd for .6 miles gate is on the left.
MP 41 Block Valve 16" & 20" (HOV)	48.398711	-122.370963	North on I-5, take exit #226, to west on Kincaid Street 0.3 mile, turn (right) north on South 3rd Street, go 0.3 miles and road will turn (left) west and become Division. Go 0.4 miles and turn (left) south on South Wall, go one block (300 feet) turn (right) west on McLean Road. Go 0.9 mile and turn (left) south on Penn Road go 1.6 miles road turn (right) west and becomes Calhoun Road, go .2 mile. Valves on (left) south side of road.
MP 42 Block Valve 16" & 20" (HOV)	48.391993	-122.357726	From I-5, take exit #221, go west take quick turn north (right) on Conway, go 2.1 miles, turn west (left) on Stackpole Road go 0.9 miles, turn north (right) on Dike Road go 1.5 miles. Valves on left side of road.
MP 46 Block Valve 16" & 20" (MOV)	48.34113	-122.321785	From I-5, take exit #221, go east on McMurray 0.5 mile. Valves on left side of road.
MP 48.8 Check Valve 16" & 20"	48.303992	-122.295823	From I-5, take exit #218, go east on Starbird Road 1 mile to Bulson Road. Turn south (right) go 0.3 miles, turn right into driveway #23502 - up driveway almost to house, check valve is 100' south (left) of driveway.
MP 56 Block Valve 16" & 20" (MOV)	48.227736	-122.225904	From I-5, exit #212, go east on 268 th Street NE 0.2 mile, turn south (right) on 4th Ave. NW go 1 mile to valves at end of road
MP 57 Block Valve 16" & 20" (HOV)	48.209606	-122.210827	From I-5, take exit #210 go east on 236 th NE.0.3 miles. Valves on right side of road.
MP 59 Block Valve 16" & 20" (MOV)	48.181387	-122.193079	From I-5, take exit #208, go east on Arlington cut-off road 0.3 miles, turn south (right) on Smokey Point Blvd go 0.3 mile turn east (left) on 204th street NE. Valves on right side of road.
MP 63 Block Valve 16" & 20" (MOV)	48.134122	-122.160688	From I-5, take exit #206 go east 1 mile turn south (right) on 51st Ave NE. I mile turn east (left) on 152nd St NE, block valve is on the left.
MP 64 Check Valve 16"	48.111555	-122.140999	From I-5, take exit #206 go east 2 miles to 67th Ave NE, go south (right) 2.9 miles just past 132nd St. NE, block valve is on the right
MP 66 Block Valve 16" & 20" (MOV)	48.09562106	-122.1282666	From I-5, take exit #206, go east on 172nd Street NE. 2 miles, turn south (right) on 67th Ave. NE go 3.7 miles, turn east (left) on 112th Street NE., go to end of road through locked gate (Company locked) at Concrete NorWest Sand and Gravel straight 500 yards. Valves on right side of road.
MP 72 Block Valve	48.005229	-122.128624	From I-5, take Hwy 2, exit #194 go east 2.2 miles, turn north (left) on Lake Stevens Highway 204, go 0.2 miles, turn

ALLEN STATION TO RENTON STATION	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
16" & 20" (MOV)			northwest (left) on 69th Ave. SE – Sunnyside Blvd. Go 2.1 miles. Valves on left side of road.
MP 76.5 Block Valve 20" (HOV)	47.939933	-122.160336	From I-5, take Hwy 2, exit #194 go east 1.8 miles turn off of the 20th st exit take a right at stop sign. Left on 43rd Ave Se. Follow to 52nd St Se which turns into Home Acres Rd for 1.25 miles. Block valve will be on south side of road.
MP 78 Block Valve 20" (HOV)	47.92551	-122.167457	From I-405, take exit #23 and head north on Hwy 522 to Hwy 9 exit. Turn left (north) on Hwy 9, go 8.4 miles to light at Marsh Rd. Turn east (right) on Marsh Rd ½ a block to "T", bear left (north) at "T", to Airport Way. Follow north approximately 1.1 miles, cross railroad tracks, turn left on Lowell-Snohomish River Rd. Head west on the road for approximately 3.4 miles. Locate the pipeline vent markers on both sides of the road, the block valve is just south of the railroad tracks 200' east from the underpass entrance.
MP 79 Block Valve 16" (MOV) & 20" Check Valve	47.903305	-122.169114	From I-405, take exit #23 and head north on Hwy 522 to Hwy 9 exit. Turn left (north) on Hwy 9, go approximately 6.9 miles to Lowell-Larimer Rd. and turn west (left) at this light. Go approximately 2 miles to intersection of Marsh/Lowell-Larimer and Seattle Hill Rds. Bear right then turn left back onto Lowell-Larimer Rd. and continue on for approximately 1.4 miles. Watch for the pipeline markers and gated area of the road, the Block Valve site is 200' north of the road down the gravel driveway behind fencing.
MP 80 Block Valve 20" (HOV)	47.895546	-122.169323	From I-5, take exit #186, head east on 128th St/Hwy 96 to 35th Ave. SE. Turn left at light; go north approximately 1 mile to 116th St SE, turn right. Go approximately 0.7 miles to Pinehurst housing development; turn left on 45th Dr SE, then immediately east (right) on 115th PL SE, which eventually turns into 47th Ave SE heading north. Follow 47th Ave till you get to 113th St SE turn west (left) total trip from 116th is 0.3 miles. The Block Valve site will be on your right hand side gated and clearly visible from the road approx. 25'. From I-405, take exit # 26, Bothell-Everett Hwy north (right) on 180th. Left on 35th Ave Se travel north approx. 3.5 miles to 116th St SE, turn right. Follow directions as above.
Woodinville Station	47.798892	-122.171062	From I-405, take exit # 23 and head north on Hwy 522 to Hwy 9 exit. Turn left (north) at light, head north for 0.7 miles, then turn west (left) at 228 th St SE for Approx. 1.4 miles till you reach 45 th Ave SE, then turn north (right). Follow 45 th Ave 0.5 miles till you come to address 21909 45 th Ave SE and turn right at driveway.
MP 89 Block Valve 16" & 20" (MOV)	47.762627	-122.173828	From I-405, take exit # 24 (Beardslee Blvd exit) and head east on NE 195th St. Follow for approx. 0.4 miles to 120th Ave NE, turn south (right). After about 0.5 miles turn left at first driveway of the Archstone apartment complex across from Home Depot and between the Starbucks coffee house and Seattle times parking lot end. Go down new Apartment

ALLEN STATION TO RENTON STATION	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
			complex road till you come to pipeline markers (approx. 4 blocks). The Block Valves are north of that location gated and visible from the road (follow dirt road north (left) for access). MP marker 89 is clearly visible from the road.
MP 89.5 16" Check Valve & 20" Block Valve (HOV)	47.75547162	-122.1738939	From I-405, to exit # 23 (Hwy 522), go approx. 1 mile to the Woodinville exit and head south (right) on Hwy 202 for 0.2 miles to NE 175th St/Hwy 202 and turn west (right) at the light. Travel 0.3 miles across bridge and railroad tracks and turn west (right) on NE 173rd PL. Follow to the first driveway on right, approx. 0.3 miles - you'll cross over the pipeline at this time before you get to the driveway. Go over the railroad tracks again and turn east (right) and follow to the pipeline crossing approx. 2 blocks, with the Block Valve on the North side within the small island in the parking lot.
MP 95.5 Block Valve 16" & 20" (MOV)	47.67776	-122.158556	From I-405, take exit # 18 (NE 85th St) and head east approx. 1.4 miles, look for the pipeline markers around the 13600 block of NE 85th St. The Block Valve's will be on the south side of the road gated and clearly visible from the road.
MP 98.5 Block Valve 16" & 20" (MOV)	47.63138	-122.159494	From I-405, take exit # 14, Hwy 520, heading east towards Redmond. Take the very first exit on 520 which is Northrup Way and turn east (left) at the light stay in the left hand lane, go about 6 blocks then turn north (left) on 130th Ave NE and go approx. 4 blocks to NE 24th St. Turn east (right) on 24th and go approx. 5 ½ blocks until you come to the pipeline crossing. The Block Valve's will be on the south side of road at the 13500 block clearly gated and visible from the road, approx. 100'.
MP 100.1 Block Valve 20" (HOV)	47.603459	-122.158769	From I-405, take exit # 12 (SE 8th St) and go east approx. 0.4 miles to Lake Hills Connector, take this road east (right) and go approx. 1.5 miles to 140th Ave SE. Turn north (left) on 140th and go 1 block north to SE 7th St and turn west (left), go all the way to the end of the road where it dead ends at a trail. Follow the gravel trail downhill till you come to the pipeline Right of Way which is 1 or 2 blocks of walking, the pipeline Block Valve site is on the south (left) hand side at the bottom of the trail approx. 25'.
MP 101.8 Block Valve 20" (MOV)	47.588158	-122.158339	From I-405, take exit # 10 (Coal Creek Pkwy) and head east for approx. 0.5 miles to Factoria Blvd/128th Ave SE, turn north (left) at the light. Follow this road for approx. 1.6 miles and stay in your right hand lane when approaching SE 26th St. (you will go underneath I-90). Turn east (right) on SE 26th St (Kamber Rd.) and go approx. 0.3 miles to the pipeline crossing at 13615 SE 26th St. The 16" Block Valve site will be on the south side of the road gated and clearly visible within 50' of the road. The 20" Block Valve site will be on the north side of the road.
MP 102 Block Valve 16" (MOV)	47.587143	-122.158356	From I-405, take exit # 10 (Coal Creek Pkwy) and head east for approx. 0.5 miles to Factoria Blvd/128th Ave SE, turn north (left) at the light. Follow this road for approx. 1.6

ALLEN STATION TO RENTON STATION	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
			miles and stay in your right hand lane when approaching SE 26th St. (you will go underneath I-90). Turn east (right) on SE 26th St (Kamber Rd.) and go approx. 0.3 miles to the pipeline crossing at 13615 SE 26th St. The 16" Block Valve site will be on the south side of the road gated and clearly visible within 50' of the road. The 20" Block Valve site will be on the north side of the road.
MP 103 Check Valve 20"	47.56302	-122.169659	From I-405, take exit 10 and head east on Coal Creek Parkway for .6 miles. Check valve is in a vault in north edge of parking lot.
MP 103 Check Valve 16"	47.571255	-122.157082	From I-405, take exit #10 (Coal Creek Pkwy) and head east and take a left at Factoria Blvd. Right on SE Newport way for .7 miles and turn right at Somerset Blvd Se, left on Somerset Blvd valve is on your left at chain link fence.
MP 105 Block Valve 16" & 20" (MOV)	47.537778	-122.169522	From I-405, take exit # 10 (Coal Creek Pkwy) and head east, continue on Coal Creek Pkwy in a Southeast direction for approx. 2.5 miles. Turn west (right) on SE 69th Way and go .2 miles to the pipeline crossing at the 12800 block, open the Right of Way gate and head south (left) down gravel road for 2 blocks. The Block Valve is approx. 250' south of the gravel road.
MP 106 Block Valve 16" & 20" (MOV)	47.513218	-122.171135	From I-405, take exit # 5 (NE Park Dr/Sunset Blvd) and head east off the freeway, stay on Sunset for approx. 1.8 miles and turn north (left) at Union Ave NE for approx. 0.6 miles then turn west (left) on SE 101st St which eventually becomes SE 100th St. Follow down 101st for 0.3 miles to the pipeline crossing at the 12500-12600 block, then turn left on the gravel road to the clearly visible gated area 100' south of 100th St.
MP 106 Block Valve 16" & 20" (MOV)	47.513218	-122.171135	From I-405, take exit # 5 (NE Park Dr/Sunset Blvd) and head east off the freeway, stay on Sunset for approx. 1.8 miles and turn north (left) at Union Ave NE for approx. 0.6 miles then turn west (left) on SE 101 st St which eventually becomes SE 100 th St. Follow down 101 st for 0.3 miles to the pipeline crossing at the 12500-12600 block, then turn left on the gravel road to the clearly visible gated area 100' south of 100 th St.
MP 110 Block Valve 16" & 20" (MOV)	47.476309	-122.171624	From I-405, take exit # 4 (Maple Valley Hwy) and head east for approx. 0.1 mile, turn northeast (left) on SE 5th St 0.4 miles to the pipeline crossing. The Block Valves are gated and clearly visible on the north side of the road approx. 50' from road.
MP 110.5 Check Valve 16" & 20"	47.473652	-122.176681	From I-405, take exit #2 (Rainier Ave/Hwy 167) north to S Grady Way. Turn right (east) follow for 0.4 miles to Talbot Rd. turn south (right). Take Talbot Rd. for 0.5 miles to S. Puget Dr. and turn southwest (left) and take this for approx. 1.4 miles until you get to the intersection of Royal Hills Dr/Edmonds Dr. SE. Turn northeast (left) onto Royal Hills Dr. for 0.4 miles to new road called Harrington Pl. SE, this is a new development called the Shadow Hawk Town homes

ALLEN STATION TO RENTON STATION	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
			(Code Key-Key 0415). Once on Harrington Pl. continue on 0.2 miles to the pipeline crossing, from here the MP marker 110 should be clearly visible. From MP 110 marker go ¼ mile north to the valve sites, which are in concrete vaults.
MP 111 Block Valve 20" (HOV)	47.469956	-122.191586	From I-405, take exit #2 (Rainier Ave/Hwy 167) north for one block and turn west (right) on SW Grady Way and follow for 0.4 miles to Talbot Rd. turn south (right). Take Talbot Rd. for 0.5 miles to S. Puget Dr., turn southwest (left) and follow for approx. 1.4 miles to a PSE service road, which is approx. ½ block from the intersection of Royal Hills/S Puget Dr./Edmonds Dr. SE. Take this service road west (left) for 0.3 miles and look for the pipeline crossing - the Block Valve site is on the south side of the service road approx. 100' in a concrete vault.
MP 112 Block Valve 20" (HOV)	47.459059	-122.218799	From I-405, take exit # 2 (Rainier Ave/Hwy 167) north one block to SW Grady Way then turn west (left) and go 0.3 miles to Lind Ave SW. Turn south (left) on Lind Ave over the 405 over pass to the first light which is SW 16 th St. Turn east (left) and follow approx. 0.7 miles (becomes East Valley Rd.) to the pipeline crossing around the 2300 block of East Valley, turn west (right) on driveway to clearly visible and gated area approx. 100' west of the road.
Renton Station	47.458068	-122.224366	From I-405, take exit # 2 (Rainier Ave/Hwy 167) north one block to SW Grady Way, turn west (left), go 0.3 miles to Lind Ave SW and turn south (left). Go 0.9 miles on Lind to the driveway address of 2319 Lind Ave SW on the west side of the road.

SEA-TAC LATERAL	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
MP 1.5 Block Valve 12" (HOV)	47.476437	-122.227465	From I-405, take exit # 2 (Rainier Ave/Hwy 167) north, proceed 0.3 miles to SW 7th St. Turn west (left) on 7th 0.1 miles to Hardie Ave SW and turn north (right), follow Hardie Ave for 0.2 miles then turn west (left) on SW 5th PL. Go approx. 0.3 miles and turn west (left) on SW 5th Ct., go 0.1 miles and follow to the left of apartment building "H" driveway of the Avalon Greenbriar Apts. The Block Valve site is on the right side of apartment building "K" slightly downhill and approx. 100' from the driveway.
MP 2 Check Valve 12"	47.481663	-122.226964	From SR 167, heading north take the SR 900/SW Sunset Blvd headed west. Go .5 miles and turn (right) north on Earlington Ave SW left on SW Langston Rd. Valve site is 450' up the road on your right.
MP 6 Block Valve 12" (MOV)	47.523506	-122.278396	Take I-5, north to exit # 157 (Martin Luther King Jr. Way). Stay in the right hand lane for approx. 1.1 miles and turn east (right) on S Henderson St. proceed on Henderson for 100' and look for pipeline crossing markers, the Block Valve site is on the north (left) side of Henderson St. gated

SEA-TAC LATERAL	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
			and clearly visible from the road within 50'.
MP 10 Block Valve 12" (MOV)	47.569684	-122.326049	Take I-5, south to exit # 163 (Safeco Field/Spokane St. exit). Once off the exit at the bottom of the ramp at the first light, which is 6th Ave S go 0.1 miles heading west on Spokane St. to the first left hand "U" turn heading east on Spokane St. Go 0.1 miles back to 6th Ave S then turn south (right) on 6th and follow for 0.1 miles, the Block Valve site on the SE corner of 6th and Charlestown approx. 50' from 6th Ave S.
MP 1.5 Block Valve	47.476356	-122.227467	From SR 167 and I 405 intersections take Rainer Ave S North for .18 miles and turn left and go straight onto Stevens Ave Sw. Turn left on SW 5 th St. Valve is located down the hill in yard.
MP 2 Check Valve	47.48767	-122.22697	From SR 167 and I 405 intersections take Rainer Ave S North for .66 miles and turn left on SR 900/Sunset Blvd. Go .11 miles and turn right on Hardie Ave SW and keep left onto Langston. CV will be on your right at .38 miles.
MP 6 Block Valve (MOV)	47.523506	-122.278397	From I-5 south bound take exit 158 and turn left on Boeing Access rd. Turn left onto Martin Luther King Jr Way South. Go for .95 miles and turn then right onto South Henderson St. Valve site will be on your left. From I-5 North bound take exit 157 and go straight onto Martin Luther King Jr Way South for 1.72 miles and turn then right onto South Henderson St. Valve site will be on your left.
MP 10 Block Valve (MOV)	47.56966	-122.32604	From I-5 South bound take exit 163A and go straight on West Seattle Freeway ramp. Take the South Spokane St ramp and head east on South Spokane St and turn right onto 6 th Ave South and then turn left onto South Charlestown St. Valve will be on your right. From I-5 North bound take exit 163 and keep left on South Spokane St ramp. Turn left onto 6 th Ave South and then turn left onto South Charlestown St. Valve will be on your right.
Seattle DF	47.582619	-122.351571	From I-5, north take exit # 163 the West Seattle Freeway exit, on the West Seattle Freeway go for approx. 0.9 miles to the Harbor Island/11 th Ave SW exit. Once the exit is made go 0.6 miles staying in the middle lane to Klickitat Ave SW. Turn north (right) on Klickitat Ave SW and continue on for 0.6 miles until you reach SW Lander St. and turn east (right). Follow Lander for 0.1 mile and turn north (left) on 13 th Ave SW, follow 13 th for 0.2 miles to the address of 2444 13 th Ave SW on the east (right) side of the road.
MP 1 Block Valve 12" (HOV)	47.456288	-122.242866	From I-405, take exit #1 (West Valley/Tukwila) and head south on West Valley for 0.5 miles to Strander Blvd. Turn east (left) on Strander to the dead end barrier gate between Jack in the Box and Wendy's. This will put you next to the interurban trail. Follow the trail approx. 220' south to the Block Valve site which is on the west side 25' from the trail in a concrete vault.
MP 1.5 Block Valve 12" (HOV)	47.455748	-122.245229	From I-405, take exit #1 (West Valley/Tukwila) and head south on West Valley for 0.5 miles to Strander Blvd. Turn west (right) on Strander for 0.2 miles and turn south (left)

SEA-TAC LATERAL	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
			into the Pacific Gulf Business Park. Stay to the left of the driveway heading back towards the river crossing barrier gate and walking trail. The Block Valve site is within 20' west (look for pipeline markers) of the walking trail slightly downhill and in a concrete vault.
Sea-Tac Terminal	47.433975	-122.302266	From I-5, take exit # 152 (Orillia Rd./S 188 th St.) west to S 188 th St. Follow 188 th St. for 1.2 miles (past International Blvd) and turn left (south) on 28 th Ave S for 0.2 miles. Turn right (west) at the first intersection, go 0.1 miles, turn north (right) again – turns to gravel road - follow to the Seatac facility. Tanks should be visible at this point.

RENTON TO PORTLAND	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
MP 119.5 Block Valve 14" (MOV)	47.37037573	122.2406607	From I-405, take exit # 2 (Hwy 167) south for approx. 6.7 miles to the Des Moines/Willis St. exit (Hwy 516). Turn east for 0.2 miles to 74th Ave S, then turn south (right) on 74th for 0.6 miles until you come to S. 259th St. and turn with the road west (left) for 0.1 miles to the pipeline Right of Way. Turn left into driveway and the Block Valve site is 200' north of S. 259th St. and clearly visible from the road.
MP 119.6 Block Valve 14" (HOV)	47.367428	-122.2402654	From I-405, take exit # 2 (Hwy 167) south for approx. 6.7 miles to the Des Moines/Willis St. exit (Hwy 516) Turn east for 0.2 miles to 74th Ave S, then turn south (right) on 74th for 0.6 miles until you come to S. 259th St. and turn with the road west (left) for 0.3 miles to 78th Ave S. Turn south (right) over bridge and go 0.3 miles to S 262nd St. then turn west (right) for 0.2 miles to the pipeline crossing. The Block Valve site is 100' north of S 262nd St. on the south west side of building.
MP 121.5 Check Valve 14" (HOV)	47.333925	-122.248938	From I-405, take exit #2 (Hwy 167) south for ~ 8.4 miles to S 277th St. exit. Turn west (right) off of Hwy 167 0.1 miles to West Valley Hwy and turn south (left) for ~ 1.5 miles to the pipeline crossing, look for the Block Valve site on the east side of West Valley Hwy 50' from the rd.
MP 127 Block Valve 14" (MOV)	47.282683	-122.307708	From I-5, take exit #142B (Hwy 18) west toward South 348 th Street. Turn right onto Hwy 18 west. Take first left onto Kits Corner Rd S. Turn left onto S 360 th St. Go 381 feet and turn left. Go 141 feet and turn right. Go .02 miles and turn left onto an unknown road.
MP 130 Block Valve 14" (MOV)	47.255965	-122.330152	From I-5, take exit #142B (Hwy 18) west toward South 348 th Street. Turn right onto Hwy 18 west. Take first left onto Kits Corner Rd S. Turn right onto Milton Rd S. Continue onto 5 th Avenue. Turn right onto Birch Street. Go 0.1 miles to block valve site.
Tacoma Junction	47.232699	-122.368382	From I-5, take exit # 137 South onto 54th Ave E. Go approx. 0.2 miles, over I-5, then turn west (right) onto 20th St. E. On 20th St. go for approx. 0.4 miles to Frank Albert Rd. and turn left (south). Follow Frank Albert for

RENTON TO PORTLAND	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
			0.6 miles to the first gravel driveway on your right (west) side after the bridge and turn right. Go 0.1 miles through facility gates to address 2660 Frank Albert Rd.
Tacoma DF	47.25793284	-122.4308917	From I-5, take exit # 135 (Portland Ave). Head north on Portland Ave. 0.8 miles to Saint Paul Ave and turn west (left) onto St. Paul Ave. Go for approx. 0.6 miles to "E" St. and make the first turn under the overpass and turn northwest (right). On "E" St. go 0.3 miles to E 7 th St. and go north (right) for 2 blocks. The facility will be on the left (west) side of the road at 706 East "F" St.
MP 133 Block Valve 14" (MOV)	47.216094	-122.368237	From north take Hwy 167 south approx. 20 miles to the Hwy 512 exit (Puyallup/Olympia exit) and head west (Veer left). Follow Hwy 512 for approx. 6.4 miles to the Canyon Road exit. From south take I-5 exit #127 (Hwy 512) east to Canyon Road exit. Go north off the exit onto Canyon Rd., continue on for approx. 3.2 miles and that will bring you to Pioneer Way East, turn northwest (left). Follow Pioneer Way for 1 mile and look for the road markers, the Block Valve Site is approx. 25' from Pioneer on the north side of the road.
MP 140 Block Valve 14" (MOV)	47.114964	-122.369067	From south take I-5 exit #127 (Hwy 512) east to Canyon Road exit. Go south off exit onto Canyon Rd. for approx. 1.5 miles. Turn right onto Brookdale Rd E. Follow Brookdale Rd for about 0.6 miles. The Block Valve Site is on the south side of the road.
Tacoma Station	47.089598	-122.370383	From north take Hwy 167 south approx. 20 miles to the Hwy 512 exit (Puyallup/Olympia exit) and head west (Veer left). Follow Hwy 512 for approx. 6.4 miles to the Canyon Road exit. From south take I-5 exit #127 (Hwy 512) east to Canyon Road exit. Go south off exit onto Canyon Rd. for approx. 4.3 miles to 176th St. E, turn west (right) on 176th for 0.2 miles to 51st Ave E. Turn south (left) on 51st and follow 0.7 miles; this will become 52nd Ave E then eventually head right (west) onto 180th St. E. which will put you at the 1st facility gate address 4420 180th St. E. Go through gate and follow access road for another 0.3 miles to the main facility.
MP 152 Block Valve 14" (MOV)	47.00246575	-122.532755	From SR 507 in Yelm, head east on 280th St at bend in road valve will be on your right.
MP 157 Block Valve 14" (MOV)	46.95519066	-122.5851659	From SR 510/SR507 intersection head north on 1st N. Left on Rhoton Rd and a quick right onto Northern Pacific Se. Take a left on Wilkenson Rd Se for .3 miles and take a right onto Paradise View St. Valve is on the north end of the street at road tee.
MP 159 Check Valve 14"	46.93033074	-122.6287435	From SR 507 in Yelm, head west onto George Rd for .35 miles valve will be on your right.
Olympia Junction	46.872838	-122.694392	From I-5, take Exit 88A, go North-Easterly on Tenino-Rochester Road 14.1 miles, then South on Vail Loop Road 0.7 mile. Station is on right side of road.
MP 170 Block	46.794702	-122.755221	From highway SR 507 turn east on 184th Ave for 1 mile

RENTON TO PORTLAND	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
Valve 14" (MOV)			until it turns into Skookumchuck Rd. Follow Skookumchuck road east for 5.4 miles. Valve site is will be on your right.
MP 175 Block Valve 14" (HOV)	46.74521	-122.81318	Contact South Area Team Leader for access, you must be escorted on to Coal mine property or go through their safety
MP 186 Block Valve 14" (MOV)	46.592677	-122.859169	From I-5, take exit # 71, go east on Hwy 508. Take first left off Hwy 508 this is Forest Napavine Rd. Go about 2 miles until you come to our pipeline crossing clearly marked by milepost 186 on the left shoulder of the road. The block valve is on the right shoulder of the road.
MP 196 Block Valve 14" (MOV)	46.448791	-122.865327	From I-5, take exit # 60 and go east about 2 miles until you come to our pipeline crossing clearly marked by milepost 196 on the left shoulder of the road. The block valve is on the right shoulder of the road.
MP 199 Block Valve 14" (MOV)	46.402055	-122.869788	From I-5, take exit # 57 and go east to the end of the road. At the end of the road turn left on to Jackson Hwy. Go approx. one mile and turn right on to Smokey Valley Rd. Go about 1.5 miles to pipeline crossing, the block valve is on the left shoulder of the road.
Castle Rock Station	46.265538	-122.883116	From I-5, take exit #48 on Huntington Ave. Head east up hill (Kalmbach Quarry Road) to OPL Castle Rock Station.
MP 217 Block Valve 14" (MOV)	46.147905	-122.877195	From I-5, take the Allen Street Kelso-Longview exit (#39). Proceed easterly on Allen Street for about 0.8 miles to Corduroy Road. Turn left, follow for 0.3 miles to Harris street, turn right, follow 0.1 miles to OPL crossing - valve is off the right shoulder of the road
MP 225 Block Valve 14" (MOV)	46.046095	-122.84533	From I-5, take Exit 32 (Kalama River Rd.) and go east ~ 1 mile before heading north on an s-curve. Enter BPA substation parking lot. Valve Site is on a private road behind a locked gate
MP 226 Check Valve 14"	46.034291	-122.839715	From I-5, take Exit 32 (Kalama River Rd.) east to frontage road, turn rt (south) for ~0.5 mi to second dirt road past river., turn left. Follow, bearing left at fork up hill. Will come to locked Forest Service gate (contact Castle Rock for combo) Proceed through gate, following rd – stay right at forks. After crossing p/l ROW once, look for fork to left to check valve (if you cross ROW again, you’ve gone too far)
MP 234 Block Valve 14" (MOV)	45.926607	-122.758397	From I-5, take exit 22 and head west on Dike Access Rd .1 of a mile and valve is on south side of road.
MP 238.9 Block Valve 14" (MOV)	45.872514	-122.747499	From I-5, heading south take Exit # 21 proceed straight on Pacific St. to Goerig St. Then 1st left on Lakeshore Dr. From I-5 heading north take exit #21 to light turn left (west) to Lakeshore Dr. (2nd left). Follow Lakeshore for 1.0 mi., road turns right and is named Pinkerton Dr. Continue for 0.3 miles to “ Y “, stay left heading south on So. Pekin Rd. for 1.5 mi. to Dike (north side of the Lewis River) head right (west) for 0.6 miles to OPL ROW. Block valve in field on north side, we have access through

RENTON TO PORTLAND	LATITUDE	LONGITUDE	DRIVING DIRECTIONS
			farmers dairy.
MP 239 Block Valve 14" (MOV)	45.855611	-122.742749	From I-5, take Exit #14 (Battleground). Follow westerly on NW 269th St for about 0.6 mile to NW 31st Ave., then turn right. Follow for about 0.9 miles to NW 289th, turn left go 2 miles to NW 71st Ave., then turn right. Go 1.5 miles, block valve is on the rt side of the road.
MP 248 Block Valve 14" (MOV)	45.748216	-122.733628	From I-5, take exit 9 and head west on NE 179th St for 3.16 miles turn left on NW 61st Ave and valve site will be on your left.
Vancouver Jct	45.676192	-122.757582	From I-5, take 4th Plain Blvd exit. Proceed westerly for about 5.8 miles to cyclone fence gate entrance to OPL Vancouver Jct. (Site in field easily visible from gate and road.)
Vancouver DF	45.63808778	-122.6958087	I-5 So. exit Mill Plain Blvd. veer right or I-5 No. bound same exit except turn left at light at bottom of ramp. Follow Mill Plain for approx. 1.7 miles turn left on St. Francis Lane follow for 0.2 miles, turn left before RR crossing into the Tesoro gate. Proceed straight to DF.
MP 254 Block Valve 14" (MOV)	45.660348	-122.779199	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) continue westbound Approx. 9.3 miles to Sauvie Island Bridge. Right over bridge continue around to NW Gillihan. From here travel approx. 2.7 miles to the 19300 block of NW Gillihan. Turn right down long unnamed gravel road for approx. 0.1 miles. Block valve with cattle guard on left side of road.
MP 257 Block Valve 14" (HOV)	45.629877	-122.799991	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) continue westbound Approx. 9.3 miles to Sauvie Island Bridge. Right over bridge continue around to NW Gillihan from here travel approx. 0.9 miles to NW Lily. Right on NW Lily approx. 0.1 miles to block valve with cattle guard on the right.
MP 258 Block Valve 14" (HOV)	45.614316	-122.79976	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) continue westbound approx. 7.0 miles to Marina way. Right on Marina for 0.3 miles. Block valve with cattle guard on knoll on the right.
Linnton DF	45.602339	-122.787323	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) continue westbound approx. 6.2 miles to 112 th street. Right on 112 th across RR tracks to OPL Linnton Facility on the left.
Portland DF	45.59030233	-122.7766226	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) west approx. 5.2 miles to the ST Services sign (formerly Mobil Lube Plant sign). Head down driveway and then at the stop sign make a 340° turn to the Portland Delivery facility.
Portland Jct	45.590433	-122.776929	I-5 southbound to Hwy 30 westbound, from the first light (Nicolai) approx. 1.9 miles to Kittridge. Right over bridge. Left at Front/Kittridge light approx. 0.8 miles to OPL Portland Jct. Facility on the right.

HOSPITAL LISTING BY MAINLINE MILE POST

NEAREST MILE POST	NAME OF HOSPITAL	DRIVING DIRECTIONS
14	St. Joseph's Hospital 2901 Squalicum Parkway Bellingham 98225 360.734.5400	<p><u>Directions from I-5 North</u></p> <ol style="list-style-type: none"> 1. Take exit 255 – WA-542 E/Sunset Dr toward Mt. Baker 2. Turn LEFT onto WA-542/Sunset Dr. continue to follow E. Sunset Dr. 3. Turn RIGHT onto Ellis St. 4. Turn LEFT onto Squalicum Parkway <p><u>Directions from I-5 South</u></p> <ol style="list-style-type: none"> 1. Take exit 255 – WA-542 E/Sunset Dr toward Mt. Baker 2. Turn RIGHT onto E. Sunset Dr. 3. Turn RIGHT onto Ellis St. 4. Turn LEFT onto Squalicum Parkway
34	United General Hospital 2000 Hospital Dr. Sedro Woolley 98284 360.856.6021	<p><u>Directions from I-5 North</u></p> <ol style="list-style-type: none"> 1. Take exit 230 – WA-20 toward Burlington/Anacortes 2. Turn RIGHT onto WA-20/Rio Vista Ave./Avon Cut Off. Continue to follow WA-20/W. Rio Vista Ave. 3. Turn LEFT onto Hospital Dr. <p><u>Directions from I-5 South</u></p> <ol style="list-style-type: none"> 1. Take exit 232 – take ramp right for Cook Rd. / Sedro Woolley 2. Turn LEFT onto Cook Rd. 3. Turn RIGHT onto Collins Rd. 4. Turn LEFT onto Hospital Dr.
34	St. Joseph Hospital 813 Murdock St. Sedro Woolley 98284 360.856.6490	<p><u>Directions from the East</u></p> <ol style="list-style-type: none"> 1. Depart WA-20/ North Cascades Hwy towards Polte Rd. 2. Keep straight into WA-9/ WA-20/ Moore St. 3. Turn LEFT onto Murdock St. <p><u>Directions from the West</u></p> <ol style="list-style-type: none"> 1. Depart WA-20/ North Cascades Hwy towards Rhodes Rd. 2. Keep straight into WA-9/ WA-20/ North Cascades Hwy 3. Bear RIGHT onto W Ferry St. 4. Turn RIGHT onto Murdock St.
40	Skagit Valley Hospital 1415 E. Kincaid St. Mount Vernon 98274 360.424.4111	<p><u>Directions from I-5 North</u></p> <ol style="list-style-type: none"> 1. Take exit 226 2. Take ramp right and follow signs for Kincaid St./ WA-536 West 3. Turn RIGHT onto E Broad St. 4. Turn LEFT onto S 15th St. <p><u>Directions from I-5 South</u></p> <ol style="list-style-type: none"> 1. Take exit 226 2. Take ramp right and follow signs for Kincaid St./ WA-536 West 3. Turn LEFT onto WA-536/ E. Kincaid St. 4. Bear RIGHT onto E Broad St. 5. Turn LEFT onto S. 15th St.
59	Cascade Valley Hospital 330 S. Stillaguamish Ave. Arlington 98223 360.435.2133	<p><u>Directions from I-5 North</u></p> <ol style="list-style-type: none"> 1. Take exit 208 – WA-530 toward Arlington/Darrington 2. Turn RIGHT onto WA-530 3. Turn RIGHT onto Hazel St./WA-9 4. Turn LEFT onto E. Highland Dr. 5. Turn LEFT onto S. Stillaguamish Ave. <p><u>Directions from I-5 South</u></p> <ol style="list-style-type: none"> 1. Take exit 208 – WA-530 toward Silvana/Darrington 2. Turn LEFT onto WA-530 3. Turn RIGHT onto WA-9/ Hazel St. 4. Turn LEFT onto E. Highland Dr. 5. Turn LEFT onto S. Stillaguamish Ave.

NEAREST MILE POST	NAME OF HOSPITAL	DRIVING DIRECTIONS
73	Providence Regional Med Center 1321 Colby Ave. Everett 98201 425.261.2000	<u>Directions from I-5 North</u> <ol style="list-style-type: none"> 1. Take exit 193 – take ramp right for Pacific Ave/ WA-529 2. Turn LEFT onto WA-529/ Pacific Ave./ Yellow Ribbon Hwy 3. Keep straight onto Pacific Ave. 4. Turn RIGHT onto Broadway Ave. 5. Turn LEFT onto 14th St. 6. Turn RIGHT onto Colby Ave. <u>Directions from I-5 South</u> <ol style="list-style-type: none"> 1. Take exit 198 – take ramp right for WA-529 S/ Yellow Ribbon Hwy 2. Road name changes to N Broadway – keep straight on Broadway Ave. 3. Turn RIGHT onto 14th St. 4. Turn RIGHT onto Colby Ave.
74	Providence Regional Med Center 916 Pacific Ave. Everett 98201 425.261.2000	<u>Direction from I-5 North</u> <ol style="list-style-type: none"> 1. Take exit 193 – take ramp right for Pacific Ave./ Yellow Ribbon Hwy 2. Turn LEFT onto WA-529/ Pacific Ave./ Yellow Ribbon Hwy 3. Keep straight onto Pacific Ave.
93	Virginia Mason Medical Center 11800 NE 128 th St. Suite 300 Kirkland 98034 425.814.5100	<u>Directions from I-405 North</u> <ol style="list-style-type: none"> 1. Take exit 26 - WA-527 N toward Mill Creek 2. Turn SLIGHT RIGHT onto Bothell-Everett Hwy/WA-527 3. Turn RIGHT onto Maltby Rd./WA-524 4. Turn RIGHT onto 29th Ave. SE 5. 29th Ave. SE becomes 208th Pl. SE 6. 208th Pl. SE becomes 33rd Dr. SE 7. Turn RIGHT onto 211th St. SE 8. Turn LEFT onto 31st Ave. SE 9. 31st Ave. SE becomes 215th St. SE 10. Turn LEFT onto 30th Ave. SE <u>Directions from I-5 South</u> <ol style="list-style-type: none"> 1. Take exit 186 – WA-96 E/128th St. SW 2. Turn Left onto 128th St. SW/WA-96 3. Continue to follow WA-96 4. Turn RIGHT onto 16th Ave. SE 5. Turn RIGHT onto Bothell-Everett Hwy/WA-527 6. Turn LEFT onto Maltby Rd./WA-524 7. Turn RIGHT onto 29th Ave. SE 8. 29th Ave. SE becomes 208th Pl. SE 9. 208th Pl. SE becomes 33rd Dr. SE 10. Turn RIGHT onto 211th St. SE 11. Turn LEFT onto 31st Ave. SE 12. 31st Ave. SE becomes 215th St. SE 13. Turn LEFT onto 30th Ave. SE
93	Evergreen Hospital Medical Center 12040 NE 128 th St. Kirkland 98034 425.899.1000	<u>Directions from I-405 North</u> <ol style="list-style-type: none"> 1. Take exit 20B – NE 124th St. 2. Take the Totem Lake Blvd. ramp 3. Stay straight to go onto 120th Ave. NE 4. Turn RIGHT onto NE 128th St. <u>Directions from I-405 South</u> <ol style="list-style-type: none"> 1. Take exit 20 – NE 124th St. 2. Turn LEFT onto NE 124th St. 3. Turn LEFT onto Totem Lake Blvd. NE 4. Turn RIGHT onto 120th Ave. NE 5. Turn RIGHT onto NE 128th St.
98	Group Health Eastside Hospital 2700 152 nd Ave. NE Redmond 98052 425.502.3000	<u>Directions from 520 East</u> <ol style="list-style-type: none"> 1. Take the 148th Ave. NE SOUTH exit 2. Turn RIGHT onto 148th Ave. NE 3. Turn LEFT onto NE 24th St. 4. Turn LEFT onto 152nd Ave. NE

NEAREST MILE POST	NAME OF HOSPITAL	DRIVING DIRECTIONS
99	Overlake Hospital 1035 116 th Ave. NE Bellevue 98004 425.688.5000	<u>Directions from I-405 North</u> <ol style="list-style-type: none"> 1. Take exit 13B – NE 8th St. 2. Keep RIGHT at the fork in the ramp 3. Keep RIGHT at the fork in the ramp 4. Merge onto NE 8th St. 5. Turn LEFT onto 116th Ave. NE <u>Directions from I-405 South</u> <ol style="list-style-type: none"> 1. Take exit 13B – NE 8th St. East/West 2. Take the NE 8th ramp 3. Take the NE 8th ramp 4. Merge onto NE 8th St. 5. Turn LEFT onto 116th Ave. NE
Seattle Lateral	Harborview Medical Center 325 Ninth Ave Seattle, WA 98104 (206) 744-3300	<u>Directions from I-5 North</u> <ol style="list-style-type: none"> 1. Depart I-5 North towards I-5 Express Lane North 2. At exit 164A take ramp RIGHT for James St. towards Madison St. 3. Turn RIGHT onto James St 4. Turn RIGHT onto 9th Ave. <u>Directions from I-5 South</u> <ol style="list-style-type: none"> 1. Depart I-5 South towards I-5 Express Lane South 2. At exit 165A take ramp RIGHT for 6th Ave. towards James St. 3. Turn LEFT onto James St. 4. Turn RIGHT onto 9th Ave.
Seattle and Sea-Tac Laterals	Highline Community Hospital – Specialty Campus 12844 Military Rd. S Tukwila 98168 206.244.5476	<u>Directions from I-5 North</u> <ol style="list-style-type: none"> 1. Take exit 154 2. Take ramp right for WA-518 W towards Burien 3. Take ramp right for WA-99 S towards Sea-Tac Airport 4. Turn LEFT onto S 154th St. 5. Make immediate RIGHT onto 32nd Ave. S 6. Turn RIGHT onto S 152nd St. 7. Turn LEFT onto Military Rd. S <u>Directions from I-5 South</u> <ol style="list-style-type: none"> 1. Take exit 156 2. Take ramp right towards Interurban Ave. towards Tukwila 3. Turn RIGHT onto Interurban Ave. S 4. Turn LEFT onto 42nd Ave. S./ Macadam Rd. S 5. Bear RIGHT onto S 130th St. 6. Turn LEFT onto WA-99/ Pacific Hwy S/ Tukwila International Blvd 7. Turn RIGHT onto S 132nd St. 8. Road name changes to S 133rd St. 9. Turn RIGHT onto Military Rd. S
Seattle and Sea-Tac Laterals	Highline Community Hospital – Main Campus 16251 Sylvester Road SW Burien, WA 98166 (206) 248-4598	<u>Directions from I-5 North</u> <ol style="list-style-type: none"> 1. At exit 154 take ramp RIGHT for WA-518 W towards Burien 2. Road name changes to S 148th St. 3. Turn LEFT onto 1st Ave S 4. Turn RIGHT on SW 160th ST. 5. Bear LEFT onto Sylvester Rd. SW <u>Directions from I-5 South</u> <ol style="list-style-type: none"> 1. At exit 154B take ramp RIGHT for WA-518 W towards Sea-Tac Airport/ Burien 2. Road name changes to S 148th St. 3. Turn LEFT onto 1st Ave S 4. Turn RIGHT on SW 160th ST. 5. Bear LEFT onto Sylvester Rd. SW
113	Valley Medical Center 400 S. 43 rd St. Renton 98055 425.228.3450	<u>Directions from I-167 North</u> <ol style="list-style-type: none"> 1. Take the SW 43rd St./S. 180th St. exit 2. Turn RIGHT onto S. 43rd St./SW 43rd St. <u>Directions from I-167 South</u> <ol style="list-style-type: none"> 1. Take the East Valley Rd./SW 41st St. exit toward S. 180th St. 2. Turn LEFT onto E. Valley Rd. 3. Turn LEFT onto S 180th St. 4. Stay straight to go onto S 43rd St/SW 43rd St.

NEAREST MILE POST	NAME OF HOSPITAL	DRIVING DIRECTIONS
124	Auburn Regional Medical Center 202 N. Division St. Auburn 98001 253.833.7711	<u>Directions from WA-18 East</u> <ol style="list-style-type: none"> 1. Take the C St. SW exit 2. Turn LEFT on to C St. SW 3. Take the 3rd St. SW ramp 4. Turn LEFT onto Division St.
126	St. Francis Hospital 34515 9 th Ave. S Federal Way 98003 253.838.9700	<u>Driving directions from I-5 North</u> <ol style="list-style-type: none"> 1. Merge onto WA-18 W via exit 142B toward WA-99/Federal Way 2. WA-18 W becomes S 348th St. 3. Turn RIGHT onto 9th Ave. S <u>Driving directions from I-5 South</u> <ol style="list-style-type: none"> 1. Take exit 142B toward WA-161 S/Puyallup 2. Merge onto S 348th St. 3. Turn RIGHT onto 9th Ave. S
132	Tacoma General 315 MLK Jr. Way Tacoma 98405 253.403.1000	<u>Directions from I-5 South</u> <ol style="list-style-type: none"> 1. Take exit 133 – I-705 N toward City Center 2. Take the Stadium Way exit 3. Turn RIGHT onto Stadium Way S. 4. Turn LEFT onto Division Ave 5. Turn LEFT onto Martin Luther King Jr. Way <u>Directions from I-5 North</u> <ol style="list-style-type: none"> 1. Take exit 132 toward Gig Harbor/WA-16/Bremerton 2. Take the S. 38th St. W exit on the left toward Tacoma Mall/WA-16 W/Gig Harbor/Bremerton 3. Take the Sprague Ave Exit 4. Turn RIGHT onto Division Ave. 5. Turn RIGHT onto Martin Luther King Jr. Way
132	St. Joseph's Hospital 1717 S. J St. Tacoma 98405 253.426.4101	<u>Directions from I-5 South</u> <ol style="list-style-type: none"> 1. Take exit 133 – I-705 toward City Center 2. Take the WA-509 N/S 21st St, exit toward the Port of Tacoma 3. Turn SLIGHT LEFT onto S 21st St./WA-509. Continue to follow S 21st St. 4. Turn RIGHT onto Tacoma Ave S. 5. Turn LEFT onto S 19th St. 6. Turn RIGHT onto S J St. <u>Directions from I-5 North</u> <ol style="list-style-type: none"> 1. Take exit 132 – S 38th St. toward Gig Harbor/WA-16/Bremerton 2. Take the S. 38th St. West exit on the left toward Tacoma Mall/WA 16 W/Gig Harbor/Bremerton 3. Take the Sprague Ave. exit 4. Turn SLIGHT RIGHT onto S Sprague Ave. 5. Turn RIGHT onto S 19th St. 6. Turn LEFT onto S J St.
132	Allenmore Hospital 1901 S. Union Ave. Ste 1 Tacoma 98405 253.459.6633	<u>Directions from I-5 North</u> <ol style="list-style-type: none"> 1. Take exit 132 2. Take ramp right towards WA-16 W/ Gig Harbor 3. Take ramp right and follow signs for Union Ave. 4. Turn RIGHT onto S. Union Ave. <u>Directions from I-5 South</u> <ol style="list-style-type: none"> 1. Take exit 132 2. Take ramp right towards WA-16 W/ Sprague Ave./ Gig Harbor 3. Take ramp right and follow signs for Union Ave. 4. Turn RIGHT onto S. Union Ave.
136	Good Samaritan Hospital 407 14 th Ave SE Puyallup 98372 253.848.6661	<u>Directions from WA-512 West</u> <ol style="list-style-type: none"> 1. Take the Meridian St. S exit 2. Turn LEFT onto S Meridian 3. Turn LEFT onto 14th Ave SE <u>Directions from WA-512 East</u> <ol style="list-style-type: none"> 1. Take the Meridian St. S exit toward Puyallup 2. Turn RIGHT onto S Meridian 3. Turn LEFT onto 14th Ave SE

NEAREST MILE POST	NAME OF HOSPITAL	DRIVING DIRECTIONS
138	St. Clare Hospital 11315 Bridgeport Way SW Lakewood 98499 253.985.1711	<p><u>Directions from WA-512 East</u></p> <ol style="list-style-type: none"> 1. Take the WA-7/Pacific Ave. exit toward Parkland/Spanaway 2. Turn RIGHT onto Pacific Ave. S/WA-7 S 3. Turn LEFT onto 131st St. S <p><u>Directions from I-5 North</u></p> <ol style="list-style-type: none"> 1. Merge onto WA-512 E via exit 127 toward Puyallup/Mt. Rainier 2. Take the WA-7/Pacific Ave. exit toward Parkland/Spanaway 3. Turn RIGHT onto Pacific Ave. S/WA-7 S 4. Turn LEFT onto 131st St. S
146	Madigan Army Medical Center Bldg. 9040 Fitzsimmons Drive Tacoma, WA 98431 253.968.1110	<p><u>Directions from I-5</u></p> <ol style="list-style-type: none"> 1. Take Exit 122 and travel west to the Fort Lewis gate. <p>Note: A current vehicle sticker is required to access the gate. If you do not have a military vehicle sticker, you must go to the Fort Lewis Visitor's Booth, Main Gate, (exit 120 off I-5) to get a pass. A valid driver's license, proof of insurance and the registration for the vehicle are required to obtain a pass. With the pass, you may drive through the Madigan Gate (exit 122 from I-5).</p>
159	Providence St. Peter Hospital 413 Lilly Rd. NE Olympia 98506 360.491.9480	<p><u>Directions from I-5 South</u></p> <ol style="list-style-type: none"> 1. Take exit 109 – Martin Way toward Sleater-Kinney Rd. N 2. Turn RIGHT onto Martin Way E 3. Turn RIGHT onto Lilly Rd. NE <p><u>Directions from I-5 North</u></p> <ol style="list-style-type: none"> 1. Take exit 107 – Pacific Ave. toward Lacey 2. Turn SLIGHT RIGHT onto Pacific Ave. SE 3. Turn LEFT onto Lilly Rd. SE
160	Capital Medical Center 3900 Capital Mall Dr. SW Olympia 98502 360.956.2574	<p><u>Directions from I-5 North</u></p> <ol style="list-style-type: none"> 1. Take exit 104 2. Take ramp right for US 101 North/ Pacific Coast Scenic Byway/ Port Angeles 3. Take ramp right 4. Turn RIGHT onto Black Lake Blvd SW 5. Turn LEFT onto Cooper Pont Rd. SW 6. Turn LEFT onto Capital Mall Dr. SW <p><u>Directions from I-5 South</u></p> <ol style="list-style-type: none"> 1. Take exit 104 2. Take ramp right for US 101 North/ Pacific Coast Scenic Byway/ Port Angeles 3. Take ramp right 4. Turn RIGHT onto Black Lake Blvd SW 5. Turn LEFT onto Cooper Pont Rd. SW 6. Turn LEFT onto Capital Mall Dr. SW
178	Providence Centralia Hospital 914 S. Scheuber Rd. Centralia 98531 360.736.2803	<p><u>Directions from I-5 South</u></p> <ol style="list-style-type: none"> 1. Take exit 81 – WA-507 N/Mellen St. 2. Turn RIGHT onto Mellen St. 3. Mellen St. becomes Cooks Hill Rd. 4. Turn LEFT onto S Scheuber Rd. <p><u>Directions from I-5 North</u></p> <ol style="list-style-type: none"> 1. Take exit 81 – WA-507 N toward Centralia/Bucoda 2. Turn LEFT onto Mellen St./WA-50 3. Continue to follow Mellen St. 4. Mellen St. becomes Cooks Hill Rd. 5. Turn LEFT onto S Scheuber Rd.
219	St. John Medical Center 1615 Delaware St. Longview 98632 360.414.2000	<p><u>Directions from I-5 South</u></p> <ol style="list-style-type: none"> 1. Take exit 40 toward WA-4 S/Kelso-Longview/Long Beach 2. Turn RIGHT onto Cowlitz Way/WA-4 3. Turn SLIGHT RIGHT onto Ocean beach Hwy/WA-4 4. Turn LEFT onto 15th Ave. 5. Turn RIGHT onto Delaware St. <p><u>Directions from I-5 North</u></p> <ol style="list-style-type: none"> 1. Merge onto WA-432 W/Tennant Way via Exit 36 toward WA-4/Longview/Long Beach 2. Turn RIGHT onto 15th Ave. 3. Turn LEFT onto Delaware St.

NEAREST MILE POST	NAME OF HOSPITAL	DRIVING DIRECTIONS
249	Legacy Salmon Creek Medical Center 2211 NE 139 th St. Vancouver 98686 360.487.1000	<u>Directions from I-5 North</u> <ol style="list-style-type: none"> 1. Take exit 7 2. Take ramp right for NE 134th St. East/West towards WSU/ Vancouver 3. Turn RIGHT onto NE 134th St. 4. Turn LEFT onto NE 20th Ave. 5. Turn RIGHT onto NE 139th St. <u>Directions from I-5 South</u> <ol style="list-style-type: none"> 1. Take exit 7 2. Take ramp right for NE 134th St. East/West towards WSU/ Vancouver 3. Turn LEFT onto NE 134th St. 4. Turn LEFT onto NE 20th St. 5. Turn RIGHT onto NE 139th St
258	Legacy Emanuel Medical Center 2801 N. Gantenbein Ave Portland OR 97227 503.413.2200	<u>Directions from I-5 North</u> <ol style="list-style-type: none"> 1. Take exit 302A 2. Take ramp right towards Broadway-Weidler St./ Rose Quarter 3. Keep straight onto NE Victoria Ave 4. Turn LEFT onto NE Broadway 5. Turn RIGHT onto N Williams Ave. 6. Turn LEFT onto N Knott St. 7. Road name changes to N Gatenbein Ave

CHERRY POINT CRUDE AND BUTANE LINES INCIDENT REPORTING GUIDE

Use this guide to find your position and follow the steps which are listed in order of priority.

Field Operations Personnel:

- ☐ Assess your personal safety and move to a safe location if necessary.
- ☐ If this is an emergency and you need immediate assistance call 911.
- ☐ Call the Tulsa Control Center and the Controller Console – be prepared to give the Pipeline Controller the information needed to complete the Notification Checklist (i.e. your name, location, incident description, weather conditions, call-back number) as well as any support you feel you need. The Notification Checklist is on the following page.
- ☐ Notify the North Area O&M Team Leader (a voice mail message does not count, keep calling until you speak to the person).
- ☐ Your notifications are complete.
- ☐ Complete the Notification Checklist in the Field Document and turn it in to HSSE.

Control Center Personnel:

- ☐ If the call is from a third party get their name, location and call back number and as much information as you can about the type of concern that is being reported. Decide if the pipeline must be shutdown immediately. Dispatch an O&M Specialist to confirm the report.
- ☐ If the call is from BP personnel, obtain their name, location and call back information of the person. Get the all information necessary to complete the Notification Checklist (i.e. location, incident description, weather conditions).
- ☐ Notify the Control Center Team Leader or their delegate. (a voice mail message does not count, keep calling until you speak to the person – if you cannot reach the Team Leader move on to making the notifications listed below)
- ☐ Notify the North Area O&M Team Leader (a voice mail message does not count, keep calling until you speak to the person).
- ☐ Notify Cherry Point Refinery (**CRUDE AND BUTANE**)
- ☐ Notify Phillips 66 (**CRUDE ONLY**)
- ☐ Notify Trans Mountain Pipeline System (**CRUDE ONLY**)
- ☐ Notify Petrogas Ferndale Storage Terminal (**BUTANE ONLY**)
- ☐ Your notifications are complete.
- ☐ Complete the Notification Checklist in the Field Document and turn it in to HSSE.

North Area Team Leader:

- ☐ Notify District Operations Manager
- ☐ Notify the Environmental Coordinator

Environmental Coordinator:

- ☐ Make agency notifications as appropriate.
- ☐ Notify Environmental Team Lead
- ☐ Notify Communications and External Affairs
- ☐ Notify USPL DOT Advisor (if reported to the National Response Center or WUTC)
- ☐ Notify USPL Crisis Management Advisor

CHERRY POINT CRUDE LINE AND BUTANE LINE SPILL REPORT	
Date: _____	Time: _____
Name of person(s) completing report (list all controllers on-duty): _____ _____	
<input type="checkbox"/> Discoverer / Responder <input type="checkbox"/> Controller* <input type="checkbox"/> Other*	
*If Controller or Other, information / complaint received from:	
<input type="checkbox"/> Employee/contractor <input type="checkbox"/> Public <input type="checkbox"/> Other (i.e. agency) _____	
Name, address, and phone number of persons <u>making</u> report:	

() _____	
Assessment	
<input type="checkbox"/> Spill <input type="checkbox"/> Odor Complaint <input type="checkbox"/> Other _____	
Location: _____	
County: _____	City: _____ MP: _____
If Spill: onto <input type="checkbox"/> Land <input type="checkbox"/> Water <input type="checkbox"/> Containment <input type="checkbox"/> Other _____	
Nearest Watercourse (name and distance, if known): _____	
Source: <input type="checkbox"/> Pipe <input type="checkbox"/> Tank <input type="checkbox"/> Valve <input type="checkbox"/> Pump <input type="checkbox"/> Fitting <input type="checkbox"/> Other _____	
Product: <input type="checkbox"/> Gasoline <input type="checkbox"/> Diesel <input type="checkbox"/> Jet <input type="checkbox"/> Transmix <input type="checkbox"/> Crude <input type="checkbox"/> Butane <input type="checkbox"/> Other	
Estimated Qty: _____ <input type="checkbox"/> gallons <input type="checkbox"/> barrels	
<input type="checkbox"/> Fire <input type="checkbox"/> Explosion <input type="checkbox"/> Evacuations <input type="checkbox"/> Damage <input type="checkbox"/> N/A	
Number of Injured: _____ Fatalities: _____ Number Evacuated: _____ Damage in Dollars: _____	
<input type="checkbox"/> N/A	
Cause: <input type="checkbox"/> Equipment Failure <input type="checkbox"/> Operator Error <input type="checkbox"/> Natural Phenomenon <input type="checkbox"/> Unknown	
Weather Conditions: <input type="checkbox"/> Clear <input type="checkbox"/> Cloudy <input type="checkbox"/> Raining <input type="checkbox"/> Snowing <input type="checkbox"/> Other _____	
Temperature: _____ ° F	Wind Direction/Velocity _____
Brief Incident Description: _____	

INITIAL NOTIFICATIONS				
Upon Discovery of a product discharge, the <u>Spill Observer/First Responder</u> shall immediately notify Control Center:				
NOTIFY	TIME		CONTACT	
Tulsa Control Center	(800) 548-6482			
Controller Console	(918) 660-4458			
<i><u>If this is believed an emergency, immediately notify 911.</u></i>				
NOTIFY	NO	YES	TIME	CONTACT
Has 911 been notified?				
Immediately upon notification, verification or suspicion of a release, the <u>Control Center Personnel</u> shall:				
CONFIRM: Has observer/responder notified 911? <input type="checkbox"/> Yes <input type="checkbox"/> No				
NOTIFY FOR BOTH <u>CRUDE</u> AND <u>BUTANE</u> RELEASES:				
NOTIFY	PHONE NUMBER	TIME	REMARKS	
O&M Field Specialist Adam Groves Kevin Washington	(360) 661-6416 (360) 815-6698			
Cherry Point Refinery Security (Main Gate) Shift Supervisor	(360) 371-1301 (360) 371-1271			
Control Center Team Leader	(206) 786-1532			
ADDITIONAL NOTIFICATIONS FOR <u>BUTANE PIPELINE</u> RELEASES:				
NOTIFY	PHONE NUMBER	TIME	REMARKS	
Petrogas Ferndale Storage Terminal	(360) 384-1701 ext 0			

INITIAL NOTIFICATIONS			
Immediately upon notification, verification or suspicion of a release, the <u>O&M Field Specialist</u> shall:			
NOTIFY	PHONE NUMBER	TIME	REMARKS
Joseph Paquette North Area O&M Team Leader	(331) 229-6057 (360) 428-4214 ext. 6003		
Immediately upon notification, verification or suspicion of a release, the <u>North Area O&M Team Leader</u> shall:			
NOTIFY	PHONE NUMBER	TIME	REMARKS
Primary: Alexandria Crooks Environmental Coordinator	(425) 591-3599		
Secondary: Michaela Decker Safety Coordinator	(312) 434-2764		
Terry Zimmerman District Operations Manager	(219) 973-5985		
Immediately upon notification, verification or suspicion of a release, the <u>O&M Field Specialist</u> shall:			
The Environmental Coordinator will notify the Environmental Team Lead, Communications & External Affairs, applicable Regulatory Agencies, and the USPL DOT Team (if reported to NRC or WUTC) and the USPL Crisis Management Advisor.			
The District Operations Manager will make additional internal notifications as necessary (i.e. Business Unit Leader, Operations Manager, and BP Notification Center) and determine scope of response team to be activated.			

Comments:

CHERRY POINT CONTACT LIST			
AFFILIATION	PHONE NUMBER	NAME OF PERSON CONTACTED	TIME CONTACTED
NORTHWEST PIPELINES DISTRICT CONTACTS			
Terry Zimmerman District Operations Manager	(219) 973-5985 (Cell)		
Joseph Paquette North Area Team Lead	(331) 229-6057 (Cell)		
Dustin Lambert Central Area Team Lead	(425) 351 9938 (Cell)		
Jeff Berry South Area Team Lead	(360) 274-5108 (Cell)		
Adam Groves Field Spec. Support	(360) 526-3975 (Office) (360) 420-5105 (Cell)		
Kevin Wittmer Field Spec. Support	(360) 371-7411 (Office) (360) 815-0356 (Cell)		
Kevin Washington Field Spec. Support	(360) 815-6698 (Cell) (360) 428-4214 (Pager)		
Gunter Wilder Field Spec. Support	(360) 389-7049 (Cell) (360) 384-4231 (Office)		
Alexandria Crooks Environmental Coordinator	(425) 981-2590 (Office) (425) 591-3599 (Cell)		
Michaela Decker Safety Coordinator	(312) 434-2764 (Cell)		
Pam Brady Communications & External Affairs	(360) 371-1519 (Office) (360) 920-1171 (Cell)		
Renton Control Center (Emergencies Communication help only)	(888) 271-8880 (Office) (425) 235-7726(Office)		
TULSA CONTROL CENTER CONTACTS			
Pipeline Controller / Console (24 hours)	(800) 548-6482 (Office) (918) 660-4450 (Office)		
COMPANY	CONTACT	OFFICE NUMBER	ALTERNATE NUMBERS / NOTES
CHERRY POINT REFINERY			
Cherry Point Refinery, Crude and Butane	For immediate needs and emergencies: Main Gate Security Shift Supervisor	(360) 371-1301 (360) 371-1271	Contact main gate if unable to reach shift supervisor
BP Terminal for Butane	Control Board	(360) 384-1701	
Kinder Morgan / TRANSMOUNTAIN PIPELINE, FOR 24" CRUDE			
Laurel Station USA		(360) 398-1541	
Edmonton Control Center, Canada Emergency		(780) 449-5732 (888) 876-6711	
PHILLIPS 66 REFINERY, FOR 24" CRUDE			
Security		(360) 384-8351	
Dock Control Board		(360) 384-8349	
Shift Supervisor		(360) 384-8323	

FERNDALE GAS PIPELINE SYSTEM EMERGENCY RESPONSE NOTIFICATION PROCEDURES

Purpose

The purpose of this procedure is to report and safely respond to an incident, including a leak, fire, explosion, or natural disaster along the Ferndale Gas Pipeline System. The Ferndale Gas Pipeline System originates in Sumas and supplies natural gas to the BP Cherry Point Refinery and the Alcoa-owned Intalco Works Plant. The system receives natural gas from the Spectra Energy pipeline originating out of Canada. In the event of an incident, this procedure is intended to minimize exposure to the outside community and the environment by notifying emergency services, various public agencies and alerting the BP Cherry Point Refinery and Alcoa-Intalco so that they may make any necessary process changes. The assessment, reporting, and notification guidance is found on the following pages

Incident Reporting Guide

To use this guide find your position and follow the steps, which are listed in order of priority

Field Personnel:

- ☐ Assess your personal safety and move to a safe location, if necessary.
- ☐ If this is an emergency and you need immediate assistance call 911.
- ☐ Call the Tulsa Control Center – be prepared to give the Pipeline Controller the information needed to complete the Emergency Information Report Form (i.e. your name, location, incident description, weather conditions, and call back number).
- ☐ Determine the Grade of the Leak and take appropriate actions
 - ☐ **Grade 1:** Existing or probable hazard to persons or property; requires prompt action
 - ☐ **Grade 2:** Not hazardous at the time of detection but justifies scheduled repair
 - ☐ **Grade 3:** Not hazardous at the time of detection and can be expected to remain not hazardous
- ☐ Complete the Emergency Notification Log/Checklist and turn it in to the Environmental Coordinator.

Tulsa Control Center Personnel:

- ☐ If the call is from a third party get their Name, Location and Call Back Number and as much information as you can about the type of concern that is being reported. Decide if the pipeline must be shut down immediately. **Notify Cherry Point, Embridge, and Intalco as soon as possible in the event of an immediate shutdown.** Make sure Dispatch Field Personnel to confirm the report.
- ☐ If the call is from BP personnel, be sure to get the Name, Location and Call Back information of the person.
- ☐ Call the Olympic North Area Team Lead and provide a briefing of the situation and request additional support, if necessary.
- ☐ Call Cherry Point Refinery, and Intalco and provide them with a briefing of the situation and/or potential or actual shut down.
- ☐ Complete the Emergency Information Report Form (F-195.605(e)) found in the OMER 1 Manual. Send a copy of the form to the Environmental Coordinator.

North Area Team Leader:

- ☐ Notify District Operations Manager
- ☐ Notify the Environmental Coordinator

Environmental Coordinator:

- ☐ Notify HSSE Manager
- ☐ Make agency notifications as appropriate
- ☐ Notify Communications & External Affairs

FERNDALE GAS PIPELINE SYSTEM EMERGENCY NOTIFICATION CHECKLIST

[illegible]

A follow up inspection must be performed within 30 days for all releases.

OMER Form F-192.605(e)

FERNDALE GAS PIPELINE SYSTEM OVERVIEW

The Ferndale Gas System is an intrastate natural gas transmission pipeline that is approximately 36.5 miles long. A 16" Natural Gas Pipeline runs 32 miles at 550 psig from Sumas to BP Cherry Point Refinery and then an 8" line runs 4.5 miles at 250 psig from the refinery to Alcoa-Intalco.

The system is owned by BP West Coast Products Company and Intalco Works and operated by BP Pipelines (North America). The Northwest Pipelines District maintains the system and the Tulsa Control Center out of Tulsa, Oklahoma monitors the system. The system is designed for automated operations. If a rupture occurs, the mainline valves will close automatically upon detection of a sustained pressure drop. There are five mainline valves located approximately five miles apart on the Sumas-BP Cherry Point Refinery run. There is one mainline valve on the BP Cherry Point Refinery-Intalco run. (See Figure 1)

The Ferndale Gas System is located entirely within Whatcom County, Washington State. The terrain is flat with several miles running through sparsely populated areas. Whatcom County consists of farm lands, dairy farms, raspberry farms, and a few small communities. The system crosses the Trans Mountain Pipeline, several creeks, two Burlington Northern Rail Road tracks, Interstate 5 (north of Ferndale), and is less than a mile from Lake Terrell, located North East of the Intalco Works Plant.

There is one 3200-gallon Odorant storage tank located at Sumas Meter Station. Odorant is delivered to the site by truck.

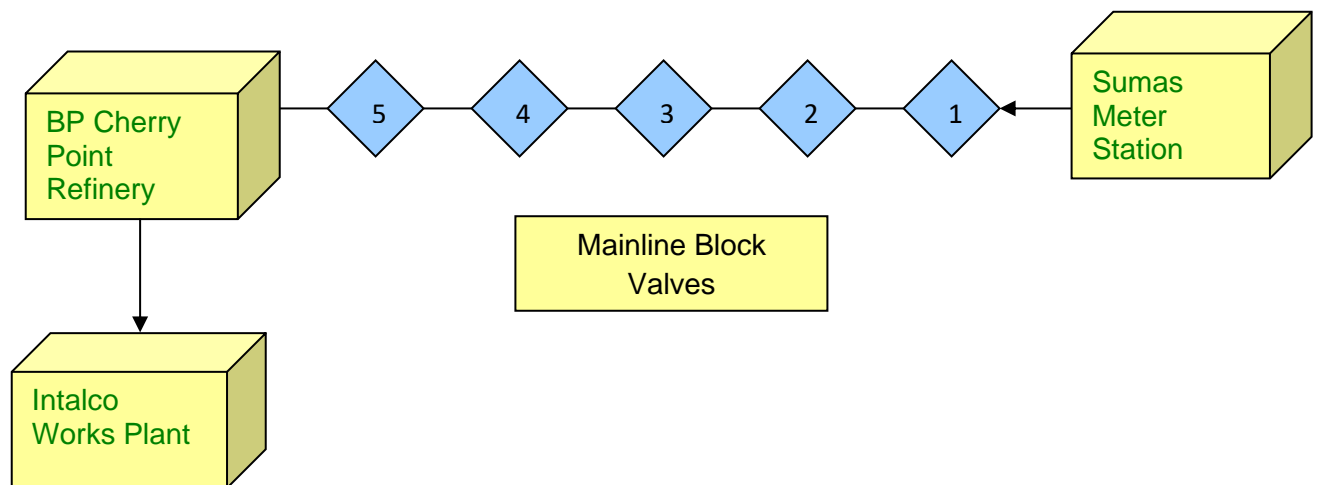


Figure 1: System Layout

FACILITY LOCATIONS

Facility Location	Coordinates
Sumas Regulating Facility 4928 Jones Road Sumas, WA 98295	Lat: N 49 00' 05" Long: W 122 13' 01"
Cherry Point Regulating Facility 4519 Grandview Road Blaine, WA 98230 Note: Facility is located on Blaine Rd inside BP Refinery	Lat: N 48 53' 19" Long: W 122 43' 34"
Intalco Regulating Facility 4050 Mountainview Road Ferndale, WA 98248 Note: Facility is located on Intalco Plant property	Lat: N 49 50' 37" Long: W 122 42' 40"
Mainline Valve #1 9088 Garrison Road (SR 9) Sumas, WA 98295 Note: Valve is located in farm field east of road	Lat: N 48 58' 17" Long: W 122 17' 12"
Mainline Valve #2 1695 Haveman Road Lynden, WA 98264 Note: Valve is located on the corner of Clay and Haveman Roads	Lat: N 48 58' 16" Long: W 122 23' 47"
Mainline Valve #3 9159 Jackman Road Lynden, WA 98264 Note: Valve is located in farm field west of road	Lat: N 48 58' 19" Long: W 122 30' 07"
Mainline Valve #4 8804 Sunrise Road Custer, WA 98240 Note: Valve is located in farm field east of road	Lat: N 48 57' 40" Long: W 122 35' 18"
Mainline Valve #5 3439 Birch Bay Lynden Road Custer, WA 98240 Note: Valve is located south of road	Lat: N 48 56' 08" Long: W 122 40' 08"

SPECIFIC RESPONSE ACTIONS FIRE/EXPLOSION CHECKLIST

Potential emergency situations dictate the immediate isolation of affected area(s) and evacuation of directly or potentially affected employees and the general public. Since each emergency situation is unique, the size of the area requiring isolation and the method of isolation will vary on a case-by-case basis. Personal and public safety is the first priority of responding employees.

Isolation

- As an immediate precautionary measure isolate the area around a suspected release to at least 330 feet in all directions. If there is a large release consider evacuation of area for ½ mile downwind.
- Keep unauthorized personnel away.
- Stay upwind.
- Stay away from confined spaces and low areas where gas may collect.
- Call for assistance when safe to do so.

Investigation

- Approach a possible release site with caution, park well away and upwind.
- Leave behind all sources of ignition including any electronic devices that is not intrinsically safe.
- Carry and O₂/LEL monitor.
- Sight, sound and smell are important tools for evaluating a release.
- Do not enter an area where gas is present.

Fire

- Do not extinguish a gas leak fire unless the source of the leak can be stopped.
- Use water fog to cool and protect structures and equipment, do not direct water stream at fire.
- Gas can asphyxiate, wear positive pressure self-containing breathing apparatus (SCBA)
- Structural firefighting protective clothing will only provide limited protection.

WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION REQUIREMENTS

WAC 480-93-185

Gas leak investigation

(1) Each gas pipeline company must investigate any odor, leak, explosion, or fire, which may involve its gas pipelines, promptly after receiving notification. Where the investigation reveals a leak, the gas pipeline company must grade the leak in accordance with WAC [480-93-186](#), and take appropriate action. The gas pipeline company must retain the leak investigation record for the life of the pipeline.

(2) In the event of an explosion, fire, death, or injury, the gas pipeline company must not remove any suspected gas facility until the commission or the lead investigative authority has designated the release of the gas facility. Once the situation is made safe, the gas pipeline company must keep the facility intact until directed by the lead investigative authority.

(3) When leak indications are found to originate from a foreign source (for example, a gasoline tank, a sewer, a marsh or customer-owned piping), and the situation is ongoing and potentially hazardous, the gas pipeline company must:

(a) Take appropriate action regarding its own facilities to protect life and property; and

(b) Report the leak promptly to the source facility owner or operator and, where appropriate, to the police department, fire department, or other appropriate governmental agency. If the property owner or an adult person occupying the premises is not available, the gas pipeline company must, within twenty-four hours of the leak investigation, send by first-class mail, addressed to the person occupying the premises, a letter explaining the results of the investigation. The gas pipeline company must keep a record of each letter sent for five years.

WAC 480-93-186

Leak evaluation

(1) Based on an evaluation of the location and/or magnitude of a leak, the gas pipeline company must assign one of the leak grades defined in WAC [480-93-18601](#) to establish the leak repair priority. A gas pipeline company may use an alphabetical grade classification, i.e., Grade A for Grade 1, Grade B for Grade 2, and Grade C for Grade 3 if it has historically used such a grading designation. Each gas pipeline company must apply the same criteria used for initial leak grading when re-evaluating leaks.

(2) Each gas pipeline company must establish a procedure for evaluating the concentration and extent of gas leakage. When evaluating any leak, the gas pipeline company must determine and document the perimeter of the leak area. If the perimeter of the leak extends to a building wall,

the gas pipeline company must extend the investigation inside the building. Where the reading is in an unvented, enclosed space, the gas pipeline company must consider the rate of dissipation when the space is ventilated and the rate of accumulation when the space is resealed.

(3) The gas pipeline company must check the perimeter of the leak area with a combustible gas indicator. The gas pipeline company must perform a follow-up inspection on all leak repairs with residual gas remaining in the ground as soon as practical, but not later than thirty days following the repair.

(4) Grade 1 and 2 leaks can only be downgraded once to a Grade 3 leak without a physical repair. After a leak has been downgraded once, the maximum repair time for that leak is twenty-one months.

WAC 480-93-18601

Leak classification and action criteria — Grade — Definition — Priority of leak repair

- (1) A "Grade 1 leak" is a leak that represents an existing or probable hazard to persons or property and requiring prompt action, immediate repair, or continuous action until the conditions are no longer hazardous.
 - (a) Prompt action in response to a Grade 1 leak may require one or more of the following:
 - (i) Implementation of the gas pipeline company's emergency plan pursuant 49 CFR § 192.615;
 - (ii) Evacuating the premises;
 - (iii) Blocking off an area;
 - (iv) Rerouting traffic;
 - (v) Eliminating sources of ignition;
 - (vi) Venting the area;
 - (vii) Stopping the flow of gas by closing valves or other means; or
 - (viii) Notifying police and fire departments.
 - (b) Examples. Grade 1 leaks requiring prompt action include, but are not limited to:
 - (i) Any leak, which in the judgment of gas pipeline company personnel at the scene, is regarded as an immediate hazard;
 - (ii) Escaping gas that has ignited unintentionally;
 - (iii) Any indication of gas that has migrated into or under a building or tunnel;
 - (iv) Any reading at the outside wall of a building or where the gas could potentially migrate to the outside wall of a building;
 - (v) Any reading of eighty percent LEL or greater in an enclosed space;

- (vi) Any reading of eighty percent LEL, or greater in small substructures not associated with gas facilities where the gas could potentially migrate to the outside wall of a building; or
 - (vii) Any leak that can be seen, heard, or felt and which is in a location that may endanger the general public or property.
- (2) A "Grade 2 leak" is a leak that is recognized as being not hazardous at the time of detection but justifies scheduled repair based on the potential for creating a future hazard.
 - (a) Each gas pipeline company must repair or clear Grade 2 leaks within fifteen months from the date the leak is reported. If a Grade 2 leak occurs in a segment of pipeline that is under consideration for replacement, an additional six months may be added to the fifteen months maximum time for repair provided above. In determining the repair priority, each gas pipeline company should consider the following criteria:
 - (i) Amount and migration of gas;
 - (ii) Proximity of gas to buildings and subsurface structures;
 - (iii) Extent of pavement; and
 - (iv) Soil type and conditions, such as frost cap, moisture and natural venting.
 - (b) Each gas pipeline company must re-evaluate Grade 2 leaks at least once every six months until cleared. The frequency of re-evaluation should be determined by the location and magnitude of the leakage condition.
 - (c) Grade 2 leaks vary greatly in degree of potential hazard. Some Grade 2 leaks, when evaluated by the criteria, will require prompt scheduled repair within the next five working days. Other Grade 2 leaks may require repair within thirty days. The gas pipeline company must bring these situations to the attention of the individual responsible for scheduling leakage repair at the end of the working day. Many Grade 2 leaks, because of their location and magnitude, can be scheduled for repair on a normal routine basis with periodic re-evaluation as necessary.
 - (d) When evaluating Grade 2 leaks, each gas pipeline company should consider leaks requiring action ahead of ground freezing or other adverse changes in venting conditions, and any leak that could potentially migrate to the outside wall of a building, under frozen or other adverse soil conditions.
 - (e) Examples. Grade 2 leaks requiring action within six months include, but are not limited to:
 - (i) Any reading of forty percent LEL or greater under a sidewalk in a wall-to-wall paved area that does not qualify as a Grade 1 leak and where gas could potentially migrate to the outside wall of a building;

- (ii) Any reading of one hundred percent LEL or greater under a street in a wall-to-wall paved area that does not qualify as a Grade 1 leak and where gas could potentially migrate to the outside wall of a building;
 - (iii) Any reading less than eighty percent LEL in small substructures not associated with gas facilities and where gas could potentially migrate creating a probable future hazard;
 - (iv) Any reading between twenty percent LEL and eighty percent LEL in an enclosed space;
 - (v) Any reading on a pipeline operating at thirty percent of the specified minimum yield strength or greater in Class 3 or 4 locations that does not qualify as a Grade 1 leak; or
 - (vi) Any leak that in the judgment of gas pipeline company personnel at the scene is of sufficient magnitude to justify scheduled repair.
- (3) A "Grade 3 leak" is a leak that is not hazardous at the time of detection and can reasonably be expected to remain not hazardous.
 - (a) Each gas pipeline company should re-evaluate Grade 3 leaks during the next scheduled survey, or within fifteen months of the reporting date, whichever occurs first, until the leak is regraded or no longer results in a reading.
 - (b) Examples. Grade 3 leaks requiring re-evaluation at periodic intervals include, but are not limited to:
 - (i) Any reading of less than eighty percent LEL in small gas associated substructures, such as small meter boxes or gas valve boxes; or
 - (ii) Any reading under a street in areas without wall-to-wall paving where it is unlikely the gas could migrate to the outside wall of a building.



STATE OF WASHINGTON
DEPARTMENT OF ECOLOGY

PO Box 47600 • Olympia, WA 98504-7600 • 360-407-6000
711 for Washington Relay Service • Persons with a speech disability can call 877-833-6341

June 9, 2021

Terry Zimmerman
BP Pipelines North America
600 SW 39th Street, Suite 275
Renton, WA 98057

Dear Terry Zimmerman:

We have completed an evaluation of the BP Pipelines (North America) Northwest Pipelines District oil spill contingency plan using standards contained in Chapter 173-182 of the Washington Administrative Code. As part of my review of this plan, I received one comment letter from stakeholders. We have considered these comments in this review. At this time your plan will be granted **conditional approval**. Please insert the enclosed approval certificate to the front of your plan.

The final expiration date for conditional approval is December 9, 2022 (18 months from the date of letter). There are several immediate deadlines noted below that must be met. All boxes that have not been checked "YES" on the enclosed checklist must be successfully addressed before the plan can be fully approved.

By August 9, 2021, please correct the following deficiencies:

- *Contingency plan general content* ([WAC 173-182-230\(3\) and \(4\)](#))
- *Initial Response Actions* (WAC [173-182 250](#))
- *Planning standards for oils that may submerge or sink* (WAC [173-182-324](#))
- *Response and Protection Strategies* (WAC [173-182-510](#))
- *Geographic Information Planning Standards for Pipelines* (WAC [173-182-515](#))
- *Planning standards for shoreline cleanup* (WAC [173-182-522](#))
- *Planning standards for air monitoring* (WAC [173-182-535](#))
- *Alternative methods of evaluating planning standards* ([WAC 173-182-620](#))
- *Drills* (WAC [173-182 700 and 710](#))

By regulation, conditional approval of a plan can last no longer than 18 months. If all deficiencies are not fully addressed by December 9, 2022, the plan will expire. If you are unable to meet the timeframes above, please let me know in writing that you need an extension. We are committed to working with you to strengthen your plan throughout this process.

You have a right to appeal this Order to the Pollution Control Hearing Board (PCHB) within 30 days after the date of receipt of this Order. The appeal process is governed by Chapter 43.21B RCW and Chapter 371-08 WAC. "Date of receipt" is defined in RCW 43.21B.001(2).

To appeal you must do the following within 30 days of the date of receipt of this Order:

- File your appeal and a copy of this Order with the PCHB (see addresses below). Filing means actual receipt by the PCHB during regular business hours.
- Serve a copy of your appeal and this Order to Ecology in paper form - by mail or in person. (See addresses below.) Email is not accepted.

Your appeal alone will not stay the effectiveness of this Order. Ecology in its discretion may stay the effectiveness of this Order, or you may submit a request in accordance with RCW 43.21B.320.

ADDRESS AND LOCATION INFORMATION

Street Addresses

Department of Ecology

Attn: Appeals Processing Desk
300 Desmond Drive SE
Lacey, WA 98503

Mailing Addresses

Department of Ecology

Attn: Appeals Processing Desk
PO Box 47608
Olympia, WA 98504-7608

ADDRESS AND LOCATION INFORMATION

Street Addresses

Pollution Control Hearings Board

1111 Israel Road SW, Ste 301
Tumwater, WA 98501

Mailing Addresses

Pollution Control Hearings Board

PO Box 40903
Olympia, WA 98504-0903

CONTACT INFORMATION

Please direct all questions about this Order to:

Matt Bissell
Department of Ecology
Spill Prevention, Preparedness, and Response Program
PO Box 47600
Olympia, WA 98504
(360) 280-7061
matt.bissell@ecy.wa.gov

MORE INFORMATION

- **Pollution Control Hearings Board**
<http://www.eluho.wa.gov/Board/PCHB>
- **Chapter 43.21B RCW - Environmental Hearings Office – Pollution Control Hearings Board**
<http://app.leg.wa.gov/RCW/default.aspx?cite=43.21B>
- **Chapter 371-08 WAC – Practice and Procedure**
<http://app.leg.wa.gov/WAC/default.aspx?cite=371-08>
- **Chapter 34.05 RCW – Administrative Procedure Act**
<http://app.leg.wa.gov/RCW/default.aspx?cite=34.05>

- **Chapter 88.40 RCW - Transport of Petroleum Products — Financial Responsibility**
<http://app.leg.wa.gov/RCW/default.aspx?cite=88.40>
- **Chapter 88.46 RCW - Vessel Oil Spill Prevention and Response**
<http://app.leg.wa.gov/RCW/default.aspx?cite=88.46>
- **Chapter 90.48 RCW - Water Pollution Control**
<http://app.leg.wa.gov/RCW/default.aspx?cite=90.48>
- **Chapter 90.56 RCW - Oil and Hazardous Substance Spill Prevention and Response**
<http://app.leg.wa.gov/RCW/default.aspx?cite=90.56>
- **Spill Prevention, Preparedness, and Response Rules**
<https://ecology.wa.gov/About-us/Get-to-know-us/Our-Programs/Spills-Prevention-Preparedness-Response/Rules-directing-our-work>

If you have any questions on this matter please contact your Oil Spill Preparedness Planner Scott Zimmerman, (425) 941-7697 and scott.zimmerman@ecy.wa.gov.

Sincerely,



Linda Pilkey-Jarvis
Preparedness Section Manager
Spill Prevention, Preparedness, and Response Program

Enclosure: Plan Review Checklist
Conditional Approval Certificate

cc: Alex Crooks, BP Pipelines North America
UTC
Rick Raksnis, DOT/PHMSA
Stephen Ball, US EPA Region 10
Wally Moon, US EPA Region 10
Timothy S. Lupher, USCG Sector Puget Sound
USCG Columbia River
Scott Smith, Oregon DEQ
HQ Spills Central Files, Preparedness –BP Pipelines (North America) Northwest Pipelines District



Spill Prevention, Preparedness, and Response Program

WAC 173-182 CONTINGENCY PLAN REVIEW CHECKLIST

Plan Name: BP Pipelines (North America) Northwest Pipelines District

Name & Address: Terry Zimmerman
BP Pipelines North America
600 SW 39th Street, Suite 275
Renton, WA 98057

Date Submitted: April 6, 2021

Oil Spill Preparedness Planner: Scott Zimmerman

Date Review Completed: June 7, 2021

The purpose of this Plan Review Checklist is to guide Ecology in the review of a 5-year plan update to an oil spill contingency plan to ensure the plan meets the requirements established under Chapter 173-182 Washington Administrative Code (WAC).

In order to complete this review, Ecology will consider requirements established in state law, state regulation, and the Northwest Area Contingency Plan; information contained in approved Primary Response Contractor (PRC) applications, Spill Management Team (SMT) applications, Wildlife Response Service Provider (WRSP) applications, and equipment and resources listed on the Worldwide Response Resource List (WRRL). Ecology will also consider public comments solicited through a required 30-day public review period.

To be considered for approval, the oil spill contingency plan must demonstrate that, when implemented, the company/organization can, to the maximum extent practicable, provide for a rapid, aggressive and well-coordinated response to, and cleanup of, a variety of spills including small chronic spills and worst case spills. Each plan should also demonstrate the ability to promptly and properly protect the environment from damage resulting from an oil spill.

PUBLIC REVIEW: *This is a 5-year update.* *Comments may be provided on content of the entire plan. During this 30-day period, Ecology reviews the plan using this plan review checklist. At the close of the 30-day public comment period, Ecology considers any comments received and makes a decision to approve, deny, or conditionally approve the plan. Upon conditional approval, the completed checklist detailing which items are still required is made available to the public. When updates to the plan are received and Ecology determines that the items on the checklist have been satisfied, the plan may be made available for an additional 30-day public review before Ecology makes the final decision to approve the plan.*

Note: *Several items on this checklist are comprehensive. For these items, the larger checkbox is not checked unless all of the smaller items are checked.*

Instructions for Plan Review

- Checklist items that only apply to a specific plan holder type are highlighted in blue. For a final review, all credit items will be left in and the N/A box will be checked if it does not apply to the plan under review.

FORMAT: WAC 173-182-210

YES ☒ **NO ☐** **Plan is formatted appropriately including:**

- ☒ Table of contents with numbered and tabbed chapters.
- ☒ WA-specific information or WA Annex.
- ☒ Replaceable pagination.

YES ☒ **NO ☐** **The plan is functionally usable in responding to a spill.**

Comment: N/A

PLAN UPDATES & SIGNIFICANT CHANGES TO APPROVED PLANS: WAC 173-182-140 & 142

YES ☒ **NO ☐** **Plan contains procedures for updates including commitments to:**

- ☒ Provide 24-hour notice to Ecology of temporary or permanent significant changes.
- ☒ Update the plan to reflect permanent changes to the plan within 30 days.
- ☒ Conduct an annual review of the plan. Update and submit the amended plan to Ecology for review and approval; or, send a letter confirming the existing plan is accurate.

Comment: N/A

POST-SPILL REVIEW AND DOCUMENTATION PROCEDURES: WAC 173-182-150

YES ☒ **NO ☐** **Plan contains post-spill review and documentation procedures which include a commitment to conduct debriefs with Ecology and other participating agencies and organizations.**

Comment: N/A

BINDING AGREEMENT: WAC 173-182-220

YES ☒ **NO ☐** **Plan contains a binding agreement signed by person(s) with the authority to bind the owners and operators to the plan.**

☒ **Plan is submitted by**

- ☒ An authorized owner, or operator, or a designee with authority to bind the owners and operators of the facilities or vessels covered by the plan.
- ☐ An authorized representative(s) of a nonprofit corporation established to provide oil spill contingency plan coverage.
- ☐ An authorized resident agent of the vessel(s) submitting the plan.
- ☐ An authorized representative(s) of a company contracted to the vessel or facility and approved by Ecology to provide containment and clean-up services.

☒ **Plan contains Ecology's binding agreement form [ECY 070-612](#).**

Or,

☐ **An equivalent binding agreement that includes:**

- ☐ The name, address, phone number, email address, and website of the submitting party.
- ☐ Acceptance of the plan and commitment to a safe and immediate response to spills and to substantial threats of spills that occur in, or could impact Washington waters or Washington's natural, cultural and economic resources.

- ☐ Commitment to having an incident commander in state within six hours after notification of the spill.
- ☐ Commitment to the implementation and use of the plan during a spill and substantial threat of a spill, and to the training of personnel to implement the plan.
- ☐ Verification of authority and capability to make necessary and appropriate expenditures in order to implement plan provisions.
- ☐ Commitment to working in Unified Command within the incident command system to ensure that all personnel and equipment resources necessary to the response will be called out to clean up the spill safely and to the maximum extent practicable.

Comment: N/A

GENERAL PLAN CONTENT: WAC 173-182-230 (2)(3)(a)(c)(d)

- YES ☒ NO ☐ Plan contains a reference to and is consistent with the Northwest Area Contingency Plan (NWACP).
- YES ☒ NO ☐ Plan contains a list of the federal and/or state requirements intended to be met by the plan.
- YES ☒ NO ☐ Plan contains a log sheet to document revisions and updates to the plan.
- YES ☒ NO ☐ Plan contains a complete cross reference table reflecting the locations in the plan specific to Washington requirements.

Comment: N/A

CONTRACTED RESOURCES: WAC 173-182-230(3)(e)

Primary Response Contractor (PRC)

- ☐ N/A Plan does not rely on a PRC to meet applicable planning standards.
- YES ☒ NO ☐ Plan indicates use of PRC(s) to meet applicable planning standards.
- YES ☐ NO ☒ Plan contains the required PRC information including:
- ☒ Name, address, 24-hour phone number, or other means of 24-hour contact.
 - ☒ A contract or letter summarizing the terms of the contract and signed by the PRC.
 - ☐ If the contract is not in the plan, a commitment that the contract will be made available to Ecology upon request.

Spill Management Team (SMT)

- ☒ N/A Plan does not rely on a contracted SMT to meet applicable planning standards.
- YES ☐ NO ☐ Plan indicates use of a contracted SMT to meet applicable planning standards and details what roles the SMT may fill on behalf of the plan holder.
- YES ☐ NO ☐ Plan contains the required SMT information including:
- ☐ Name, address, 24-hour phone number or other means of 24-hour contact.
 - ☐ A contract or letter summarizing the terms of the contract and signed by the SMT.
 - ☐ If the contract is not in the plan, a commitment that the contract will be made available to Ecology upon request.

Wildlife Response Service Provider (WRSP)

- ☐ N/A Plan does not rely on a contracted WRSP to meet applicable planning standards.
- YES ☒ NO ☐ Plan indicates use of a WRSP to meet applicable planning standards.
- YES ☐ NO ☒ Plan contains the required WRSP information including:
- ☒ Name, address, 24-hour phone number, or other means of 24-hour contact.
 - ☒ A contract or letter summarizing the terms of the contract and signed by the PRC.
 - ☐ If the contract is not in the plan, a commitment that the contract will be made available to Ecology upon request.

Comment: Please include a commitment that contracts for your PRCs and WRSPs will be made available to Ecology upon request.

MUTUAL AID AGREEMENTS: WAC 173-182-230(3)(e)(iii)

- ☒ N/A Plan does not indicate use of Mutual Aid Agreement to meet applicable planning standards.
- YES ☐ NO ☐ Plan indicates a Mutual Aid Agreement which is needed to meet applicable planning standards
- ☐ Includes a copy of the current agreement.
 - ☐ The terms of the agreement are described in the plan.

Comment: N/A

PROCEDURES TO TRACK AND ACCOUNT FOR RECOVERED OIL AND WASTE: WAC 173-182-230(3)(f)

- YES ☒ NO ☐ Plan contains procedures to track and account for:
- ☒ Entire volume of oil recovered.
 - ☒ Oily waste generated and disposed of during spill.
- YES ☒ NO ☐ Plan contains:
- ☒ Forms to account for recovered oil and waste.
 - ☒ A commitment to provide records to Ecology upon request.
 - ☒ Link to the WA state specific NWACP disposal plan in Section 9405, or reference, or the plan contains a disposal plan template consistent with the NWACP.

Comment: N/A

ADDITIONAL FACILITY/PIPELINE CONTENT: WAC 173-182-230(4)

- ☐ N/A This is not a facility or pipeline plan.
- YES ☐ NO ☒ Plan contains the following facility specific information:
- ☒ Name, location, type, and address of the facility.
 - ☒ Starting date and description of operations.
 - ☒ Description of oil handling operations that occur at the facility.

- ☒ Pipeline inventory with routes and pipeline capacities.
- ☒ Tank inventory with tank capacities.
- ☐ A list of oil products handled by name with density, specific gravity, API, oil group number (1-5), and sulfur content. This can be in table format.
- ☒ Written description and maps of the facility that includes topography, storm water and other drainage systems, mooring areas, pipelines, tanks, oil processing areas, storage, and transfer sites.
- ☒ A description of the geographical area that could be impacted from a worst case spill at the location(s) using a 48-hour trajectory.
- ☒ For pipelines, a narrative describing how the response zone in the plan was identified.

Comment: Appendix C, Figure C 8, lists Crude Oil as a product name. Each of the various crude oils transported through the Cherry Point Crude Pipeline need to be listed by name and be separate entries in the table. Oils with a potential to submerge or sink must be identified within the product list (please see the comment in the *non-floating oil* section of this checklist for more information on how to meet that requirement). We recommend only including one product list in your plan with all required information to avoid issues with plan updates (currently there are two: Appendix C, Figure C 8 and Figure 2.2).

ADDITIONAL VESSEL CONTENT (Except plans covering multiple vessels with different owners): WAC 173-182-230(5)

☒ N/A

This is not a vessel plan.

YES ☐ NO ☐

Plan contains the following vessel specific information:

- ☐ Name of each vessel covered under the plan.
- ☐ Name, location, and address of the owner or operator.
- ☐ Official identification code (IMO number), or call sign.
- ☐ Country of registry.
- ☐ All ports of call or areas of expected operation in Washington waters.
- ☐ List all oil(s) or product(s) by name and include; density, gravity, API, oil group number, sulfur content (sweet/sour) and general ship capacity for amounts carried as cargo or fuel.
- ☐ Description of the operations covered by the plan (i.e. bunkering, lightering, or other over-water transfers).
- ☐ A diagram indicating cargo, fuel, and ballast tanks and piping, power plants, and other oil storage and transfer sites and operations.

Comment: N/A

ADDITIONAL MULTI-VESSEL PLAN CONTENT: WAC 173-182-230(6)

☒ N/A

This is not a multi-vessel plan.

YES ☐ NO ☐

Plan demonstrates the maintenance of a vessel enrollment list in an acceptable format and made accessible to Ecology on a 24-hour daily basis. List must be updated at least every three days. Vessel enrollment list must include:

- ☐ Name and vessel type for each vessel covered under the plan.
- ☐ Worst case discharge oil type and quantity.

- ☐ The name and API gravity of the densest oil handled on the enrolled vessels.
- ☐ Vessel Agent.
- ☐ Name of SMT(s) for each vessel enrolled under the plan.
- ☐ Name of Protection & Indemnity Club.

YES ☐ NO ☐ **Plan contains information on the vessels covered by the plan including the following information:**

- ☐ A list of the types of vessels.
- ☐ Typical oil type by group and volume carried by the types of vessels covered by the plan.
- ☐ The worst case discharge volume for each planning standard area applicable to the plan.
- ☐ The procedure for the plan holder to acquire vessel diagrams when asked by Ecology.

YES ☐ NO ☐ **Plan contains a commitment to provide the following information if requested:**

- ☐ Vessel diagrams indicating cargo, fuel, ballast tanks, piping, power plants, and other oil storage.

YES ☐ NO ☐ **Plan describes typical vessel operations in Washington for the vessels enrolled.**

Comment: N/A

ADDITIONAL **UMBRELLA PLAN** CONTENT: SUPPLEMENTAL RESOURCES: WAC 173-182-230(7) & 232

☒ N/A **This is not an Umbrella plan, or the Umbrella plan does not indicate use of supplemental resources.**

YES ☐ NO ☐ **Plan indicates the use of supplemental resources as a means to provide coverage to vessels with a worst case spill volume that exceeds the capability of directly contracted resources.**

YES ☐ NO ☐ **Umbrella Plan holder maintains an enrollment list that includes the name of the primary response contractor that will provide supplemental resources for enrolled members.**

YES ☐ NO ☐ **Plan contains documentation of the supplemental resources agreement between the vessel owner/operator and another PRC.**

YES ☐ NO ☐ **Documentation of supplemental resource agreement(s) may include:**

- ☐ Authorization for the umbrella plan holder to activate the supplemental agreement, sufficient to meet the worst case discharge of the covered vessel, during a drill, spill, or substantial threat of a spill. This enrollment form may be used to secure this documentation.

AND

- ☐ Commitment letter from qualified individuals. Or,
- ☐ Commitment letters from insurance representatives or vessel agents. Or,
- ☐ Include member signed enrollment agreements or other letters of intent or include a statement that the documentation will be made available to ecology upon request.

YES ☐ NO ☐ **Plan describes the process for the activation of supplemental resources including:**

- ☐ Contact information for the supplemental resources provider.
- ☐ Activation directions.
- ☐ How coordination with the vessel QI and primary PRC occurs.

Comment: N/A

CLAIMS PROCEDURE: WAC 173-182-230(8)

- YES ☒ NO ☐ **Plan contains concise procedures to establish a process to manage oil spill liability claims of persons or property, including:**
- ☒ Identification of group/individuals responsible for managing claims.

Comment: N/A

FIELD DOCUMENT (FACILITY): WAC 173-182-240, WAC 173-182-264 and WAC 173-182-350

- ☐ N/A This is not a facility plan.
- YES ☒ NO ☐ **Plan contains a field document that contains time critical information for field staff use during the initial emergency phase of a spill.**
- To ensure field document is appropriately interrelated with the plan, the plan must include:**
- ☒ Locations where the field document is located for use by field staff, e.g., in specific offices, vehicles, etc.
- To ensure the plan is appropriately interrelated with the field document, the field document must include:**
- ☒ Procedures and equipment used to detect, assess and document the size of a spill and forms for documenting initial response assessment, procedures for safety assessment of the spill by trained crew and how appropriate air monitoring is planned for.
 - ☒ A prioritized call down list with names and phones numbers of required notifications that field staff must complete when a spill is discovered.
 - ☒ A checklist that identifies steps to initiate an appropriate response to the spill.
 - ☒ A form to document notifications.
 - ☒ Guidance for field staff to identify spills to ground including notification procedures.

Comment: N/A

VESSEL FIELD DOCUMENT: WAC 173-182-240, 260, 262, and 264

- ☒ N/A This is not a vessel plan.
- YES ☐ NO ☐ **Plan contains a field document that contains time critical information for use during a spill or substantial threat of a spill.**
- To ensure field document is appropriately interrelated with the plan, the plan must include:**
- ☐ Locations where the field document is located for use by field staff, e.g., in specific offices, location on a ship, etc.
 - ☐ Identification of a central reporting office/individual for implementing the notification process.
 - ☐ A prioritized call down list with names and phones numbers of required notifications to government agencies, response contractors, and spill management team members for spills.
 - ☐ A form to document notifications.
 - ☐ If the portion (personal phone numbers) of the list is not included in the plan, a commitment to provide the list to Ecology upon request and demonstrate it in drills.
 - ☐ Guidance for determining and instructions for reporting vessel incidents that poses a substantial threat of a spill, i.e., vessel emergency.
 - ☐ Procedures to activate and call out the ERTV (if applicable).

- ☐ Procedures to detect, assess and document the size of a spill and forms for initial response assessment. (See initial response actions below)
- ☐ A checklist with steps to initiate an appropriate response to the spill.

Comment: N/A

FIELD DOCUMENT (multi-vessel checklist): WAC 173-182-240

☒ N/A **This is not a multi-vessel plan.**

YES ☐ NO ☐ **Plan contains a field document that contains time critical information for vessel crew to use during the initial emergency phase of a spill or threat of a spill.**

To ensure field document is appropriately interrelated with the plan, the plan must include:

- ☐ Procedures to ensure each covered vessel is provided the field document prior to entering Washington waters.
- ☐ The location where the field document is to be kept on the vessel (e.g., in bridge of ship, etc.)

To ensure the plan is appropriately interrelated with the field document, the field document must include:

- ☐ A prioritized call down list with names and phones numbers of required notifications that a vessel crew must complete when a spill or threat of a spill is discovered.
- ☐ Notification placard that is to be placed on the bridge of each ship that describes notification procedures for activating the plan.
- ☐ Guidance for reporting vessel incidents or emergencies that pose a substantial threat of a spill.
- ☐ Procedures and equipment to detect, assess, and document the size of a spill and forms for initial response assessment.
- ☐ A checklist with steps to initiate an appropriate response to the spill, listed in a logical progression of response activities.
- ☐ Procedures to activate and call out the ERTV (or ERTV is not applicable).
- ☐ A form to document notifications.

Comment: N/A

REQUIREMENTS FOR VESSEL OPERATORS WITH ACCESS TO EMERGENCY RESPONSE TOWING VESSEL: WAC 173-182-242

☒ N/A **This is not a vessel plan, or the vessels covered by the plan do not transit through the Strait of Juan de Fuca.**

YES ☐ NO ☐ **The vessels covered by the plan transit through the Strait of Juan de Fuca. The plan includes required information for contracting with the ERTV:**

- ☐ Documentation of contracted access to the ERTV at Neah Bay.
- ☐ Detailed information about the ERTV's capabilities.
- ☐ Circumstances that may lead to activation and the process for call out of the ERTV.

Comment: N/A

INITIAL RESPONSE ACTIONS: WAC 173-182-250

- YES ☐ NO ☒ **Plan contains specific initial response actions and forms that will be used to document the response including:**
- ☒ Initial spill assessment and site safety forms used to document initial spill actions.
 - ☒ A description of equipment used to conduct an initial spill assessment during darkness and low visibility conditions such as:
 - ☒ Visual methods, tracking buoys, trajectory modeling, aerial overflights, thermal, and/or infrared imagery.
 - ☒ A description of how site safety is assessed for all types of spills, including spills to groundwater:
 - ☒ Initial air monitoring protocols and equipment.
 - ☒ Procedures used to confirm the occurrence, and estimate the quantity and nature of the spill.
 - ☐ Commitment to update the initial report if the estimated quantity or extent of the contamination changes significantly.

Comment: There is a commitment to update the initial report if the quantity or extent changes in Section 2.4. Please include this as a footnote in the Notifications Section as well.

NOTIFICATION AND CALL OUT PROCEDURES: WAC 173-250(1); 173-182-260 and 264 (for facilities)

- YES ☒ NO ☐ **Plan contains spill notification and call-out procedures including:**
- ☒ Procedures for notifications including a form to document notifications.
 - ☒ Procedures must establish a clear prioritized call down list with names and phones numbers of required immediate notifications to government agencies, response contractors, and spill management teams.
 - ☒ Immediate notification of the Washington State Emergency Management Division and National Response Center is included.
 - ☒ If portions of the notification list, such as internal company notifications, are not included in the plan there must be commitment that the notification documents is available for review by ecology.

Comment: N/A

VESSEL NOTIFICATION REQUIREMENTS FOR A DISCHARGE OR SUBSTANTIAL THREAT OF A DISCHARGE: WAC 173-182-262

- ☒ N/A **This is not a vessel plan.**
- YES ☐ NO ☐ **Plan contains discharge or substantial threat of discharge (vessel emergency) information, including:**
- ☐ Vessel procedures include directions to notify WEMD within one hour of a discharge or substantial threat of a discharge *or as soon as is feasible* without further endangering the vessel or personnel.
 - ☐ Procedures the vessel is to follow to coordinate with the State of Washington, the United States Coast Guard, and the plan holder to protect resources.
 - ☐ Procedures the vessel is to follow to implement the contingency plan as described in the plan.

Comment: N/A

FACILITY SPILLS TO GROUND/CONTAINMENT THREATENING WATERS OF STATE: WAC 173-182-264

☐ N/A **This is not a facility plan.**

YES ☒ NO ☐ **Plan contains procedures to assess whether spills to ground or permeable secondary containment could threaten waters of the state.**

- ☒ Plan describes procedures for assessment using the considerations listed in the regulation, WAC 173-182-264 (1)(a) and (b).
- ☒ Assessment for spills of unknown volume should include at a minimum:
 - ☒ Whether the spill is still on-going or source is secured.
 - ☒ Whether the spill is located adjacent to waters of the state, or there is a pathway to waters of the state, and
 - ☒ Whether the environmental conditions, such as rain events, or known shallow groundwater make impacts to waters of the state likely.

Comment: N/A

MAINTENANCE RECORDS FOR PLAN HOLDER OWNED RESPONSE EQUIPMENT: WAC 173-182-270

N/A ☐ **Plan holder does not own response equipment.**

YES ☒ NO ☐ **Plan contains schedules, methods and procedures for equipment maintenance including:**

- ☒ Plan includes a plan holder-owned equipment list or description, or maintains the list on the WRRL.
- ☒ Plan describes the schedule, method, and procedure for inspecting and conducting maintenance on response equipment, and the personnel responsible for ensuring resources are maintained and have the ability to commit funds for repair or replacement
- ☒ Commitment to maintaining records for a period of five years and to make records available to Ecology upon request.
- ☒ A site visit and equipment inspection occurred on April 3, 2019, or is planned to occur after the plan approval.

Comment: N/A

SPILL MANAGEMENT TEAM (SMT): WAC 173-182-280

YES ☒ NO ☐ **Plan contains SMT information consistent with the Incident Command System and Northwest Area Contingency Plan including:**

- ☒ An organizational diagram depicting the chain of command for the spill management team for a worst case spill. This could be a reference to the NWACP.
- ☒ For the purpose of ensuring depth of the spill management team, a table detailing the names of personnel (or the name of an approved contracted SMT) to fill the ICS roles as specified in the table in WAC 173-182-280 (1)(b)
- ☒ A job description for each spill management position, or a reference to the Incident Management Handbook with position descriptions.
- ☒ A detailed description of the planning process that will be used to manage the spill or reference to the Incident Management Handbook that will be used.

- ☒ Commitment to be able to provide a Primary and two alternate Incident Commanders that can form a Unified Command at the initial command post. The IC must be able to arrive in state within six hours of notification.
- ☒ Narrative description of estimated timeframes for arrival of the rest of the spill management team in state.
- ☒ Commitment to work in Unified Command within ICS.
- ☒ Detailed transition procedures for orderly transition of initial response team to regional or away teams, including shift changes.
- ☒ Detailed training program including training type and frequency provided for each SMT member. A combination of training and experience in drills and spills may be used to describe SMT personnel capabilities within response roles. Training details may be organized by position or may be an inventory of staff training levels and must include:
 - ☒ ICS training type and frequency.
 - ☒ NWACP content and policies.
 - ☒ Use and location of GRPs.
 - ☒ Contents of the Contingency Plan.
 - ☒ Worker health and safety.

Comment: N/A

PLANS COVERING MULTIPLE VESSELS MAINTAIN CONTRACTED ACCESS TO APPROVED SMT OR IN-HOUSE TEAM: WAC 173-182-280(6)

☒ N/A

This is not a multi-vessel plan.

YES ☐ NO ☐

The plan includes required information for enrolled vessels contracting with a state-approved SMT or in-house team:

- ☐ Describe the transition process from plan personnel to the incoming vessel owner or operator's team.
- ☐ Include checklists and process to facilitate an effective transition.
- ☐ Enrollment process and vessel enrollment list includes information on SMTs for enrolled vessels.
- ☐ Plan holders must notify Ecology immediately of any significant changes to their SMT.

Comment: N/A

FACILITY PLANNING STANDARDS FOR NON-DEDICATED WORKBOATS AND OPERATORS: WAC 173-182-315

☐ N/A

This is not a facility plan.

YES ☒ NO ☐

Plan describes a procedure to support a worst case spill response with work boats and operators that could arrive beginning at 48 hours.

- ☒ Includes discussion about using non-dedicated workboats to help deploy GRPs, enhance skimming, and/or to provide logistical support during a spill. *Can refer to the contracted PRC application.*

Comment: N/A

VESSELS – PLANNING STANDARD FOR VESSELS OF OPPORTUNITY (VOO): WAC 173-182-317

☒ N/A **This is not a vessel plan.**

YES ☐ NO ☐ **Plan demonstrates access to appropriate number of VOOs for the area of operations.**

- ☐ Plan lists the VOO regions in which they transit or operate.
- ☐ Contracts with a PRC to meet the standard and plan includes a contract or letter from the PRC summarizing coverage. The plan references the PRC application and/or the WRRL for details about the VOO vessels and the training and management of contracted VOO.

OR;

- ☐ Plan holder meets the standard with non-PRC assets, which are fully described in the plan and listed on the WRRL.

YES ☐ NO ☐ **Plan contains procedures for call out and deployment of VOO.**

Comment: Enter section comment or type N/A

FACILITY PLANNING STANDARDS FOR AERIAL SURVEILLANCE: WAC 173-182-320

☐ N/A **This is not a facility plan.**

YES ☒ NO ☐ **Facility planning standards for aerial surveillance is assessed and indicates:**

- ☒ Aerial tracking resources are identified in the plan, including types and call out information, and could be on-scene within six hours of the spill notification.
- ☒ Resources are capable of supporting operations for 3 ten-hour periods during the initial 72 hours of the spill.

OR;

- ☒ Contracts with a PRC to meet the standard and plan includes a contract or letter from the PRC summarizing coverage. The plan may reference the PRC application for additional operational details.

Comment: N/A

VESSEL PLANNING STANDARDS FOR AERIAL SURVEILLANCE: WAC 173-182-321

☒ N/A **This is not a vessel plan.**

YES ☐ NO ☐ **Covered vessel planning standards for aerial surveillance is assessed and indicates:**

- ☐ Name of aerial surveillance resource provider and description of logistical resources.
- ☐ Contracts with a PRC to meet the standard and plan includes a contract or letter from the PRC summarizing coverage. The plan may reference the PRC application for additional operational details.
- ☐ Plan meets best achievable technology requirements in WAC 173-182-321(3), including access to approved aircraft with low-visibility equipment suite.

Comment: Enter section comment or type N/A

PLANNING STANDARDS FOR OILS THAT MAY SUBMERGE OR SINK: WAC 173-182-324

- ☐ N/A Plan indicates oils that may weather and sink when spilled to the environment are not carried, handled, stored, or transported, and therefore planning standard is not applicable.
- YES ☒ NO ☐ The plan holder or contracted PRC has necessary personnel and equipment capability within the time frames outlined in WAC 173-182-324. The contract or a summary of the contract terms are included in the plan.
- YES ☐ NO ☒ Plan describes:
- ☐ A detailed process for identification if the oil has a potential to submerge or sink.
 - ☒ A description of the process for detecting, delineating, and recovering non-floating oils in the areas that may be impacted. The plan can reference the non-floating oil tools and processes found in the NWACP.

Comment: Please consolidate all of the product tables in this contingency plan into one table. You must also list all crude oils transported by name and include the associated properties of each oil including density, gravity, API, oil group number, sulfur content (sweet/sour) per WAC 173-182-230 (5)(f). This product table/list should indicate with an asterisk, or other unique identifier, any oils considered to have the potential to become non-floating—including crude oils, heavy fuel oils, vacuum gas oil, used and waste oils, and asphalt (as you have done in Figure 2.2).

PLANNING STANDARDS FOR DISPERSANTS: WAC 173-182-325

- YES ☐ N/A ☒ Plan Holder carries, handles, stores, or transports Group 2, 3, or 4 persistent oil that is known to be dispersible and that may impact any area where preapproval or case-by-case use of dispersants is available as per NWACP Section 9406.
- ☒ N/A If yes, the plan must include:
- ☐ A description of the capability for the use of dispersants including an acknowledgement of the NWACP use of dispersant policies, and a commitment to monitor the efficacy of its use.
- AND;**
- The plan refers to a contract with a PRC with operational dispersant capability and includes a contract or letter summarizing coverage, signed by a current authorized representative of the PRC.**
- ☐ A description of dispersant stockpiles, type, and capability.
 - ☐ A description of how the equipment will be transported to the staging area and the appropriate vessels or aircraft resources to apply the dispersant and monitor its effectiveness at the scene.
 - ☐ Resources are capable of being on-scene within 12 hours of notification.
- OR;**
- ☐ Plan holder refers to the approved PRC application for detail on their dispersant capability and operational plan.

Comment: N/A

PLANNING STANDARDS FOR IN-SITU BURNING: WAC 173-182-330

- YES ☒ NO ☐ Plan holder operates in an area where in-situ burning (marine and/or inland) may be considered as a response option based on NWACP Section 9407.

☐ N/A**If yes, the plan must include:**

- ☐ Location of two 500-foot fire booms, air monitoring equipment, personal protective equipment, igniters, and aircraft or vessels used to deploy the igniters.
- ☐ Demonstrated access to an additional 1,000 feet of conventional boom, towing bridles, and workboats capable of towing boom in on-water burning operations.
- ☐ Description of how the equipment will be transported to the staging area and appropriate vessels and aircraft, and personnel resources to monitor the effectiveness at the scene.
- ☐ Resources are capable of being on-scene within 12 hours of notification.
- ☐ References the NWACP in-situ burning response tools.

OR;

- ☒ Plan refers to PRC with in-situ burn capability (marine and/or inland) capable of meeting the above requirements in accordance with the NWACP in-situ burning response tools. Plan holder refers to the approved PRC application for detail on their in-situ burn capability. Plan includes a contract or letter summarizing coverage and signed by a current authorized representative of the PRC.

Comment: N/A

PLANNING STANDARDS FOR STORAGE: WAC 173-182-335YES ☒ NO ☐ Plan contains required information on storage tactics, including:

- ☒ On water storage devices.
- ☒ Interim shore-side storage locations.

N/A ☐ Plan holder does not seek shore-side storage credit.YES ☒ NO ☐ Plan contains information to allow shore-side storage credit including:

- ☒ Permanent shore-side tankage identified. Must include written agreement with owner of tankage being identified.

Comment: N/A

DETERMINING EFFECTIVENESS OF RECOVERY SYSTEMS AND EFFECTIVE DAILY RECOVERY CAPACITY: WAC 173-182-345 and 348.N/A ☒ Plan holder does not own recovery equipment.YES ☐ NO ☐ Plan provides determination of effective recovery systems and daily recovery capacity for plan holder owned equipment.

Comment: N/A.

COVERED VESSEL PLANNING STANDARDS FOR TECHNICAL MANUALS: WAC 173-182-349☒ N/A This is not a vessel plan, or the plan holder does not transit Neah Bay, Cathlamet, or San Juan Islands.YES ☐ NO ☐ Plan holder includes a link to a Technical Manual that meets the requirement of 173-182-349.

Comment: N/A

FACILITY WORST CASE SPILL PLANNING VOLUME: WAC 173-182-030(73) and 230(3)(b)☒ N/A

This is not a facility plan.

YES ☐NO ☐

Plan identifies an appropriate worst case spill volume for the facility based on the largest above ground storage tank on the facility site. This includes:

☐ Product type most likely for WCS.☐ For multiple facilities using a single plan, separate worst case spill volumes is identified for each facility.Worst Case Spill volume is: [Click here to enter text.](#)YES ☐NO ☐

Plan contains acceptable methodology, including calculations to arrive at the worst case volume.

Comment: Enter section comment or type N/A

VESSEL WORST CASE SPILL PLANNING VOLUME: WAC 173-182-030(73) and 230(3)(b)☒ N/A

This is not a vessel plan.

YES ☐NO ☐

Plan identifies an appropriate worst case spill volume based on a spill of the vessel's entire cargo and fuel. This includes:

☐ Product type most likely for WCS.☐ Worst Case Spill volume is: [Click here to enter text.](#)**UMBRELLA PLAN** WORST CASE SPILL PLANNING VOLUME: WAC 173-182-030(73) and 230(3)(b)☒ N/A

This is not an Umbrella plan

YES ☐NO ☐

The Umbrella Plan provides a narrative that details the worst case spill volume, product types, types of vessels, transit areas, ports, and operations covered by the plan.

Describe here: [Click here to enter text.](#)

Comment: Enter section comment or type N/A

PIPELINE WORST CASE SPILL PLANNING VOLUME: WAC 173-182-030(73) and 230(3)(b)☐ N/A

This is not a pipeline plan.

YES ☒NO ☐

Plan identifies an appropriate worst case spill volume, or set of volumes, for the pipeline including:

☒ Product type most likely for WCS.☒ Worst Case Spill volume is: Nooksack River 13,820 bbls, Bayview Products Terminal (largest tank) 110,000 bbls, Skagit River 6,024 bbls, Stillaguamish River 8,045 bbls, Snohomish River 9,775 bbls, Ebey Slough 19,000 bbls, Duwamish River 7,184 bbls, Renton Station (single tank) 10,000 bbls, Green River (1) 5,786 bbls, Green River (2) 7,168 bbls, Puyallup River 6,740 bbls, Cowlitz River 6,390 bbls, Lewis River 6,095 bbls, Nisqually River 23,764 bbls, Toutle River 6,173

bbls, Kalama River 6,387 bbls, Columbia River 5,351bbls, Cherry Point Crude Pipeline 10,843 bbls.

☒ **Pipeline Worst Case Spill is based on one of the following:**

- Location of pump stations.
- Key block valves.
- Geographic considerations.
- Largest break out tank or battery of tanks.

☒ **The volume is determined as the largest of the following methodologies, and all methodologies are detailed in the plan:**

- Maximum time to detect release + maximum shutdown response time (minimum of 30 minutes) X maximum flow rate per hour + largest line drainage volume after shutdown.
- Maximum historic discharge from the pipeline.
- Largest single break out tank or battery of tanks.

YES ☒ NO ☐

Plan contains acceptable methodology for more than one worst case spill volume for different pipeline sections.

Comment: N/A

PLANNING STANDARDS: WAC 173-182-350-450

YES ☒ NO ☐

Plan references the appropriate planning standard(s) that apply to the plan's operations:

The following planning standards apply to your plan:

- ☐ Transfer sites for covered vessels at facilities where transfers occur, and for facilities with a vessel terminal - WAC 173-182-355
- ☒ Transmission pipelines that may impact shorelines of statewide significance - WAC 173-182-365
- ☒ Transmission pipeline tank farms - WAC 173-182-366
- ☐ San Juan County - WAC 173-182-370
- ☐ Padilla Bay - WAC 173-182-375
- ☐ Commencement Bay Quartermaster Harbor - WAC 173-182-380
- ☐ Nisqually - WAC 173-182-385
- ☐ Dungeness - WAC 173-182-390
- ☐ Neah Bay Staging Area - WAC 173-182-395
- ☐ Copalis, Flattery Rocks, Quillayute Needles - WAC 173-182-400
- ☐ Grays Harbor - WAC 173-182-405
- ☐ Willapa - WAC 173-182-410
- ☐ Cathlamet Staging Area - WAC 173-182-415
- ☐ Vancouver - WAC 173-182-420
- ☐ Tri-cities - WAC173-182-430
- ☐ Planning Standards for the Washington Coast - WAC173-182-450

YES ☒ NO ☐

Planning standard spreadsheets demonstrate adequate boom, storage, and recovery equipment strategically staged to meet the prescribed planning standard timeframes.

Comment: N/A

RESPONSE AND PROTECTION STRATEGIES: WAC 173-182-510

- YES ☒ NO ☐** **The plan identifies methods to track and contain spilled oil and enhance the recovery and removal operations that are described in the plan.**
☒ Plan contains land-based strategies to divert, deflect, collect, or block oil movement.
- YES ☐ NO ☒** **The plan includes a description of how environmental protection will occur, including:**
☐ Commitment to implement GRP strategies as needed to protect environment
☐ Discussion of applicable GRPs.
☒ Identification of resources at risk, including those on the surface, shoreline, water column and benthic risks—or reference to the applicable GRP(s) with these considerations.
☒ Non-floating oil considerations including identification of waterway depths, water density, sediment load, sea floor or river bottom types, and response options based on those factors—or reference to applicable GRP(s) with these considerations.
☐ Web link to GRPs.
- YES ☒ NO ☐** **Facility does not impact a sole-source aquifer; or, the plan identifies the aquifer that may be impacted, the types of substrate in the vicinity, and the geographical extent of sensitive sites.**
- YES ☒ NO ☐** **GRPs have not been developed to meet this requirement; or, the plan holder describes plan specific response strategies to protect significant sensitive sites. The plan holder must work with Ecology to verify these sites.**
- YES ☒ NO ☐** **The plan identifies potential initial command post locations.**

Comment: The plan needs to include a commitment to implement GRP strategies, a discussion of the GRP's which are applicable to the areas in which the Olympic Pipeline and Cherry Point Crude Pipeline operate, and a web link to those GRP's. Please note, the 18-month phase in period for the oil spill contingency plan rule will be effective July 18, 2021. This update will require information on water column and seafloor resources at risk from non-floating oil spills in accordance with requirements for response and protection strategies under WAC [173-182-510](#). This would be an opportune time to incorporate these updates; Ecology has drafted boilerplate language to assist plan holders in meeting this requirement.

GEOGRAPHIC INFORMATION PLANNING STANDARDS FOR PIPELINE PLAN HOLDERS:
WAC 173-182-515

- ☐ N/A** **This is not a pipeline plan.**
- YES ☐ NO ☒** **Plan includes a narrative that describes the geographic information planning tool that supports the plan holder in mapping and tracking spilled oil, decision making, and enhancing the recovery and removal operations that are described in the plan.**
 The tool includes the following as applicable for areas which may be impacted by a spill:
☒ Pipeline details such as location information for line segments, block valves, break out tanks, containment structures, control stations, safety equipment, pipeline right of way, access points, and pipeline control points.
☒ Sensitive natural, cultural, and economic area information including applicable GRPs.
☐ Information on public resources, water intakes, sole source aquifers, existing monitoring wells, and drinking water supplies.
☒ Topography of the area.
☐ Oil spill response equipment staging information.
- YES ☐ NO ☒** **The contingency plan contains a commitment to utilize the tool during drills and spills.**

YES ☐ NO ☒ The contingency plan contains a commitment to update the tool at a minimum once every five years or in response to lessons learned during drill and spill events.

Comment: The narrative in Section 2.2.3 describing the geographic information planning tool needs to state that information on public resources, water intakes, sole source aquifers, existing monitoring wells, drinking water supplies, and oil spill response equipment staging information are included in the tool. The narrative also needs to contain a commitment to utilize the tool during drills and spills and to update it at a minimum once every five years or in response to lessons learned during drill and spill events.

PLANNING STANDARDS FOR SHORELINE CLEANUP: WAC 173-182-522

YES ☐ NO ☒ Plan demonstrates adequate preparation for immediate and prolonged shoreline cleanup operations including access to 100 trained shoreline cleanup workers within 24 hours and additional resources to support 14 additional days of shoreline cleanup work.

- ☒ Plan includes procedures for identifying shoreline types and determining appropriate response tactics, **AND**
- ☐ Plan describes data collection, communication, transmission, and management for shoreline clean-up assessment techniques, **AND**
- ☒ Plan refers to a contract with a PRC for shoreline clean-up capability and equipment, and references the applicable PRC application for details about the operational plan capable of meeting the planning standard, **OR**
- ☐ Plan holder owns and maintains contractors for personnel resources necessary to meet the personnel and equipment requirements, and the plan contains a detailed operational shoreline clean-up plan capable of meeting the planning standard.

Comment: The plan must describe how data collection, communications, data transmission and data management, in relation to shoreline cleanup, will be conducted. Ecology can provide sample language to help you meet this requirement.

FACILITY PLANNING STANDARDS FOR GROUNDWATER SPILLS: WAC 173-182-530

☐ N/A This is not a facility plan.

YES ☒ NO ☐ Plan includes appropriate description of:

- ☒ Methods used to immediately assess spills that may threaten groundwater.
- ☒ Contact information for resources to be used to investigate, contain, and remediate/recover spills to groundwater.

Comment: N/A

PLANNING STANDARDS FOR AIR MONITORING TO PROTECT RESPONDERS AND THE PUBLIC: WAC 173-182-535

YES ☐ NO ☒ Plan describes applicable federal, state, and local requirements and the plan holder's resources for conducting air monitoring to protect responders and the public, including:

- ☒ A description of how initial site safety assessment for responders will occur.
- ☒ A description of how work area air monitoring will occur.
- ☒ A description of how community air monitoring (area wide monitoring) will occur.

- ☒ A description of air monitoring instruments and detection limits that will be used by responders when monitoring for public safety.
- ☒ A description of action levels for various oil constituents of concern (benzene, H₂S, etc.) based on products handled.
- ☐ A description of data management protocols and reporting time frames to the Unified Command.
- ☒ A description of communication methods to at-risk populations.
- ☒ A description of how evacuation zones and shelter-in-place criteria are established.

Comment: In relation to community air monitoring, the plan needs to contain a description of data management protocols and time frames for reporting air monitoring results to the Unified Command. Consider consulting with CTEH to ensure your air monitoring plan (including data management protocols and reporting time frames) is accurately described in your plan. Ecology can provide sample language to help you meet this requirement upon request.

PLANNING STANDARDS FOR WILDLIFE RESPONSE: WAC 173-182-540

- YES ☒ NO ☐ **The plan meets applicable federal, state, and NWACP requirements for response to and care for wildlife injured or endangered by oil spills, including:**
- ☒ Plan describes how to conduct and manage the various field aspects of a wildlife response including impact assessment, reconnaissance, deterrence, capture, stabilization, and rehabilitation.
 - ☒ Plan commits to conduct wildlife response actions in accordance with applicable federal and state regulations and the Northwest Area Contingency Plan
 - ☒ Contact information for approved organizations, available under contract or other approvable means, and that maintain the required equipment, personnel, permits, materials, and supplies, for conducting wildlife response operations in accordance with the capabilities detailed in WAC 173-182-540(2), (3), and (4).
 - ☒ Access to approved equipment and personnel capable of arriving on-scene at required intervals.
 - ☒ Access to approved equipment and personnel to conduct and manage the various field aspects of wildlife response.

Comment: Please remove IOSA from your lists of Marine Mammal Monitoring and Deterrence resources. This organization was included in Ecology's boilerplate template as a mistake.

ALTERNATIVE METHODS OF EVALUATING PLANNING STANDARDS: WAC 173-182-620

- ☐ N/A **Plan does not include a request for an alternative to a planning standard.**
- YES ☐ NO ☒ **Plan includes an alternative planning standard that achieves equivalent or higher protection in terms of spill preparedness and response compared to the applicable planning standard. The plan addresses the following:**
- ☒ Identifies the planning standard(s) for which alternative will be substituted.
 - ☐ Provides a detailed description of the alternative.
 - ☒ Provides an analysis for how the proposal will provide equal or greater protection compared to the applicable planning standard.

Comment: An Alternative Planning Standard proposal for the Bayview Products Terminal is located in Appendix E.7. Please include a new Letter of Intent for additional storage available from Rain for Rent.

DRILLS: WAC 173-182-700 through 740

YES ☐ N/A ☒ **This plan requests an alternative to the drill program.**

- ☐ Identifies the requirement for which alternative will be substituted.
- ☐ Provides a detailed description of the alternative.
- ☐ Provides an analysis for how the proposal will provide equal or greater protection compared to the applicable planning standard.

YES ☒ NO ☐ **Plan commits to Washington's drill program. Plan includes:**

- ☒ A written commitment to schedule drills to satisfy the timing and frequency requirements of WAC 173-182-700 and WAC 173-182-710.
- ☒ Commitment to provide Ecology an opportunity to help design and evaluate all tabletop and deployment drills for which credit is requested.
- ☒ Commitment to update plan if deficiencies are identified during drill performance and evaluation.

☒ N/A **This is not a multi-vessel plan.**

YES ☐ NO ☐ **Plan includes statement committing to working with Ecology to systematically over time test all spill management teams that support your vessel enrollees as required by WAC 173-182-710(3).**

Comment: Wildlife deployment drills and multiple plan holder large scale deployment drills are now required by WAC 173-182-710. Please update your list of required drills in Figure A.2 to include these drill types.

REVIEW:

As stated under WAC 173-182-910(2), approval does not constitute an express assurance regarding the adequacy of this plan nor does it constitute a defense to liability imposed under state law. Further, in accordance with WAC 173-182-142(2), the Department of Ecology must be notified as soon as possible and within 24 hours of any significant change that could affect implementation of the plan. A schedule for the prompt return of the plan to full operational status must be provided. A facsimile or e-mail will be considered written notice for the purposes of this subsection.

As part of my review of this plan, I received one comment letter from stakeholders. I have considered these comments in this review.

Based on applicable provisions of Chapter 173-182 WAC, this checklist, and the plan approval criteria found in Washington law, I recommend that the contingency plan for BP Pipelines (North America) Northwest Pipelines District be conditionally approved.

For full approval to be granted, please provide updates that address all items that have not been checked "Yes" on this checklist within 60 days. If you are unable to meet this deadline, please contact us immediately to discuss an extension.

Oil Spill Preparedness Planner: Scott Zimmerman

Date: June 7, 2021

Oil Spill Contingency Plan Approval Certificate



The Oil Spill Contingency Plan for

BP Pipelines (North America) Northwest Pipelines District


*has been CONDITIONALLY APPROVED pursuant to
Chapter 173-182 Washington Administrative Code
by the*

WASHINGTON STATE
DEPARTMENT OF ECOLOGY

**Spill Prevention, Preparedness, and Response Program
Spill Preparedness Section**

June 09, 2021
Date of Approval

December 09, 2022
Plan Expiration Date



Linda Pilkey-Jarvis
Preparedness Section Manager

ORDINANCE O-4767

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF KIRKLAND, WASHINGTON GRANTING OLYMPIC PIPE LINE COMPANY LLC, A DELAWARE LIMITED LIABILITY COMPANY, ITS SUCCESSORS AND ASSIGNS, A NONEXCLUSIVE FRANCHISE TO CONSTRUCT, OPERATE, MAINTAIN, REMOVE, REPLACE, AND REPAIR EXISTING PIPELINE FACILITIES, TOGETHER WITH EQUIPMENT AND APPURTENANCES THERETO, FOR THE TRANSPORTATION OF PETROLEUM PRODUCTS WITHIN AND THROUGH THE FRANCHISE AREA OF THE CITY OF KIRKLAND.

1 WHEREAS, Olympic Pipe Line Company (hereinafter "Company")
2 entered into a nonexclusive 10-year Franchise Agreement with the City
3 of Kirkland (hereinafter "City") effective June 1, 2011 via Ordinance
4 O-4298, to operate and maintain an existing petroleum pipeline through
5 certain public rights of way and property within the City; and
6

7 WHEREAS, the Company has applied for a 10-year extension of
8 this nonexclusive franchise; and
9

10 WHEREAS, the City Council finds that it is in the public interest
11 to renew its franchise with Olympic Pipe Line for another 10-year period
12 with an effective date of June 1, 2021; and
13

14 WHEREAS, RCW 35A.47.040 authorizes the City to grant
15 nonexclusive franchises for the use of City rights-of-way, streets, public
16 ways, or other ways.
17

18 NOW, THEREFORE, the City Council of the City of Kirkland do
19 ordain as follows:
20

21 **Section 1. Definitions.** For the purposes of this Franchise
22 and all exhibits attached hereto, the following terms, phrases, words
23 and their derivations shall have the meaning given herein.
24

25 When not inconsistent with the context, words used in the present tense
26 include the future, words in the plural include the singular, and words
27 in the singular include the plural. Words not defined shall be given their
28 common and ordinary meaning.
29

30 1.1 Construct or Construction shall mean removing,
31 replacing, and repairing existing pipeline(s) and/or Facilities and may
32 include, but is not limited to, digging and/or excavating for the purposes
33 of removing, replacing, and repairing existing pipeline(s) and/or
34 Facilities.

35 1.2 Effective Date shall mean June 1, 2021.

36
37 1.3 Environmental Laws shall include the Resource
38 Conservation and Recovery Act, 42 U.S.C. § 6901 et seq.; the
39 Comprehensive Environmental Response, Compensation, and Liability
40 Act, 42 U.S.C. § 9601 et seq.; the Hazardous Materials Transportation
41 Act, 49 U.S.C. § 1801 et seq.; the Federal Water Pollution Control Act,
42 33 U.S.C. § 1257 et seq.; the Clean Air Act, 42 U.S.C. § 7401 et seq.;
43 the Toxic Substances Control Act, 15 U.S.C. § 2601 et seq.; the Federal
44 Insecticide, Fungicide, and Rodenticide Act, 7 U.S.C. § 136 et seq.; the
45 Occupational Safety and Health Act, 29 U.S.C. § 651 et seq.; the
46 Washington Hazardous Waste Management Act, Chapter 70.105 RCW;
47 and the Washington Model Toxics Control Act, Chapter 70.105D RCW
48 all as amended from time to time; and any other valid and applicable
49 federal, state, or local statute, code, or ordinance or valid and applicable
50 federal or state administrative rule, regulation, ordinance, order, decree,
51 or other valid and applicable governmental authority as now or at any
52 time hereafter in effect pertaining to the protection of human health or
53 the environment.

54
55 1.4 Facilities shall mean the Company's pipeline system,
56 lines, valves, mains, and appurtenances used to transport or distribute
57 the Company's Petroleum Product(s), existing as of the effective date of
58 this Franchise or as those components may be modified or improved
59 consistent with the terms of this Franchise.

60
61 1.5 Franchise shall mean this Franchise and any
62 amendments, exhibits, or appendices to this Franchise.

63
64 1.6 Franchise Area means the Right-of-Way within the
65 jurisdictional boundaries of the City restricted to the geographical area
66 depicted in Exhibit A to this Ordinance, including any areas annexed by
67 the City (but excluding properties upon which the Company holds a
68 private easement, license, or other property interest for its Facilities)
69 during the term of this Franchise, in which case the annexed area shall
70 become subject to the terms of this Franchise.

71
72 1.7 Hazardous Substance means any hazardous, toxic, or
73 dangerous substance, material, waste, pollutant, or contaminant,
74 including all substances designated under the Resource Conservation
75 and Recovery Act, 42 U.S.C. § 6901 et seq.; the Comprehensive
76 Environmental Response, Compensation and Liability Act, 42 U.S.C. §
77 9601 et seq.; the Hazardous Materials Transportation Act, 49 U.S.C. §
78 1801 et seq.; the Federal Water Pollution Control Act, 33 U.S.C. § 1257
79 et seq.; the Clean Air Act, 42 U.S.C. § 7401 et seq.; the Toxic Substances
80 Control Act, 15 U.S.C. § 2601 et seq.; the Federal Insecticide, Fungicide,
81 Rodenticide Act, 7 U.S.C. § 136 et seq.; the Washington Hazardous

82 Waste management Act, Chapter 70.105 RCW; and the Washington
83 Model Toxics Control Act, Chapter 70.105D, RCW; all as amended from
84 time to time; and any other federal, state, or local statute, code or
85 ordinance or lawful rule, regulation, order, decree, or other
86 governmental authority as now or at any time hereafter in effect. The
87 term shall specifically include Petroleum and Petroleum Products. The
88 term shall also be interpreted to include any substance which, after
89 release into the environment, will or may reasonably be anticipated to
90 cause death, disease, behavior abnormalities, cancer, or genetic
91 abnormalities.

92
93 1.8 Improve or Improvements shall mean modifications to,
94 but not a change in the nature of, the existing pipeline(s) or Facilities
95 as required and necessary for safe operation.

96
97 1.9 Maintenance or Maintain shall mean examining, testing,
98 inspecting, repairing, and replacing the existing pipeline and/or facilities
99 or any part thereof as required and necessary for safe operation.

100
101 1.10 Petroleum or Petroleum Products shall include, but is not
102 limited to, motor gasoline, diesel fuel, and aviation jet fuel, and shall
103 exclude natural gas.

104
105 1.11 Pipeline Corridor shall mean the pipeline pathway
106 through the jurisdictional boundaries of the City in which the pipeline(s)
107 and or Facilities of the Company are located, including any Rights-of-
108 Way, , Public Ways, Other Ways, and/or easement over and through
109 private property.

110
111 1.12 Public Ways shall mean any highway, street, alley,
112 utility easement (unless their use is otherwise restricted for other users),
113 or other public Rights-of-way for motor vehicle or other use under the
114 jurisdiction and control of the City.

115
116 1.13 Operate or Operations shall mean the use of the
117 Company's pipeline(s) and/or Facilities for the transportation,
118 distribution and handling of Petroleum or Petroleum Products within and
119 through the Franchise Area.

120
121 1.14 Other Ways means the highways, streets, alleys, utility
122 easements or other Rights-of-Way within the City as encompassed by
123 RCW 47.24.020 and 47.52.090.

124
125 1.15 Rights-of-Way means the surface and the space above
126 and below streets, roadways, highways, avenues, courts, lanes, alleys,
127 sidewalks, easements, Rights-of-Way and similar property, Public Ways
128 or Other Ways and areas located within the Franchise Area.

Section 2. Purpose. The City grants this nonexclusive Franchise to Company to operate and maintain its existing Facilities as a liquid petroleum product delivery system for Company's business. This Franchise is granted subject to the police powers, land use authority and franchise authority of the City and is conditioned upon the terms and conditions contained herein and Company's compliance with any applicable federal, state or local regulatory programs that currently exist or may hereafter be enacted by any federal, state or local regulatory agencies with jurisdiction over the Company. The purpose of this Franchise is to delineate the conditions relating to Company's use of the Franchise Area and to create a foundation for the parties to work cooperatively in the public's best interests after this Ordinance becomes effective. By granting this Franchise, the City is not assuming any risks or liabilities therefrom, which shall be solely and separately borne by Company.

Furthermore, this Franchise is granted upon the express condition that it shall not in any manner prevent the City from granting other or further franchises in, under, on, across, over, through, along or below any Rights-of-Ways, Public Ways, and Other Ways. This and other franchises shall, in no way, prevent or prohibit the City from using any of its Rights-of-Ways, Public Ways, and Other Ways or affect its jurisdiction over them or any part of them, and the City hereby retains full power to make all changes, relocations, repairs, maintenance, establishments, improvements, dedications or vacations of same as the City may seem fit, including the dedication, establishment, maintenance and improvement of all new Rights-of-Way, streets, avenues, thoroughfares, and Public Ways, or Other Ways.

Section 3. Rights Conveyed.

3.1 Pursuant to the laws of the State of Washington including, but not limited to, RCW 35A.47.040 and RCW 80.32.010, the City hereby grants, under the terms and conditions contained herein, to Company, a corporation organized and existing under and by virtue of the laws of the State of Delaware, and which is authorized to transact business within the State of Washington, and its successors and assigns (subject to and as provided for in Section 5), the right, privilege, authority and Franchise to Construct, Operate, Maintain and Improve its Facilities, together with all equipment and appurtenances as may be necessary thereto, for the transportation and handling of any Petroleum or Petroleum Products, within the existing Pipeline Corridor passing through the Franchise Area, such lands being more particularly described in Attachment 1 which is attached hereto and expressly incorporated herein by this reference.

3.2 This Franchise is only intended to convey a limited right and interest as to that Right-of-Way in which the City has an actual interest. It is not a warranty of title or interest in the City's Right-of Way.

None of the rights granted herein shall affect the City's jurisdiction over its property, streets, or Rights-of-Way.

3.3 The limited rights and privileges granted under this Franchise shall not convey any right to Company to install any new pipeline(s) and/ or Facilities without the express written consent of the City.

3.4 The Company acknowledges and warrants by acceptance of the rights and privileges granted herein, that it has carefully read and fully comprehends the terms and conditions of this Franchise and is willing to and does accept all reasonable risks of the meaning of the provisions, terms and conditions herein. The Company further acknowledges and states that it has fully studied and considered the requirements and provisions of this Franchise, and believes that the same are consistent with all local, state and federal laws and regulations currently in effect, including the Federal Pipeline Safety Act (49 U.S.C. 60101 *et seq.*) and the Pipeline Safety Code of Federal Regulations (Title 49 CFR Part 186-199). If in the future the Company becomes aware that a provision of this franchise may be unlawful or invalid, it will not use such potential invalidity to unilaterally ignore or avoid such provision. Instead, the Company will promptly advise the City of the potential invalidity or illegality, and the parties will meet within thirty (30) days and endeavor jointly to cure the invalidity or illegality.

Section 4. Term.

4.1 Each of the provisions of this Franchise shall become effective upon Company's acceptance of the terms and conditions of this Franchise and shall remain in effect for ten (10) years thereafter. At any time not more than three (3) years nor less than one-hundred-eighty (180) days before the expiration of the Franchise term, the Company may make a written request and the City may consider, at its sole discretion, renewing this Franchise for an additional ten (10) year renewal period unless either party expresses its intention in writing to terminate this Franchise at the conclusion of the ten (10) year term.

4.2 The effective date of this Franchise shall be June 1, 2021.

4.3 If the parties fail to formally renew or terminate the Franchise prior to the expiration of its term or any extension thereof, the Franchise shall be extended on a year-to-year basis (or such term as the parties may mutually agree) until a renewed Franchise is executed.

Section 5. Assignment and Transfer of Franchise.

5.1 This Franchise shall not be sold, assigned, transferred, leased or disposed of, either in whole or in part, nor shall title thereto, either legal or equitable, pass to or vest in any person or entity without

the prior written consent of the City's Council, acting by ordinance or resolution, which consent shall not be unreasonably withheld. Such consent shall not be deemed to waive any rights of the City to subsequently enforce non-compliance issues relating to this Franchise that existed at or before the time of the City's consent.

5.2 If such consent is given by the City then the Company shall, within thirty (30) days, file with the City a written instrument evidencing such sale, assignment or transfer of ownership, whereby the assignee(s) or transferee(s) shall agree to accept and be bound by all of the provisions of this Franchise.

Section 6. Compliance with Laws and Standards.

Company shall, in carrying out any authorized activities under the privileges granted herein, comply with all valid and applicable local, state and federal laws, including, but not limited to, Title 49 Code of Federal Regulations, Part 195 Transportation of Hazardous Liquids, environmental laws, and any laws or regulations that may be subsequently enacted by any governmental entity with jurisdiction over Company and/or the Facilities.

Section 7. Construction on or within Rights-of Way, Public Properties, Public Ways, and Other Ways.

7.1 This Section 7 shall apply to all Construction and/or Maintenance done by Company in the Franchise Area.

7.2 Except in the event of an emergency, Company shall first obtain all required permits from the City to perform maintenance or construction work on Company's Facilities within the Franchise Area. The permit application shall contain detailed plans and specifications showing the position, depth and location of all such Facilities in relation to existing City Rights-of-Ways, Public Ways, and Other Ways, or other City property, hereinafter collectively referred to as the "Plans." The Plans shall specify the class and type of material and equipment to be used, manner of excavation, construction, installation, backfill, erection of temporary structures and facilities, erection of permanent structures and facilities, traffic control, traffic turnouts and road obstructions, and all other necessary information. The Company shall file as-built plans and, when available, maps in GIS format with the City showing the final location of the facilities. Such work shall only commence upon the issuance of required permits, and payment of the associated fees, which permits shall not be unreasonably withheld or delayed after submission of a complete application. Except in the event of an emergency, the Company shall provide the City with at least seventy two (72) hours written notice prior to any construction or maintenance on the Company Facilities within the Franchise Area.

271 7.3 In the event of an emergency requiring immediate action
272 by Company for the protection of the pipeline(s) or Facilities, the City's
273 property or the property, life, health or safety of any individual, the
274 Company may take action immediately to correct the dangerous
275 condition without first obtaining any required permit so long as: (1) the
276 Company notifies the City Fire Department through the dispatch system
277 of the emergency; and (2) the Company informs the City permitting
278 authority of the nature, location, and extent of the emergency, and the
279 work to be performed, prior to commencing the work if such notification
280 is practical, or where such prior notification is not practical, the Company
281 shall notify the City permitting authority on the next business day; and
282 (3) such permit is obtained by the Company as soon as practicable
283 following cessation of the emergency.

284
285 7.4 Before undertaking any of the work, installation,
286 improvements, construction, repair, relocation, or maintenance
287 authorized by this Franchise, as a condition precedent to the issuance
288 of any permits by the City, the Company shall, upon the request of the
289 City, furnish a bond executed by the Company and a corporate surety
290 authorized to operate a surety business in the State of Washington, in
291 such sum as may be set and approved by the City as sufficient to ensure
292 performance of the Company's obligations under this Franchise. The
293 bond shall be conditioned so that the Company shall observe all the
294 covenants, terms and conditions and shall faithfully perform all of the
295 obligations of this Franchise, and to repair or replace any defective work
296 or materials discovered in the City's road, streets, or property

297
298 7.5 All work done hereunder by Company or upon Company's
299 direction or on Company's behalf, including any work performed by
300 contractors or subcontractors, shall be undertaken and completed in a
301 workmanlike manner and in accordance with the descriptions, plans and
302 specifications provided to the City. The Company's activities (including
303 work done at the direction of the Company, or by its contractors or
304 subcontractors) shall be conducted in such a manner as to avoid
305 damage or interference with other utilities, drains or other structures,
306 and not unreasonably interfere with public travel, park uses or other
307 municipal uses, and the free use of adjoining property and so as to
308 provide safety for persons and property. The Company's Construction
309 and/ or Maintenance shall be in compliance with all valid and applicable
310 laws and regulations and specifications of governmental agencies with
311 jurisdiction.

312
313 7.6 In case of damage caused by the Company, its agents or
314 employees or by the Facilities of the Company to Rights-of-Way, Public
315 Ways, or Other Ways, the Company agrees to repair the damage at its
316 own cost and expense. The Company shall, upon discovery of any such
317 damage, immediately notify the City. The City will inspect the damage,
318 and set a time limit for completion of the repair. If the City discovers

319 damage caused by the Company to Rights-of-Way, Public Ways, or
320 Other Ways, the City shall give the Company notice of the damage and
321 set a time limit in which the Company must repair the damage. In the
322 event the Company does not make the repair as required in this section,
323 the City may repair the damage at the company's expense.

324
325 7.7 The Company shall place and maintain line markers
326 pursuant to federal regulations within and along the Pipeline Corridor.
327 Additionally, Company agrees to continue its voluntary practice of
328 placing continuous markers underground, when and where appropriate,
329 indicating the pipeline's location each time Company digs to the pipeline,
330 or such other 'industry best practices' as may from time to time be
331 developed as a method of alerting excavators of the presence of the
332 pipeline.

333
334 7.8 The Company shall continuously be a member of the
335 State of Washington one number locator service under (RCW 19.122),
336 or approved equivalent, and shall comply with all such applicable rules
337 and regulations

338
339 7.9 The Company's Facilities shall be located and maintained
340 within the Franchise Area so as not to interfere with the free passage of
341 pedestrian and/or vehicle traffic therein, or with the reasonable ingress
342 or egress to the properties abutting the Franchise Area as they exist at
343 the time of installation of the Facilities.

344
345 7.10. The Company shall, after installation, construction,
346 relocation, maintenance, removal or repair of any of Company Facilities
347 with the Franchise Area, restore the surface of the Franchise Area and
348 any other City property within the Franchise Area which may be
349 disturbed or damaged by such work, to at least the same condition as
350 it was immediately prior to any such work. The City shall have final
351 approval of the condition of the Franchise Area after restoration
352 pursuant to the provisions of applicable City codes, ordinances,
353 regulations, standards and procedures, as now exist or as may be
354 hereafter amended or superseded, provided that such provisions are not
355 in conflict or inconsistent with the express terms and conditions of this
356 Franchise.

357
358 7.11. The City will require the Company to post an appropriate
359 bond, as determined by the City, to ensure satisfactory restoration of
360 the Franchise Area following the completion of the Company's work
361 therein. In lieu of separate bonds for routine individual projects
362 involving work in the Franchise Area, the Company may satisfy the City's
363 bond requirement of this Section by posting an approved indemnity
364 bond with the City pursuant to KMC 19.12.095.

365 7.12. All survey monuments which are disturbed or displaced
366 by the Company in its performance of any work under this Franchise
367 shall be referenced and restored by the Company, as per WAC 332-120,
368 as from time to time amended, and all pertinent federal, state and local
369 standards and specifications.

370 7.13 The Company and the City shall each exercise all best
371 reasonable efforts to coordinate any construction work that either may
372 undertake within the Franchise Areas so as to promote the orderly and
373 expeditious performance and completion of such work as a whole. Such
374 efforts shall include, at a minimum, reasonable and diligent efforts to
375 keep the other party and other utilities within the Franchise Areas
376 informed of its intent to undertake such construction work. The
377 Company and the City shall further exercise best reasonable efforts to
378 minimize any delay or hindrance to any construction work undertaken
379 by themselves or utilities with the Franchise Area.

380
381 **Section 8. Abandonment or Removal of Facilities.**

382 8.1 The Company shall notify the City of any abandoned
383 Facilities or cessation of use of any of its Facilities within sixty (60) days
384 after such abandonment or cessation of use.

385
386 8.2 In the event of abandonment or Company's permanent
387 cessation of use of its Facilities, or any portion thereof within the
388 Franchised Area, the Company shall, within one hundred and eighty
389 days (180) after the abandonment or permanent cessation of use,
390 remove the Facilities at the Company's sole cost and expense. However,
391 with the express written consent of the City, which shall not be
392 unreasonably withheld, the Company may, at Company's sole cost and
393 expense, secure the Facilities in such a manner as to cause it to be as
394 safe as is reasonably possible, by removing all Petroleum Products,
395 purging vapors, displacing the contents of the line with an appropriate
396 inert material and sealing the pipe ends with a suitable end closure, all
397 in compliance with valid and applicable regulations, and abandon them
398 in place provided that portions of the Facilities which are above ground
399 shall be removed at Company's sole cost and expense.

400
401 8.3 In the event of the removal of all or a portion of the
402 Facilities, Company shall restore the Franchise Area as nearly as possible
403 to a condition that existed prior to installation of Company's Facilities.
404 Such property restoration work shall be done at Company's sole cost
405 and expense and to the City's reasonable satisfaction. If Company fails
406 to remove or secure the Facilities and fails to restore the premises or
407 take such other mutually agreed upon action, the City may, after
408 reasonable notice to Company, remove the Facilities, restore the
409 premises or take such other action as is reasonably necessary at
410 Company's expense and the City shall not be liable therefor. This
411 remedy shall not be deemed to be exclusive and shall not prevent the

City from seeking a judicial order directing that the Facilities be removed.

8.4 The City shall not charge the Company franchise fees for pipelines or pipeline segments abandoned or removed in compliance with this Section. However, the City's consent to the abandonment of Facilities in place shall not relieve the Company of the obligation and/or costs to remove, alter or re-secure such Facilities in the future in the event it is reasonably determined, as adjudged in the sole discretion of the City, that removal, alteration or re-securing the facilities is necessary or advisable for the health, safety, necessity and/or convenience of the public, in which case the Company shall perform such work at no cost to the City.

8.5 The parties expressly agree that the provisions of this Section 8 shall survive the expiration, revocation or termination of this Franchise.

Section 9. Operations and Maintenance - Inspection and Testing.

9.1 The Company shall Operate and Maintain its Facilities in full compliance with the applicable provisions of Title 49, Code of Federal Regulations, Part 195, and WAC 480-75-420, as now enacted or hereafter amended, all environmental laws, and any other current or future laws or regulations that are applicable to Company's Facilities, enacted by any governmental entity with jurisdiction over Company or Company's Facilities.

9.2 The City shall use reasonable efforts to inform all excavators subject to a City grading and/or right-of-way permit working within 100 feet of the Company's Facilities of their responsibility to notify the Company at least 48 hours prior to the start of any work and to ensure compliance with the requirements of the State of Washington one number locator service law (RCW 19.122). If the Company becomes aware that a third party conducts any excavation or other significant work that may affect the Facilities, the Company shall conduct such inspections and/or testing as is necessary to determine that no direct or indirect damage was done to the Facilities and that the work did not abnormally load the Company's Facilities or impair the effectiveness of the Company's cathodic protection system. Upon written request, the Company shall report to the City its inspection and findings in person.

9.3 At City's request, the Company shall provide, at its sole cost and expense, a briefing by qualified testing experts to explain the inspection results and Franchisee's proposed corrective action(s) in reference to 9.2. Said qualified testing expert may be an employee or representative of the Company.

Section 10. Encroachment Management.

10.1 The Company shall maintain a written program to prevent damage to its Facilities from excavation activities, as required by applicable state and federal guidelines.

10.2 The Company and the City shall comply with applicable and valid federal, state and local requirements regarding encroachment management, including RCW 19.122 (one-call system).

10.3 The Company shall regularly inspect the surface conditions on or adjacent to the Pipeline Corridor, as required by applicable state and federal regulations.

Section 11. Leaks, Spills and Emergency Response.

11.1 The Company warrants that it will maintain an Emergency Response Plan that is in compliance with the applicable requirements of local, State, and federal agencies with jurisdiction. The general public may obtain a copy of the Emergency Response Plan by contacting either Olympic Pipe Line or the Washington State Department of Ecology directly. Upon written request by either party, the parties agree to meet periodically to review the Emergency Response Plan and procedure.

The Company's emergency plans and procedures shall designate the Company's responsible local emergency officials and a direct 24 hour emergency contact number for control center operator. The Company shall, after being notified of an emergency, cooperate with the City and make every effort to respond as soon as possible to protect the public's health, safety and welfare.

11.2 The Company shall cooperate with the City and respond to protect public health and safety in the event of a pipeline emergency. The Company warrants that it will at all times have available, on the county level, sufficient emergency response equipment and materials to immediately and fully respond to any spill, leak, rupture or other release of Petroleum Products or Hazardous Substances from Company's pipeline(s) and/or Facilities and that Company shall be solely responsible for all reasonably necessary costs incurred by any agency in responding appropriately to any spill, leak, rupture or other release of Petroleum Products or Hazardous Substances from Company's pipeline(s) and/or Facilities, including, but not limited to, detection and removal of any contaminants from, earth or water, all remediation costs, equipment replacement, and staffing costs, except for any spill, leak, or other release that results from the sole negligence or willful misconduct of the city or its contractors. Any such costs shall be considered extraordinary costs that shall not be borne by the City and shall not be considered administrative expenses of the City. Nothing in this Section shall be

construed as limiting the Company's right to seek recovery from third parties.

11.3 Leaks, spills, ruptures and other emergencies shall be investigated and reported as required by applicable state and local regulations and the City shall be notified according to Section 7.3 of this franchise.

Section 12. Required Relocation of Facilities

12.1 In the event that the City undertakes or approves the construction of, or changes to the grade or location of, any water, sewer or storm drainage line, street, sidewalk, or any other Improvement Project and the City determines that the Improvement Project reasonably requires changes to or the relocation of Company's Facilities, then Company shall make such changes or relocations as required herein at Company's sole cost, expense and risk.

12.2 The City shall provide the Company reasonable written notice of any Improvement Project in the interest of public health, safety, welfare, necessity and/or convenience that requires changes to or the relocation of Company's Facilities. The City will endeavor, where practical, to provide the Company at least 360 days prior written notice, or such additional time as may reasonably be required, of such Improvement Project. However, nothing in this Section shall be construed as to relieve Company of its duty and obligation to relocate its Facilities to accommodate any Improvement Project undertaken by the City after written notice of any Improvement Project.

12.3 The City shall further provide the Company with copies of pertinent portions of the final plans and specifications for such Improvement Project so that the Company may make the required changes to or relocate its facilities to accommodate such Improvement Project.

12.4 The Company may, after receipt of written notice requiring changes to or relocation of its Facilities under Section 12.2, submit to the City, within ninety 90 days, written alternatives to such relocation. The City shall evaluate such alternatives and advise the Company in writing if one or more of the alternatives are suitable to accommodate the Improvement Project that would otherwise necessitate changes to or relocation of the Facilities. If so requested by the City, the Company shall submit additional information to assist the City in making such evaluation including actual field verification of the location(s) of the Company's underground Facilities within the Improvement Project area by excavating (e.g., pot holing), at no expense to the City. The City shall give each alternative proposed by the Company full and fair consideration but retains sole discretion to

553 decide whether to utilize its original plan or an alternative proposed by
554 the Company.

555
556 12.5 If any portion of the Company's Facilities that has been
557 required by the City to be relocated under the provisions of this section
558 is subsequently required to be relocated again within five (5) years of
559 the original relocation, the City will bear the entire cost of the
560 subsequent relocation.

561
562 12.6 The Company shall not be required to relocate its
563 Facilities at its expense for the benefit of private developers or third
564 party projects. However in the event the City reasonably determines
565 and notifies the Company that the primary purpose for requiring such
566 changes to or relocation of the Company's facilities by a third party is to
567 cause or facilitate the construction of an Improvement Project
568 consistent with the City Capital Investment Plan; Transportation
569 Improvement Program; or the Transportation Facilities Program, or
570 other similar plan, then the Company shall change or otherwise relocate
571 its Facilities in accordance with Section 12.1 at Company's sole cost,
572 expense and risk.

573
574 12.7 The City shall work cooperatively with the Company in
575 determining a viable and practical route within which the Company may
576 relocate its facilities under Section 12.1, in order to minimize costs while
577 meeting the City's project timelines and objectives. The City's
578 requirements with regard to the required changes or relocation (i.e.
579 depth of cover, distance from other utilities, etc.) must not be
580 unreasonable and must be consistent with applicable federal and state
581 requirements however, nothing in this section shall be construed as to
582 limit the City's police power, land use authority, franchise authority or
583 the City's authority to regulate the time, place and manner of Company's
584 use of the Public Rights-of-Way, Public Ways and Other Ways.

585
586 12.8 Upon receipt of the City's reasonable notice, plans and
587 specifications per Section 12.1, the Company shall take all necessary
588 and prudent measures to complete relocation of such facilities so as to
589 accommodate the Improvement Project at least ten (10) calendar days
590 prior to commencement of the Improvement Project or such other time
591 as the parties may agree in writing.

592
593 12.9 The City shall take reasonable steps to cooperate with
594 the Company on any effort by the Company to apply for and obtain any
595 local, state or federal funds that may be available for the relocation of
596 the Company's Facilities provided however that the Company's
597 application for any such funds shall not delay the City Improvement
598 Project. To the extent such funds are made available, the Company
599 may apply funds towards the costs incurred to relocate the Company's
600 Facilities.

Section 13. Violations, Remedies and Termination.

13.1 The Company shall be in compliance with the terms of this Franchise at all times. The City reserves the right to apply any of the following remedies, alone or in combination, in the event Company violates any material provision of this Franchise. The remedies provided for in this Franchise are cumulative and not exclusive; the exercise of one remedy shall not prevent the exercise of another, or any rights of the City at law or equity.

13.2 The City may terminate this Franchise if the Company materially breaches or otherwise fails to perform, comply with or otherwise observe any of the terms of this Franchise, and fails to cure or make reasonable effort to cure such breach within thirty (30) calendar days of receipt of written notice thereof, or, if not reasonably curable within thirty (30) calendar days, within such other reasonable period of time as the parties may agree upon.

13.3 Either party may invoke the Dispute Resolution clause contained in Section 14 of this Franchise as it deems necessary with regard to termination.

13.4 If the Company's right to operate its Facilities within the Franchise Area is ultimately terminated, the Company shall comply with the terms of this Franchise, regarding removal and/or abandonment and restoration of the Facilities and with all directives of applicable federal and state agencies with jurisdiction.

Section 14. Dispute Resolution

14.1 In the event of a dispute between the City and the Company arising by reason of this Franchise, or any obligation hereunder, the dispute shall first be referred to the representatives designated by the City and the Company to have oversight over the administration of this Franchise. Said officers or representatives shall meet within thirty (30) calendar days of either party's request for said meeting, and the parties shall make a good faith effort to attempt to achieve a resolution of the dispute.

14.2 In the event that the parties are unable to resolve the dispute under the procedure set forth in Section 14.1, then the parties hereby agree that the matter shall be referred to mediation. The parties shall endeavor to select a mediator acceptable to both sides. If the parties cannot reach agreement, then each party shall secure the services of a mediator, who will in turn work together to mutually agree upon a third mediator to assist the parties in resolving their differences. Any expenses incidental to mediation shall be borne equally by the parties.

14.3 If either party is dissatisfied with the outcome of the mediation, that party may then pursue any available judicial remedies, provided, that if the party seeking judicial redress does not substantially prevail in the judicial action, it shall pay the other party's reasonable legal fees and costs incurred in the judicial action.

14.4 Subject to state and federal regulation, the Company shall be permitted to continuously operate its Facilities during dispute resolution.

Section 15. Indemnification

15.1 General Indemnification. Except for environmental matters, which are covered by a separate indemnification in Section 15.2 below, the Company shall indemnify, defend and hold harmless the City, its agents, officers or employees, from any and all liability, loss, damage, cost, expense, and any claim whatsoever, including reasonable attorneys' and experts' fees incurred by the City in defense thereof, whether at law or in equity, arising out of or related to, directly or indirectly, the construction, operation, use, location, testing, repair, maintenance, removal, abandonment or damage to the Company's Facilities, or from the existence of the Company's pipeline and other appurtenant facilities, and of the products contained in, transferred through, released or escaped from said pipeline and appurtenant facilities, from any and all causes whatsoever, except the City's sole negligence and except for a violation by the City of its obligations, if any, under RCW 19.122 (One-Call regulations). If any action or proceeding is brought against the City by reason of the pipeline or its appurtenant facilities, the Company shall defend the City at the Company's complete expense, provided that, for uninsured actions or proceedings, defense attorneys shall be approved by the City, which approval shall not be unreasonably withheld.

15.2 Environmental Indemnification. The Company shall indemnify, defend and hold harmless the City, its agents, officers or employees, from and against any and all liability, loss, damage, expense, actions and claims (except to the extent such liability, loss, damage, expense, actions and claims result from the City's noncompliance with RCW 19.122) either at law or in equity, including, but not limited to, costs and reasonable attorneys' and experts' fees incurred by the City in defense thereof, arising from (a) Company's violation of any environmental laws applicable to the Facilities or (b) from any release of a hazardous substance on or from the Facilities. This indemnity includes but is not limited to (a) liability for a governmental agency's costs of removal or remedial action for hazardous substances; (b) damages to natural resources caused by hazardous substances, including the reasonable costs of assessing such damages; (c) liability for any other person's costs of responding to hazardous substances; (d) liability for any costs of investigation, abatement, correction,

cleanup, fines, penalties, or other damages arising under any environmental laws; and (e) liability for personal injury, property damage, or economic loss arising under any statutory or common-law theory.

15.3 The Company agrees that its obligations under this Section 15 extend to any claim, demand, and/or cause of action brought by, or on behalf of, any of its employees or agents. For this purpose, the Company, by mutual negotiation, hereby waives, as respects the City only, any immunity that would otherwise be available against such claims under the Industrial Insurance provisions of RCW Title 51.

Section 16. Insurance.

16.1 The Franchisee shall procure and maintain for the duration of the Franchise, insurance, or provide self-insurance, against all claims for injuries to persons or damages to property which may arise from or in connection with the exercise of the rights, privileges and authority granted hereunder to the Franchisee, its agents, representatives or employees. The Franchisee shall provide an insurance certificate, together with an endorsement naming the City, its officers, elected officials, agents, employees, representatives, consultants and volunteers as additional insured, to the City upon the Franchisee's acceptance of this Franchise, and such insurance certificate shall evidence the following minimum coverages:

A. Commercial general liability insurance including coverage for premises - operations, explosions and collapse hazard, underground hazard and products completed hazard, with limits not less than:

\$100,000,000 per occurrence and in the aggregate for bodily injury or death to each person; and in the aggregate for property damage resulting from any one accident; and in the aggregate for general liability;

B. Automobile liability for owned, non-owned and hired vehicles with a limit of \$1,000,000 for each person and \$1,000,000 for each accident;

C. Worker's compensation within statutory limits and employer's liability insurance with limits of not less than \$2,000,000;

D. Pollution Legal Liability, to be in effect throughout the ten (10) year term of this Franchise, with a limit not less than \$50,000,000 per occurrence and in the aggregate to the extent such coverage is reasonably available in the marketplace.

16.2 If coverage is purchased on a "claims made" basis, then the Company warrants continuation of coverage, either through policy renewals or the purchase of an extended discovery period, if such extended coverage is available, for not less than three (3) years from the date of termination of this Franchise and/or conversion from a "claims made" form to an "occurrence" coverage form.

16.3 Any deductibles shall be the sole responsibility of the Company. The insurance certificate required by this Section shall contain a clause stating that coverage shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the aggregate limits of the insurer's liability.

16.4 The Company's insurance shall be primary insurance with respect to the City, its officers, officials, employees, agents, consultants, and volunteers. Any insurance maintained by the City, its officers, officials, employees, consultants, agents, and volunteers shall be in excess of the Company's insurance and shall not contribute with it.

16.5 In addition to the coverage requirements set forth in this Section, the certificate of insurance shall provide that:

"The above described policies will not be canceled before the expiration date thereof, without the issuing company giving thirty (30) days written notice to the certificate holder."

In the event of cancellation or a decision not to renew, the Company shall obtain and furnish to the City evidence of self-insurance or replacement insurance policies meeting the requirements of this Section before the cancellation date.

16.6 The Company shall furnish the City with certificates of insurance evidencing the coverage required by this Section upon acceptance of this Franchise. The certificates and endorsements shall be signed by a person authorized by the insurer to bind coverage on its behalf and must be received and approved by the City prior to the commencement of any work.

16.7 The indemnity and insurance provisions herein under Sections 15 and 16 shall survive the termination of this Franchise and shall continue for as long as the Company's Facilities shall remain in or on the Franchise Area or until the parties execute a new Franchise agreement that modifies or terminates these indemnity or insurance provisions.

Section 17. Annual Franchise Fee.

17.1 In consideration for granting this Franchise and for the use of the Franchise Area, there is hereby established an annual fee of Eight Thousand Sixty-three Dollars and Fifty Cents (\$8,063.50; 2021 fee amount).

17.2 The annual fee shall increase each year throughout the term of this Franchise and any renewal terms by three percent (3%).

17.3 Each annual payment shall cover the next twelve (12) month period and shall be paid not later than the anniversary date of the Effective Date of this Franchise. Interest shall accrue on any late payment at the rate of twelve percent (12%) per annum. Such interest shall be in addition to any applicable penalties for late payment. Any partial payment shall first be applied to any penalties, then interest, then to principal.

17.4 The Franchise fee set forth in Section 17.1 does not include, and the Company agrees that it is responsible for, payments associated with the City's administrative expenses including but not limited to the City's expenses incurred in reviewing, inspecting, licensing, permitting or granting any other approvals necessary for the Company to operate and maintain its Facilities or for any inspection or enforcement costs thereunder (i.e., customary permitting fees). Additionally, the foregoing annual fee does not include any generally applicable taxes that the City may legally levy. The Company shall bear the cost of publication of this Ordinance.

Section 18. Legal Relations.

18.1 The Company accepts any privileges granted hereunder by the City to the Franchise Area in an "as is" condition. The Company agrees that the City has never made any representations, implied or express warranties or guarantees as to the suitability, security or safety of the location of the Company's Facilities or the Facilities themselves or possible hazards or dangers arising from other uses or users of the Rights-of Way, Public Ways and Other Ways including by the City, the general public or other utilities. As between the City and the Company, the Company shall remain solely and separately liable for the function, testing, maintenance, replacement and/or repair of the Facilities or other activities permitted hereunder.

18.2 The Company hereby waives its Workers Compensation immunity under Title 51 RCW in any cases involving the City and affirms that the City and the Company have specifically negotiated this provision, to the extent it may apply.

18.3 This Franchise Ordinance shall not create any duty of the City or any of its officials, employees or agents and no liability shall arise from any action or failure to act by the City or any of its officials, employees or agents in the exercise of powers reserved herein. Further, this Ordinance is not intended to acknowledge, create, imply or expand any duty or liability of the City with respect to any function in the exercise of its police power or for any other purpose. Any duty that may be deemed to be created in the City hereunder shall be deemed a duty to the general public and not to any specific party, group or entity.

18.4 This Franchise shall be governed by, and construed in accordance with, the laws of the State of Washington.

Section 19. Company's Acceptance. The City may void this Franchise Ordinance if the Company fails to file its unconditional acceptance of this Franchise within thirty (30) calendar days from the final passage of same by the City Council. The Company shall file its unconditional written acceptance with the City Clerk of the City of Kirkland.

Section 20. Notice.

20.1 All notices, demands, requests, consents and approvals which may, or are required to be given by any party to any other party hereunder, shall be in writing and shall be deemed to have been duly given if delivered personally, sent by facsimile, sent by a nationally recognized overnight delivery service, or if mailed or deposited in the United States mail and sent by registered or certified mail, return receipt requested, postage prepaid to:

City:
City of Kirkland
123 Fifth Avenue
Kirkland, WA 98033
Attn: Franchise Manager

With a copy to:
City of Kirkland
123 Fifth Avenue
Kirkland, WA 98033
Attn: Public Works Director; and
City Attorney

Company:
Olympic Pipe Line Company LLC
Attn: President & Right of Way Dept.
2319 Lind Avenue S.W.

Renton, Washington 98057

with copy to:
Doug Berry
Miller Nash Graham & Dunn LLP
Pier 70, 2801 Alaskan Way, Suite 300
Seattle, WA 98121

or to such other address as the foregoing parties hereto may from time-to-time designate in writing and deliver in a like manner. All notices shall be deemed complete upon actual receipt or refusal to accept delivery. Facsimile transmission of any signed original document and retransmission of any signed facsimile transmission shall be the same as delivery of an original document.

20.2 To ensure effective cooperation, the Company and the City shall each designate a representative responsible for communications between the Parties.

Section 21. Miscellaneous.

21.1 In the event that a court or agency of competent jurisdiction declares a material provision of this Franchise to be invalid, illegal or unenforceable, the parties shall negotiate in good faith and agree, to the maximum extent practicable in light of such determination, to such amendments or modifications as are appropriate actions so as to give effect to the intentions of the parties as reflected herein. If severance from this Franchise of the particular provision(s) determined to be invalid, illegal or unenforceable will fundamentally impair the value of this Franchise, either party may apply to a court of competent jurisdiction to reform or reconstitute the Franchise so as to recapture the original intent of said particular provision(s). All other provisions of the Franchise shall remain in effect at all times during which negotiations or a judicial action remains pending.

21.2 Whenever this Franchise sets forth a time for any act to be performed, such time shall be deemed to be of the essence, and any failure to perform within the allotted time may be considered a material violation of this Franchise.

21.3 In the event that the Company is prevented or delayed in the performance of any of its obligations under this Franchise by reason(s) beyond the reasonable control of the Company, then the Company's performance shall be excused during the Force Majeure

930 occurrence. Upon removal or termination of the Force Majeure
931 occurrence the Company shall promptly perform the affected obligations
932 in an orderly and expedited manner under this Franchise or procure a
933 substitute for such obligation or performance that is satisfactory to the
934 City. The Company shall not be excused by mere economic hardship
935 nor by misfeasance or malfeasance of its directors, officers or
936 employees.

937
938 21.4 The Section headings in this Franchise are for
939 convenience only, and do not purport to and shall not be deemed to
940 define, limit, or extend the scope or intent of the Section to which they
941 pertain.

942
943 21.5 By entering into this Franchise, the parties expressly do
944 not intend to create any obligation or liability, or promise any
945 performance to, any third party, nor have the parties created for any
946 third party any right to enforce this Franchise.

947
948 21.6 This Franchise and all of the terms and provisions shall
949 be binding upon and inure to the benefit of the respective successors
950 and assignees of the
951 parties.

952
953 21.7 The parties each represent and warrant that they have
954 full authority to enter into and to perform this Franchise, that they are
955 not in default or violation of any permit, license, or similar requirement
956 necessary to carry out the terms hereof, and that no further approval,
957 permit, license, certification, or action by a governmental authority is
958 required to execute and perform this Franchise, except such as may be
959 routinely required and obtained in the ordinary course of business.

960
961 **Section 22.** This ordinance shall be in force and effect five days
962 from and after its passage by the Kirkland City Council and publication
963 pursuant to Section 1.08.017, Kirkland Municipal Code in the summary
964 form attached to the original of this ordinance and by this reference
965 approved by the City Council.

966 Passed by majority vote of the Kirkland City Council in open
967 meeting this _____ day of _____, 2021.

968
969 Signed in authentication thereof this _____ day of
970 _____, 2021.

Penny Sweet, Mayor

Attest:

Kathi Anderson, City Clerk

Approved as to Form:

City Attorney

UNCONDITIONAL ACCEPTANCE BY OLYMPIC PIPE LINE COMPANY LLC:
I, the undersigned official of Olympic Pipe Line Company LLC, am authorized to bind Olympic Pipe Line Company LLC and to unconditionally accept the terms and conditions of the foregoing Franchise (Ordinance No. _____), which are hereby accepted by Olympic Pipe Line Company LLC this _____ day of _____ 2021.

OLYMPIC PIPE LINE COMPANY LLC

By: _____

Name: _____

Title: _____

Subscribed and sworn to before me this _____ day of _____, 2021.

Print Name: _____
Notary Public in and for the State of
Washington,
residing at _____
My commission expires _____

Received on behalf of the City this _____ day of _____, 2021.

Name: _____

Title: _____

PUBLICATION SUMMARY
OF ORDINANCE NO. 4767

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF KIRKLAND, WASHINGTON GRANTING OLYMPIC PIPE LINE COMPANY LLC, A DELAWARE LIMITED LIABILITY COMPANY, ITS SUCCESSORS AND ASSIGNS, A NONEXCLUSIVE FRANCHISE TO CONSTRUCT, OPERATE, MAINTAIN, REMOVE, REPLACE, AND REPAIR EXISTING PIPELINE FACILITIES, TOGETHER WITH EQUIPMENT AND APPURTENANCES THERETO, FOR THE TRANSPORTATION OF PETROLEUM PRODUCTS WITHIN AND THROUGH THE FRANCHISE AREA OF THE CITY OF KIRKLAND.

SECTIONS 1 - 21. Provide for the grant of a franchise to Olympic Pipe Line Company of a franchise for the transportation of petroleum products for 10 years on specified terms and conditions.

SECTION 22. Authorizes publication of the ordinance by summary, which summary is approved by the City Council pursuant to Section 1.08.017 Kirkland Municipal Code and establishes the effective date as five days after publication of summary.

The full text of this Ordinance will be mailed without charge to any person upon request made to the City Clerk for the City of Kirkland. The Ordinance was passed by the Kirkland City Council at its meeting on the _____ day of _____, 2021.

I certify that the foregoing is a summary of Ordinance 4767 approved by the Kirkland City Council for summary publication.

Kathi Anderson, City Clerk

Olympic Pipeline

NE 136TH PL

NE 132ND ST





NE 126TH PL

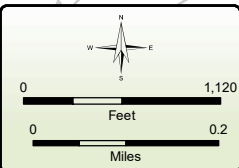
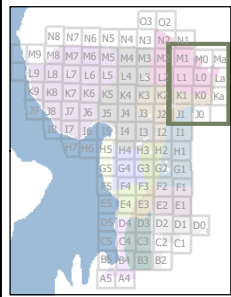
NE 124TH ST


EASTSIDE RAIL CORRIDOR

Olympic Pipeline

Olympic Pipeline Franchise Map

-  Olympic Pipeline
-  City Limit Boundary
-  Streets
-  Right of Way Intersection Areas





Author: City of Kirkland
 Name: Olympic_Pipeline_Franchise_Map
 Date Saved: 7/9/2021 4:57:01 PM

July 9, 2021

**CITY OF KIRKLAND****City Manager's Office**123 Fifth Avenue, Kirkland, WA 98033 425.587.3001
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Anneke Davis, Senior Project Engineer
Carly Joerger, Management Analyst
Chris Dodd, Facilities Services Manager
Dave Van Valkenburg, Deputy Fire Chief
Joe Sanford, Fire Chief
Rod Steitzer, Capital Projects Manager
Julie Underwood, Public Works Director
Tracey Dunlap, Deputy City Manager of Operations

Date: October 6, 2021

Subject: FIRE STATIONS UPDATE

RECOMMENDATION:

City Council receives an update on the City's Fire Stations improvements and provides feedback.

BACKGROUND DISCUSSION:

The City of Kirkland's 2012 Fire Department Strategic Plan and 2014 Standards of Coverage and Deployment Plan included recommendations that provided a blueprint for improving fire and emergency response times to keep pace with city and regional growth and updating older fire stations to meet current safety standards. Based on these plans, the Council identified *Fire and Emergency Medical Services* as part of Council's 2021-2022 Work Plan, which includes:

- Complete construction and open new Fire Station 24 in Juanita.
- Adopt a Fire and Emergency Medical Services ballot measure implementation plan.
- Stockpile pandemic personal protective equipment.
- Hire new and diverse firefighter/EMTs.
- Complete design of the new Fire Station 27 in Totem Lake and design of Fire Station 22 renovation in Houghton.

On Tuesday, November 3, 2020, Kirkland voters approved Proposition 1, a permanent \$0.23513/\$1,000 levy lid lift increase to hire 20 additional firefighter/EMTs, improve firefighter/EMT health and safety and response times, renovate stations 21 in Forbes Creek, 22 in Houghton, and 26 in Rose Hill, and relocate and construct a new station 27 east of I-405 just north of Evergreen Health. The measure passed with 71.28% support. The City Manager convened a ballot measure steering team and subgroups to formulate an implementation plan and funding strategy, which was shared with City Council at the [March 16, 2021](#) regular City Council meeting. The implementation team is following the schedule in Table 1 for the anticipated completion of the projects supported by Fire Prop 1.

Table 1. Anticipated Completion Year for Fire Prop 1 Projects

Project	Completion Year
Temporary Station	2022
Station 27	2023
Station 22	2023
Station 26	2024
Station 21	2025

The Fire Prop 1 Steering Team and Capital Subgroup continue to meet regularly to track progress on the Fire Stations projects. The following sections summarize the status for projects in progress including new Station 27, Station 22 renovation, the temporary station, the fire station public art, and the Fire Station 24 Replacement project (which was not funded by Fire Prop 1 but is nearing completion).

New Station 27

In March 2020, the City contracted with TCA Architecture Planning for the design, architecture and engineering, and construction management services for Fire Station 27. The project team has reached the 60% design milestone and is now working on the building permit documents. The permit submittal is anticipated in mid-December, with final permit and construction bid documents planned to be complete in February 2022. With bidding beginning in February, City staff anticipates recommending award to the lowest bidder in April 2022. Notice to proceed to the contractor would follow about one month later.

Demolition of the existing on-site building will be managed through the City's job-order contract (JOC) with Forma Construction. Tenants in the existing building are scheduled to vacate by December 31, 2021. Forma expects to begin demolition immediately after, in early January 2022. Demolition includes hazardous material abatement followed by access granted to KFD for fire fighter destructive training. The demolition is scheduled to be complete by the end of February 2022, at which time the site will remain fenced until Fire Station 27 is completed.

The new station 27, located at 13118 121st Way NE, will be a roughly 16,000 square foot, two-story building with three and a half bays and eight sleeping rooms. It will be situated on the property with the bays facing west. It will be a pull through station, with access to the back of the bay through a driveway on NE 132nd Street and then response out through 121st Way NE. Like Station 24, Fire Station 27 will be designed to accomplish LEED Silver. The new fire station will meet best practices in fire station design including dedicated spaces for equipment decontamination, bunker gear storage, and basic life support (BLS) supply storage. The station will also feature a bunker gear repair area to service the needs of the department. Sleeping rooms will be located on the second floor within close proximity to the stairs and first floor airlock leading to the apparatus bay. Fire fighter work areas, offices, and the workout room will be located on the first floor. See below for architectural renderings of new station 27.



In addition to completing building permit documents, the project is currently focusing on completing SEPA, external permits (Washington Fish and Wildlife's HPA permit for the stormwater outfall and Ecology's Construction Stormwater General Permit), and coordination with local utilities and jurisdictions (King County Metro, Northshore Utility District (NUD), and Puget Sound Energy (PSE)).

King County EMS

The cost estimate for Fire Station 27, as represented in Fire Prop 1, was for a 3-bay station. However, King County EMS is partnering with the City of Kirkland to fund the construction of the extra half bay. In return, the City of Kirkland has agreed to provide space for Medic 123 at Fire Station 27 until such time that the space needs of Kirkland Fire no longer make the co-location viable. King County Medic One will provide the approximately \$500,000 of construction funding needed to add the half bay to the station and the storage space needed for Advanced Life Support (ALS) supplies. The City of Kirkland and the Northeast King County Medic One are working to finalize the Interlocal Agreement (ILA) which will compensate the City of Kirkland for both the construction and the ongoing maintenance and operating costs associated with the co-location. Once approved, the project budget will be increased to recognize the additional work and funding.

Co-location of Medic 123 at Station 27 will provide City of Kirkland firefighters access to paramedics for training, education, and review of incident and is beneficial to both firefighters/emergency medical technicians (EMTs) and paramedics. The ability to work, train, and house in one facility naturally creates better working relationships. The co-location of Medic 123 allows the unit to return to a Kirkland Fire Station after an over ten-year absence.

King County Flood Control District

The City of Kirkland has received a grant from the King County Flood Control District to design the replacement and lowering of 380 feet of stormwater pipe and outfall to Juanita Creek to alleviate potential surcharging of stormwater on NE 132nd Street and to construct approximately 80 feet of that replacement. This scope of work flows seamlessly with the right of way stormwater work required with the Fire Station development. Therefore, this grant work will be accomplished within the Fire Station 27 Replacement project.

Cost Estimate

The project team includes a construction estimator who is consulted with at every major milestone for budget verification. Budget verification at the Conceptual Design and Schematic Design phase indicated that the project budget is healthy. The project team is in the process of finishing the Design Development phase budget verification.

In addition to tracking the anticipated construction cost, staff estimate and track all anticipated design and construction costs and fees, professional consultant fees, permitting costs, furniture and equipment costs, networking and City fiber costs, and sales tax and, of course, maintain contingencies for the unexpected. CIP staff regularly meet with finance staff to ensure funding levels, expenditure tracking, and reimbursements are accurate. Current estimates are below the project budget but are subject to change based on market conditions.

Station 22 Renovation

In March 2020, the City contracted with TCA Architecture Planning for the design, architecture and engineering, and construction management services for Fire Station 22. Staff sought procurement of one firm to design both Fire Station 22 and 27 to create efficiencies in the design phase. The Fire Station 22 project team has reached the 60% design milestone and is now working on building permit documents. The permit submittal is anticipated in early-December with final permit and construction bid documents planned to be complete in February 2022. With bidding beginning in February, City staff anticipates recommending award to the lowest bidder in March or April 2022. Notice to proceed to the contractor would follow about a month later.

Fire Station 22, located at 6602 108th Avenue NE, is an approximately 9,249 SF station. The project design includes a 2,336 SF addition. The station will support three (3) apparatus and eight (8) crew. The Fire Station 22 floor plan will be modified to provide dedicated rooms for equipment decontamination, bunker gear storage, basic life support supplies, and workshop. The station will feature airlocks between red zone and green zone areas. The design maintains the conference room and moves the dayroom from the loft area to the main floor. The southeast corner of the station will be waterproofed to repair current and prevent future moisture damage. See below for an early architectural rendering for Fire Station 22.



The existing station will be upgraded and modernized to comply with the requirements of the 2018 International Existing Building Code and ASCE 41-17. The station will be designed to meet appropriate Immediate Occupancy performance levels and Life Safety performance objectives. These upgrades will be achieved through building additions, strengthening of the foundations, and additional headers, steel beams, and reinforced walls. All mechanical, electrical, and plumbing systems will be updated to current code. The alerting system will be updated to be consistent with the updated alerting systems in Stations 25 and 24.

Site and Infrastructure Improvement

The project will add stormwater treatment to improve water quality of stormwater runoff before it enters the City stormwater main. Existing stormwater pipes onsite are on the aging and failing City infrastructure list and will be replaced. An existing sewer line that runs from the housing development to the east of the station property to the newly replaced sewer on 108th Avenue NE will also be replaced. The station property will receive a new asphalt overlay and concrete pavement. No frontage improvements will be required for this project, though the design of the new apron and sidewalk will accommodate future roadway widening for the 108th Avenue NE queue bypass project. Landscaping plans for the station include tree replacements where necessary, new groundcovers, shrubs, trees, lawn, and bark mulch. The existing irrigation system will be repaired and will be modified to provide full coverage of plants. The existing path from the neighborhood to the east will be maintained. A new electrical meter and new service pad mounted transformer will be installed as part of the project. A new emergency generator will be installed to provide 100% station coverage.

Cost Estimate

As with Fire Station 27, the Fire Station 22 project team includes a construction estimator who is consulted with at every major milestone for budget verification, and CIP staff regularly meet with finance staff to ensure funding levels, expenditure tracking, and reimbursements are accurate.

Budget verification at the Conceptual Design and Schematic Design phase indicated that the construction cost estimate puts the Fire Station 22 final estimated project cost at approximately 5% over budget. The project team is working to "belt tighten" and remove uncertainties in the design in order to bring this project more in line with the cost estimate. The project team is in the process of finishing the Design Development phase budget verification.

Temporary Station

Temporarily relocating fire stations during renovation allows for safer and more efficient construction. During ballot measure planning, \$3.2 million was the estimated cost to permit, build, operate, and lease the land needed for a temporary fire station. Due to the high cost of building and deconstructing a temporary facility, City staff pursued other more cost-effective alternatives such as purchasing or renting an existing house or commercial space.

On May 18, 2021, Council adopted Resolution R-5477, authorizing the City Manager to execute a Real Property Lease and Lease Agreement to provide a temporary fire station while Station 22 in Houghton and Station 26 in Rose Hill are renovated. Two temporary locations will allow Kirkland Fire Department to maintain the current levels of service in Fire and EMS response times while Station 22 in Houghton and Station 26 in Rose Hill are renovated, as described below.

Since the May 18, 2021 adoption of Resolution R-5477, City staff has executed a lease of a commercial space in Rose Hill at 12801 NE 85th Street to serve as the temporary station location during the remodel of Fire Station 22 and the remodel of Fire Station 26. This lease is anticipated to cost \$1.35 million over four years and will serve as a temporary station while Fire Station 22 and then Fire Station 26 are renovated. For the remodel of Station 21, staff will relocate to another station.

To best maintain level of service during the renovation of Fire Station 22, Council adoption of Resolution R-5474 at the May 4, 2021 meeting allowed City staff to execute a second lease at the Longhouse Offices, located at 10829 NE 68th Street in Houghton. This location provides a daytime station near Station 22. A twelve-hour aid car will be stationed at the Longhouse Offices during peak call hours from 0900 to 2100 (9:00am to 9:00pm) to respond to aid calls. This staffing would be in addition to a cross-staffed aid car and fire engine at the Rose Hill temporary station on NE 85th Street. See below for a photo of the Rose Hill building.



To lease both spaces, and staff the twelve-hour aid car with overtime beginning March 1, 2022 for the duration of Station 22's renovation (estimated cost of roughly \$500,000), the total cost of the temporary station plan is estimated at \$2.2 million, including a \$280,000 contingency. This is a savings of \$1 million from the preliminary estimates when evaluating the Houghton Park and Ride as the site of the temporary fire station.

Staff is currently working with the owner of the Rose Hill commercial space to make the tenant improvements necessary to meet the needs of the firefighters. Permitting these tenant improvements will be underway shortly, with the space ready to be occupied no later than December 31, 2021. No tenant improvements are necessary at the Longhouse building.

Public Art

The fire station projects are qualified projects for the City's "1% for Art" program. The Kirkland Cultural Arts Commission (KCAC) together with City staff curates and advises the City Council on public art acquisitions and loans, and it reviews and recommends projects under the City's "1% for Art" program.

Together, the four projects within the Fire Station program dedicate \$466,500, of their approved budget, to public art. This presents a tremendous opportunity for investment in public art. To assist in this opportunity and responsibility, City staff sought and selected a qualified art consultant to assist in incorporating public art within the four fire station projects. The art consultant will lead the coordination of the public art effort and will assist in soliciting and selecting four artists for each of the fire station projects.

The competitive procurement process resulted in the selection of [Nine Dot Arts](#) as the art consultant. Nine Dot Arts' portfolio includes local and well-known large businesses. The breadth of resources Nine Dot Arts provides includes expertise of art project management, curation, procurement, and oversight of fabrication and installation. The point of contact is local and Nine Dot Arts is a Certified DBE, W/MBE, and SBE.

Nine Dot Arts, together with City staff, recognizes that the Fire Stations Program is a powerful opportunity for the City to support its public art intention to solicit and curate art that reflects the diversity of the Kirkland community, encourages a sense of belonging for all people, and supports the expression of historically marginalized communities. Working with Nine Dot Arts, the City will benefit from the consultant's deep and broad networks of both established and emerging artists to align the fire station art selections with Kirkland's public art objectives.

Program Management Consultant

The Fire Stations Program alone represents 25% of the overall funded 2021-2026 CIP. To ensure the success of the Fire Stations Program, augment capital projects staff, and provide backup, staff sought and selected a program management consultant to assist City staff in managing the delivery of the program. This augmentation provides additional expertise and staffing resources and will help ensure the timely and successful delivery of the Fire Stations Program.

Staff selected OAC Services, Inc. of Seattle, WA to provide the program management services through a competitive process. OAC will work with City staff to develop a program management plan to include an efficient, effective, non-duplicating set of procedures, responsibilities, and monitoring metrics for program administration and contract compliance as well as provide resources and expertise to aid in project management and construction management.

Fire Station 24 Update

The Fire Station 24 Replacement Project is not part of Proposition 1. In 2016, the City initiated eminent domain proceedings to secure a property for new Fire Station 24. The eminent domain was

successful, and the City purchased the property in August 2019. The Rite Aid store remained the lease holder until April 30, 2020 at which time the City took possession of the property. The City began demolition operations on May 1, 2020 and upon completion of the demolition in June 2020, was able to execute hydrogeological testing on the site, the results of which were needed to finalize design.

The contract was awarded by Council in August 2020, with construction commencing in October 2020. The construction of the 11,975 square foot fire station is nearing completion with a ribbon cutting expected in December 2021. Fire Station 24 is located at 9824 NE 132nd St. The project



includes the fire station itself and the associated site and offsite (right-of-way) work. The station is a steel framed structure with three (3) apparatus bays, support spaces, crew workspace, crew living spaces, and eight (8) sleeping rooms. The site is approximately 2.52 acres; the associated site work, also nearing completion, includes a storm water system, utilities, landscaping, and paving. Right-of-way work includes frontage and traffic improvements, including a new signal. See below for recent images of the station under construction.



Schedule

Throughout construction, COVID-19-related and other disaster-related supply chain issues have caused numerous and unexpected material shortages. This put enormous stress on the project to deliver on time; however, the Contractor, the consultant team, and City staff have diligently worked to overcome and work around these material shortages. The project is anticipated to reach substantial completion on November 30, 2021 instead of the originally planned October 15, 2021.

Staff are planning a ribbon cutting on December 15, 2022 and an open house for staff, parents, and students of Juanita Elementary, the fire stations' neighbor across the street, in January 2022 once the majority of post-substantial completion punch list items are complete.

Funding and Expenses

A budget of \$16,890,908 was authorized by Council during the 2019-2024 CIP Budget update at the December 10, 2019 City Council Meeting.

As the Fire Station 24 Replacement Project enters the last few months of construction, the project budget has approximately \$770,000 remaining in the construction contingency. Additionally, the project held a "rockery" contingency in the event of disturbance to the large existing rockery on the property during construction. With these two contingencies remaining, the anticipated funding remaining after project completion is approximately \$1.5 million. Staff recommends that this funding be held to fund the future rockery replacement.

Next Update

The City Council can expect to receive the next update in April 2022, when the Fire Station 22 and Fire Station 27 projects are ready to award bid.



CITY OF KIRKLAND
Office of Emergency Management – Fire Department
123 Fifth Avenue, Kirkland, WA 98033
425-587-3000

MEMORANDUM

To: Kurt Triplett, City Manager

From: Heather Kelly, Emergency Manager
Joe Sanford, Fire Chief

Date: October 6, 2021

Subject: 2021 COMPREHENSIVE EMERGENCY MANAGEMENT PLAN ADOPTION

RECOMMENDATION:

It is recommended that City Council approves the attached resolution adopting the 2021 City of Kirkland Comprehensive Emergency Management Plan (CEMP).

A copy of the full text of the 2021 CEMP can be found here or viewed as **Exhibit A** to this item:
<https://www.kirklandwa.gov/files/sharedassets/public/fire/emergency-mgmt/plans/cemp.pdf>

BACKGROUND DISCUSSION:

In order for the City to be eligible to accept emergency, recovery, and sustainment grant funds from the State of Washington as well as the Federal Emergency Management Agency (FEMA), the City is required to maintain a Comprehensive Emergency Management Plan (CEMP) and to update the document at least every five years. The 2021 CEMP recommended for adoption is an update to the 2015 CEMP. In 2020, due to the COVID-19 pandemic, the Washington State Emergency Management Division granted a one-year extension to all CEMP updates. This moved the City's plan update and adoption timeline to 2021.

Following the National Incident Management System (NIMS), the plan establishes guidelines on how the City will organize and coordinate incident management strategies, resources, and actions related to mitigation of, preparedness for, response to, and recovery from an emergency or disaster, referred to as an incident. The CEMP establishes a mutual understanding of incident management authority, responsibilities, and functions within the City of Kirkland and provides a basis for incorporating governmental and nongovernmental agencies into an incident management structure.

The 2021 CEMP complements the National Response Framework, the Washington State CEMP, and the King County CEMP. The document defines planning assumptions, establishes a concept of operations, identifies resource requirements, and assigns functional responsibilities to City departments and external response and recovery partners. Implementation of the CEMP is intended to mitigate and/or minimize incident impacts to human life, property, the environment, and the economic health of the City.

The CEMP exists as an all-hazards plan, intended to be applied to a variety of situations. The CEMP provides the foundation of incident management and consists of a base plan, 14 emergency support functions (ESFs), and three incident-specific appendices that can be applied to a range of emergencies or disasters. An extensive suite of documentation supports the structure, responsibilities, and concepts identified in the CEMP. The OEM leveraged the CEMP update to further the City's efforts to meet community disaster needs through the development and update to several supporting documents including, but not limited to, topics of evacuation, limited English proficiency, mass care and mental health, donations and debris management, communication, and recovery.

The CEMP was rewritten to reflect current City capabilities and incident management operational standards as well as to comply with Washington State RCW 38.52.070. To support a Citywide approach to planning, the update process engaged participants from every City department.

Significant updates to the 2021 CEMP include:

- Inclusion of State-mandated limited English proficiency requirements.

- Expansion of the concepts and services related to mass care, defined as sheltering, feeding, and disaster assistance.

- Incorporation of experiences from the COVID-19 pandemic response.

The 2021 CEMP and supporting documents were submitted to the State of Washington Emergency Management Division for review and agreement of compliance with RCW 38.52.070. Confirmation of compliance was received on September 23, 2021.

Future Updates

The CEMP is a living document that requires continual revision and adjustment. While the 2021 update made significant advancement in the City's incident management capabilities, future updates will reflect changing or emerging threats, community and economic trends, and additional improvement opportunities identified through COVID-19 response and recovery efforts.

Attachments:

Attach 1_WAEMD Review Letter

Resolution R-5497

Exhibit A – 2021 Comprehensive Emergency Management Plan



STATE OF WASHINGTON
MILITARY DEPARTMENT
EMERGENCY MANAGEMENT DIVISION

MS: TA-20; Building 20
Camp Murray, Washington 98430-5122
Phone: (253) 512-7000 ■ FAX: (253) 512-7200
Website: <http://www.mil.wa.gov>

September 21, 2021

Heather Kelly
Emergency Manager
123 5th Ave
Kirkland, WA
98033

Re: City of Kirkland Comprehensive Emergency Management Plan

Dear Heather Kelly:

Thank you for submitting your Comprehensive Emergency Management Plan (CEMP) for our review as required under Title 38.52.070 RCW. Congratulations on completing this significant endeavor. Your CEMP demonstrated significant development.

The enclosed documents provide a compilation of recommendations for your next planning and review cycle. Addressing the lawful requirements category will ensure your CEMP's continued consistency with the State CEMP and incorporate industry best practices. The Washington Emergency Management Division (EMD) looks forward to receiving your CEMP again in five years.

To better incorporate the use of core capabilities while also making the CEMP a more operational document, CEMP development has drastically changed in Washington. Should you need additional information and assistance, please contact EMD's Planning Section at, EMDCEMPREVIEW@mil.wa.gov.

Sincerely,

Robert Ezelle Digitally signed by Robert Ezelle
Date: 2021.09.22 12:15:19 -07'00'

Robert Ezelle
Director

Enclosures (2)

RESOLUTION R-5497

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING THE CITY OF KIRKLAND 2021 COMPREHENSIVE EMERGENCY MANAGEMENT PLAN.

WHEREAS, the ability of a jurisdiction to manage an emergency or disaster is critical to the protection of life, property, and the environment; and

WHEREAS, City of Kirkland ("City") emergency planning staff has updated the City Comprehensive Emergency Management Plan ("CEMP") to 2021 planning and operational requirements; and

WHEREAS, the CEMP was developed in accordance with the Federal Emergency Management Agency ("FEMA") Comprehensive Planning guidance; and

WHEREAS, the CEMP has been reviewed and acknowledged as compliant with RCW 38.52.070 by the Washington State Emergency Management Division; and

WHEREAS, the 2021 CEMP will serve as the guiding document to prepare for, respond to, and recover from emergencies and disasters; and

WHEREAS, the City Council now wishes to adopt the 2021 CEMP on behalf of the City.

NOW, THEREFORE, be it resolved by the City Council of the City of Kirkland as follows:

Section 1. The City Council hereby adopts the 2021 City Comprehensive Emergency Management Plan, attached hereto as Exhibit A, for the City of Kirkland.

Section 2. The City Manager is hereby authorized and directed to take whatever steps are necessary to help ensure the successful implementation of the CEMP referenced in Section 1.

Passed by majority vote of the Kirkland City Council in open meeting this ____ day of _____, 2021.

Signed in authentication thereof this ____ day of _____, 2021.

Penny Sweet, Mayor

Attest:

Kathi Anderson, City Clerk

City of Kirkland



Comprehensive Emergency Management Plan (CEMP)



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Cover Page Photo Descriptions (clockwise from top left): Kirkland staff members in the Emergency Operations Center during an exercise (2019), the Cow and Coyote statue in downtown Kirkland decorated with face coverings and a sign that says 'Kirkland Strong' during the COVID-19 pandemic (2020), a family playing along the snow-covered waterfront of Marina Park (2019), an aerial photo of Kirkland's Marina Park (2020).


PROMULGATION STATEMENT

Kirkland City Council Adoption: 10/19/2021

Transmitted here is the City of Kirkland's Comprehensive Emergency Management Plan (CEMP). The CEMP provides a guide from which the City of Kirkland ("City") will mitigate for, prepare for, respond to, and recover from a disaster or emergency.

This CEMP supersedes any previous CEMP documents and has been approved by the City Council through Resolution. This CEMP will be reviewed and updated, as appropriate, by the City's Office of Emergency Management (OEM). Recipients are requested to advise OEM of any changes or suggestions that may result in CEMP improvement.

It should be noted that on August 28, 2020, due to the COVID-19 pandemic, Robert Ezelle, Director of Washington State Emergency Management, issued a one calendar year extension to the City of Kirkland CEMP submission requirement, establishing a five-year approval cycle beginning in 2021.


Kurt Triplett
City Manager
City of Kirkland
9/24/21
Date


Heather Kelly
Emergency Manager
City of Kirkland
9/24/21
Date

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WASHINGTON STATE CEMP REVIEW LETTER



STATE OF WASHINGTON
MILITARY DEPARTMENT
EMERGENCY MANAGEMENT DIVISION

*MS: TA-20; Building 20
Camp Murray, Washington 98430-5122
Phone: (253) 512-7000 ■ FAX: (253) 512-7200
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To better incorporate the use of core capabilities while also making the CEMP a more operational document, CEMP development has drastically changed in Washington. Should you need additional information and assistance, please contact EMD's Planning Section at, EMDCEMPREVIEW@mil.wa.gov.

Sincerely,

Robert Ezelle Digitally signed by Robert Ezelle
Date: 2021.09.22 12:15:19 -07'00'

Robert Ezelle
Director

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RECORD OF DISTRIBUTION

The record of distribution will be used to verify that department leaders have acknowledged the acceptance of the CEMP. An electronic version of the CEMP can be accessed by City employees with CEMP responsibilities on the Office of Emergency Management SharePoint site. A redacted version will be available on the City of Kirkland website at www.kirklandwa.gov.

Date of Delivery	Number of Copies Delivered	Method of Delivery	Name, Title, and Department of Receiver
9/29/21	1	Hard Copy	Kevin Raymond, City Attorney, City Attorney's Office
9/29/21	3	Hard Copy	Kurt Triplett, City Manager, City Manager's Office Beth Goldberg, Deputy City Manager, City Manager's Office Jim Lopez, Deputy City Manager, City Manager's Office
9/27/21	7	Hard Copy	One for each member of the City Council
10/4/21	2	Hard Copy	John Olson, Presiding Judge, Municipal Court Tracy Jeffries, Court Administrator, Municipal Court
9/29/21	2	Hard Copy	Michael Olson, Director, Finance & Administration Sri Krishnan, Financial Operations Manager, Finance & Administration
9/29/21	5	Hard Copy	Joe Sanford, Fire Chief, Fire Heather Kelly, Emergency Manager, Fire Tim Day, Deputy Chief, Fire Dave Van Valkenburg, Deputy Chief, Fire Emergency Operations Center
	2	Hard Copy	TBD, Director, Human Resources TBD, Manager, Human Resources
9/29/21 <i>TBD</i>	2	Hard Copy	Smitha Krishnan, Director, Information Technology TBD, Deputy Director, Information Technology
9/29/21	2	Hard Copy	Lynn Zwaagstra, Director, Parks & Community Services John Lloyd, Deputy Director, Parks & Community Services
9/29/21	2	Hard Copy	Adam Weinstein, Director, Planning & Building Jeremy McMahan, Deputy Director, Planning & Building
10/4/21	6	Hard Copy	Cherie Harris, Chief, Police Michel St Jean, Deputy Chief, Police Todd Aksdal, Deputy Chief, Police Tim Carpenter, Lieutenant, Police Phil Goguen, Lieutenant, Police Lapaki Zablan, Lieutenant, Police
9/29/21	2	Hard Copy	Julie Underwood, Director, Public Works John Starbard, Deputy Director, Public Works

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RECORD OF CHANGES

From the date of promulgation of the CEMP, the Office of Emergency Management will track and record changes made to the document.

Change Number	Section	Date of Change	Individual Making the Change	Summary of Change
N/A	All	March – July 2021	Heather Kelly and Karissa Smith	Overall update and rewrite of the CEMP to establish compliance with WA State CEMP requirements as of 2021.

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BASE PLAN

Introduction

Definition of Incident

To align with the National Incident Management System (NIMS) guidance as directed by Homeland Security Presidential Directive (HSPD) 8, the City of Kirkland (City) uses the term “incident” for what historically has been referred to as an emergency and/or disaster.

For the purposes of this document, an “incident” is defined as any situation, whether natural, technological, or human-caused, that may present a real, perceived, or anticipated threat to the City and/or its community. A response to and/or recovery from an incident may:

- Require activation of the City Emergency Operations Center (EOC),
- Exceed the capability or resources of one or more City department and/or regional capabilities or resources,
- Disrupt the performance of City functions,
- Present a significant threat of loss of life, or bodily injury, or damage to property or the environment,
- Interfere with societal norms,
- Cause economic crisis, and/or
- Have the potential for negative long-term effects on the Kirkland community.

From this point forward, the term “incident” should be considered synonymous with any or all of the situations stated above.

Purpose

The CEMP establishes an understanding of authority, responsibilities, and functions within City government for incident management. The CEMP, including its appendices and supporting documents, provides for an all-hazards approach to incident management, including response, recovery, mitigation, preparedness, and continuity activities.

Scope

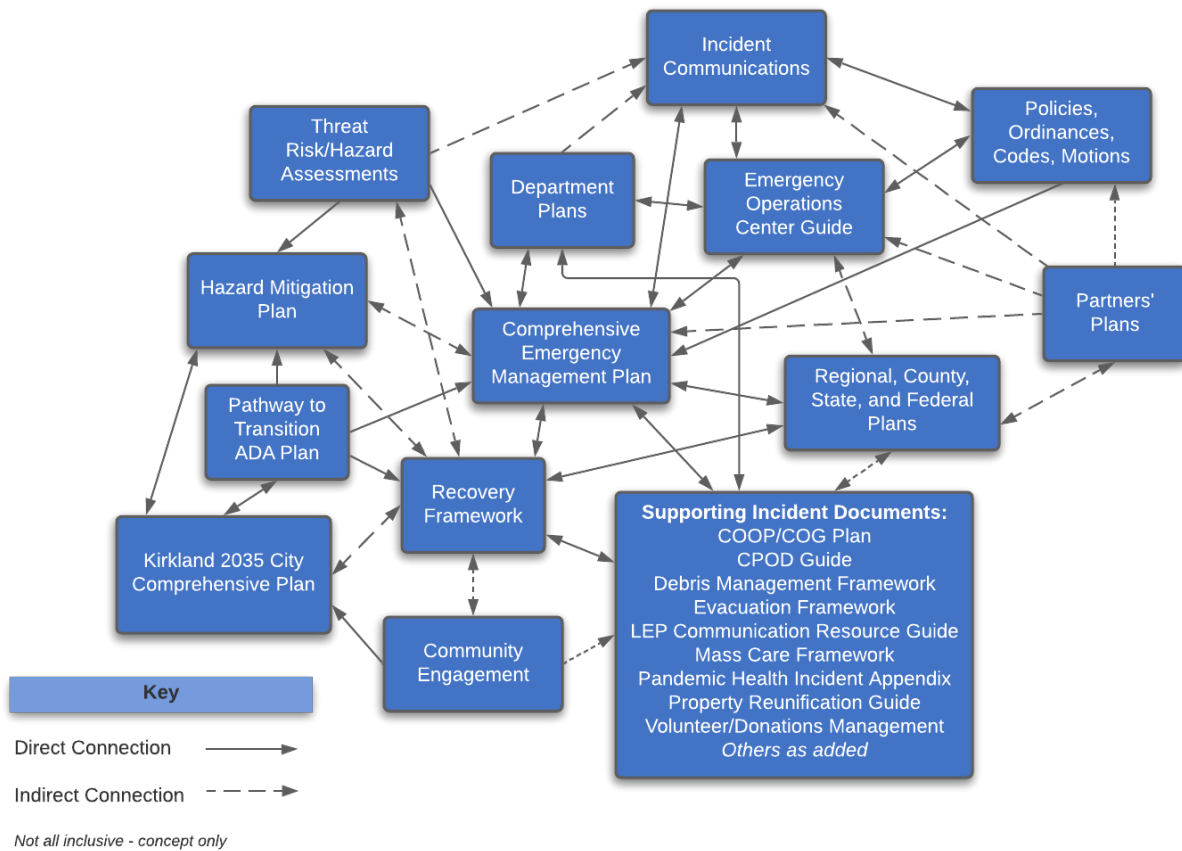
The CEMP addresses the responsibilities of City departments and the coordination of support of partner organizations before, during, and after an incident. The CEMP captures assumptions and policies, establishes a concept of operations, and identifies functional responsibilities of City departments, private sector partners, community-based organizations, and other governmental and non-governmental agencies. The CEMP supports and is compatible with the National Planning Framework, the National Disaster Recovery Framework, the King County CEMP, the King County Regional Coordination Framework, and the Washington State CEMP.

The CEMP may be implemented for any incident that affects the Kirkland community.

Statement of NIMS compliance

By Resolution R-4585 the City has established the policy of following NIMS guidance and organizing response efforts using the Incident Command System (ICS) in its all-hazard approach to incident management.

The City leverages a suite of documents to guide how the City will mitigate for, prepare for, respond to, and recover from incidents (Figure 1). These documents, some complete and others in development, may support or be referenced in the CEMP but are considered standalone resources.



*Figure 1 - City of Kirkland Suite of Emergency Management Documents
Current as of 2021*

Authorities and References

Authorities

This CEMP has been developed to support implementation and/or compliance with City codes and policies, including:

- Kirkland Municipal Code (KMC) Chapter 3.20 – Emergency Management
- KMC Chapter 3.85 – Purchasing
- Resolution R-4585 – A Resolution of the City Council of the City of Kirkland Relating to the National Incident Management System, 2006
- Administrative Policy Chapter 1 Policy 1-2 Severe Weather/Emergency Conditions
- Kirkland Comprehensive Plan ([Kirkland 2035](#))
- Kirkland Title VI: Non-Discrimination Policy Statement.

In addition, the CEMP supports the implementation of and compliance with applicable federal, state, and county legislation, including:

- King County Code (KCC)
 - Chapter 15.52, Emergency Powers
- State Revised Code of Washington (RCW) chapters:
 - 35.33, Budgets in Second and Third-Class Cities, Towns, and First-Class Cities Under Three Hundred Thousand
 - 35.35.140, Emergency Expenditures – Nondebtable Emergencies
 - 38.52, Emergency Management, including Limited English Proficiency (LEP) requirements
 - 38.56, Intrastate Mutual Aid System
 - 39.34, Interlocal Cooperation Act
 - 40.10, Essential Records
 - 42.30, Open Public Meetings Act
 - 42.56, Public Records Act
 - 49.60.400, Discrimination, Preferential Treatment Prohibited
 - 70.136, Hazardous Materials Incident
- Washington Administrative Code (WAC) chapters:
 - 118-04, Emergency Worker Program
 - 118.30, Local Emergency Management/Services Organizations, Plans and Programs
 - 296-62, General Occupational Health Standards
 - 296-824, Emergency Response
- Federal Public Law (PL)
 - PL 92-318, Title IX of the Education Amendments of 1972
 - PL 93-342, Disaster Relief Act of 1974, as amended by PL 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act
 - PL 96-342, Improved Civil Defense Act of 1980, as amended
 - PL 99-499, Superfund Amendments and Reauthorization Act (SARA) of 1986
 - PL 920, Federal Civil Defense Act of 1950, as amended
 - PL 101-336, Americans with Disabilities Act (ADA) of 1990
 - PL 113-2, Sandy Recovery Improvement Act (SRIA) of 2013

References

- City of Kirkland CEMP Supporting Documents
 - Continuity of Operations/Government (COOP/COG) Plan
 - Commodity Points of Distribution (CPOD) Guide
 - Debris Management Framework
 - Emergency Operations Center (EOC) Emergency Operations Guide (EOG)
 - Evacuation Framework
 - Hazard Mitigation Plan
 - Limited English Proficiency (LEP) Communication Resource Guide
 - Mass Care Framework
 - Pandemic Health Incident Appendix
 - Property Reunification Guide
 - Recovery Framework
 - Volunteer and Donations Management Framework
- City of Kirkland Pathway to Transition Plan: ADA Compliance Plan
- America's Water Infrastructure Act (AWIA): Kirkland Risk and Resilience Assessment 2020
- AWIA: Kirkland Response Plan 2021
- King County Comprehensive Emergency Management Plan
- King County Regional Disaster Coordination Framework
- King County Regional Hazard Mitigation Plan, including the City of Kirkland Annex
- Washington State Comprehensive Emergency Management Plan
- Washington Mutual Aid System (WAMAS)
- Homeland Security Presidential Directive (HSPD)-5
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- National Disaster Recovery Framework (NDRF)
- Emergency Management Assistance Compact (EMAC)

Situation Overview

Community Profile



Kirkland at a Glance

Founded	1888
Incorporated	1905
Population	93,010
Elevation	18 to 534 feet
Miles of City Streets	257
Miles of City Sewers	136
Miles of Water Lines	179
Residential Dwellings	39,995
City Employees (Full Time Equivalents)	638

*Figure 2 - Regional Map of Kirkland and Kirkland statistics
Data from the [2021-22 Biennial Budget Document](#)*

Location

The City of Kirkland is in the Puget Sound region of western Washington, located in Seattle's greater suburban area known as the "Eastside", on the eastern shore of Lake Washington. Kirkland is a suburban city, surrounded by other suburban cities and pockets of unincorporated King County. Kirkland is comprised of 13 neighborhoods over 18 square miles. Kirkland is bisected by I-405, which runs north to south and has three interchanges providing connections to Kirkland's arterials.



Figure 3 - A photo of Kirkland's waterfront Marina Park Pavilion in downtown Kirkland.

Land Acknowledgment

We acknowledge that the city is on the traditional land of the first people of Kirkland, the Duwamish People past and present, and honor with gratitude the land itself and the Duwamish Tribe.

Population

Since its incorporation in 1905, the population of the City of Kirkland has grown from approximately 530 people to an estimated 93,010 as of 2019¹, making it the sixth-largest municipality in King County and the thirteenth largest in the state.

In addition to normal growth over time, much of this population growth can be attributed to the consolidation of the City of Kirkland and former Town 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 alone increased the City's population and geographic area by over 60% (Figure 4).

The population continues to grow due to economic growth opportunities and other factors.

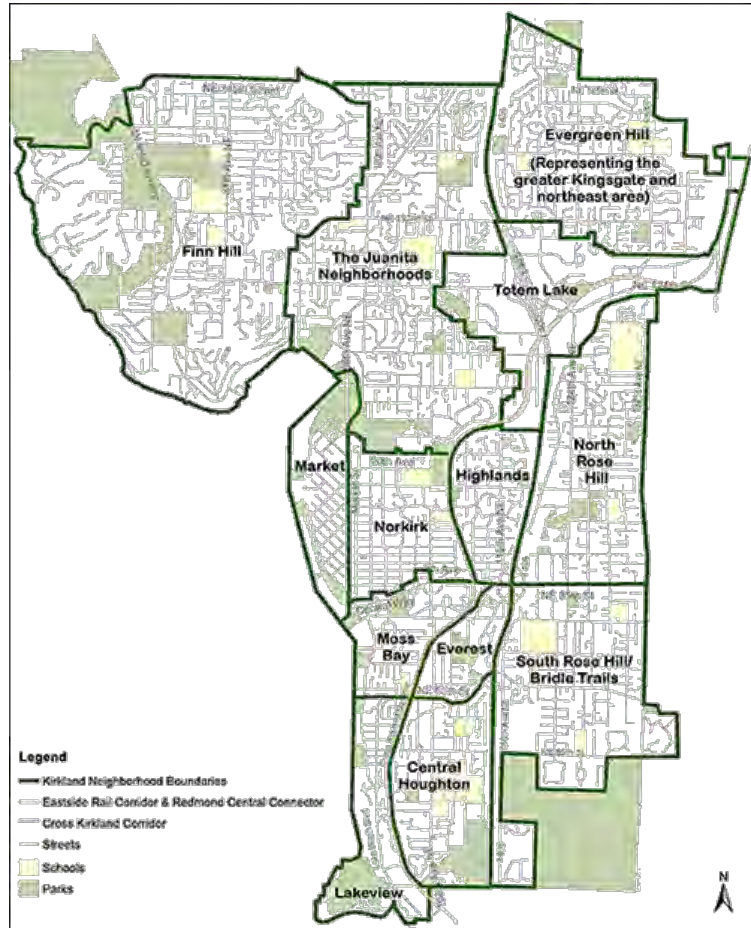


Figure 4 - Kirkland Neighborhood Map

¹ 2019 American Community Survey 5-Year Estimates

Demographics and Culture

Kirkland's population continues to grow, especially with the development of mixed-use building and multi-family dwellings. The quick facts provided below present a "snapshot" of Kirkland.

Population	
Total population estimate	93,010
Age 18 and younger	18,321
Age 65 and older	11,746
Median Age	37.4 years
Foreign born persons, percent	23.3%
Families and Living Arrangements	
Total Households	36,480
Married or cohabitating couple households	22,133
Average household size	2.42 people
Income and Poverty	
Median household income (in 2019 dollars)	\$117,190 per year
Persons in poverty, percent	6.1%
Race and Hispanic Origin	
White alone	75.7%
Black or African American alone	1.4%
American Indian and Alaska Native alone	0.3%
Asian alone	14.4%
Native Hawaiian and Other Pacific Islander alone	0.1%
Two or More Races	5.7%
Hispanic or Latino	7.7%
White alone, not Hispanic or Latino	71.2%
Health	
Adults who identify as having a disability	7.5%
With a hearing difficulty	2.1%
With a vision difficulty	1.1%
With a cognitive difficulty	3.5%
With an ambulatory difficulty	3.4%
With a self-care difficulty	1.7%
With an independent living difficulty	4.0%
Language Spoken at Home	
English only	74.9%
Language other than English	25.1%
Spanish	5.1%
Other Indo-European Languages	9.2%
Asian and Pacific Island Languages	9.4%
Other Languages	1.3%
Education	
High school graduate or higher, percent of persons age 25 years+	96.6%
Bachelor's degree or higher, percent of persons age 25 years+	61.3%

Table 1 - Kirkland Population Demographics
Data Source: [2019 American Community Survey 5-Year Estimates](#)

In the City of Kirkland 2018 Biennial Residents Survey, 82% of respondents rated Kirkland as a positive place to live. During community visioning meetings that occurred in 2013, participants were asked to write down one word to describe what they want Kirkland to be like in the future. That collection of words resulted in the following Wordle with the most common words represented in the largest text (Figure 5).

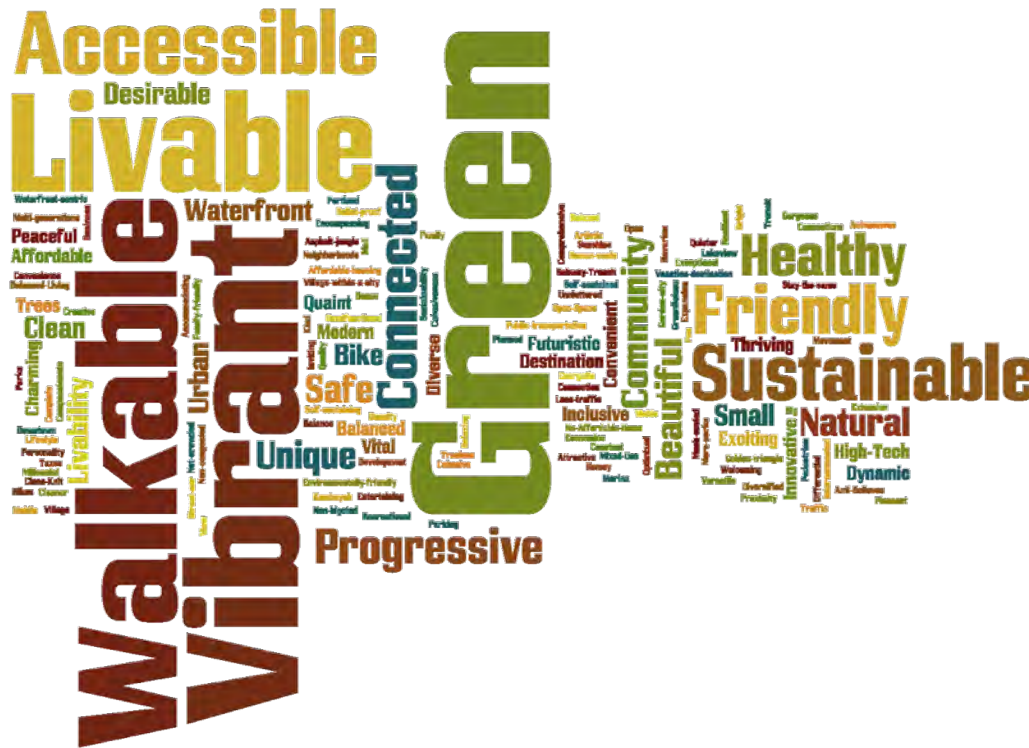


Figure 5 - Kirkland residents' vision for the City, described in one word.

The consistent and ongoing engagement of the community through boards, commissions, public meetings, surveys, and daily interactions influence City leadership decisions about growth, development, and the future. The City's commitment to 'Whole Community' living is visible through purposeful and thoughtful actions to build and sustain a complementary working and living environment.

The City's guiding principles for Kirkland are Livable, Sustainable, and Connected. These guiding principles are based on and provide an extension of the aspirations and values embodied in the City's Vision Statement in the [Kirkland 2035 Plan](#):

Kirkland is one of the most livable cities in America. We are a vibrant, attractive, green, and welcoming place to live, work, and play. Civic engagement, innovation, and diversity are highly valued. We are respectful, fair, and inclusive. We honor our rich heritage while embracing the future. Safe, walkable, bikeable, and friendly neighborhoods are connected to each other and to thriving mixed-use activity centers, schools, parks, and our scenic waterfront. Convenient transit service provides a viable alternative to driving. Diverse and affordable housing is available throughout the city. Kirkland strives to be a model, sustainable city that values preserving and enhancing our natural environment for our enjoyment and future generations.

Development

Kirkland is a growing community that continues to expand through residential and non-residential projects, such as the development of mixed-use locations like The Village at Totem Lake and Kirkland Urban in the downtown area. Once primarily a “bedroom community,” Kirkland has now also 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, including branches of IBM, Microsoft, and Google. EvergreenHealth is the City’s largest employer and a significant community and regional resource.

Environmental Profile

Geology

Local topography forms a north-south oriented, terraced hillside for almost the entire length of Kirkland. Elevations range from 15 feet above sea level along the edge of Lake Washington to 535 feet above sea level at a high point in the Bridle Trails neighborhood. Valleys and lowlands have been carved into the terrain by several large perennial streams, including Juanita Creek, Forbes Creek, and Cochran Springs, all of which drain westerly towards Lake Washington. Several lakes and wetlands, including Lake Washington, Totem Lake, and Forbes Lake occupy low draining depressions.

Environmentally Sensitive Areas

The City has identified areas that require special development standards for protection against flooding, erosion, seismic hazard, and preservation of priority habitat. These areas include Hunt’s Point, Finn Hill, Goat Hill, and areas immediately surrounding Juanita Creek, Forbes Creek, and Cochran Springs. See the Maps Appendix for visuals of these areas.

Weather

Kirkland weather is influenced by coastal ocean currents to the west, the Cascade Mountains to the east, and its location in the Puget Sound lowlands. The Cascades shield Kirkland from most continental air masses, creating a mild maritime climate with few seasonal temperature extremes. However, the movement of large continental air masses from Canada during the winter, or from the south during the summer months, can create short periods of temperature and precipitation extremes in the area. Generally, average winter daytime temperatures measured in Fahrenheit are in the 40s with overnight lows in the 30s, and summer daytime temperatures are in the 70s with overnight lows in the 50s.

The wet season occurs from October to March, with December typically seeing the most precipitation. More than 75% of the yearly precipitation falls during the winter months. The average annual rainfall for Kirkland is slightly more than 37 inches. Snowfall in Kirkland is extremely variable due to complex local weather patterns and topography. Some winters see very little snowfall, others have significant snow and ice incidents.

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.

Utilities

Delivery of utilities within Kirkland is provided by multiple public and private providers. Additional details are provided in the Emergency Support Functions (ESFs).

Telecommunications

Telephone services are regulated by the Washington Utilities and Transportation Commission (WUTC). Personal wireless service providers serving Kirkland are those licensed by the Federal Communications Commission (FCC) in the radio frequency spectrum for wireless communications service and registered to do business in Kirkland. Cable services are provided through municipal franchise agreements.

The City is expanding its fiber-optic network to service governmental facilities and traffic control systems by partnering with other cities and schools to lay the foundation for a regional fiber-optic telecommunication system. The publicly owned Community Connectivity Consortium (CCC) has 22 members including the City, Lake Washington School District, University of Washington, and Bellevue.

Internet

Most of Kirkland is served by at least two providers for Cable TV and Internet services, currently Xfinity and Zply Fiber. Residential high-speed DSL services, cable-based Internet, and fiber are available in most locations in the community. Broadband internet services are available nearly everywhere in Kirkland via commercial telecommunications providers. 93.8% of Kirkland households have a broadband Internet subscription².

The City provides free wireless internet service in downtown Kirkland (Figure 6).



Figure 6 - Kirkland Free Wireless Map

Natural Gas

Natural gas utilities for Kirkland are provided by Puget Sound Energy (PSE) through a franchise agreement³. Natural gas originates from various regions of the U.S. and Canada and is transported throughout Washington via a network of interstate transmission pipelines owned and operated by Northwest Pipeline Corporation (NPC). PSE takes delivery of natural gas from NPC at a gate station located east of Lake Sammamish outside Kirkland City limits.

² Data Source: 2019 American Community Survey 5-Year Estimates

³ Kirkland Ordinance No. 4060

Power

Power utilities for Kirkland are served by PSE. Kirkland is a part of PSE's Eastside and Northshore Electrical Subareas. Power is delivered on 230 kilovolt (kV) transmission lines to substations in Redmond and Renton, where the voltage is transformed to 115 kV.

The electricity that PSE delivers to customers is generated from hydroelectric dams, coal, natural gas, wind, and to a much smaller degree from nuclear, and other (solar, biomass landfill gas, petroleum, and waste) sources.

A double-circuit 230 kV Seattle City Light transmission line runs through Kirkland north to south near 124th Ave NE but does not directly serve the Eastside subarea.

Sewer

The Wastewater Division of the Public Works Department (PW) primarily manages City sewer maintenance, the operation of eight sewage pump stations in city limits, and response to service requests. The City provides sanitary sewer service to Kirkland residents south of NE 116th St. The Northshore Utility District (NUD) provides sewer service to most Kirkland residents north of NE 116th St.

The collection system consists of 40 wastewater collection basins, 122 miles of sewer pipe, six lift stations and force mains, and approximately 3,184 manholes. Approximately 5 to 10 percent of Kirkland residents use septic systems.

The King County Wastewater Treatment Division (WTD) provides the City's service area with sanitary sewer treatment services under the terms of an intergovernmental agreement. City sewage and most of the NUD's sewage is treated at King County's Renton treatment plant. The King County Brightwater Treatment plant, located in Woodinville, supplies reclaimed water to the region. Small portions of Northshore's sewage flows to the Brightwater and the West Point Treatment Plant located in Seattle.

Water

The Water Utility Division of the PW provides water service to most Kirkland residents, except those located north of NE 124th Street who are served by the NUD or the Woodinville Water District. A small portion of the southeastern city is served by Bellevue.

The City's water system is primarily a gravity system consisting of 171 miles of water lines and 12.62 gallons of storage capacity, including 1.5 million gallons of fire protection storage. The system is estimated to have sufficient capacity to serve the growth anticipated through the land use plan and future water customers into the year 2035.

As a member of the Cascade Water Alliance (CWA), Kirkland purchases its water supply from Seattle Public Utilities (SPU). The water is then distributed to Kirkland customers through the City's distribution system. The city water supply from SPU currently comes from the Tolt River Watershed, with occasional supply from the Cedar River Watershed when routine maintenance is required at the Tolt Treatment Facility. CWA currently has an agreement with SPU to provide 33.3 million gallons of water per day to its members through the year 2039, with the opportunity for an extension of the contract until 2063.

In addition to the supply from SPU, CWA also has an agreement with Tacoma for additional supply into the year 2042 and has the capability of developing Lake Tapps in east Pierce County if the need arises beyond 2063. According to CWA, and based on current trends of water use, responsible plumbing codes, and water-efficient appliances, it is likely that Lake Tapps will not need to be developed for at least decades.

Surface Water

The City maintains conveyance, flow control, and water quality treatment systems in public rights-of-way, and flow control and water quality treatment facilities that serve single-family developments. These facilities are managed to reduce flooding and to protect water quality.

Privately owned stormwater facilities consist of conveyance, flow control, and water quality treatment facilities that serve multifamily and commercial developments, as well as certain private roads and single-family developments. City staff presently inspect 631 private flow control and water quality treatment systems to confirm that they are cleaned and functioning as designed. In addition, staff provide technical assistance for drainage and water quality problems that impact these systems.

A watershed approach has been used for managing the surface water utility by dividing the City into 15 drainage basins. The largest and most important streams are Juanita and Forbes Creek. The size of their drainage basins makes them especially important for receipt of stormwater and discharge into Lake Washington. Yarrow Creek, Denny Creek, Juanita Creek, Forbes Creek, and Champagne Creek also have large basin areas within the City and are significant because they provide fish habitat and productive associated wetlands. Smaller critical drainages include Carillon Creek, Cochran Springs Creek, Everest Creek, Holmes Point, and Kingsgate Slope.

Trash, Recycling, and Compost

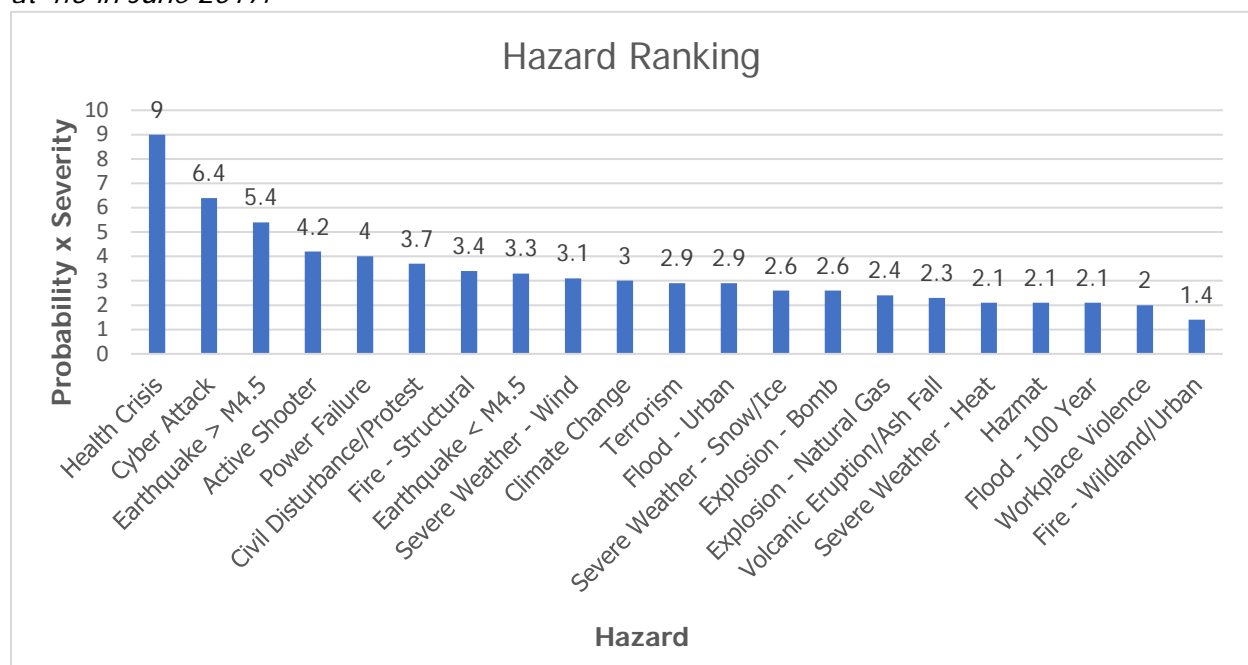
The City contracts with Waste Management for garbage, recycling, and food and yard waste composting services for Kirkland residents and businesses. Kirkland Conserves, part of the Parks & Community Services Department, coordinates recycling and composting education and special events for customers and community members.

Hazard Assessment Summary

Like many other cities, Kirkland is vulnerable to numerous natural, technological, and human-caused hazards. These hazards include, but are not limited to, severe weather, earthquakes, landslides, flooding, search and rescue emergencies, civil unrest, terrorist activities, explosions, structural collapse, hazardous material incidents, major fires, infrastructure failure, a health crisis, cyber-attack, environmental disturbance, and consequences of climate change.

The City is committed to mitigating and reducing hazard risk whenever possible and supports mitigation projects across multiple departments and with regional partners. Despite mitigation efforts, the trend of growth in Kirkland naturally increases such risk within the city, as dense populations add to the volume and complexity of traffic flow, calls for emergency service, and demands on infrastructure systems. New development challenges the City's ability to improve community support systems, which is one factor influencing the City's intentional integration of infrastructure improvements into development projects. The implementation of P&B regulations and requirements has lessened the risk of catastrophic impacts on human life, but the response demands and long-term recovery implications for a dense community remain. This commitment to risk reduction from a multi-focused perspective builds capability for the City to respond to and recover from an incident, ultimately supporting the City's mission to care for the residents, businesses, and communities it serves.

Table 2 represents the City's ranking of the hazards of concern. In May of 2020, City leadership ranked hazards by multiplying the perceived severity of the potential incident with the perceived probability of the incident. *It should be noted that the high ranking of a health crisis is attributed to the ongoing COVID-19 pandemic; City leadership previously ranked a health crisis at 4.5 in June 2017.*



*Table 2 - Hazard Risk Ranking
Current as of May 2020.*

The incident severity was assigned a numerical value using the following approach:

Severity		Description
4	Catastrophic Incident	Multiple deaths, the shutdown of operations for 30 days or more, more than 50% of property is severely damaged, significant widespread economic disruption.
3	Major Incident	Injuries or illness requires major professional care, the shutdown of operations for at least 2 weeks, more than 25% of property is severely damaged, significant economic disruption.
2	Moderate Incident	Injuries or illness requires professional medical care, shutdown of operations last for more than 1 week, more than 10% of property is severely damaged, some economic disruption.
1	Minor Incident	Injuries or illness are treatable with basic first aid, the shutdown of operations last for less than 1 week, less than 10% of property is severely damaged, little or no economic disruption.

The probability of the incident occurring in Kirkland was assigned a numerical value based on the following criteria:

Probability	
3	High
2	Medium
1	Low

Hazard area extent and location maps are available in the Maps Appendix to this document and are included in the City of Kirkland Annex to the King County Regional Hazard Mitigation Plan (2020).

Planning Assumptions

- An incident could cause significant loss of life, injury, property damage, and disruption of daily life and/or services in Kirkland. These incidents may also create significant financial, psychological, or sociological effects on Kirkland residents, businesses, and the City's governmental organization.
- The information and procedures in the CEMP are the best information available at the time of documentation.
- City assets and systems may be damaged, destroyed, or overwhelmed by a major incident, and the City can only endeavor to make the best possible effort to respond and recover based on available information, resources, and the situation at the time.
- Mitigation and preparedness efforts may not be adequate to address all situations; existing knowledge will be leveraged and adapted to a specific incident.
- The City may not receive any or only limited assistance from regional partners, including nearby communities, federal, state, or county agencies during an incident.
- Initial response activities will rely on available City resources.

- It is reasonable to assume that, with impending incidents such as storms, a warning may be issued to enable some preparation prior to the incident. Other incidents such as earthquakes, may occur with little or no advance warning.
- No-notice incidents may cause a delay in EOC activation.
- City Councilmembers may not be immediately available or reachable during an incident, and it may be necessary for them to meet when possible at an alternative location and/or remotely.
- City departments have responsibility for helping support all phases of emergency and/or incident management.
- City staff are personally prepared for emergencies and understand that they may have to come to work during or after an incident.
- Some City staff may be personally impacted by an incident and unable to timely respond.
- The City may not have enough resources to respond to all requests for assistance or to meet all community needs and will need to acquire resources from the private sector, mutual aid partners, non-governmental organizations (NGOs), and federal, state, or county organizations.
- Most community members will have the resources and ability to shelter-in-place at their residence for at least 48 hours, including special or vulnerable populations and the people or facilities that care for them.
- The public will expect timely communications from the City about emergency instructions, available assistance, resources, and City actions to protect life, property, and the environment, provided in a method or language they can understand.
- The City will attempt to leverage as many communications and warning systems as appropriate during an incident.

Concept of Operations

Incident Management

The City may be confronted with incidents, occurring suddenly or over a long period of time, that escalate beyond routine operational capability. These incidents may require an increased level of response and/or incident management due to their size and/or complexity. City and/or incident leadership may leverage the CEMP for guidance.

The OEM, by code, is a division of the Kirkland Fire Department (KFD) for daily operations. During an incident, OEM functions under the direction of the City Manager coordinating incident management, response, stabilization, Continuity of Operations (COOP)/Continuity of Government (COG), and recovery activities.

Incident objectives are based on the following priorities:

- Life/Safety;
- Incident Stabilization;
- Protection of Property; and
- Protection of the Environment

To achieve these priorities, incident personnel implement components of the NIMS⁴ including, but not limited to, the use of ICS, in accordance with the guiding principles of flexibility, standardization, and unity of effort.

- *Flexibility* – allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, cultural, and organizational authorities.
- *Standardization* – defines standard organizational structures that improve integration and connectivity among jurisdictions to work together effectively and foster cohesion among the various organizations involved and includes common terminology to enable effective communication.
- *Unity of Effort* – coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.

The desired outcome of an incident can be described as a “new normal”. The City and community may not be able to return to pre-incident status but should be able to achieve delivery of services, with staff and community members performing their jobs and daily routines. It is the intent of City leadership that the CEMP, and other associated plans, be designed and implemented in a way to support the desired outcome.

Proclamation of an Emergency

If a circumstance necessitates the utilization of emergency powers granted by applicable State and local legislation, the Emergency Manager (EM), or their designee, may request a Proclamation of Emergency from the City Manager. The EM drafts the Proclamation of Emergency in coordination with the City Attorney and delivers it to the City Manager for signature and to be ratified by the City Council⁵.

The proclamation will remain in effect until such a time when the City Manager notifies the City Council that the incident has been resolved and the powers provided under the proclamation are no longer necessary to support incident response and or recovery efforts. The City Council will vote to end the proclamation, and subsequently the use of emergency powers by the City for incident management.

When the City proclaims an emergency, the EM, or designee, will provide the King County Office of Emergency Management (KCOEM) and the Washington State Emergency Management Division (WAEMD) with a copy of the proclamation. The City may request that the County and/or State issue a Proclamation of Emergency on behalf of the City if additional support for incident management is required.

⁴ From the FEMA's National Incident Management System Doctrine published October 2017

⁵ Per Kirkland Municipal Code 3.20.090.

Whole Community Involvement

The City strives to be a safe, welcoming, and inclusive community for all people. Kirkland's commitment to be inclusive of the whole community is evidenced, in part, through KMC Chapter 3.18, Sustaining a Safe, Welcoming, and Inclusive City and Resolution R-5434, Affirming that Black Lives Matter and Approving the Framework for Kirkland to Become a Safe, Inclusive, and Welcoming Community.

The City does not discriminate in any of the services it provides and complies with all applicable laws and regulations related to non-discrimination. In addition, the City strives to remain on the leading edge of community topics, including the concerns of BIPOC, the LGBTQIA+ community, people with access and functional needs, people with limited English proficiency, and those who face discrimination or lack equitable access to services for any reason.

The City extends its commitment of inclusion to all-hazards incident management and describes the concept as "whole community involvement". This refers to a strategy where community members, civic leaders, and the local government purposely consider the unique needs of the community and work together to mitigate and plan for, respond to, and recover from incidents. In doing so, the City complies with all laws related to fair, equitable, and nondiscriminatory treatment and access to all services for all members of the community, regardless of race, ethnicity, national origin, religion, sex, gender expression or orientation, sexual orientation, economic status, age, ability, functional needs, or English proficiency status.

Successful implementation of this approach requires meaningful and ongoing engagement with the City's public, private, and non-profit partners. These partners include a wide spectrum of organizations and populations, such as volunteer groups, private businesses, faith and community-based organizations, and the general public.

Identification of the Physical, Programmatic, Communications Needs for Individuals with Disabilities and Access / Functional Needs (AFN)

AFN is a broad term that describes individuals who may be especially vulnerable to or have additional needs during incidents; the determination of access and functional needs may vary depending on the nature and scope of an incident. In general, this grouping includes individuals with disabilities, living in congregate housing or assisted living facilities, elderly community members, children, persons in lower socio-economic classes, people experiencing homelessness, and those with LEP. The City recognizes that various populations may require specialized support during an incident; therefore, the City's approach to incident support assesses the wholistic Kirkland population to identify needs, and based on finding for a given incident, creating plans to support the whole community, as resources allow.

The City will make every reasonable effort to provide translation services, translated material, and/or access to American Sign Language (ASL) and oral interpretation support for resources and services available to community members during incidents. Additional information and identified translation resources are outlined in the Kirkland LEP Communication Resource Guide.

According to United States Census Bureau estimates from the 2019 American Community Survey, 2,072 Spanish-speaking Kirkland residents identify as speaking English less than “very well”. Spanish is the only language that meets the criteria presented in RCW 38.52, however, the City will endeavor to provide information in other languages besides English and Spanish as resources allow.

Tools that may be leveraged to communicate with the whole community include, but are not limited to: large print materials, interpretation and translation services, braille (if available), technology compliance of websites for translation and accessibility, pre-translated incident materials, pictorial representations of information, in-person assistance, text-to-speech readers, paper and pen/pencil, sign language, or other methods identified at the time of the incident. . Additional information about strategies to support whole community messaging can be found in ESF 2: Communications, Information Systems, and Warning and the Kirkland LEP Communication Resource Guide.

Identification of the Essential Needs of Children

Special considerations and accommodations may be necessary to address the essential needs of children during an incident. Areas of specialized support may include but are not limited to, reunification efforts for children that are or become separated from their parents or guardians, sheltering services or medical care for unaccompanied minors, mental/emotional health concerns, limited communication capabilities, educational sustainment, appropriate nutritional needs, and/or other identified unique aspects of supporting children during an incident.

Identification of the Essential Needs of Household Pets and Service Animals

City incident management objectives and mass care services incorporate the needs of individuals with trained service animals and/or household pets, as appropriate. Trained service animals, per the ADA, are defined as a dog that has been individually trained to do work or perform tasks for an individual with a disability, the task(s) performed by the dog must be directly related to the person's disability. Trained service animals will be allowed to accompany their handler, consistent with daily ADA compliance. Accommodations for trained serviced animals and pets can be found in ESF 6: Mass Care, Housing, and Human Services.

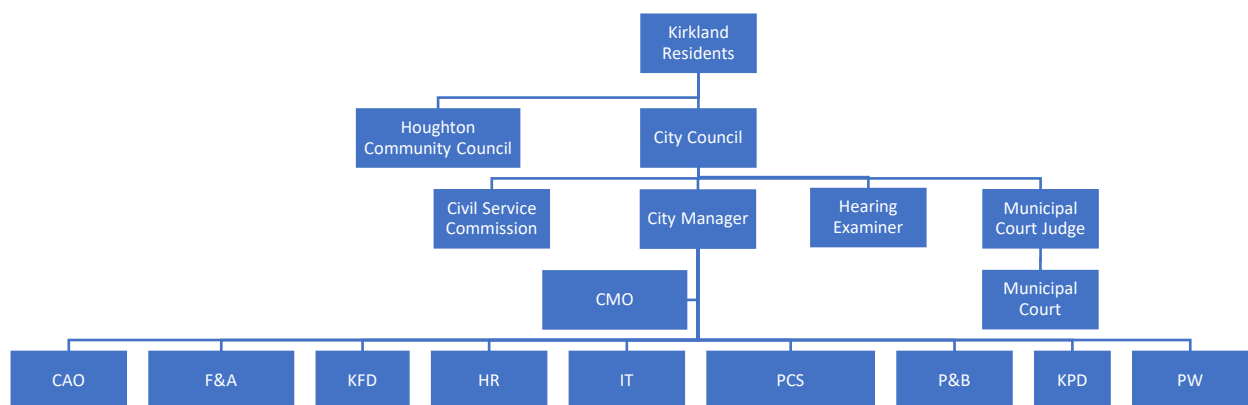
Direction, Control, and Coordination

The City Manager directs and controls incident management and delegates responsibilities to department directors or Chiefs and the EM. Coordination between departments and agencies is done on a daily basis as well as during incidents through department participation and responsibilities.

City of Kirkland Organizational Structure

The City of Kirkland operates under a Council-Manager form of government. The City Council (Council) is the legislative body; its members are the community's policy decision-makers. The Council consists of seven part-time non-partisan members, elected at large every two years to staggered, four-year terms. The Mayor is elected from within the Council to serve a two-year term. The Council is supported by the Council-appointed City Manager and several advisory boards and commissions. The City Manager serves as the professional administrator of the City, is responsible for coordinating all day-to-day operations and administration, and serves as the Agency Administrator during incidents.

The City Manager oversees the operation of ten City Departments: the City Manager's Office (CMO), City Attorney's Office (CAO), Finance & Administration (F&A), Fire Department (KFD), Human Resources (HR), Information Technology (IT), Parks & Community Services (PCS), Planning & Building (P&B), Police (KPD), and PW (Figure 7). Each department is led by a Director or Chief with a line of succession of at least three staff to support the sustainment of operations during incidents. The Municipal Court Judge is elected to office every four years and oversees the Municipal Court. Although registered voters of Kirkland ultimately elect the Councilmembers, the City strives to serve all Kirkland residents, visitors, and businesses regardless of citizenship or voting status, including with respect to religious affiliation and immigration status.



*Figure 7 - City of Kirkland Organizational Chart
Current as of 2021*

The Houghton Community Council consists of seven members, elected every four years from the area formerly designated as the City of Houghton which joined with Kirkland in 1968. This body exercises both advisory and disapproval authority over matters related to zoning regulations and land use within the Houghton area. This is the only recognized community organization that exercises jurisdictional authority in the City.

Responsibilities by Department

The following responsibilities relate directly to a department's unique overarching role during incident management, including but not limited to response to and recovery from an incident. Departments with responsibility for ESF implementation are identified and documented in the specific ESF. Additional responsibilities may be defined in specific Memorandums of Understanding (MOUs), listed in the ESF reference sections.

City departments are responsible for providing personnel and equipment in support of preparedness for, mitigation of, response to, and recovery from an incident as directed by the City Manager and as outlined in this CEMP. Incident operations are conducted by City personnel and may be supplemented, as necessary, by volunteers and/or hired workers. During an incident, departments typically maintain control of department resources; however, the City Manager, or their designee, may direct department resources if needed to achieve incident objectives.

City Manager's Office

- The City Manager is responsible for overall City incident management, serves as the Agency Administrator, leads the policy group, issues policy decisions and direction, and is the administrative "voice" of the City during an incident.
- The CMO is responsible for internal and external public information related to City operations and in coordination with the Incident PIO and/or JIC.
- The CMO leads intergovernmental relations and recovery during incidents.

City Council

- The Council is responsible for adjustments and/or changes to City governance during an incident.
- The City Manager must secure Council ratification of the proclamation of emergency.
- The Council makes necessary budgetary allocations to support incident management.
- Councilmembers serve as representatives of the City sharing approved incident and agency messaging to support the well-being of the Kirkland community.
- Councilmembers advocate for City support and resource needs from county, state, and/or federal agencies.

City Attorney's Office

- The CAO provides legal counsel and direction before, during, and after an incident, including interpretation of federal, state, and county incident directives and/or legislation.
- The CAO reviews and approves all contracts for services and/or supplies related to incident management.
- The CAO assists in drafting and obtaining ratification of a proclamation of emergency.

Kirkland Finance & Administration

- Manages financial operations of the City, including incident financial tracking.
- Coordinates preparation of requests or proposals for budgetary adjustments based on the needs or impacts of an incident and supports the presentation of the request to the Council for approval.
- Facilitates public assistance and grant distribution, tracking, and/or reimbursement.
- Manages records retention and processes public disclosure requests related to an incident.
- Supports the purchase of materials, supplies, and equipment for incident management.

Kirkland Fire Department

- The Office of Emergency Management facilitates incident management and activation of the EOC.
- KFD Operations coordinates and provides fire, technical rescue, hazmat, inspections, fire investigations, and emergency medical operations related to an incident.

Human Resources

- Conducts risk management operations and coordinates insurance claims.
- Monitors incident activities for compliance with safety standards.
- Coordinates the Worker Compensation program.
- Manages employee labor relations, compensation, and benefits administration.
- Coordinates spontaneous volunteer management.
- Manages the hiring process of incident-related workers.
- Assists in the identification of City employee casualties and notification of next of kin.

Information Technology

- Oversees operation of the City's IT assets and programs, including but not limited to, servers, networks, hardware, software, and communications resources.
- Supports City incident management with Geographic Information Services (GIS) mapping capability and application management.
- Supports incident management through digital media, video production, and operation of the Kirkland City Government television channels.

Kirkland Municipal Court

- Conducts legal proceedings to maintain individual rights, as able and dependent on the nature of the incident.
- The probation department monitors conditions of sentencing to support public safety and compliance with court orders during incidents, as able and dependent on the nature of the incident.

Kirkland Parks & Community Services

- Facilitates the Mass Care Workgroup, coordinating mass care services for the Kirkland community, including, coordination with non-profit and partner organizations.
- Supports sustainment of City infrastructure.

Kirkland Planning & Building

- Coordinates and conducts damage assessment/inspection of structures during an incident.
- Performs permit review and enforces development codes pertinent to the incident.
- Assists in the development of long-term policy to promote economic development, rebuilding, sustainability, and other aspects of community recovery.

Kirkland Police Department

- Conducts law enforcement operations related to the incident, including but not limited to, responding to crimes in progress, traffic control/enforcement, investigations, intelligence gathering, crowd control/management, security assessments, and other incident-specific tasks, as able based on resource availability and the nature of the incident.
- Facilitates corrections operations, including providing for the basic needs of individuals in custody, monitoring home detention, and prisoner transports, as able based on resource availability and the nature of the incident.

Kirkland Public Works Department

- Provides permitting and inspection of repairs and construction in the City right-of-way.
- Coordinates trash, recycling, and compost services in Kirkland.
- Maintains operational capability of City vehicles.
- Maintains City transportation infrastructure including the City right-of-way, street and traffic lights, traffic cameras, bridges, and other infrastructure.
- Coordinates delivery and maintenance of City utility services including wastewater collection, potable water distribution, storm and surface water, and coordination with external utility providers for electric, natural gas, telephone, internet, and cable TV.

Key Position Responsibilities

The City works collaboratively to serve the needs of Kirkland residents and businesses daily and during incidents. The concept of working together in an incident is facilitated through defined roles for City personnel and the EOC.

City Councilmember

The role of a Councilmember in an incident is to consider the City Manager's request to ratify the proclamation of emergency, participate in special or additional meetings in compliance with applicable laws, support approval of incident funding allocations, advocate for state and/or federal support for the City, and pass legislation to facilitate incident management, response, and/or recovery.

Councilmembers also receive and review incident updates, assist in managing public expectations through communication, community engagement, and participation in activities supporting City operations and community needs.

City Manager

The role of the City Manager is to provide overall direction and control for incident management. The City Manager may delegate some or all incident management authorities to the EM and/or EOC Manager. The City Manager convenes and leads the Policy Group, coordinates elected official engagement, serves as the Agency Administrator, and requests support and funding from local, federal, state, and county representatives and/or agencies.

Policy Group

The Policy Group provides subject matter expertise and guidance to the City Manager for incident policy level decision making. The Policy Group is comprised of the City Manager, the EM, the department directors or Chiefs, and incident-specific appointed members, may include representatives from Council and/or the Municipal Court, if appropriate and is responsible for advising the City Manager on policy decisions to be implemented by the EM or the EOC.

Emergency Manager

The role of the EM, or their designee, is to maintain daily situational awareness of risks or hazards that could affect Kirkland and support City departments responding to incidents or operational disruptions. The EM maintains operational readiness of the EOC, coordinates and facilitates EOC operation, serves as the incident management connection to the Policy Group, and fulfills additional assignments as directed by the City Manager. The EM, serving as the EOC Manager, approves all EOC resource requests as authorized by the City Manager. The EM represents the City during engagement with county, state, and/or federal agencies.

Department Directors/Chiefs

The role of a department director/Chief is to facilitate department level planning, resource allocation, and staff readiness in preparation for known and unknown hazards. During an incident department directors/Chiefs lead staff as they fulfill their incident management responsibilities, communicate incident impacts to the EM, City Manager, and department staff, and participate in the Policy Group.

City Attorney

The role of the City Attorney is to address incident-related legal matters, interpret state and/or federal legislation, orders, and/or proclamations related to an incident, and assist with the development and ratification of the City proclamation of emergency.

City Staff

City staff may have defined incident duties or assignments or may be tasked with an incident role at the time of need. All staff are expected to have emergency preparedness plans and supplies ready for their households so that they can report to work during incidents as requested.

Responsibilities by Emergency Management Phase

All City departments share common responsibilities aligned with emergency management phases as part of the implementation of NIMS and incident management. These phases create a continuous holistic cycle of emergency management (Figure 8).

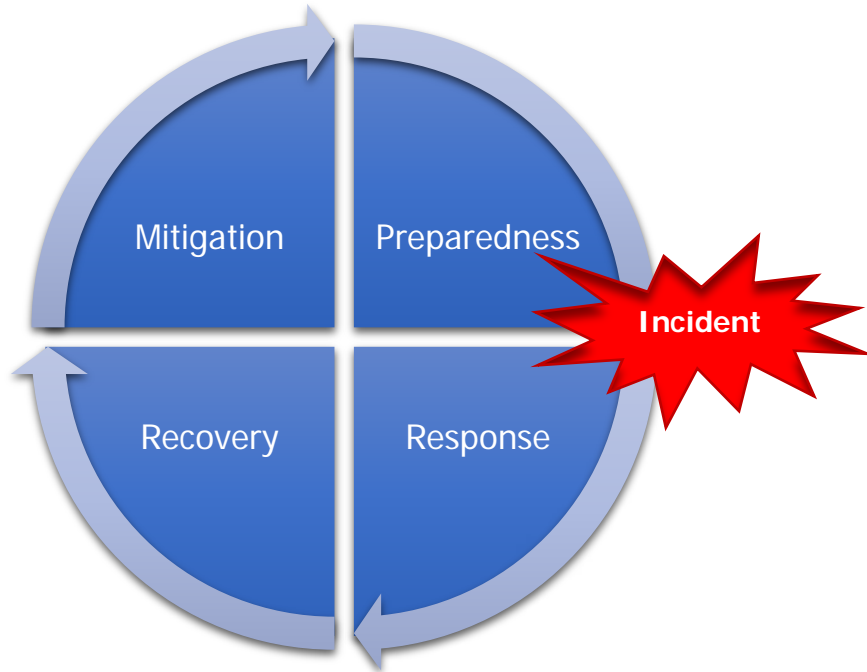


Figure 8 - Phases of Emergency Management

Emergency Management is organized into four phases to facilitate an overall incident management capability. The phases include:

- Mitigation: Mitigate risk by reducing or eliminating hazards, damage, or disruption.
- Preparedness: Prepare for hazards that cannot be prevented or mitigated.
- Response: Respond to incidents.
- Recovery: Recover from incidents to establish a new normal.

Mitigation Phase

Mitigation activities are proactive steps taken to reduce the impact of incidents. Department-specific mitigation strategies are outlined in the City of Kirkland annex to the King County Hazard Mitigation plan. City-wide mitigation activities include:

- Considering resiliency, redundancy, and risk reduction strategies in all projects and operations.
- Establishing a line of succession for key department positions.
- Cross-training staff to fill identified critical COOP positions.
- Maintaining a surplus of basic operational and emergency supplies at City facilities.

Preparedness Phase

Preparedness activities are steps taken to increase the ability to respond when an incident occurs. City-wide preparedness activities include:

- Training staff in their incident-specific roles, including participating in EOC training and exercises.
- Assigning staff representatives to the Emergency Management Action Team (EMAT).
- Developing Standard Operating Procedures (SOPs) and COOP plans intended to reestablish or maintain department operations during an incident, including notification of critical personnel, assessment of damage and resources, and the identification of critical department functions.
- Educating staff on incident procedures and preparedness, including NIMS-mandated training for all benefitted employees.
- Participating in training, drills, and exercises to test department and City emergency plans and procedures.
- Assisting and coordinating in the development of plans, operating procedures, and other guidance to be utilized during an incident.
- Training the department line of succession on their role during incidents.
- Maintaining an updated inventory of key department personnel, facilities, and equipment resources.
- Maintaining current contact information for employees.

Response Phase

Response activities are actions taken to achieve incident stabilization. City-wide response activities include:

- Facilitating incident management and communications across City departments and with partner agencies.
- Staffing the EOC.
- Conducting operational impact assessments and monitoring departmental operational capability for changes.
- Maintaining detailed documentation of response activities including personnel and resource costs.
- Utilizing COOP plans to prioritize the restoration of essential City functions.

Recovery Phase

Recovery activities assist the City and/or community in moving to the “new normal” and regaining the desired level of societal, governmental, and/or commercial activity and stability. The recovery phase may last weeks to years depending on incident impacts. City-wide recovery activities include:

- Establishing City post-incident operational levels.
- Preparing damage assessment information.
- Establishing the Disaster Recovery Team in accordance with the City of Kirkland Disaster Recovery Framework.

Unity of Effort

It is the policy of the City that incident management activities be conducted in accordance with NIMS as directed by the HSPD – 5, NIMS. NIMS components that the City prioritizes for implementation include ICS, Emergency Operation Centers, and Mutual Aid. The use of NIMS facilitates a standard approach to incident management allowing for inclusion and coordination of internal and external responders to operate in a defined unified organizational structure.

Multi-Jurisdictional Coordination

During routine operations, the City coordinates emergency management programs with other jurisdictions through peer interaction, cooperative agreements, and joint efforts. In addition, the OEM participates in meetings, workgroups, and projects facilitated by the King County Office of Emergency Management, and/or the Washington State Emergency Management Division.

During an incident, the City coordinates incident management efforts and requests with neighboring jurisdictions and/or partner agencies through mutual aid agreements, the use of Unified Command, direct verbal or written contact, and/or sharing of situation reports. The City participates in multi-agency coordination groups, at the incident command and/or EOC levels, and regional stakeholder conference calls, often facilitated by the King County Office of Emergency Management and/or the Washington State EMD.

Emergency Operations Center

The EOC coordinates and supports incident management for the City. This role includes connection with government and non-government local, federal, state, and county agencies. See the City of Kirkland EOC Emergency Operations Plan (EOP) for more information.

The primary functions of the EOC are to support field operations through the coordination and dissemination of incident information; the identification, procurement, and allocation of requested resources implementation of the COOP/COG; and the provision of guidance on incident priorities and policy decisions as provided to and received from the Policy Group. The EOC coordinates City operations and response partners responding to the consequences of an incident, as needed and given available resources. Additionally, the EOC serves as a coordination point for local, federal, state, and county support and/or assistance.

Functions of the EOC include:

- Facilitate support and coordination of incident activities.
- Coordinate with departments, agencies, and jurisdictions.
- Facilitate coordination of outside resources.
- Establish and maintain resource management.
- Establish and maintain situational awareness.
- Collect, evaluate, and disseminate incident information.
- Coordinate short-term recovery activities.
- Facilitate and support operational communications.
- Support continuity of operations and continuity of government actions.
- Brief City leadership on incident status.
- Implement policy decisions.

EOC Organization

The Kirkland EOC is organized as a hybrid of the Incident Command System (Figure 9). The Logistics and Finance functions have been combined into the EOC Resourcing Section in order to streamline those processes.

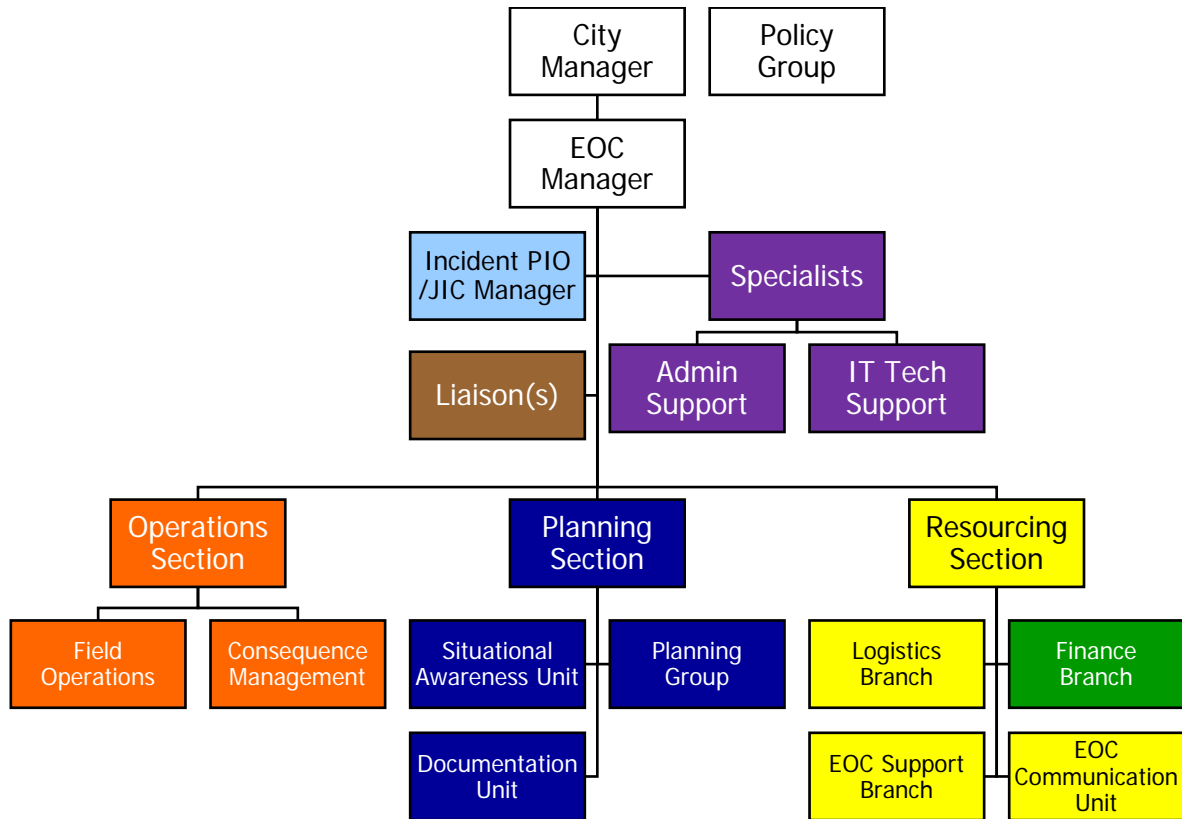


Figure 9 - Kirkland EOC Organizational Chart
Current as of 2021



Figure 10 - A panoramic photo of the primary EOC.
Located at Kirkland City Hall as seen from the EOC Manager's desk. Taken in March 2021, laid out to accommodate social distancing due to COVID-19.

Primary/Alternate EOC Location

The primary EOC is located on the lower level of Kirkland City Hall (123 5th Ave, Kirkland, WA) (Figure 10).

Alternate EOC locations include the Kirkland Justice Center (11750 NE 118th St, Kirkland WA) and Kirkland Fire Station 26 (9930 124th Ave NE, Kirkland, WA) (Figure 11). If an alternate location needs to be used, the selection will be made based on incident information.

In addition, the OEM maintains a limited mobile EOC capability in the OEM response vehicle. The mobile EOC can be established at a scene as an expansion of the Incident Command Post or at another location as needed based on available facilities or open space. The mobile EOC is not intended for long-term operations, but rather for immediate assessment and initiation of support and/or coordination.

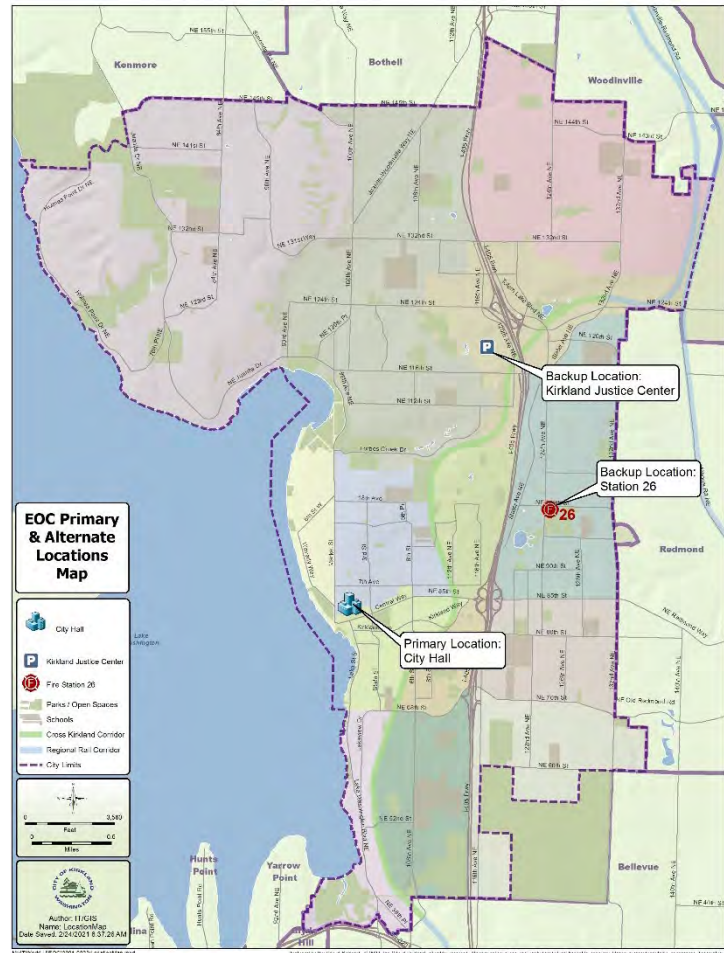


Figure 11 - Map of EOC Primary and Alternate Locations

EOC Activation

Activation of the EOC is authorized by one or more of the following: the EM, City Manager, Fire Chief, Police Chief, or at the request of a department director in need of support. The EOC may activate when an Incident Command Post is insufficient to meet the incident management and/or coordination needs of an incident. The EOC may be activated for anticipated disruptions, such as winter weather systems, or for planned events, such as the 4th of July.

OEM uses email, phones, and an internet-based notification system to notify EOC staff, City leadership, King County OEM, WA EMD, and local stakeholders of an actual or anticipated EOC activation. For details on the EOC activation process reference the EOC EOG and EOC Opening Procedures. When informing WA EMD of an EOC activation, a State mission number will be requested for incident documentation and tracking purposes.

EOC Activation Levels

EOC Activation Level		Description
Not Activated	Daily Operations	Normal daily operations including OEM staff monitoring conditions and addressing short-term or narrow-scope requests for assistance, in addition to regular work.
3	OEM Staff Only	OEM staff filling EOC functions. Mainly situational monitoring and maintaining readiness to call in additional staffing if needed. May operate for multiple operational periods but rarely includes 24/7 activities. May be onsite or remote.
2	Partial Activation	Limited EOC staff positions filled and, as needed, incident-specific EOC representatives. May operate for multiple operational periods but rarely includes 24/7 activities. Onsite effort.
1	Full Activation	All or most EOC staff positions filled, including incident-specific representatives. Operations typically occur 24/7 for multiple operational periods with county, state, and/or federal involvement for response and recovery support. Onsite effort.

*Table 3 – Kirkland EOC Activation Levels**EOC Demobilization*

The decision to demobilize the EOC is made by the EM in coordination with the City Manager and, if established, field command. The EOC will begin demobilization planning when incident stabilization has been established. The EOC Manager position will be the last of the EOC staff to demobilize, verifying that the EOC is at pre-activation operational readiness before closing the facility. Included in closing the EOC is the notification to King County Emergency Management and Washington State Emergency Management Division of the date and time of closure. Demobilization may be a phased process based on incident recovery efforts. Additional information on the process is included in the EOC EOP.

Information Collection, Analysis, and Dissemination

The City endeavors to maintain situational awareness and distribution of accurate information throughout an incident.

Information Collection

The EOC collects information to establish and maintain situational awareness, form a common operating picture, and inform incident management objectives and actions.

Under routine operating conditions, the OEM monitors and gathers information as it relates to potential incidents. This information is collected from various sources, including, but not limited to, the following:

- City departments (e.g. road closures)
- NORCOM
- National Weather Service (NWS)
- Washington State Fusion Center (WSFC)
- Neighboring jurisdictions, King County OEM, and WAEMD
- PSE
- Utility Providers
- Digital and broadcast media
- Public reports

During an incident, information collection may expand to include direct reports from an incident command post, review of incident action plans, messaging from response partners, or external situation reports. Incident information informs response planning, allocation of resources, assistance to the community, and advanced planning for response and recovery.

Information Analysis

Daily situational awareness information is reviewed, verified, and appropriately shared by the EM, or their designee.

When the EOC is activated, the EOC Planning Section collects, verifies, and compiles incident information. Information received from trusted official sources will be accepted as verified. All other information will be verified by City staff before accepting it as valid.

EOC staff may obtain classified or sensitive information dependent on the type of incident. Therefore, an Intelligence Section may be established to screen, validate, and address the information as needed.

Alert and Warning

The City will use routine, established communications and warning systems as much as possible during an incident.

The City may also leverage non-City partners to assist with information dissemination, including contacting NORCOM or the KCOEM to issue wireless emergency alerts.

Information Dissemination

It is recognized that not all information is appropriate for release to all groups; however, the City endeavors to be inclusive and transparent when possible. The EM disseminates appropriate situational awareness information to City departments/leaders and regional partners, primarily by email, with direct phone or face-to-face contact as needed.

When the EOC is activated, the JIC will develop and disseminate incident public messaging via press releases and/or conferences, digital media posts, City TV channel broadcasts, the City website, and other resources as available. Whenever possible, critical safety information will be translated into verbal, electronic, and/or written form for dissemination to the LEP community. The EOC Manager and/or Incident Commander will approve the content of incident messaging before it is disseminated to the public and/or media.

The City Communications Manager will coordinate the development and dissemination of the City message to the public related to the consequences of the incident on City operations and/or government. The JIC and Communications Manager will work together to coordinate messaging for consistency and accuracy. See ESF 2: Communications, Information Systems, and Warning and ESF 15: Public Information and Affairs for details.

City incident management information will be shared in the form of a Situation Report and/or a Consolidated Action Plan both of which include a City-wide approach to incident management documentation. These documents may be shared with field responders, City leadership and staff, and partner agencies, as directed by the EOC Manager. The EOC Planning Section will issue Situation Reports at least once per operational period or at the discretion of the EOC Manager. At a minimum, the Situation Report will be emailed to the Policy Group, KC OEM, and WA State EMD.

The City may issue a 'Snapshot', a short email brief of changing or new incident information, as deemed necessary by the EOC Manager to support ongoing situational awareness in a dynamic incident.

The City may share, forward, or otherwise disseminate partner communications to assist information flow during an incident; however, the City will direct any inquiries related to the partner information to the partner and/or agency point of contact.

Communications

Interoperable Communications Plans

The City relies on a variety of communication systems to facilitate incident response and recovery, including, but not limited to, phones (cell and Voice over Internet Protocol (VoIP)), radios, e-mail including pre-determined distribution lists, and digital media. The City uses a cloud-based system to store and back up files and communications information. The City intends to use routine communications technology to the extent possible during an incident.

The City uses a public safety radio system that is compatible with partner response agencies and public safety answering points, including NORCOM, in King County. The regional public safety radio network is supported by King County IT and NORCOM is the direct provider of incident radio traffic coordination for KPD and KFD personnel. NORCOM facilitates regional public safety radio transmissions and can “patch” talk groups or individual radios as needed to allow for interoperable communications across agencies.

During an incident, or when routine communications methods are not in service, amateur radio operators may be leveraged as a backup form of communications for City operations. The Kirkland Emergency Communications Team (KECT) is a City volunteer team of licensed amateur radio operators, who provide emergency communications support as requested by the EM. Mobile amateur radio equipment is staged at the EOCs, Fire Stations, the Kirkland Justice Center, and the PW maintenance center for use at a location of need based on the incident. KECT can contact a variety of amateur radio users including partner jurisdictions and stakeholders, King County OEM, and WA. State EMD as needed.

The primary and alternate EOCs are equipped with redundant communication resources, including telephones, amateur radio, computers for e-mail, digital media access, and discipline-specific software capabilities.

Community Communications Plans

The City endeavors to provide accurate, timely, and actionable information to the Kirkland community before, during, and after an incident for life-safety and incident stabilization purposes. The City may provide public information in a variety of ways including, but not limited to, the City's website, digital media, newsletters, email, flyers or mailers, reader boards, signs, public safety vehicle public address (PA) systems, and in-person communication (Table 4). The City Communications Manager and the JIC/PIO will coordinate the distribution of City and incident communications.

Platform	Communication Type				Audience		
	Video	Digital	Print	Verbal	Internal (Staff)	Press	External (Public)
Flyers			X		X		X
Facebook	X	X				X	X
Nextdoor	X	X				X	X
Twitter	X	X				X	X
Instagram	X	X				X	X
YouTube	X	X					X
Websites	X	X			X	X	X
City TV Channel(s)	X					X	X
Word of Mouth				X	X	X	X
Press Releases		X	X			X	X
Newsletter(s)		X					X
Email		X			X	X	X
Reader Boards		X					X

Table 4 - City Communication Platforms and Audiences

In an effort to provide quality communication to City audiences, the following matrix is used to assess messaging for use, content, and clarity (Figure 12).

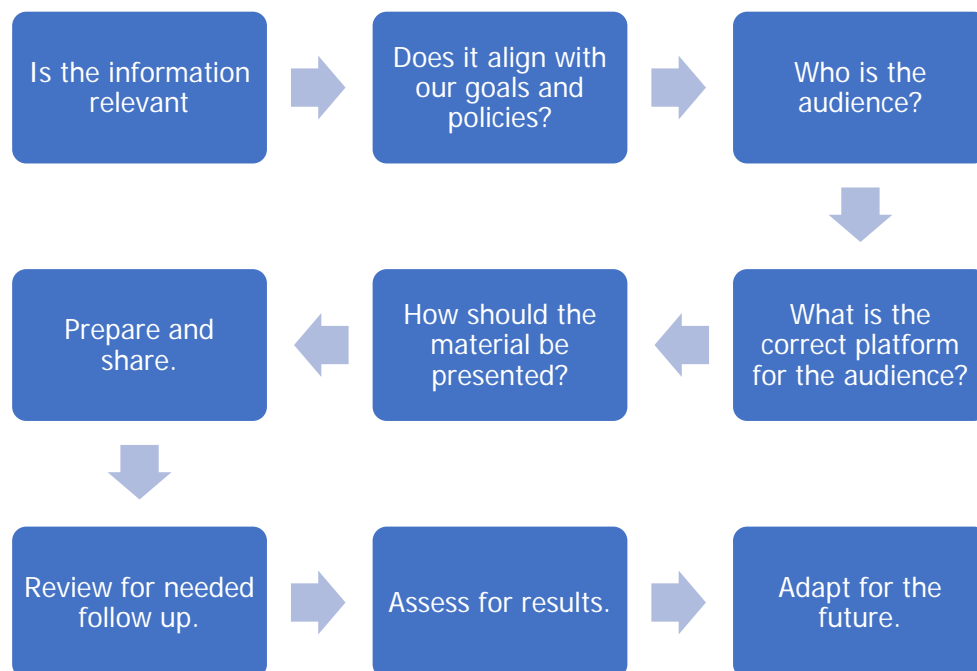


Figure 12 - Process of Delivery of Public Information

Administration, Finance, and Logistics

Administration and Documentation

EOC activation related documentation will be maintained and archived for at least 10 years according to the City's archiving policies and in compliance with RCW 40.10.010 regarding the protection of essential records. The EOC Planning Section, with assistance from the City Clerk's Office, is responsible for organizing and maintaining incident documentation. Retention items include physical and electronic EOC documents, maps or visual displays, and incident-related emails. Records of incident operational activities are kept in a manner that distinguishes them from day-to-day operational reports, service work requests, and payroll records.

When appropriate, incident reports and expenditure are coordinated, and documentation for state and/or federal reimbursement and/or assistance programs are prepared and submitted to the appropriate state and federal agencies by F&A with support from OEM.

Finance

The City will follow routine financial practices whenever possible during incident management; however, approval procedures for expenditures may be modified based on incident needs. Incident-related obligations and expenditures may be incurred in accordance with Chapter 3.20 KMC and RCW 38.52.070, RCW 35.33.080, and RCW 35.34.140, which outline emergency expenditures. Financial records are kept in a manner that distinguishes between day-to-day operations and incident expenses and alternate methods of payment/payroll processing may be established if necessary.

The EOC Resourcing Section coordinates the documentation and reporting of citywide incident financial records, leveraging an established resource management process to document incident-related expenses. Pre-incident, F&A establishes one or more budget project codes for tracking EOC and department incident-related expenses to facilitate the delivery of actual and projected incident costs to the EM and/or City Manager as requested.

Incident-related expenditures may be reimbursed through local, county, state, and/or federal programs. The City uses the ICS Resource Request Form 213 (213-RR) to document, approve, and track purchases to facilitate cost recovery if that opportunity is presented. Depending on the nature and scope of an incident, the City may qualify for federal disaster relief. There most common FEMA relief grant programs are Public and Individual assistance. Eligibility for these programs is contingent upon having a Presidential Declared Disaster:

- **Public Assistance:** Provides funds to aid communities who are responding to and recovering from an incident that has resulted in a Presidential Disaster Declaration. The program provides temporary emergency assistance to help save lives and protect property, as well as to help restore community infrastructure that may have been damaged or otherwise disrupted by the federally declared incident.
- **Individual Assistance:** Federal assistance to individuals, families, and businesses. These programs are designed to help meet disaster applicants' needs, which may include disaster housing assistance (temporary housing, repair, replacement, etc.) and other needs assistance including medical, funeral, clean-up, moving, and other expenses.

In addition to Public and Individual Assistance, the federal government offers Other Needs Assistance, through FEMA, to support individuals and facilitates the Small Business Administration program for businesses impacted by an incident.

During response and recovery efforts, City departments are responsible for tacking potentially reimbursable incident costs related to emergency actions and damages incurred to public facilities and infrastructure as a result of the incident. If incident impacts are perceived to potentially be eligible for support, the King County OEM sends instructions to the City for completing an official preliminary damage assessment (PDA) worksheet. The PDA is compiled by F&A, acting as the Applicant Agent, with coordination and support from OEM and affected City departments.

Logistics and Resource Management

City departments facilitate resource management at the department level, until such a point that the operational need may exceed the department's capability and/or supply. This situation initiates contact by the department to the OEM and/or EOC if activated, to request additional resource support. The EM may work directly with the department to provide support or (if the EOC is activated) the EOC Resourcing Section will provide resource management, including logistics support, following established resource requesting procedures to the department. Every effort will be made to source necessary resources from City departments, through City mutual aid agreements and contracts, and from City-based commercial providers before seeking support from other sources. Additional information can be found in ESF 7: Logistics Management and Resource Support for additional information.

If the City is unable to meet the resource needs of an incident, the City may request resources and/or support through the KCOEM. Assistance may be requested of neighboring cities according to the Regional Coordination Framework for Disasters and Planned Events for Public and Private Organizations in King County and/or the Washington State Intrastate Mutual Aid System (WAMAS). If KCOEM is unable to support the City's resource request or if out-of-state resources are needed, KCOEM may forward the City's request to WAEMD for assistance and/or the implementation of the Emergency Management Assistance Compact (EMAC).

Incident volunteers will be registered in accordance with WAC 118-04 Emergency Workers Program and City volunteer guidelines.

Plan Development and Maintenance

OEM is responsible for the overall CEMP development and maintenance. To support a collaborative and holistic planning process, the OEM engages internal and external partners during CEMP reviews and update efforts. In addition to City staff participation, the OEM leverages After Action Reports/Improvement Plans to inform the development and maintenance of the CEMP and its supporting documents.

Emergency Management Action Team (EMAT)

The OEM coordinates the development and maintenance of the CEMP with input and coordination from the EMAT. The EMAT is composed of the EM, the City Attorney, the City Communication Manager, and at least one representative from each City department. The EMAT supports OEM initiatives to help City departments and staff mitigate risk, prepare for, respond to, and recovery from an incident at work or at home.

Safety Committee

The City Safety Committee, facilitated by the HR Department, is composed of department representatives addressing safety concerns, corrections, and initiatives. A representative from OEM participates on the Safety Committee offering subject matter expertise and leveraging the group for staff-level input on emergency management programs and plans.

Public Engagement

Community input to the CEMP is encouraged and typically occurs through public discussions and engagement events. During the 2020 review process, the ongoing COVID-19 pandemic limited many community engagement opportunities. Portions of the document were provided to specific stakeholders for input through video conferencing, however. The intent for the next planning process is to be able to host public engagement sessions to more fully facilitate a whole community approach to planning. The CEMP is available on the City of Kirkland website for public review.

After Action Reports (AARs)

After Action Reports (AARs) capture observations and identified gaps during exercises and incidents and assist the City in identifying issues for correction prior to future incidents. The OEM will conduct an After-Action review process following incidents and exercises by inviting representatives from City departments and involved partner organizations to provide feedback regarding the exercise or incident. The information provided related to what went well and areas for improvement will be incorporated into the AAR and guide the development of recommended improvement actions. Improvements will be integrated into the OEM's CEMP planning and review process as appropriate.

Planning and Approval Process

The EMAT representatives are responsible for providing input into the CEMP, ESFs, associated annexes, procedures, and department level plans. The OEM facilitates meetings with City staff responsible for CEMP and/or ESF content and provides guidance, templates, and requirements for ESF development.

The OEM reviews and edits submitted CEMP and ESF content to produce a comprehensive draft document. The draft is provided to department directors/Chiefs, the City Attorney, the City Manager, and the City Council for review, input, and agreement prior to submission to the WAEMD for review and approval. After State approval, the EM presents the State approved CEMP to the City Council for formal adoption.

CEMP Maintenance Schedule

The City completes a formal holistic CEMP review and update at least every 5 years per the requirements of RCW 38.52; however, the City recognizes that AARs may identify opportunities to update and/or change the CEMP within the 5-year revision process.

Changes to the plan may be administrative (minor edits with limited impact to incident management processes and/or roles and responsibilities) or substantive (significant modifications that change incident management processes and/or roles and responsibilities) in nature. Administrative changes may occur throughout the 5-year revision process and are approved by the EM. Substantive changes will be submitted through the full approval process, including to WAEMD and the Council, regardless of where the CEMP is in the 5-year revision process.

The status of the CEMP in the 5-year revision process as of May 2021 is outlined in Table 5.

Section	Year Reviewed	Year Updated	Year Approved	Next Review	Next Update
CEMP	2019-2021	2021	2021	2024-2025	2026

Table 5 – Kirkland CEMP Maintenance Schedule

Training and Exercise Program

The City will train and exercise staff regularly to validate plans and improve readiness to prevent, mitigate, respond to, and recover from incidents.

Training

The OEM provides public outreach and education to train the whole community on emergency preparedness through printed material, the Community Emergency Response Team (CERT) program, public classes, presentations to community and neighborhood groups, hosting forums, staffing booths at public events, and taking advantage of other outreach opportunities as they are presented.

The OEM conducts employee preparedness programs intended to educate employees on personal preparedness at home and work. These programs include new employee orientation, new director/Chief/Councilmember orientation to emergency and incident management, participation in the Great ShakeOut, testing of the employee notification system, and engagement in regional, state, or federal preparedness programs and exercises when appropriate.

The EM, in partnership with the City Manager, facilitates and/or conducts an annual training session with Councilmembers, and invited participants, on emergency management topics, including but not limited to, City plans, their role in an incident, and crisis communications.

City staff are informed and trained on their responsibilities during an incident upon employment and/or promotion, including completion of the appropriate level of NIMS courses for their position (Figure 13). At a minimum, all benefited City staff are required to complete ICS 100 and 700 independent study courses upon employment.

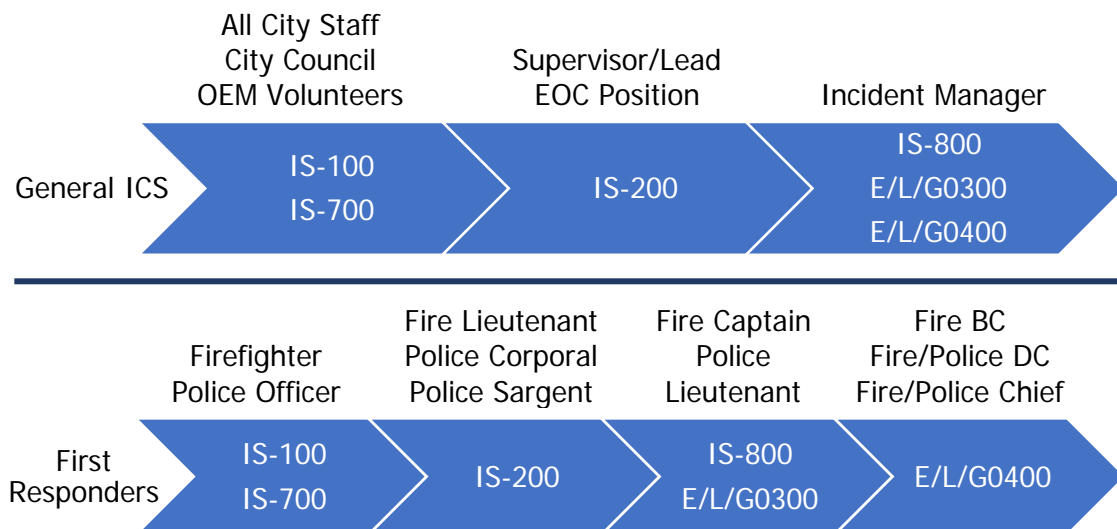


Figure 13 - ICS Training Progression for City Staff

Courses are available through the City's online Learning Management System (LMS) linked to FEMA curriculum and through virtual and/or classroom delivery of upper-level courses. Staff are encouraged to take additional FEMA courses related to their incident roles and responsibilities.

Exercise

OEM designs, develops, and conducts exercises to test EOC equipment, processes, staff, and Policy Group capabilities. At least one functional EOC exercise occurs annually, except in years when one or more actual EOC incident activations occur. During years with real-world activations, exercises may be altered or suspended to allow for the implementation of and training on AAR identified improvements. The OEM conducts full-scale exercises for City staff, the KECT, and as part of the CERT program, and may invite City volunteers and/or community members to participate in these exercises, for example by role playing incident survivors, the media, or community members seeking support. Exercises are designed and conducted using Homeland Security Exercise and Evaluation Program (HSEEP) methodology and practices.

EMERGENCY SUPPORT FUNCTIONS

ESFs provide structure for coordinating incident management based on a function and groups departments and/or agencies together to support specific incident actions.

ESFs are staffed based on the nature, size, needs, and complexity of an incident as determined by the EM and/or EOC Manager.

ESFs have a Lead Agency and multiple Support Agencies. The Lead Agency is the City Department that is primarily responsible for coordinating the ESF mission area (Table 6). Support Agencies possess specific capabilities and/or resources that provide support to the mission of the ESF.

ESF	Lead Department
ESF 1: Transportation	Public Works
ESF 2: Communications, Information Systems, and Warning	Office of Emergency Management
ESF 3: Public Works and Engineering	Public Works
ESF 4: Fire Protection	Fire
ESF 5: Emergency Management	Office of Emergency Management
ESF 6: Mass Care, Housing, and Human Services	Parks & Community Services
ESF 7: Logistics Management and Resource Support	Office of Emergency Management
ESF 8: Public Health and Medical Services	Fire
ESF 9: Search and Rescue	Police
ESF 10: Hazardous Materials	Fire
ESF 11: Agriculture and Natural Resources	Parks & Community Services
ESF 12: Energy and Utilities	Public Works
ESF 13: Law Enforcement	Police
ESF 14: Short-Term and Long-Term Community Recovery	City Manager's Office
ESF 15: Public Information and Affairs	City Manager's Office

Table 6 - ESF Responsibility Matrix by City Department

ESF Scope

Table 7 provides the ESF scope of responsibilities aligned with the 32 Core Capabilities identified in the FEMA National Preparedness Goal.

ESF	Scope of Responsibilities	Key Response Core Capability
ESF 1: Transportation	<ul style="list-style-type: none"> Situational awareness for City right-of-way, aviation, and marine systems Transportation safety Damage and impact assessment/restoration/recovery of City transportation infrastructure Movement restrictions 	Critical Transportation
ESF 2: Communications, Information Systems, and Warning	<ul style="list-style-type: none"> Coordination with telecommunications and information technology Coordination with cyber systems Restoration and repair of communications infrastructure Protection, restoration, and sustainment of cyber systems and information technology resources Oversight of communications within the incident management and response structures 	Operational Communications
ESF 3: Public Works and Engineering	<ul style="list-style-type: none"> Infrastructure protection and emergency repair Infrastructure restoration Engineering services and construction management Debris removal and disposal coordination 	Infrastructure Systems
ESF 4: Fire Protection	<ul style="list-style-type: none"> Coordination of firefighting activities Fire mobilization 	Fire Management and Suppression
ESF 5: Emergency Management	<ul style="list-style-type: none"> Coordination of incident management and response efforts Incident action planning Operation of the EOC 	Operational Coordination; Situational Assessment: Planning

ESF	Scope of Responsibilities	Key Response Core Capability
ESF 6: Mass Care, Housing, and Human Services	<ul style="list-style-type: none"> • Mass care • Emergency assistance • Temporary sheltering and intermediate disaster housing • Human services • Behavioral health services • Service animals and pets • LEP services 	Mass Care Services
ESF 7: Logistics Management and Resource Support	<ul style="list-style-type: none"> • Comprehensive incident logistics planning, management, and sustainment capability • Resource support (facility space, office equipment, supplies, contracting services, etc.) 	Logistics and Supply Chain Management; Operational Communications
ESF 8: Public Health and Medical Services	<ul style="list-style-type: none"> • Prevent and limit the spread of illness and injury • Support healthcare and medical response • Mass fatality management • Provide Emergency Medical Services (EMS) during incidents • Response to environmental health and safety threats including food, air, and water quality problems 	Public Health, Healthcare and Emergency Medical Services; Fatality Management Services; Environmental Response/Health and Safety; Logistics and Supply Chain Management
ESF 9: Search and Rescue	<ul style="list-style-type: none"> • Live-saving assistance • Search and rescue operations (air, land, water, urban, technical rescue) 	Mass Search and Rescue Operations
ESF 10: Hazardous Materials	<ul style="list-style-type: none"> • Oil and hazardous materials (chemical, biological, radiological, etc.) response • Environmental short and long-term cleanup 	Environmental Response/Health and Safety; Critical Transportation; Infrastructure Systems

ESF	Scope of Responsibilities	Key Response Core Capability
ESF 11: Agriculture and Natural Resources	<ul style="list-style-type: none"> • Nutrition assistance • Animal and plant disease and pest responses • Food safety and security • Natural and cultural resources and historic properties protection and preservation • Safety and well-being of pets and service animals 	Environmental Response/Health and Safety; Mass Care Services; Public Health, Healthcare and Emergency Medical Services; Critical Transportation, Logistics and Supply Chain Management; Infrastructure Systems
ESF 12: Energy and Utilities	<ul style="list-style-type: none"> • Energy infrastructure assessment, repair, and restoration • Energy industry utility coordination • Energy supply monitoring 	Infrastructure Systems; Logistics and Supply Chain Management; Situational Assessment
ESF 13: Law Enforcement	<ul style="list-style-type: none"> • Facility and resource security • Security planning and technical resource assistance • Public safety and security support • Support to access, traffic, and crowd control 	On-Scene Security and Protection; Access Control and Identity Verification; Physical Protective Measures
ESF 14: Short-Term and Long-Term Community Recovery	<ul style="list-style-type: none"> • Social and economic community impact assessment • Long-term community recovery assistance to states, local governments, and the private sector • Analysis and review of mitigation program implementation 	Economic Recovery; Health and Social Services; Housing; Natural and Cultural Resources
ESF 15: Public Information and Affairs	<ul style="list-style-type: none"> • Emergency public information and protective action guidance • Media and community relations • Outreach to the whole community (LEP, AFN, ADA, culturally diverse populations) 	Public Information and Warning

Table 7 - ESFs and Core Capabilities from the National Response Framework

EMERGENCY SUPPORT FUNCTION 1: TRANSPORTATION

Lead Agency

Kirkland Public Works (PW)

Support Agencies

Kirkland Parks & Community Service (PCS)

Kirkland Police Department (KPD)

Kirkland Fire Department (KFD)

Public Transit Utilities

King County Department of Transportation

Puget Sound Energy (PSE)

Washington State Department of Transportation (WSDOT)

Introduction

Purpose

The purpose of ESF 1: Transportation is to describe the coordination of City of Kirkland (City) roads, traffic signals, signage, sidewalks, bridges, Intelligent Transportation Systems (ITS), streetlights, storm drainage, and City-owned parking lots during incidents.

Scope

This ESF addresses City transportation infrastructure capability and assets to maintain ingress, egress, and movement of resources during and following an incident.

Policies

The City of Kirkland Transportation Master Plan outlines overall City policies regarding transportation infrastructure.

The Kirkland Snow and Ice Response Plan outlines policies and practices during inclement weather.

Revised Code of Washington (RCW) Chapters 35.68 through 35.73 directs policies for City streets, sidewalks, and other transportation infrastructure.

RCW Title 47 directs policies for public highways and transportation, including establishing policies for the planning, maintenance, and recovery following an incident. This includes that portion of I-405 that is located within Kirkland under the general jurisdiction of WSDOT, as summarized in the City Streets as Part of State Highways Guidelines (2013).

Washington Administrative Code (WAC) 468-18-050 outlines policies on the construction, improvement, and maintenance of intersections of state highways and city streets.

Situation

Incident Conditions and Hazards

Incidents may cause a disruption to the use of the transportation system in Kirkland, hindering access to certain areas of the city and creating significant delays in the transport of emergency supplies, services, and equipment. Specific hazards of note that may affect transportation infrastructure include, but are not limited to, direct damage from earthquakes, debris or damage from severe weather, power failure, and flooded roads or urban flooding.

Surface – Damage to the City's surface infrastructure is the most likely risk to the City's transportation system. The City has an extended network of surface transportation infrastructure, and disruption to part or all of this system may pose a risk to loss of life, and/or the ability to effectively transport supplies or personnel in the City. An earthquake or other land movement incident, in particular, poses significant threats of damage to surface transportation infrastructure. Severe weather incidents may cause direct damage to surface transportation infrastructure, unsafe travel conditions, or the accumulation of debris.

Aviation – Kirkland has limited aviation risk. There are no land-based airplane runways in the city limits; however, Kirkland does have at least one commercial seaplane landing path and the potential for multiple private marine aircraft landing areas. This situation poses the risk for a small plane crash, which could include damage to structures, fire, loss of life, property damage, hazardous materials spills, or environmental damage or destruction.

Maritime – Kirkland borders Lake Washington, which creates risk for water transportation incidents, including but not limited to hazardous materials spill, craft fires, crashes, sinking, or environmental destruction.

Pipeline – A small portion of the Olympic Pipeline crosses into Kirkland; however, this line does not cross roadways or interact with the City's transportation system. A rupture, explosion, or fire on the line could cause localized traffic disruptions, but no direct damage to the transportation network.

Railroad – The City does not include a railroad system; thus, this is not a risk.

Planning Assumptions

- Transportation infrastructure in and around the Kirkland may sustain damage and/or experience severe disruption or traffic congestion in an emergency due to the terrain, soil types, presence of water bodies, aging infrastructure, and a limited street grid system which may impact the effectiveness and efficiency of response and recovery activities that are dependent on the transportation system.
- The public will not be familiar with multiple alternate transportation routes, resulting in blocked and crowded roadways.
- An incident response that requires transportation capacity may be difficult to coordinate immediately following an incident.
- The City will make every effort to maintain accessible streets during and following an incident.
- The requirement for transportation capacity during the immediate life safety response phase of an incident may exceed the ability of City assets and infrastructure.

- When local infrastructure systems have been severely disabled, the responsible parties (adjacent cities, the county, and/or the state) will act to restore transportation systems and equipment.
- Metro Transit, Sound Transit, and local school districts may, subject to the conditions of the incident and availability of operators and equipment, support incident operations with buses, vans, or other transportation resources upon request of the City.
- Acts of terrorism may destroy or disrupt transportation capability for extended periods of time.
- Closure of one lifeline route can cause major gridlock and traffic disruptions throughout Kirkland.
- A closure of I-405 may create a significant surge and the demand on transportation assets available in Kirkland.
- Access to an incident area will be dependent upon available transportation routes, public safety, and/or utility networks and services.
- Restoration of power or delivery of mass care may be dependent on the restoration of transportation infrastructure.
- Previously inspected transportation infrastructure may require re-evaluation if subsequent cascading incidents occur after the initial incident.

Concept of Operations

General

Primary emphasis and resource commitment will be placed on clearing and maintaining arterials and debris removal and roadway restoration to allow for life safety and transport of essential resources. Secondary emphasis will be to clear/repair local streets to support the resumption of business and transportation in Kirkland.

PW monitors the status and reports of damage to the transportation system in the city. The City maintains City-owned traffic signals, streetlights, and other traffic devices (See attachment Figure 15) focusing on priority routes. Most streetlights in Kirkland are maintained by PSE. WSDOT maintains and operates traffic signals at the intersections of city streets and freeway interchanges.

PW maintains on-call standby staff who are the primary point of contact for after-hours for ESF-related incident response. Standby staff utilizes the PW Standby Manual to assess situations and activate additional support or response, as needed.

PCS maintains parking lots, pedestrian trails, and bicycle routes, at City facilities and parks including maintaining clear right-of-way access for fire response vehicles at Fire Stations.

PW publishes an annual Snow and Ice Response Plan which documents the prioritization of street clearing during winter weather and will inform priorities for other incidents as appropriate. The priorities are updated through feedback from the community, KPD, KFD, and schools.

Damage or debris that inhibits safety or traffic flow along priority corridors will be addressed first (removed and/or moved to eliminate impact).

Depending on the nature of the incident, City staff may utilize specialized equipment (e.g. backhoes, dump trucks, snowplows, aerial lift trucks, portable generators) to manage incident impacts.

ESF 1 capabilities will be carried out in coordination with ESF 11: Agriculture and Natural Resources to provide transportation services for supplies.

Organization

PW is the lead agency for coordinating transportation-related response and recovery activities within Kirkland. Staff at the PW Maintenance Center (PWMC) will organize and dispatch field crews. During activation of the Emergency Operations Center (EOC), PW management staff assigned to the EOC will coordinate operations with the PWMC.

Generally, the areas of responsibility for transportation infrastructure response efforts between PW and PCS are as follows:

PW: Field crews are responsible for response activities within the public rights-of-way (streets, pedestrian overpass bridges, Cross Kirkland Corridor (CKC), trails, some public staircases connected to parking lots, and sidewalks adjacent to Park Lane or the Park Lane parking lot). Field crews may be drawn from Streets & Public Grounds, Water, Sewer, and/or Storm Divisions.

Fleet Division: The Fleet Division is responsible for the setup, maintenance, and repair of vehicles and equipment including the emergency generator at the Fuel Station during power outages.

Parks & Community Services: PCS is responsible for transportation-related activities around the exterior of all public buildings and facilities, including driveways, parking facilities, and walkways. Included are the parking lots, driveways, and walkways at the Fire Stations, City Hall, Kirkland Justice Center, Maintenance Center, the Senior Center, North Kirkland Community Center (NKCC), and other City facilities as necessary.

Procedures

The PW maintains a weekly rotation of a Standby Manager who serves as the primary point of contact for after-hours incidents requiring an emergency response. The Standby Manager coordinates calling in additional street crews, reporting information, initial contact to partner utility providers and agencies, and escalating incidents as necessary per the PW Standby Manual.

PW staff verifies streetlight operational status on a monthly basis repairing any City-owned assets and notifying PSE, by phone, of any issues or outages with their equipment. In addition, KPD, KFD, City staff, or the public may report damaged or dark streetlights by email or phone.

PW staff receive notification of traffic signal outages and/or damage to street signs, by phone, email, and through the City's public outage reporting website. Staff are dispatched, by management, to reported locations to assess, repair, or restore traffic signals, traffic cameras, streetlights, and/or other traffic control related infrastructure. Priority for response and restoration is given to high traffic routes and key intersections. Response efforts may include but are not limited to, placement of temporary stop signs, establishing a detour route, or manually controlling traffic flow by KPD resources.

The initiation of response procedures is determined by the PW Director and/or Deputy Director. When standby staff becomes aware of an actual or potential incident, they will call in crews as needed for response and repair, and make notifications to department leadership, City leadership, and OEM by email or phone as the situation dictates.

PW monitors weather conditions and maintains a mailing list of pre-identified staff to be notified via email when forecasted weather may result in damage to or disruption of transportation infrastructure.

For transportation incidents that may give advance warning, the PW Director will determine when crews and equipment are to be pre-activated for a response and will notify department leadership via phone, email, or in-person for instructions to be disseminated to staff.

For incidents requiring 24-hour operations, staff schedules may be adjusted. For incidents that are anticipated to be short-term, PW Operations Maintenance staff will transition to 12-hour shifts. For anticipated longer incidents, staff may be assigned to 8-hour shifts to reduce staff fatigue. Staffing is assigned each shift, with specific task and equipment assignments, at the discretion of PW leadership.

For periods of extended freezing or high winds that may cause damage to or block City right-of-ways, PW will assign a small crew with a leader to perform de-icing, flood response, and/or windstorm cleanup, as needed.

The City coordinates strategies for response and recovery with private transportation providers and partners through phone calls, emails, and/or providing partner representatives with a seat in the EOC or associated workgroup.

Mitigation Activities

- Monitor City street pavement conditions and make repairs as necessary.
- Conduct bridge inspections.
- Pursue mitigation grant funds to supplement City funds to perform seismic retrofit projects.
- Maintain an inventory of parts and tools for use in making emergency repairs to City equipment and vehicles.
- Coordinate operational strategies with other City departments, WSDOT, Washington State Patrol (WSP), King County Department of Transportation Road Services Division, Sound Transit, King County Metro, and adjacent city public works departments to establish an integrated and effective transportation system.
- Maintain vehicles and equipment per recommended preventative maintenance schedules.

- Install and maintain the infrared Opticom systems on traffic signals to provide for emergency vehicle signal pre-emption.
- Build out alternate transportation pathways and methods for non-motorized resources including bicycles, pedestrians, and watercraft.
- Apply de-icing chemicals to identified priority roads to reduce ice bonding onto street surfaces.
- Maintain an inventory of equipment (signs, barricades, paint, etc.) that is readily available to be used to respond to road closures, detour route marking, or evacuation.
- Purchase equipment, vehicles, and supplies to perform incident operations.

Preparedness Activities

- Pre-stage signage for frequently closed streets in anticipation of inclement weather.
- Establish resource availability and staff schedules when an incident is anticipated.
- Annually update snow/ice/debris removal priority routes.
- Transition vehicles between summer and winter operational capability each Spring and Fall.
- Pre-determine shift schedules and staffing for extended incidents requiring a 24-hour response.
- Monitor road/transportation system status through internal, private, and public reporting capabilities.
- Educate businesses and residents on maintaining sidewalks and drains in front of their business or dwelling.

Response Activities

- Activate the Transportation Management Center (TMC) to monitor traffic patterns and facilitate traffic flow using remote traffic signal controls.
- Perform operational assessments of City-owned transportation system components.
- Coordinate the mobilization and dispatch of personnel and equipment to support transportation response efforts (e.g. plowing, tree removal, pavement repair, flooding resolution).
- Coordinate response with external agencies or jurisdictions.
- Coordinate road closures, make notification of closures to the EOC and City Communications, and determine when streets are safe to reopen.
- Manage debris clearance and removal on City streets.

Recovery Activities

- Perform assessments and consolidate a list of damaged transportation infrastructure and estimated restoration requirements.
- Restock/replace equipment as needed within available resources.
- Facilitate restoration of City transportation system efforts during short-term and long-term recovery efforts.
- Coordinate City departments or private contractors as necessary to perform the repair and restoration of City-owned facilities and support the repair of transportation infrastructure owned by other agencies within Kirkland.
- Coordinate recovery strategies with WSDOT, Washington State Patrol, King County Department of Transportation – Road Services, and adjacent city agencies to support an integrated approach to system restoration.

Responsibilities

Lead Agency – Public Works

- Coordinate assessment of damage to the transportation system.
- Maintain inventory and place signs, barricades, and traffic control devices, as needed, to implement detours and/or road closures to promote orderly traffic flow.
- Notify City departments, the EOC, and appropriate external stakeholders of road closures and detours.
- Remove debris from roadways and/or right-of-ways based on incident priorities and available resources.
- Conduct repair activities to City transportation infrastructure; oversee the contracting of repair if accomplished through outside services.
- Reopen streets when directed to do so.
- Monitor City-owned traffic cameras for traffic patterns and issues and respond to reports of damage.
- Respond to reports of roadway hazards, obstructions, and/or flooding.
- Maintain traffic signals and streetlights and respond to reported outages and/or damage.
- Maintain public sidewalks, paths, and trails in the City.
- Maintain a list of vehicles owned by the City (buses, vans, etc.).
- Clear vegetation, trees, or tree debris in the right-of-way, if the material is not within 12 feet of a power line.
- Conduct seasonal mowing in areas adjacent to the right-of-way.
- Sweep City-owned roadways.
- Respond to snow and ice incidents.

Support Agencies

Kirkland Parks & Community Services – Maintenance Division

- Conduct debris, snow, and/or ice removal at City facilities.
- Assist with debris clearing or removal in the public right-of-way.
- Provide a location for debris removal/storage if needed.

Kirkland Police Department

- Assist with assessment and reporting of transportation infrastructure failure of damage.
- Assist in implementing street closures and/or detours.
- Provide support for traffic management, including intersection flow control and attending and/or monitoring street closures, as resources allow.
- Coordinate private/public vehicle removal from priority snow removal routes.

Kirkland Fire Department

- Assist with assessment and reporting of transportation infrastructure failure of damage.
- Assist in implementing street closures and/or detours.

Public Transit Agencies

- Implement the use of alternate transportation routes.
- Remove stranded/disabled vehicles, buses, and/or vans, from streets.
- Coordinate community outreach regarding transit operations.

King County Department of Transportation

- Conduct damage assessment of King County transportation infrastructure and share situational awareness or potential impacts with the City.
- Respond to reports of damage to county transportation infrastructure.

Puget Sound Energy

- Maintain PSE-owned streetlights in the right-of-way.
- Respond to reports of power outages that may impact streetlights, traffic signals, or otherwise impact the right-of-way or traffic flow.

Washington State Department of Transportation

- Manage I-405 including on and off-ramps and overpasses.
- Notify the City of street system deficiencies or needs for closure as a result of WSDOT and/or WSP activities.

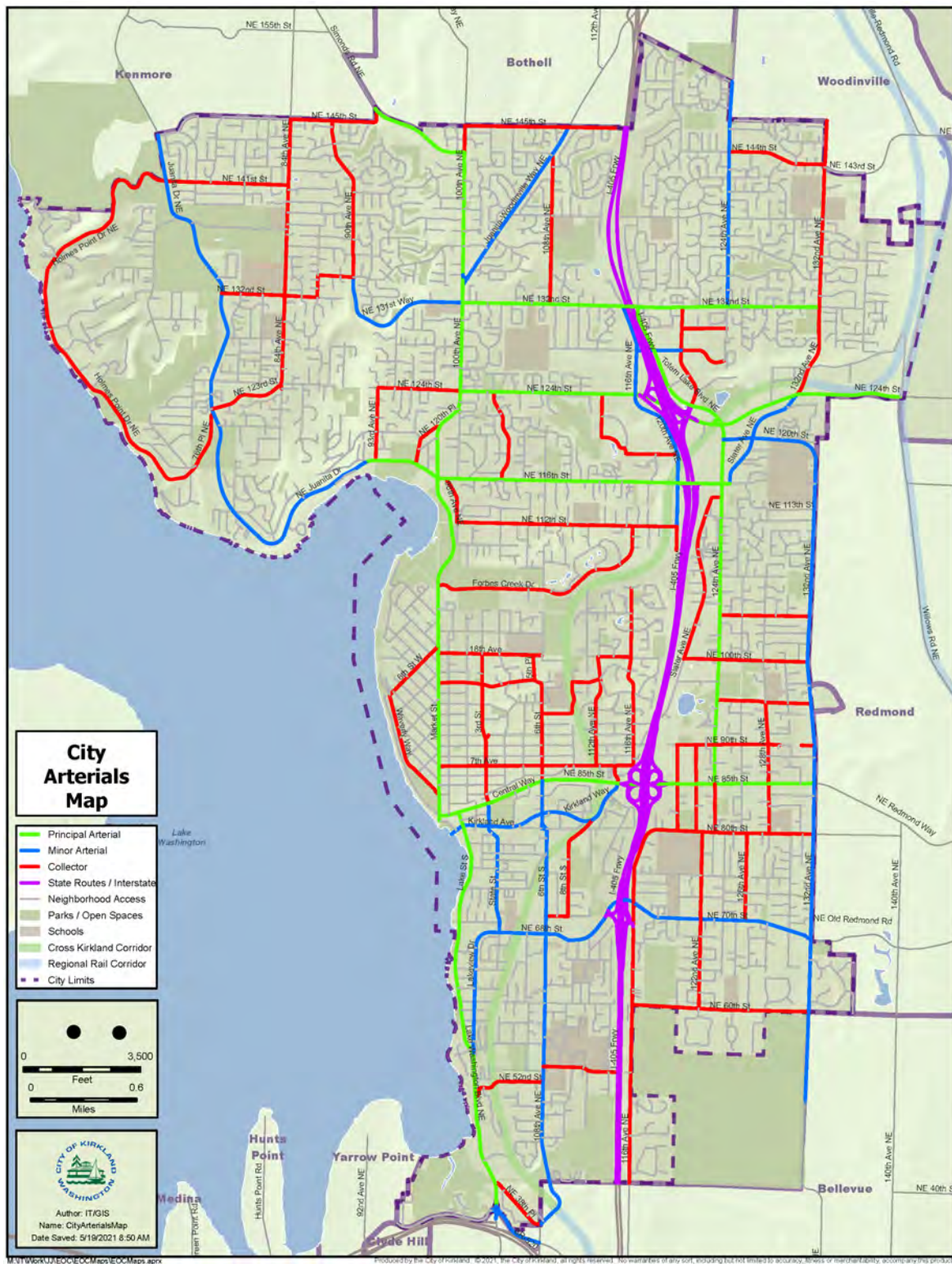
Resource Requirements

Resource needs may include vehicles for moving the public and/or resources as well as equipment, supplies, or operators to support incident management.

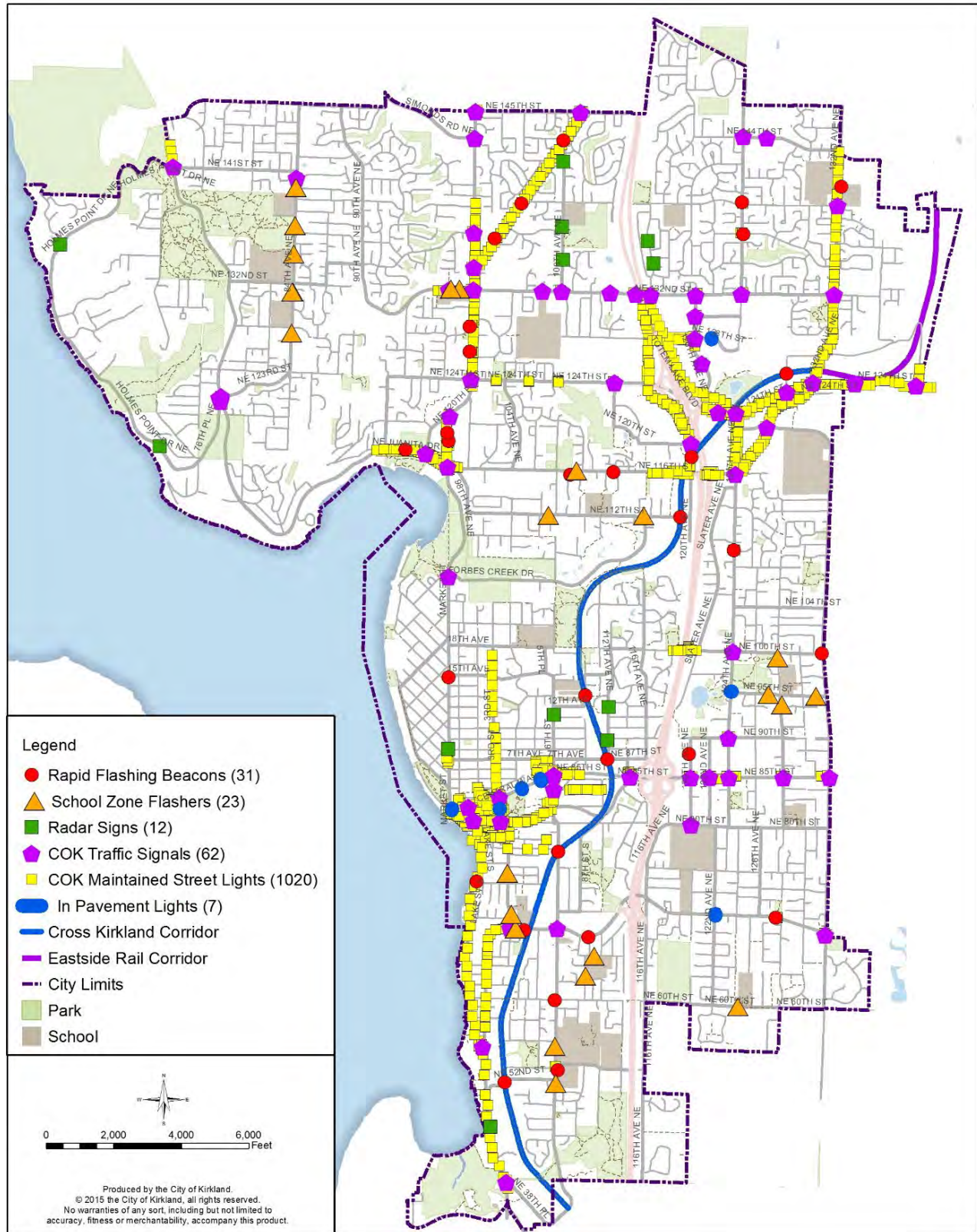
References

City of Kirkland Transportation Master Plan (2015)
City of Kirkland Snow and Ice Response Plan, updated annually
WSDOT City Streets as Part of State Highways Guidelines (2013)
RCW Chapters 35.68 through 35.73
Title 47 RCW – Public Highways and Transportation
WAC 468-18 – City/County Project Coordination

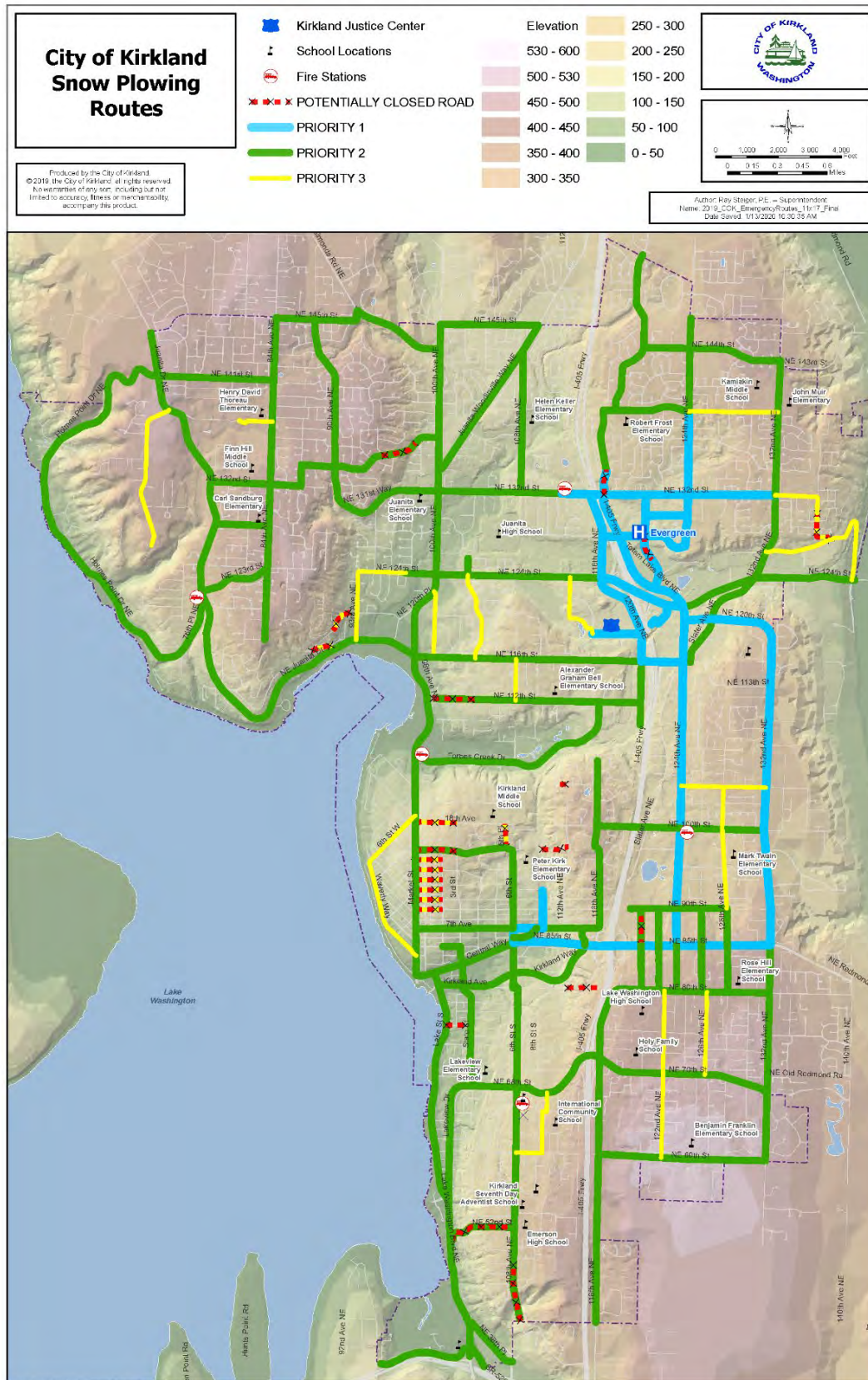
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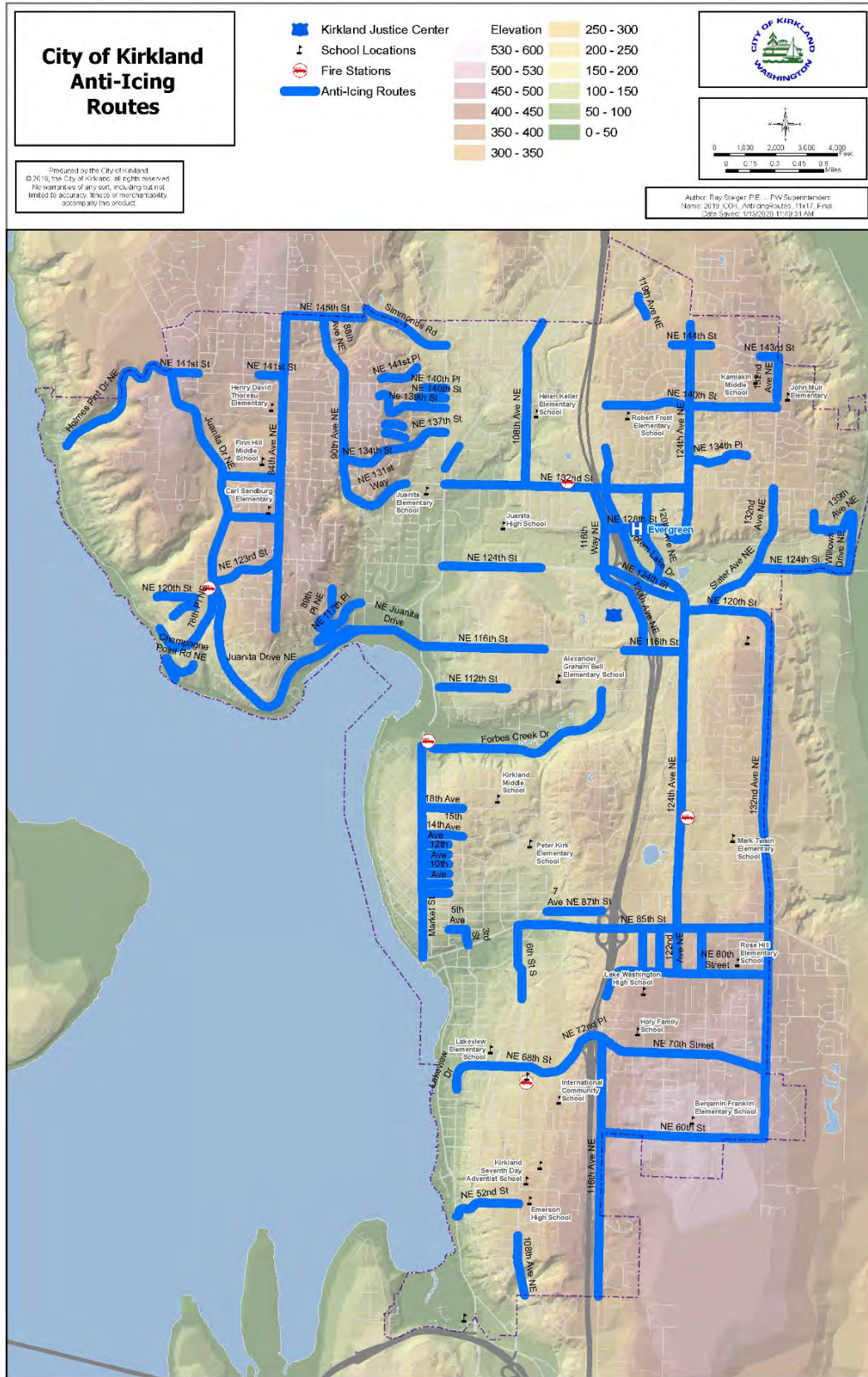
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EMERGENCY SUPPORT FUNCTION 2: COMMUNICATIONS, INFORMATION SYSTEMS, AND WARNING

Lead Agency

Kirkland Office of Emergency Management (OEM)

Support Agencies

Kirkland Information Technology (IT) Department

Kirkland City Manager's Office (CMO)

King County Office of Emergency Management (KCOEM)

North East King County Regional Public Safety Communication Agency (NORCOM)

Washington State Military Department Emergency Management Division (WAEMD)

Contracted Translation Services

Telecommunication providers

Internet providers

Washington State Fusion Center

National Weather Service

Introduction

Purpose

The purpose of Emergency Support Function 2: Communications, Information Systems, and Warning is to describe the coordination of communications, information systems, and warnings particularly related to emergency messaging for the incidents in Kirkland.

Scope

This ESF addresses communication and warning assets available to the City, including, but not limited to, voice and data links, telephone and cellular systems, 911, the National Warning System (NAWAS), the Emergency Alert System (EAS), Wireless Emergency Alerts (WEA), the Integrated Public Alert & Warning System (IPAWS), National Oceanic and Atmospheric Administration (NOAA) weather radios, amateur radio, the Puget Sound Emergency Radio Network (PSERN), municipal television channels, technology notification programs, internet resources, or reader boards.

This ESF describes the City's communication infrastructure systems and operational coordination with communication service providers in order to establish and maintain communications and warning support in preparation for, response to, and recovery from an incident that affects Kirkland community members and/or City operations. It also addresses special considerations for communicating with segments of the population with Limited English Proficiency (LEP) and those with other access or functional needs.

Policies

City of Kirkland Administrative Policy Manual (APM) Policy 2-2, Media Relations, outlines policies for interacting and sharing information with media.

APM Policy 2-3, Electronic Reader Board Signs Content and Usage, outlines the use of reader boards to communicate with the public during incidents.

Revised Code of Washington (RCW) 38.52 directs the requirements for LEP public notices regarding public health, safety, and welfare to be provided in languages identified as the primary spoken dialect by 5% of the City's population, or by 1,000 residents, whichever is less. For Kirkland this includes Spanish.

Presidential Executive Order 13166 directs requirements for access to services for persons with LEP to access in a meaningful way.

Per RCW 13.60, the Washington State Patrol (WSP) is responsible for issuing America's Missing Broadcast Emergency Response (AMBER) alerts, Endangered Missing Persons Advisories, and Silver Alerts.

The Americans with Disabilities Act (ADA) outlines policies for effective communications with people who have vision, hearing, or speech disabilities who may use different ways to communicate.

Situation

Incident Conditions and Hazards

There are a variety of incidents that could negatively impact communication capabilities in Kirkland. These may include damage to communications infrastructure that causes communications systems to fail or operate at a reduced capacity, radio interruptions due to structural material, severe weather interference, power outages, electromagnetic disturbances to radio frequencies or power line transmissions, or general equipment failure or damage.

There are technological risks that could impact communications capabilities, such as network outages or cyber-attack.

Additionally, during or after an incident, there may be a significant increase in communications volume as people attempt to seek help, check in with loved ones, and get information about the incident. A sudden surge in call or message volume may temporarily overwhelm service capacity and cause difficulties communicating.

Planning Assumptions

- The City will attempt to leverage as many communications and warning systems as appropriate during an incident.
- Routine day-to-day communications methods will be utilized to the extent possible.
- Communications infrastructure may be damaged or overwhelmed, resulting in reduced communications capabilities within the City, with external partners, and with community members.
- The availability of communication resources may be directly related to the size, type, impact, and nature of an incident and the amount of funding available.
- The public will expect communications from the City about emergency instructions, available assistance, resources, and City actions to protect life, property, and the environment.
- The City may need to use multiple systems and approaches to reach the greatest amount of the public as possible.
- The nature of an incident may limit the ability to provide advance warning.
- Emergency information or warning relayed to the media is publicized at the discretion of the broadcasters.
- City staff leadership will utilize the Government Emergency Telecommunications/Wireless Priority System (GETS/WPS) programs as an enhanced resource for establishing communication in an incident.
- The activation of the EAS/WEA can be requested by the City, but the City is not an EAS warning point and does not have the ability to directly issue an EAS.
- Communication systems may not have sufficient capacity to handle the traffic generated by emergency conditions.
- The City may have to rely on alternate communications systems when normal systems are overwhelmed or inadequate for the situation.
- Messaging may not reach all intended audiences.
- The City will endeavor to provide translation services, translated material, and/or access to American Sign Language (ASL) and oral interpretation support for resources and services to the extent possible. Detailed resources are outlined in the LEP Communications Resource Guide.
- Community members with LEP and those with access and functional needs may experience difficulties in receiving and understanding emergency messaging.
- ESF 2 will coordinate with ESF 15: Public Information and Affairs as appropriate.

Concept of Operations

General

Partial or total disruption of normal communications may occur during an incident, making redundant or alternate methods of communication vital to response and recovery. The existing telephone (including cellular) service, along with the City's radio systems, will provide the basis for maintaining City operational communications. External communications will be facilitated by any means available, including but not limited to, digital media, signs and reader boards, and broadcast media, to provide warning and notification to the whole community. This may include notices regarding evacuating, sheltering, survivor assistance, notices for food and water, public health, and other incident-specific communications.

During an incident, the City will attempt to utilize regular communications processes and resources as much as possible.

The City utilizes the following communications resources:

- Integrated Public Alert & Warning System through NORCOM the local E-911 Public Safety Answering Point (PSAP)
- VOIP telephone services
- Cellular telephone services
- Two-way radio
 - City radio network
 - Public Safety radio network
- NOAA Weather Alert Radios
 - Weather Radios are located at Kirkland City Hall, Kirkland fire stations, the Kirkland Justice Center, the PW Maintenance Center, the Parks & Community Services Maintenance Center, the North Kirkland Community Center, and the Peter Kirk Community Center
- Web-based technology program for internal employee notifications and non-life-threatening message dissemination for opt-in community subscribers
- Amateur radio communications equipment and volunteers
- Public access television channels broadcast on Channels 21 and 75 on Xfinity cable, Channels 31 and 32 on Ziply cable, and an interactive City website
- Internet resources including email, the City website, mailing and distribution lists, and digital media
- Loudspeakers, reader boards, road signs, and a recorded message line
- Telecommunication Relay Service (TRS) is provided through the Federal Communications Commission (FCC)
- Text Telephone (TTY) service

The resources listed are leveraged based on the incident, accessing the most appropriate and available options to reach the intended audience as efficiently as possible. The Incident Commander, EM, City Manager, or other delegated City leader will contact the designated agency or staff to initiate and deliver messaging via the identified resource(s). The IPAWS is FEMA's national system for local alerting that provides emergency and life-safety information to the public through mobile phones using WEA, to radio and television via the EAS, and on the NOAA Weather Radio. The EAS may be activated by a PSAP, which for the City is NORCOM, the King County Sheriff's Office (KCSO) Communications Center, the WAEMD, and KCOEM.

Life-threatening situations requiring immediate public action for the protection of life justify issuing a "reverse 911" notification requested by Incident Command or OEM directly to the available PSAP, typically NORCOM for Kirkland. The PSAP will disseminate the message to the public via the appropriate system(s), which may include the EAS and/or the WEA.

City-owned emergency communications technology will be managed by the IT Department with the exception of department radio equipment, which is managed by each department or contracted service provider.

The City subscribes to the GETS/WPS, which provides priority access and specialized processing in local and long-distance telephone calls during incidents. GETS/WPS subscriber cards with instructions are issued to key personnel. OEM manages the distribution and procurement of GETS/WPS cards for City staff.

The City utilizes a web-based technology program for internal staff notifications. Employee work phone number(s) and their email address are added into the database, with an option for employees to provide their personal contact information to receive notifications on those devices as well. A notification can be initiated by the City Manager or Deputy Manager and/or OEM staff.

The KPD monitors reports of potential civil unrest, protests, demonstrations, or other disruptions and shares that information with OEM and other departments/agencies as appropriate.

Organization

Internal

Incident communication (notification, updates, requests for support) typically occurs from the "bottom up," starting at the lowest operational level with priority consideration for public safety messaging followed by notification to City leadership and/or staff as the Incident Commander or Emergency Manager (EM) determines appropriate (Figure 18).

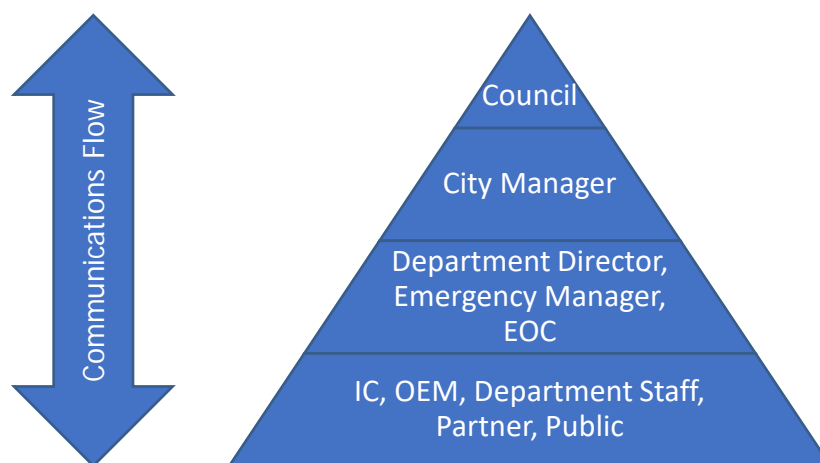


Figure 18 - Incident communications flow chart

Communications may occur from the “top-down” as well, particularly during planned or expected incidents requiring a significant response.

It is the practice of the City to communicate and engage as many stakeholders as appropriate and possible during incident management.

The CMO is responsible for agency messaging, which may include sharing incident information provided by the Incident Public Information Officer (PIO) or Joint Information Center (JIC).

The Incident PIO is responsible for incident messaging, which may include the sharing of agency information as provided by the CMO.

When the EOC is activated, the JIC may activate as well to support public messaging. The JIC is responsible for incident-related messaging, which may include sharing agency information provided by the CMO (Figure 19).

The goal of the Incident PIO/JIC and CMO is coordinated consistent accurate messaging related to the incident and agency actions and status. Communication and cooperation between the JIC and CMO are vital to alert and warning, public messaging, and transparency.

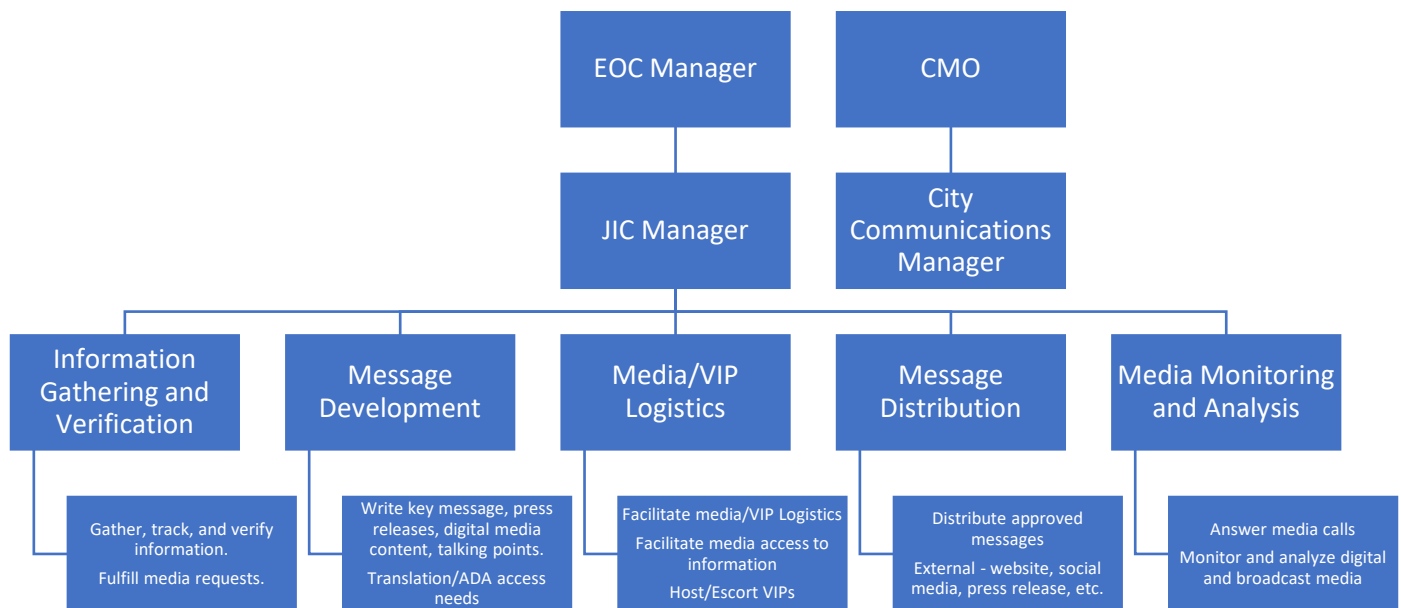


Figure 19 - JIC Organizational Chart

The IT Department is responsible for internet and telephone functionality and will liaise with communications service providers to make adjustments or repairs necessary to maintain service throughout incident operations.

The Kirkland Emergency Communication Team (KECT), a City volunteer group, may provide amateur radio support in situations deemed appropriate by the EM. KECT volunteers will be coordinated by the OEM or EOC during incidents.

External

The City partners with several external agencies to support incident messaging. The engagement of partners occurs by the Incident Commander, EM, or City Manager or their designee as needed.

NORCOM is a 24-hour PSAP that provides 911 telephone answering, dispatch, and communications support for KPD and KFD. The Reverse 9-1-1 community calling system, located at NORCOM, is available to notify geographically defined groups of individuals about life-threatening situations. A Kirkland Incident Commander or EM may request a Reverse 9-1-1 notification be sent by NORCOM or a secondary provider such as KCSO Communications Center or KCOEM.

The Washington State Emergency Management Division, the KCOEM, and other response partners send notifications and warnings of incidents to the City and may help communicate this messaging to the public.

The Washington State Fusion Center supports public safety and homeland security missions by coordinating information to detect, deter, and prevent terrorist incidents and significant criminal activity. The Fusion Center leverages the Homeland Security Information Network to share sensitive information with KPD and OEM, as needed.

Weather advisories, watches, and warnings are provided via voice, data, and radio by the National Weather Service (NWS) to OEM.

Procedures

The City leverages many sources, internal and external, for the gathering of information as well as for dissemination of information before, during, and following an incident.



Figure 20 - City Information Sources Diagram

The City receives notification of actual or expected incidents from several sources (Figure 20). The point of notification for incidents that exceed daily operations is the OEM, either directly from partners or through a City department such as KPD or KFD.

OEM gathers and analyzes information to disseminate to City leaders, departments, key partners, as appropriate, via email, a mass notification web-based system, voice, or face-to-face interactions. OEM also coordinates public messaging with the CMO and/or Incident PIO as needed through these same methods. If a group discussion is necessary OEM will host or support a telephonic or video-based conference session.

OEM serves as a resource and coordination point for dissemination of public messaging through the Incident PIO, JIC, and/or CMO as available and appropriate. This may include, but is not limited to, posting to social media, requesting an EAS, updating fire station reader board messaging, or coordinating deployment of electronic road signs.

The KCOEM operates ALERT King County, a regional opt-in information and notification service for potential hazards and threats in a geographic area. The City can request an ALERT King County notification be sent to Kirkland community members who have opted into the ALERT King County system by calling the KCOEM Duty Officer.

NWS Seattle Office issues weather forecasts, alerts, and hazard outlooks through an email distribution list and their website. OEM monitors these messages and forwards the emails to City personnel and/or partner agencies when inclement weather is forecasted to impact the City. The NWS is also capable of sending civil emergency notices to NOAA Weather Radios at the request of local public safety officials. The NWS also has the capability to provide spot forecasts during incidents at the request of OEM or Incident Command via the NWS website or a call to the forecast office in Seattle.

Notification to Kirkland community members, visitors, and businesses regarding emergency information and/or instructions may be facilitated at the incident scene through the EAS, door-to-door notification by City personnel, digital media, mobile public address systems, or any other means available to the City at any time. Additionally, the IC may request OEM facilitate messaging via EAS/WEA or other tools available to the City.

OEM or an IC may request an EAS and/or WEA be issued when an immediate life safety threat is occurring and action is required to protect the public. OEM or the IC calls NORCOM to make the request and provides NORCOM with detailed information related to where the message should be targeted, what action(s) the message is to relay, and where the public can find more information about the incident. If NORCOM is unable to issue the message OEM or the IC should contact KSCO Communications Center.

The Incident PIO, on-scene or at the JIC, may provide incident public information to local media and choose to publish this information on the City's website, social and digital media accounts, reader boards at fire stations, the City television channel, or other outreach methods that may be available. The Incident PIO will coordinate, in person or via technology, with the CMO Communications team to facilitate coordinated messaging when appropriate.

When an incident causes failure of routine telecommunication capabilities, City leaders and key staff can access their GETS and, if enrolled, WPS resources to complete incident-related emergency communications via telephone.

PD may receive threat intelligence intended for law enforcement situational awareness. KPD notifies key City staff, including but not limited to, OEM and CMO, of the situation so appropriate City actions and, if appropriate, public messaging may occur in a coordinated manner. KPD may also share some or all information received with partner agencies in the community, such as schools or healthcare, as necessary based on the threat.

When the EOC is activated OEM distributes a notification via email, phone, and/or text to, at a minimum, City leaders and additionally to EOC and City staff, the County, and other support agencies as appropriate to the incident and EOC support needs.

Mitigation Activities

- Manage City functions and data on the Cloud for backup and remote access.
- Explore new technologies designed to improve the reliability of communications systems.
- Provide anti-virus and anti-malware support and training to staff to protect City infrastructure.
- Conduct regular updates of City-owned communications systems including data networks, computer hardware, and software programs.
- Maintain a stock of backup hardware such as spare radios, phones, mobile devices, power cords, or charging bricks for response use.
- Subscribe to the GETS/WPS.
- Maintain Kirkland Government Television channels.

Preparedness Activities

- Conduct tests of City communications systems.
- Maintain a list of available communications equipment.
- Maintain hard copy lists of key contact information.
- Maintain Policy Group contact information.
- Train and exercise JIC Staff and Incident PIOs.
- Pre-translate identified key emergency messaging.
- Participate in regular radio check tests with the KCOEM.
- Participate in regional meetings with communications partners, including King County and the NWS.
- Conduct training and exercise for KECT volunteers and maintain amateur radio equipment at City facilities.

Response Activities

- Identify Incident PIO and Agency communications lead.
- Identify compatible communications methods and frequencies to be used by responding organizations during the incident.
- Issue emergency notifications and warnings, as appropriate. This may include notifying partner agencies, surrounding jurisdictions, the King County Office of Emergency Management, the Washington State Emergency Management Division, or other identified partners.
- Request activations of alert and warning systems managed by partner agencies, as needed.
- Develop situational awareness and establish a common operating picture of incident communications capabilities and damage, disruptions, or interruptions to those systems.
- Develop an ongoing communications plan that includes 24-hour communications capabilities, if needed.
- Coordinate communications and warning activities with communication centers.
- Activate amateur radio support if needed.
- Establish and facilitate the JIC to support and coordinate public messaging or warning.

- Coordinate and share situational awareness internally and externally.
- Provide assistance and technical support for City communications infrastructure.
- Work to overcome communication shortfalls with the use of alternative methods.

Recovery Activities

- Support assessment of communications infrastructure and plan for repair or restoration in coordination with communications providers.
- Coordinate with communications providers for repairs to communications systems.
- Restock expended communications resources and supplies.
- Consider enhancing communications capabilities and redundancy when repairing, rebuilding, or restoring City infrastructure.
- Evaluate the effectiveness of communication of life safety and other incident messaging through the After Action Report (AAR) process, including reporting technology challenges to WAEMD.

Responsibilities

Lead Agency – Kirkland Office of Emergency Management

- Coordinate emergency communications capabilities within the City.
- Monitor local and regional situational awareness; disseminate information and warnings as appropriate.
- Manage and activate volunteer amateur radio support as needed.
- Maintain operational procedures for the activation of emergency warning systems.
- Coordinate and test the readiness of EOC communication resources.
- Train City staff in the development, use, and receipt of notification systems and messaging.
- Maintain data of internal notification system and GETS/WPS programs.
- Coordinate training and exercising for employees identified to perform as an Incident PIO and/or JIC staff.
- Lead development of incident after-action reporting, including the creation of Improvement Plans related to alert and warning, and provide the report to WAEMD.
- Participate in the identification and development of technology solutions for alert and warning and incident communications with the IT Department.
- Oversee implementation of LEP requirements as described in RCW 38.52.

Support Agencies

Kirkland Information Technology Department

- Monitor status and capability of emergency communications technology.
- Facilitate the acquisition and implementation of additional communications capabilities as needed during an incident.
- Coordinate repair and restoration of communications systems.
- Coordinate distribution of surge communications equipment during an incident.
- Provide data security for City systems.
- Maintain City social media accounts, website, government television channels, and other communications structure and capability.

Kirkland City Manager's Office

- Develop and disseminate employee updates and messaging.
- Coordinate agency messaging with incident messaging.
- Facilitate the use of City public messaging resources.
- Monitor messaging for a consistent City "voice".

King County Office of Emergency Management

- Provide incident alerts and warning to City OEM, KPD, and/or KFD, as appropriate.
- Issue EAS/WEA alerts as requested.
- Issue non-emergent notifications via the opt-in ALERT King County system.
- Facilitate a King County level JIC and/or Joint Information System (JIS).
- Share regional messaging as appropriate.
- Assist with filling staff resource requests for a City JIC.

Washington State Military Emergency Management Division

- Provide incident alerts and warning to City OEM, Police, and/or KFD, as appropriate.
- Issue EAS/WEA alerts as requested.
- Facilitate at State level JIC and/or JIS.
- Assist with filling staff resource requests for a City JIC.

North East King County Regional Public Safety Communication Agency

- Manage the 911 system and emergency dispatch for Kirkland.
Issue emergency notifications and warnings via the EAS/WEA, reverse 911 programs as requested.

Contracted Translation Services

- Provide translation services for incident and agency messaging as requested and able.

Internet Providers

- Monitor their own systems and provide operational status updates and restoration timelines as available.
- Maintain continuity plans and resources to facilitate service delivery during incidents.

Telecommunication Providers

- Monitor their own telecommunications systems and provide operational status updates and restoration timelines as able.
- Maintain continuity plans and resources to facilitate service delivery during incidents.

Washington State Fusion Center

- Provide information regarding terrorist or criminal activity relevant to Kirkland to OEM and Police through the Homeland Security Information Network (HSIN), email, or phone.
- Maintain situational awareness of threats in or to Washington State.

National Weather Service

- Disseminate situational awareness regarding weather and potential weather hazards.
- Issue weather advisories, alerts, and warnings to impacted areas.
- Provide spot-forecasts during incidents, as requested and able.
- Share life-safety information via the NOAA weather radio system.

Resource Requirements

Resource needs may include IT staff trained in support of incident management systems and tools; redundant technology systems; and power generation to support incident management.

References

City of Kirkland LEP Communication Resource Guide

City of Kirkland Social Media Administrative Policy

City of Kirkland Press Release Template

Kirkland EOC PIO Position Support Checklist

Kirkland pre-scripted message templates

KECT Administrative Guide

RCW 38.52

RCW Chapter 13.60 – Missing Children Clearinghouse.

Americans With Disabilities Act of 1990, Pub. L. No. 101-336, 104 Stat. 328 (1990)

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EMERGENCY SUPPORT FUNCTION 3: PUBLIC WORKS AND ENGINEERING

Lead Agency

Kirkland Public Works Department (PW)

Support Agencies

Kirkland Parks and Community Services Department (PCS)

Kirkland Planning and Building Department (P&B)

Kirkland Police Department (KPD)

Cascade Water Alliance (CWA)

Seattle Public Utilities (SPU)

Northshore Utility District (NUD)

Woodinville Water District (WWD)

Waste Management (WM)

King County Department of Natural Resources and Parks (DNRP)

Introduction

Purpose

The purpose of Emergency Support Function 3: Public Works and Engineering is to describe the coordination of City-maintained infrastructure including water, wastewater, surface water systems, and solid waste/debris disposal; to coordinate with non-City owned public utilities during incidents; and to address other incident-related issues such as technical advice and evaluations, engineering services, construction management and inspection, emergency repair, and debris management.

Scope

This ESF addresses maintenance and/or restoration of the City's water, wastewater, and surface water infrastructure, debris management, construction, and engineering services, as well as private utility services in Kirkland during and following an incident.

Policies

The Kirkland Capital Improvement Program (CIP) plan outlines major City construction and engineering projects and guides funding.

Kirkland Municipal Code (KMC) 3.16 City Manager, PW is responsible for the construction, maintenance, and safe operation of various infrastructure such as water distribution, wastewater collection and transmission, surface water systems, and transportation infrastructure (e.g. streets, signals, sidewalks).

KMC 15.16 – General Rules and Conditions of Service, grants authority to the City to develop and enforce water shortage measures.

KMC 15.52 and 1.12- Surface Water Management, prohibits pollution in the City storm drain system and/or surface and ground waters. This is enforced through KMC 15.52 Code Enforcement, Special Provisions related to enforcement of Chapter 15.52 (Surface Water Management) (See also KMC 1.12.200).

Revised Code of Washington (RCW) Title 80 – Public Utilities, outlines regulations for utility providers and services and regulates emergency operations and priorities for private utilities.

Washington Administrative Code (WAC) Title 480 – Utilities and Transportation Commission, establishes that emergency demand reduction measures for private utilities are regulated by the Washington Utilities and Transportation Commission (WUTC).

America's Water Infrastructure Act (AWIA) of 2020, requires water utility providers to establish a utility emergency response plan and conduct a risk and resilience assessment every 5 years.

Per the National Pollutant Discharge Elimination System (NPDES) Western Washington Phase II Municipal Stormwater Permit, the City is required to implement an Illicit Discharge Detection and Elimination (IDDE) program to prevent contamination of surface water and groundwater. Surface Water Engineering Spill-IDDE Response Guidance Manual and Maintenance Spill-IDDE Response Guidance Document provide guidance to staff related to spills.

The Safe Drinking Water Act (SDWA) regulates standards for drinking water to protect against both naturally occurring and man-made contaminants.

Situation

Incident Conditions and Hazards

The City is dependent on outside providers for a variety of utility services and may not be able to fully restore such services until these providers are able to respond and restore their infrastructure.

The City's water infrastructure is primarily constructed from rigid, non-flexible pipes that may be susceptible to breaking during an earthquake or other land movement.

Disruption or damage from hazards may create a variety of debris including, but not limited to, trees and other vegetative organic matter, building and construction material, hazardous materials, appliances, personal property, mud, and sediment. The City contracts debris removal for garbage and recycling through a vendor, and so is reliant on a third-party entity that may not be able to respond during an incident.

Planning Assumptions

- Disruption or damage to one utility system may cause disruption or damage to another utility system due to their interrelated nature and dependencies.
- Equipment or facilities owned by the City such as pumps, lift stations, and vehicles may be damaged and be unavailable or non-functional during an incident.
- City-based private utility assets may have a lower restoration and repair priority than regional assets.
- Emergency response and recovery activities that rely on the use of utility infrastructure will likely be impacted and may be delayed without them. Residents with health vulnerabilities may face a greater impact from the loss of utility system service than others (e.g. individuals who depend on home dialysis).
- The City is dependent on utility service providers for critical resources.
- Potable water is a critical resource for response and recovery.
- A disruption or damage to an element of the utility system has the potential to cause significant environmental damage.
- The City does not control all of the utility services delivered to our community.
- Individuals with access and functional needs are likely to be more dependent on utility systems than others.
- Debris clearance and emergency road repairs will be given priority to support immediate lifesaving emergency response activities in accordance with the debris management plan.

Concept of Operations

General

PW maintains on-call standby staff who are the primary point of after-hours contact for ESF 3 related incident response. Standby staff utilize the PW Standby Manual to assess situations and activate additional support or response, as needed.

The Standby Manual contains detailed procedures for responding to a variety of potential incidents, including issues with water, wastewater, surface water, and sewage infrastructure, as well as call-out and communication procedures.

The City maintains utility services including but not limited to supply and storage of potable water, collection and transmission of wastewater, collection, transmission, and release of surface water, and removal of solid waste/recycled material. Through franchise agreements, utility comprehensive plans, and joint use agreements, staff coordinate operations and response with adjacent utilities including NUD, WWD, Bellevue, and Redmond.

In the event of a water shortage, emergency water demand reduction measures are addressed in detail in the City of Kirkland Comprehensive Water System Plan; specifically, the Water System Contingency Plan of Kirkland's contract with CWA.

The City's Capital Improvement Program (CIP) is a 6-year funding plan that addresses construction, repair, maintenance, and acquisition of major capital facilities and equipment. The CIP helps guide mitigation activities and maintain service levels.

The City uses a supervisory control and data acquisition (SCADA) system to monitor City water systems. The SCADA system is monitored during work hours by the Water and Wastewater Divisions and during off-hours by standby staff. SCADA alerts staff through a speaker system at the PW Maintenance Center and via phone call to the standby telemetry phone for after-hours alerts.

Organization

PW is the lead agency for the coordination of public works and engineering. This includes but is not limited to providing technical assistance, monitoring and operation of utility systems, engineering, permitting, and construction management resources, and utility equipment oversight. Under the direction of the PW Director, management staff provide resource coordination and dispatch field crews according to incident priorities (Figure 21).

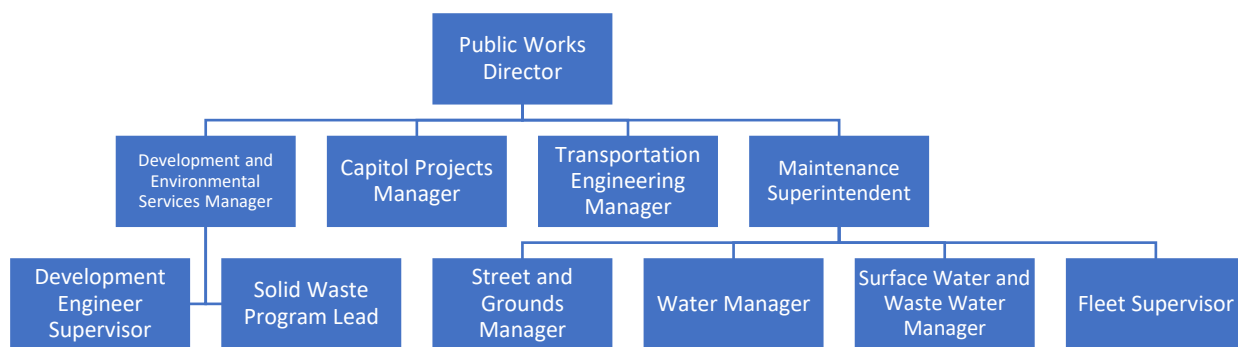


Figure 21 - PW Department Leadership Organizational Chart

The Development and Environmental Services Division oversees transportation and utility infrastructure projects initiated by private development and franchise utilities, administers the solid waste disposal and recycling program contract (currently with Waste Management), and provides surface water engineering and program administration. Engineering services of the City's water, sewer, storm drainage, and transportation infrastructure are overseen by the Development Engineering Group.

The Capital Projects Division oversees the development and construction of infrastructure projects for City water, wastewater, and surface water utilities, and transportation projects.

The Transportation Engineering Division plans and operates the City's multi-modal transportation system, including managing the City's sign and signal maintenance. This division also coordinates with regional partners for transportation planning.

The Street and Grounds division oversees and maintains City roadways, sidewalks, paths, trails, street cleaning, snow and ice response, streetlights and signals, and other transportation-related infrastructure as described in ESF 1: Transportation.

The Water Division operates and maintains the City's water infrastructure and coordinates the purchase of drinking water from SPU through CWA. SPU performs sampling and treatment for Kirkland's drinking water.

The Storm and Surface Water Division oversees the operation of and conducts maintenance for the City's surface water and stormwater systems following the Kirkland Surface Water Master Plan. This division also houses the City's Spill Response Team, as described in ESF 10: Hazardous Materials.

Fleet Management provides for City vehicle maintenance, purchasing, and the City petroleum program, as described in ESF 12: Energy and Utilities.

PW coordinates with King County Department of Natural Resources – Wastewater Division, Seattle Water Department, and adjacent local agencies to apprise and be apprised of issues impacting the local system in Kirkland (e.g. loss of supply, reduction of pressure) where regional and local facility operations impact one another.

During drinking water quality or quantity emergencies, Public Health – Seattle & King County (PHSKC) conducts testing and assessment which will help guide City response actions.

Procedures

The City may be notified of a disruption to public works infrastructure by the public, another City department, Northeast King County Regional Public Safety Communication Agency (NORCOM), neighboring jurisdictions or service providers, or through routine monitoring. External notifications may be received via phone or email.

The City subscribes to a forecast service provided by WeatherNet, with two weather stations connected to the City. The stations are located on Big Finn Hill and near the EvergreenHealth Kirkland hospital campus, and they alert management and key staff, via email, when temperatures drop below 34°F. City departments with response roles use this information to pre-activate crews and equipment, as needed per the Snow and Ice Response Plan.

PW maintains an email distribution list for internal notifications for water main issues. City leadership and OEM may be notified directly via phone or email if additional support is needed. If scene support from the KFD or KPD is needed, the PW Standby Manager will contact NORCOM for dispatch. If scene support from PCS is needed, the PW Standby Manager will call them directly.

When standby staff become aware of an actual or potential incident, they will call in crews as needed for response and repair, and promptly make notifications to PW leadership, City leadership, and OEM by email or phone as the situation dictates.

As the City's main water provider, SPU conducts most of the water monitoring and sampling according to the Safe Drinking Water Act (SDWA). The results of these tests are sent to the City on a weekly basis via email, or more often if an issue or contaminant is detected. The City conducts daily chlorine residual tests, the results of which are reported to the Washington State Department of Health (DOH) via email on a monthly basis. PW staff conducts a number of water quality tests in coordination with SPU, sending samples to SPU labs for testing; this includes lead and copper sampling performed every 3 years and quarterly disinfectant byproduct sampling.

PW may issue a “boil water” notice in coordination with PHSKC. PW staff will notify City leadership, the City Communications Manager or designee, and OEM as soon as possible if a boil water notice must be issued in Kirkland.

Based on the types and distribution of incident debris, several collection methods may be available. The City may provide additional solid waste collection service; or allow residents to put out extra containers to collect debris ask residents to bring incident debris to a neighborhood collection site where it can be transferred to a drop box and brought to an appropriate debris management site or final disposal site; or the City may arrange for curbside pickup of debris. Additional details are outlined in the Kirkland Debris Management Plan.

Non-City Utilities

City staff coordinate strategies and actions for response and recovery with private utility providers through phone calls, emails, and/or in person.

Mitigation Activities

- Conduct ongoing maintenance on City-owned utilities.
- Inspect surface water facilities every five years as required by the City's NPDES permit.
- Provides general water pollution prevention awareness through a variety of media including but not limited to utility bill inserts, direct mail, direct outreach, social media, best management cards, and fliers.
- Provide technical assistance to businesses for managing potential sources of stormwater pollutants on their property.
- Maintain a “Keeping Stormwater Clean” webpage to educate community members on information and activities to prevent pollution in City stormwater.
- Conduct fire hydrant and water valve exercising programs (respectively) every other year.
- Pursue grant funds to supplement City funds to perform seismic retrofit projects.
- Maintain an inventory of vehicles, parts, and other resources for use in making emergency repairs to PW infrastructure.
- Establish and maintain contracts and vendor lists for use of private-sector resources to augment City-owned resources.
- Maintain a City-wide SCADA system to monitor utility features and activities such as pump rates, intrusions, electrical system failures, or flooding.
- Contract for regular garbage and recycling services through the City's vendor.
- Complete CIP projects that focus on mitigation of public works infrastructure.
- Coordinate operational strategies with adjacent city public works departments to support integrated and effective utility systems.
- Integrate hazard mitigation strategies (e.g. seismic design, alarms, fencing, and security) into the development of policy, design, construction, and sustainment of City assets.
- Conduct inspection of private stormwater systems at least every other year.
- Maintain, test, and fuel generators at City pump and lift stations.
- Maintain AWIA plan.
- Leverage mitigation funding opportunities to harden utility systems.

Preparedness Activities

- Establish and publish annual standby staff contacts for PW operations and water/sewer telemetry.
- Establish and publish PW staff rosters for emergency call back annually.
- Educate community members on managing drainage on their own property to mitigate flooding risk.
- Provide public education on household waste reduction and recycling options.
- Verify and top off generator fuel levels when known weather hazards are forecasted.

Response Activities

- Perform permitting and/or engineering or inspection and damage assessment activities of bridges, roadways, City utility systems, hillsides, and water drainage infrastructure.
- Respond to reports of urban flooding.
- Clear debris from roadways, storm drains, and other City infrastructure.
- Coordinate response with private utility partners.
- Coordinate sandbag availability and distribution for community members to help mitigate urban flooding on private property.
- Monitor water pressure and advise KFD of issues or concerns.

Recovery Activities

- Consolidate a list of damaged City-owned utility infrastructure including photos, estimated restoration requirements, and timelines.
- Coordinate the restoration and/or repair of City-owned utility systems and private utility systems.

Responsibilities

Lead Agency – Kirkland Public Works

- Coordinate operation, assessment, and repair of City-owned utility systems.
- Provide training to standby staff.
- Perform damage assessment of City-owned utility facilities and coordinate emergency demolition, stabilization, repair, and/or restoration, as needed.
- Maintain a 24/7 on-call Standby Manager available to respond to incidents and coordinate additional PW support, as needed.
- Facilitate debris management planning and operations.
- Respond to and resolve City-owned utility disruptions.
- Coordinate with private and non-City public utility owners for response and restoration.
- Manage development and construction of infrastructure projects for the City's water, wastewater, and surface water utilities, park capital construction, transportation projects, and major facilities.
- Oversee utility infrastructure projects initiated by private development and franchise utilities.
- Administer the solid waste disposal and recycle program contract.
- Monitor and report water system disruptions.

Support Agencies

Kirkland Parks & Community Services

- Provide assistance in clearing and storing debris.
- Support flood mitigation and response.

Kirkland Police Department

- Notify PW of observed infrastructure failures or damage including but not limited to water main breaks, urban flooding, fallen streetlights, or land movement.
- Provide assistance in implementing road closures and detours.
- Support access and/or escorts for private utility companies during heavy traffic or into secure areas, as resources allow.

Cascade Water Alliance

- Maintain operations of and make repairs to water system infrastructure.
- Notify PW of utility system disruptions or failures affecting the City's service area.

Seattle Public Utilities

- Coordinate water quality testing in accordance with the SDWA and share results with the City.
- Maintain operations of and make repairs to water system infrastructure.
- Notify PW of utility system disruptions or failures affecting the City's service area.

Northshore Utility District

- Maintain operations of and make repairs to water system infrastructure.
- Notify PW of utility system disruptions or failures affecting the City's service area.

Woodinville Water District

- Maintain operations of and make repairs to water system infrastructure.
- Notify PW of utility system disruptions or failures affecting the City's service area.

Waste Management

- Currently provides trash, recycling, and compost services for the City as its vendor.
- Assist with debris management, removal, storage, and disposal.

King County Department of Natural Resources and Parks

- Maintain operations of and make repairs to wastewater system infrastructure.
- Notify PW of utility system disruptions or failures affecting the City's service area.

Resource Requirements

Resource needs may include public works professionals, equipment, and supplies to support incident management.

References

Kirkland PW Standby Manual
Kirkland Comprehensive Water System Plan (2015)
Kirkland Surface Water Master Plan (2014)
Kirkland Disaster Debris Management Framework (2021)
Kirkland's 2021-2026 Capital Improvement Program
Kirkland National Pollutant Discharge Elimination System (NPDES) Stormwater Management Program Plan
America's Water Infrastructure Act: Kirkland Risk and Resilience Assessment 2020
America's Water Infrastructure Act: Kirkland Response Plan 2021
America's Water Infrastructure Act of 2020 (AWIA)
Public Law 93-523 Safe Drinking Water Act (SDWA)

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EMERGENCY SUPPORT FUNCTION 4: FIRE PROTECTION

Lead Agency

Kirkland Fire Department (KFD)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Kirkland Public Works Department (PW)

Kirkland Police Department (KPD)

North East King County Regional Public Safety Communication Agency (NORCOM)

King County Fire Departments

Northshore Utility District (NUD)

Introduction

Purpose

The purpose of Emergency Support Function 4: Fire Protection is to describe the coordination of fire protection resources within Kirkland.

Scope

This ESF addresses the coordination of fire protection operations, including but not limited to fire suppression, Fire Prevention Bureau inspections and investigations, and specialized rescue situations. Specific aspects of this ESF may be leveraged at any time; however, this document is not intended to be used for daily fire operations, but rather for National Incident Management System (NIMS) Type 1-4 incidents when local resources may be overwhelmed. While ESF 4 focuses on fire suppression-related topics, there are several other fire services that are covered briefly here and in more detail in other ESFs, including hazardous materials response and emergency medical services.

Policies

The KFD Policy Manual outlines guidance for department response and procedures.

Kirkland Municipal Code (KMC) 3.16.037 legally establishes the KFD (KFD) as a City department.

Kirkland Ordinance O-4752 adopts the International Fire Code (IFC) as part of the Kirkland Fire Code (KFC).

Revised Code of Washington (RCW) 43.43.962, Washington State Fire Services Resources Mobilization Plan, may be implemented when additional resources are necessary. The process and procedures established in state and federal mobilization guides will be followed in requesting assistance.

Washington Administrative Code (WAC) 296-305 – Safety Standards for Firefighters, outlines safety requirements for technical rescue operations

Situation

Incident Conditions and Hazards

Firefighting operations are often complex and routinely involve staff support and coordination with partner agencies. During a wide area Type 1-4 incident, there will likely be an increased demand for resources and logistical support, overwhelming local capability and limiting mutual aid or partner organization support.

Occupancies posing a significant risk to the life safety of occupants and responders, including but not limited to public and private schools, healthcare providers, including Evergreen Health Medical Center Campus, dense office buildings, and multi-family residential dwellings.

Kirkland also has characteristics that may require a unique fire service response. The presence of Lake Washington and several smaller lakes and ponds may present a threat to life safety if recreational boaters, swimmers, or other users are unable to navigate the waterways safely, which may necessitate the need for water rescue. The city also has parks and hiking trails which may necessitate green space search and rescue techniques to locate missing or injured persons. Ongoing construction within Kirkland may also present a threat of structural collapse or damage, which may necessitate technical rescue capabilities.

In addition, fire may be used as a weapon by violent extremists to damage buildings or infrastructure or to cause confusion and/or direct harm to community members.

The County Wildland-Urban Interface/Intermix Areas Map (Figure 24) reinforces the operational perspective that Kirkland has a limited risk of wildland-urban interface (WUI) fires. The two city areas considered most at risk include the Finn Hill neighborhood and residents near Bridle Trails State Park.

Although Kirkland has limited commercial manufacturing businesses, the risk of explosion or a hazardous material incident exists in the city, at locations such as vehicle repair and maintenance shops, manufacturing facilities, or gas stations.

There are numerous fuel stations within city limits, that due to the concentration of fuel, may present a fire or explosion hazard. In addition to commercial gas stations, Overlake Oil maintains an oil wholesale site in the Norkirk Neighborhood. The City owns and operates two refueling sites for City vehicle use. There are also marine refueling sites along the shores of Lake Washington.

The Olympic Pipeline crosses a small portion of the Kingsgate Neighborhood near Kamiakin Middle School and John Muir Elementary School and may present a significant fire, explosion, or hazardous materials risk if damaged or disrupted.

Planning Assumptions

- Fire protection activities include an element of risk and the City will take a measured approach to acceptable risk when conducting incident activities, as there is no way to remove all risk from first response actions.
- There will be a lack of shared resources from other King County Fire Departments.
- The City may experience a shortage of qualified response personnel, including assistance through mutual aid agreements.
- Operations may be restricted or altered based on the availability of qualified fire personnel, water supply, response apparatus, support agencies, and/or risk to the community.
- Fires may occur as cascading effects from other hazards within an incident.
- Routine calls for service may not be prioritized during an incident and prioritization of calls for service may change throughout an incident.
- NORCOM will provide dispatch and incident radio communications support.
- Automatic aid will not occur in large-scale incidents or regional disasters.

Concept of Operations

General

The Fire Department is the lead agency for fire protection as well as technical and heavy rescue activities within the city of Kirkland. The department works in coordination with other City departments and outside agencies. The City operates 5 fire stations within city limits as of 2020, with an additional station (24) scheduled to go into service in Fall of 2021 (Figure 22).

The Fire Chief or designee shall provide direction and control over department resources. KFD personnel shall operate according to specific directives, department standard operating procedures (SOPs) and by exercising reasonable personal judgment when unusual or unanticipated situations occur and command and policy guidance is not available.

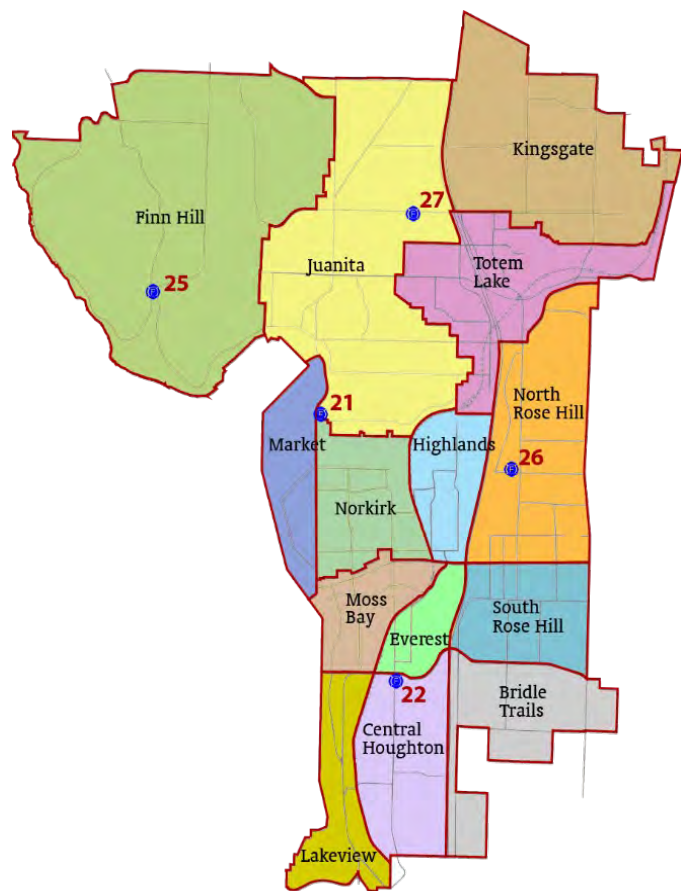


Figure 22 - Map of Kirkland Fire Stations with Kirkland neighborhood boundaries.
Current as of 2020.

Per the King County Fire Resource Plan, the KFD will exhaust its own capabilities, and those identified by the King County Fire Chief's automatic aid agreement, prior to seeking assistance through the Washington State Fire Services Resources Mobilization Plan.

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

Standard operating procedures will be implemented whenever possible; however, when the needs of the incident dictate, responders may need to develop creative or alternate methods of service delivery.

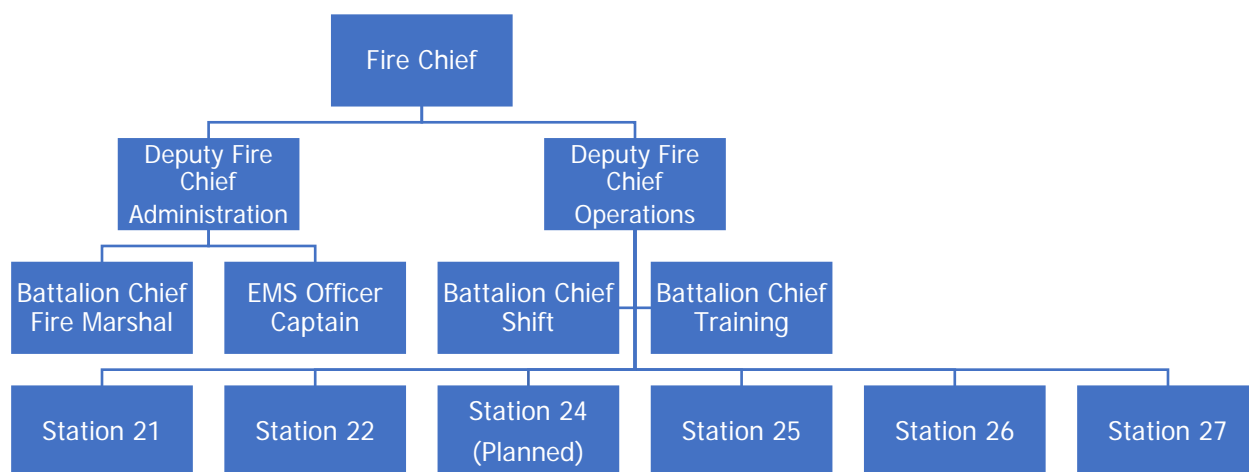
If the KFD's response capabilities are overwhelmed, the on-duty Battalion Chief (BC) may request a Resource Emergency with NORCOM. Resource Emergency allows the City to manually dispatch non-emergency calls to manage available resources and focus on priority calls.

OEM will support KFD operations as requested by the BC or other Chief, which may include activating the EOC; supporting logistics, planning, or situational awareness; and/or making contacts to City, partner, or regional agencies. If the City moves to Resource Emergency, the EOC will activate to support response efforts. Field operations will share situation and damage assessment information with the EOC through the EOC Operations Section.

If an incident occurs that leverages fire as a weapon to intentionally cause harm, a joint command and response will be established between fire and police agencies.

Organization

Fire and rescue services are provided from fire stations strategically located throughout the KFD's service area (Figure 23). Overall supervision of fire resources is provided by the on-duty BC or Acting BC unless relieved by a higher-ranking Chief Officer.



*Figure 23 - KFD Operations Leadership Organizational Chart
March 2020.*

Command posts may be established for the management of field operations. Unified Command with a single command post will be the method of field operations when appropriate.

NORCOM provides support to fire protection through answering 911 calls and dispatching units, by performing incident documentation, managing radio communication frequencies, and making notifications to support partners.

Fire Prevention and Training Division personnel maintain their operational status as first responders and may be temporarily reassigned in support of incident operations.

The OEM is a Division of the KFD and provides daily and incident support to KFD personnel as requested. OEM will activate the EOC in support of incident management as appropriate.

KPD investigates any potential criminal element or act involved with fire response. In such circumstances, KPD and KFD will establish a Unified Command.

Procedures

Communications for firefighting operations will occur via public safety radio capability and/or face-to-face interactions. If public safety radio communications are not functional, alternate methods of communication such as cell phones, HAM radio, and/or message runners may be leveraged.

NORCOM answers 911 calls and dispatches units following NORCOM Operational Policy. In addition, NORCOM provides incident support through incident documentation, calling utility partners when assistance is needed, notifying KFD resources for on-scene assistance or move-ups for area coverage, and maintaining a timeline of each dispatched response through the Computer Aided Dispatch (CAD) system.

To mobilize off-duty personnel, the on-duty BC will use the paging system to contact staff.

During localized emergencies expanding beyond the city limits of Kirkland but within Zone 1, fire resources will be requested via NORCOM. When resources in Zone 1 are exhausted or unavailable, the Zone 1 Fire Coordinator facilitates zone-wide allocation of fire and rescue resources.

The King County Fire Service Coordinator shall coordinate the distribution of fire and rescue resources in incidents involving areas greater than a single fire zone. Coordination for Zone 1 activities shall be through the King County Zone 1 Coordinator and ESF 4 desk at the King County ECC if activated.

When resource emergency is necessary to manage call volume, the on-duty BC will contact NORCOM via radio and/or phone and request an adjustment to operational status. NORCOM will follow Standard Operating Procedures for Resource Emergency and make appropriate notifications. The on-duty BC will also contact the EM by phone or request that NORCOM page the EM to activate the EOC. If there is any indication of criminal activity related to the cause or source of a fire, police will be notified by NORCOM and appropriate investigative personnel will report to the scene. Through Unified Command and following standard procedures, KPD and KFD will work together to manage, investigate, and resolve the incident.

Mitigation Activities

- KFD staff conduct fire and life safety inspections of business and residential structures, per Ordinance O-4752, using Streamline software.
- Partner with City P&B services to review plans prior to issuance of construction/building permits.
- Maintain basic fire protection supplies and reserve apparatus for use to manage surge demands during an incident.
- Maintain contact list, including phone numbers and residence address, of responders.
- Maintain automatic aid, mutual aid, and Washington State Fire Mobilization agreements with jurisdictions for support when City fire or rescue assets become overwhelmed.
- Provide educational materials related to reducing community WUI risk to residents.

Preparedness Activities

- Conduct drills and exercises to test equipment and refine fire protection standard operating procedures.
- Support community fire protection education efforts through station tours, public engagement and outreach, and participation in community safety activities.
- Participate in school and business fire drills, as resources allow.

Response Activities

- Establish communication with and gather situational status from fire stations, departments, and partner agencies that support ESF 4.
- Conduct fire suppression, rescue, and life safety activities within the city.
- Prioritize fire responses within the city.
- Monitor and facilitate fire personnel accountability and safety.
- Conduct investigations of fire scenes, in partnership with law enforcement when appropriate.
- Coordinate with supporting agencies.
- Provide death and injury reports to the EOC.

Recovery Activities

- Coordinate restock, replacement, or restoration of KFD facilities, apparatus, and equipment to at least pre-incident conditions.
- Assist with damage assessment of City facilities, and community assets as identified, able, and requested.
- Support investigation and prosecution of criminal activity related to fire scenes.

Responsibilities

Lead Agency – Kirkland Fire Department

- Provide fire protection and rescue operations.
- Detect and suppress urban and wildland fires.
- Coordinate and/or provide urban search and rescue and technical rescue services.
- Implement the King County Fire Resources Plan and the Washington State Fire Services Resource Mobilization Plan.
- Maintain departmental SOPs.
- Maintain fire protection supplies and equipment.
- Investigate fires of suspicious origin.
- Conduct new-construction plan review and inspection for compliance with the International Fire and Building Codes, applicable local codes, ordinances, standards, and regulations.
- Inspect existing occupancy and operational permits.
- Issue operational permits to types of use, storage, or activities that have extra potential to create risk in the community.
- Manage annual occupancy fire and life safety inspections.
- Provide fire protection assessment for mass care and/or temporary City operations facilities.

Support Agencies

Kirkland Office of Emergency Management

- Provide logistical, planning, and/or situational awareness assistance to fire operations.
- Activate and manage the EOC in support of fire operations and/or resource emergency
- Make notifications to City, partner, and/or regional agencies affected or supporting fire operations as appropriate.

Kirkland Public Works

- Coordinate water supply and components of the water distribution system for firefighting purposes.
- Provide logistical assistance for urban or technical rescue operations as requested and able.

Kirkland Police Department

- Support incident scene safety, traffic control, and evacuation efforts as appropriate and able.
- Jointly investigate fires of suspicious origin or criminal in nature with Fire Prevention staff.

Northeast King County Regional Public Safety Communication Agency

- Take 911 calls from the public where fire or emergency medical services may be needed.
- Dispatch fire resources to calls for service.
- Manage move-ups of apparatus from local fire departments to provide backfill coverage during a significant incident.

King County Fire Departments

- Support regional Memorandums of Understanding (MOUs) and response plans.

Northshore Utility District

- Coordinate water supply and components of the water distribution system for firefighting purposes.

Resource Requirements

Resource needs may include trained fire personnel; apparatus, equipment and supplies; and access to sufficient water supply.

References

KFD Standard Operating Procedures

Kirkland Ordinance O-4752

Kirkland Municipal Code (KMC) 3.16 City Manager – Administrative Departments

King County Fire Chiefs Automatic Aid Agreement

King County Fire Resource Plan

Northeast King County Regional Public Safety Communications Agency Interlocal Agreement

NORCOM Operational Policy

Washington State Fire Services Resource Mobilization Plan

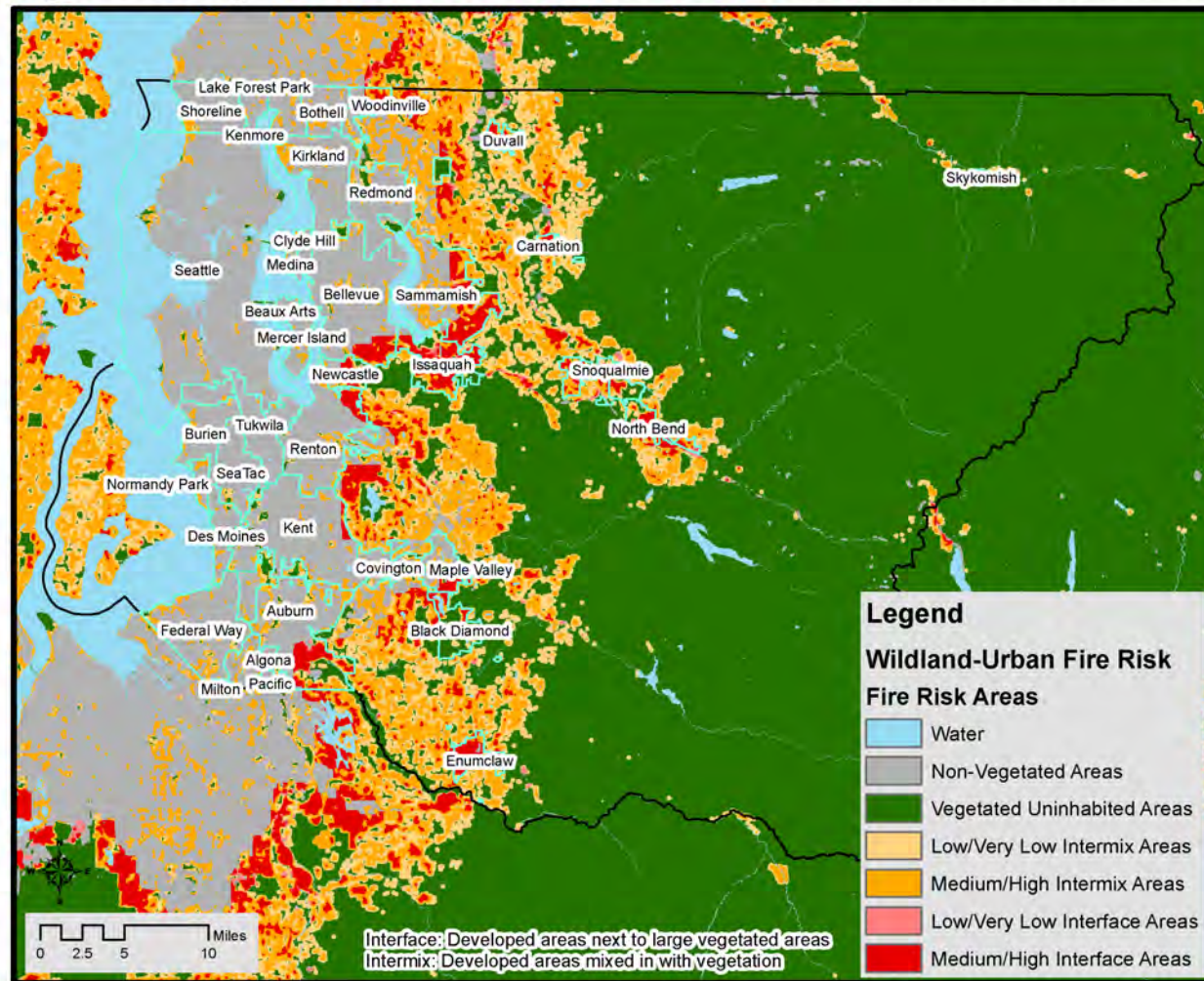
RCW 39.34, Interlocal Cooperation Act

RCW 43.43 State Fire Service Mobilization

WAC 296-305 Safety Standards for Firefighters

Attachments

King County Wildland-Urban Interface/Intermix Areas



Map By: Derrick Hiebert, King County Emergency Management
Created On: 10/27/20
Data Source: WA DNR WUI Mapping, King County GIS

Figure 24 - King County Wildland-Urban Interface/Intermix Areas

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EMERGENCY SUPPORT FUNCTION 5: EMERGENCY MANAGEMENT

Lead Agency

Kirkland Office of Emergency Management (OEM)

Support Agencies

Kirkland City Departments

King County Office of Emergency Management (KCOEM)

Washington State Emergency Management Division (WAEMD)

Federal Emergency Management Agency (FEMA)

Introduction

Purpose

The purpose of Emergency Support Function 5: Emergency Management is to provide guidance for the direction and control of emergency management activities in the City, including daily emergency management programs and incident management.

Scope

This ESF addresses the oversight and coordination of emergency management programs and incident management, including mitigation, preparedness, response, and recovery in the city of Kirkland.

Policies

Kirkland Municipal Code (KMC) 3.20 – Emergency Management, establishes the Office of Emergency Management (OEM) and outlines its duties, including the creation of the CEMP, Emergency Operations Center (EOC) management, and establishes the Emergency Management Action Team (EMAT).

Revised Code of Washington (RCW) 38.52 – Emergency Management, outlines requirements for emergency management programs in the State.

RCW 42.14 – Continuity of Government Act, outlines requirements for continuity planning.

FEMA National Incident Management System (NIMS) Doctrine outlines operational systems that guide how personnel work together during incidents under the Incident Command System (ICS).

Homeland Security Presidential Directive-5, Management of Domestic Incidents

Homeland Security Presidential Directive-8, National Preparedness

Situation

Incident Conditions and Hazards

Daily

The City frequently experiences situations that may cause the need for short-term incident support. Examples include, but are not limited to, technology failures, multi-car collisions, civil unrest, construction site related injuries, isolated power outages, water distribution disruptions, or single-family structure fires. For these incidents, the OEM may provide support with logistics, communications, and/or situational awareness, as part of routine daily operations and without the need to establish the EOC.

Incident

An incident that disrupts routine City operations, or alters the community's ability to go about daily activities, and/or as described in the hazard assessment section of the base plan, may necessitate the OEM to support incident management, which may or may not include activation of the EOC. Examples include, but are not limited to, earthquake, terrorist attack, pandemic, hazardous materials release, landslide, regional power failure, or weather-related transportation disruptions.

Planning Assumptions

- Mitigation and preparedness efforts may not be adequate to address all situations; existing knowledge will be leveraged and adapted to a specific incident.
- No notice incidents may cause a delay in EOC activation.
- The OEM will be notified by City departments of major incidents that may require support for response or recovery efforts.
- City departments will support all phases of emergency management.
- City staff, including OEM staff, may be impacted by an incident and unable to respond.
- City staff are personally prepared for emergencies and understand that they may need to come to work during an incident.
- City leadership may not be immediately available or reachable during an incident.
- The City may not have enough resources to respond to all requests for assistance or to meet all community needs and may need to acquire resources from the private sector, mutual aid partners, non-governmental organizations (NGOs), and/or federal, state, or county organizations.

Concept of Operations

General

The OEM facilitates unique daily and incident tasks to administer a holistic emergency management program. Although tasks may interconnect or support both areas of responsibility, the focus of daily and incident actions relate to, mitigation, preparedness, preparedness, response and recovery, respectively.

Daily

The OEM facilitates daily emergency management programs, including but not limited to, delivering staff and public preparedness education and training, developing incident and emergency management-related plans, performing grants management, monitoring situational awareness, maintaining basic disaster supplies, sustaining EOC readiness including staff training and exercise, coordinating volunteer management, and participating in regional coordination efforts.

Incident

When an incident occurs, the OEM facilitates, coordinates, and/or leads incident management. If the EOC is not activated, support may consist of, but is not limited to, resource acquisition and/or management, on-scene technical assistance as requested by Incident Command, internal and/or external information gathering and sharing, or other efforts identified to assist with incident management. The EOC may activate when more than a field Incident Command Post is required to respond to an incident.

When the EOC is activated the OEM is lead for EOC operations and most if not all emergency management duties are suspended until such a time that the EOC has demobilized.

Organization

The OEM is a division of the KFD. Per the KMC 3.20, the Fire Chief is the designated Director of Emergency Services and delegates the responsibilities of the OEM to the appointed EM. Daily supervision of the OEM is provided by the Fire Chief; however, during an incident the OEM, specifically the EM, reports to the City Manager for direction and authorities.

The OEM currently has two paid staff positions. The EM and the Emergency Preparedness Coordinator. The OEM leverages grant funds to hire term-limited staff, interns, and contractors to bolster daily efforts. There are also limited volunteer positions that support the OEM and program implementation. Specific roles include, but are not limited to, the Kirkland Emergency Communications Team (KECT) Leader, outreach program leads, CERT trainers, and EOC support.

Activation of the EOC is authorized by the EM, Fire Chief, Police Chief, City Manager or designees, or at the request of a department director in need of support. The EM, or their designee, oversees EOC management and operations.

Designated City staff report to the EOC to coordinate response efforts and support field operations. The EOC may be fully or partially activated as determined appropriate based on the nature and extent of the incident or planned event.

The EOC is organized as a hybrid of the Incident Command System (Figure 25). The Logistics and Finance functions have been combined into one EOC Resourcing Section for efficiency.

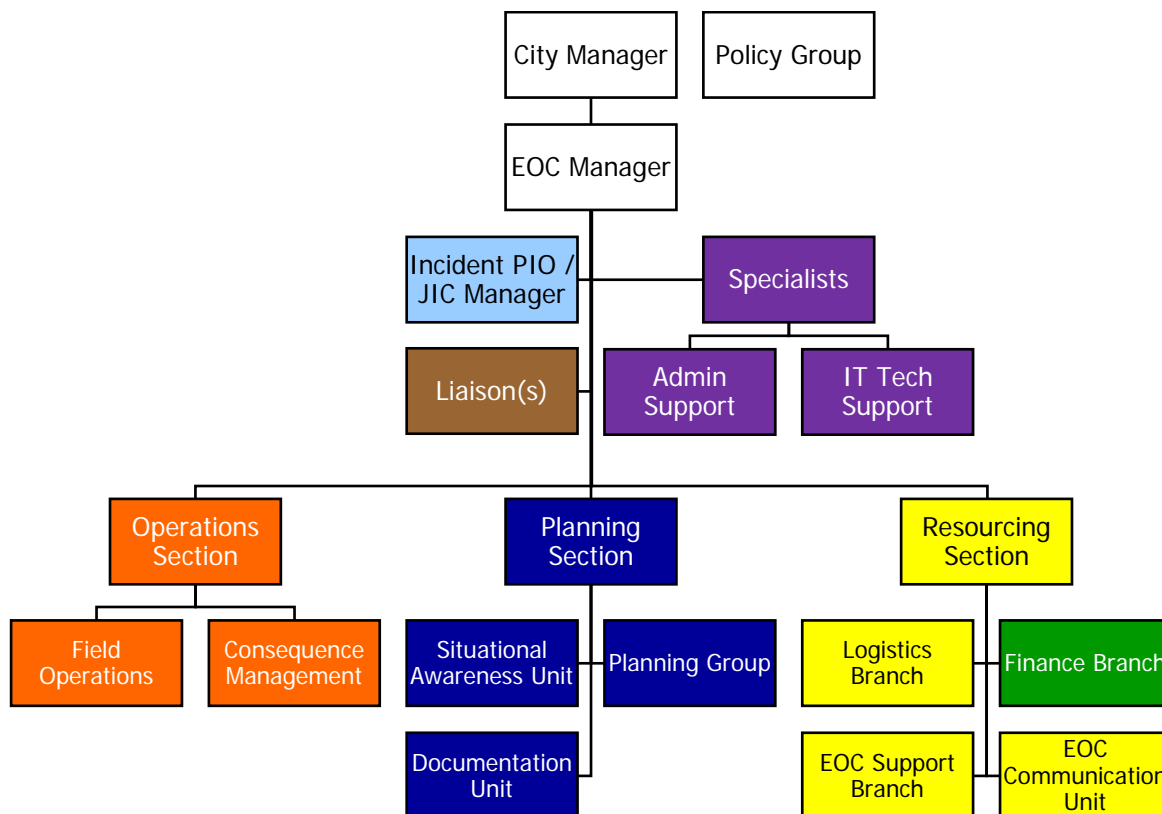


Figure 25 - Kirkland EOC Organizational Chart
Current as of 2021.

Incident Management

The EOC is operated by the EOC Manager. The EOC Manager serves as the connection between the EOC and/or the field command post, the Policy Group, and private, federal, state, and/or county emergency management organizations. The EOC Manager represents the City for coordination of incident efforts with stakeholders and/or partners, and approves, in coordination with Incident Command when appropriate, incident purchases and public messaging.

The Policy Group, comprised of the City's department directors and EM, is led by the City Manager and addresses policy issues brought about by the circumstances of the incident and as identified by the EM and/or the EOC.

EOC Operations Section

The EOC Operations Section is responsible for providing tactical information and coordination between departments, field efforts, and the EOC. This section implements operational plans, requests and assigns resources to achieve incident objectives, and if needed facilitates incident-specific consequence management actions.

EOC Planning Section

The EOC Planning Section is responsible for overall situational awareness, documentation, and Geographic Information System (GIS) tools. The EOC Planning Section prepares and disseminates approved Situation Reports and Consolidated and/or Incident Action Plans (CAP/IAP). The EOC Planning Section works with City departments and outside agencies to gather information, manages the EOC displays to facilitate a common operating picture, and performs incident records retention.

EOC Resourcing Section

The EOC Resourcing Section is a combination of the traditional ICS Logistics and Finance functions. The Logistics Branch is responsible for ordering and tracking resource requests and coordinating support, services, and communications for on-scene, City, and EOC operational needs. The Finance Branch is responsible for projecting, monitoring, and documenting financial aspects of the incident, including but not limited to, timekeeping, incident injury or loss claims, and preparation of FEMA reimbursement forms and supporting documentation. More information is available in ESF 7: Logistics Management and Resource Support.

Joint Information Center (JIC)

The JIC is staffed by the City Communications Team and/or Public Information Officers (PIOs). The JIC is responsible for supporting the Joint Information System (JIS) efforts through monitoring, production, and dissemination of public messaging via multiple methods. The JIC functions as an extension of the EOC and/or field command post, and coordinates incident messaging with the CMO. More information is available in ESF 15: Public Information and Affairs.

Procedures

Daily

The OEM facilitates and implements emergency management programs following department and City operational guidance during routine conditions. Primary workstations for OEM staff are located at the Kirkland City Hall as part of Fire Administration.

Incident

The OEM notifies City leadership and key staff of potential, currently occurring, and/or impending incidents that may require a response from the City. The OEM maintains and utilizes an email distribution list of identified key staff, or may call staff directly, to provide notification of an incident or situation. The OEM may also use the City's technology notification system, to send information to City staff. Department directors may request an automated notification be sent to staff in their department by calling or emailing the EM.

When an Incident Commander and/or City department contacts the EM seeking incident support, the EM may provide support remotely, directly on-scene, or through a formal activation of the EOC.

EOC Activation

The EOC may be activated by the City EM, Fire Chief, Police Chief, City Manager, or designee, or at the request of a department director when an incident requires coordination beyond the scope of day-to-day City operations, the Incident Command Post (ICP) capability, or the planned event support. The EM will assess the situation and determine, based on the nature and extent of this situation, the appropriate EOC activation level and opening time (Table 8).

Activation includes notification of opening to the City leadership, KCOEM, and WAEMD. See the EOC Emergency Operations Plan (EOP) for details.

EOC Activation Level		Description
Not Activated	Daily Operations	Normal daily operations including OEM staff monitoring conditions and addressing short-term or narrow-scope requests for assistance, in addition to regular work.
3	OEM Staff Only	OEM staff filling EOC functions. Mainly situational monitoring and maintaining readiness to call in additional staffing if needed. May operate for multiple operational periods but rarely includes 24/7 activities. May be onsite or remote.
2	Partial Activation	Limited EOC staff positions filled and, as needed, incident-specific EOC representatives. May operate for multiple operational periods but rarely includes 24/7 activities. Onsite effort.
1	Full Activation	All or most EOC staff positions filled, including incident-specific representatives. Operations typically occur 24/7 for multiple operational periods with federal, state, and/or county involvement for response and recovery support. Onsite effort.

Table 8 – Kirkland EOC Activation Levels

Proclamation of Emergency

The Proclamation of Emergency is made by the City Manager and is the legal method that authorizes the use of extraordinary measures to accomplish tasks associated with response and/or recovery to an incident. The Proclamation of Emergency is subject to ratification by the City Council as soon as feasible during or following the incident. The City Attorney, in coordination with the EM and/or the EOC, prepares the Proclamation of Emergency using the approved template of proclamation. The OEM is responsible for notifying via email and/or phone, appropriate federal, state, and county agencies of a City Proclamation of Emergency.

A request for the King County Executive to proclaim a State of Emergency in support of the City is made by the City Manager and/or City elected officials by phone, face to face, or email. The OEM facilitates the formal request for support by email and/or phone through the King County Office of Emergency Management (KCOEM).

A request for the Washington State Governor to proclaim a State of Emergency in support of the City is made by the City Manager and/or City elected officials by phone, face to face, or email. The OEM facilitates the formal request for support by email and/or phone through the WAEMD in coordination with the KCOEM.

Requests for Emergency Assistance

If incident operational needs exceed the capability of the City and pre-designated mutual aid resources, the EM, or designee, will request additional resources, by phone, email, or face to face, from neighboring jurisdictions and/or KCOEM.

EOC Demobilization

The decision to demobilize the EOC is made by the EM in coordination with the City Manager and, if established, field Incident Command Post. The EOC will begin demobilization planning when incident stabilization has been established. The EOC Manager position will be the last of the EOC staff to demobilize verifying that the EOC is at pre-activation operational readiness before closing the facility. Including in closing the EOC is the notification to the KCOEM and the WAEMD of the date and time of closure. Demobilization may be a phased process based on incident recovery efforts. Additional information on the process is included in the EOC EOP.

Mitigation Activities

- Identify and maintain alternate and mobile EOC capabilities.
- Maintain City emergency and incident management plans, including but not limited to, the CEMP, Continuity of Operations Plan (COOP) and Continuity of Government (COG) plan, Hazard Mitigation Plan, and Recovery Framework.
- Support City mitigation projects and grant requests.
- Participate in regional planning efforts and projects.
- Cross-train City staff in EOC sections and roles.

Preparedness Activities

- Maintain operational readiness of the primary, alternate, and mobile EOCs.
- Designate staff to serve as the EOC Manager and coordinate with the Policy group during activations.
- Train individuals who will staff the EOC.
- If no incident activations have occurred in a given calendar year, conduct an EOC exercise to test plans and staff readiness.
- Monitor ongoing situational awareness and share warnings and/or information with City departments and response partners on risk potential and developing situations.
- Coordinate with neighboring jurisdictions, the county, and the state on emergency management plans, exercises, and support.
- Maintain working relationships with and updated contact information for partner agencies.
- Manage the City's Emergency Management Performance Grant (EMPG).
- Manage the City's Emergency Management Action Team (EMAT).
- Maintain an updated public website with emergency preparedness information, conduct preparedness classes, and distribute a bi-monthly virtual community newsletter with emergency preparedness information and local resources.
- Provide regular updates to the City Manager on emergency management programs and projects.
- Encourage emergency preparedness and facilitate preparedness activities for staff.
- Conduct outreach events to educate community members on emergency preparedness, including participating in and/or hosting business outreach, public farmers markets, neighborhood gatherings or meetings, faith-based or school functions, and other opportunities as identified.
- Conduct preparedness training, including but not limited to, the Community Emergency Response Training (CERT) program.
- Manage the Kirkland Emergency Communications Team (KECT).
- Maintain a resource of pre-translated basic emergency messaging.

Response Activities

- Manage all aspects of EOC activations and make notifications to City leadership and key staff, the county, and the state when the EOC is activated.
- Coordinate incident management with federal, state, and county agencies, and/or local EOCs, as appropriate.
- Maintain situational awareness and share information with City leadership, key staff, and response partners as appropriate.
- Gather and document reports of damage and/or disruption to operations in the City and with interdependent partners.
- Track incident financial information.
- Establish the connection between the EOC and the City Manager and/or Policy Group.
- Provide support for responders and/or field personnel.
- Coordinate with response partners.
- Request spot forecasts from the National Weather Service (NWS) as needed.
- Provide on-scene support, coordination, and/or resource management when requested.

Recovery Activities

- Support the development of a prioritized list of damaged infrastructure and assets in Kirkland.
- Support preliminary damage assessment (PDA) information gathering. Submit PDA to King County as requested.
- Track and report financial information for potential reimbursement opportunities.
- Archive incident and/or EOC documentation.
- Coordinate EOC after-action reporting for activations and exercises and implement improvement plans.
- Support replenishment of City resources that were consumed during an incident.
- Assist with transition from response to recovery activities.

Responsibilities

Lead Agency – Kirkland Office of Emergency Management

- Coordinate incident management support and lead EOC activations.
- Facilitate Emergency Management training and exercise.
- Coordinate with local, federal, state, and county organizations, and/or support partners.
- Provide updates on incident progression and/or status to City leadership and identified key staff.
- Develop City emergency and/or incident management plans including, but not limited to, the CEMP and ESFs, the COOP/COG, the HMP, and the EOP.
- Provide training to City staff on incident response roles and personal preparedness.
- Conduct community outreach and training to the Kirkland community via presentations, classes, newsletters, attending events and meetings, and other identified strategies.
- Participate as part of the Recovery Team.
- Manage OEM volunteers and approve incident emergency worker applications.
- Determine EOC activation level, serve as the EOC Manager, and develop the initial EOC staffing plan.
- Establish EOC operational objectives, approve EOC resources requests, and oversee the incident PIO/JIC functions, including serving as an incident spokesperson when needed.
- Coordinate with the Policy Group during incidents.
- Coordinate with healthcare, schools, non-governmental, faith-based, community-based, and private-sector partners, as needed.
- Attend and/or host training, seminars, meetings, and other events to develop working relationships with external partners.
- Maintain the City's catastrophic disaster supply program.
- Manage and/or assist with grant programs and funds.
- Lead the development, approval, and dissemination of the City Proclamation of Emergency.
- Assist in tracking costs and documentation related to incident response efforts.
- Manage the development of After-Action Reports (AARs) after EOC activations and exercises.
- Implement EOC demobilization and make resources ready for future needs.

Support Agencies

All Kirkland City Departments

- Carry out responsibilities as outlined in the CEMP Base Plan and the ESFs. Each ESF has detailed responsibilities for the lead and support agencies for incident activities.
- Provide representatives to the EOC as requested.
- Make employees aware of their work duties and/or identify and support the training of roles during an incident.
- Provide staff and expertise to assist with the creation and updating of emergency plans.
- Department directors or their designees will report the following information to the EOC as requested: department situation/operational status, projected needs, and operational plans.
- Establish and maintain internal lines of succession for leadership positions and train individuals in the line of succession in the responsibilities of the position, department operating procedures, and policies.
- Provide one regular and at least one alternate staff member to serve on the EMAT and commit to sharing EMAT information throughout their department.
- Provide subject matter expertise when needed during an incident.
- Maintain documentation of supplies, staff, and procedures that may be used during an incident.
- Identify department-level essential activities and develop continuity plans to sustain essential operations.
- Make the OEM aware of any potential or actual incidents which may require additional support.

King County Office of Emergency Management

- Coordinate regional planning efforts.
- Convene meetings of regional Emergency Management professionals.
- Maintain the King County Regional Hazard Mitigation Plan and Comprehensive Emergency Management Plan.
- Provide staff support to the Kirkland OEM and/or EOC, as requested.
- Provide a 24/7 on-call Emergency Management Duty Officer to assist with new or developing incidents.
- Maintain regional emergency management and incident plans including the Recovery Framework and the Regional Coordination Framework.
- Facilitate the Emergency Management Advisory Committee (EMAC) and workgroups.
- Coordinate the King County Local Emergency Planning Committee (LEPC).
- Serve as a liaison between the City and county departments, as needed.
- Facilitate the ALERT King County program for non-life-threatening emergency notifications.
- Provide training and exercise opportunities to the City.
- Issue Emergency Alert System/Wireless Emergency Alerts for the City.
- Notify the City of National Response Coordination Center (NRCC) reports or National Weather Service (NWS) warnings.
- Host the OnSolve notification system for City use.

Washington State Emergency Management Division

- Provide coordination of State resources to support the City.
- Issue State Mission numbers to the City when requested.
- Notify the City of NRCC or Spill reports when appropriate.
- Facilitate the requisition of resources under WAMAS or from other states through the Emergency Management Assistance Compact (EMAC).
- Request and coordinate federal resources through the Federal Emergency Management Agency (FEMA).

Federal Emergency Management Agency

- Coordinate resource request fulfillment that cannot be met at the State level.
- Support City engagement in assistance programs made available by a Presidential Declaration of Emergency.
- Facilitate the EMAC process for resource deployment and acquisition.

Resource Requirements

Resource needs may include a physical location for the establishment of an EOC, trained EOC staff, and appropriate physical and technology support tools. Minimum EOC requirements include basic infrastructure such as power and water, work stations, and general office supplies. Preferred EOC capability resource requirements include the above as well as IT hardware and software solutions, nutrition capabilities, and documented plans and procedures to support incident management.

EOC staff will need to bring appropriate resources based on the location and type of EOC established, which may include computer capabilities, communications devices (such as mobile phones and/or radios), and appropriate support materials and documents to their role in the EOC.

References

City of Kirkland EOC Emergency Operations Guide (EOG)
 City of Kirkland Emergency Proclamation Template
 City of Kirkland Situation Report Template
 KMC 3.20 – Emergency Management
 King County CEMP
 RCW 38.52 – Emergency Management
 RCW 42.14 – Continuity of Government Act
 National Incident Management System (NIMS)
 National Response Framework (NRF)
 HSPD-5
 HSPD-8

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EMERGENCY SUPPORT FUNCTION 6: MASS CARE, HOUSING, AND HUMAN SERVICES

Lead Agency

Kirkland Parks & Community Services Department (PCS)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Kirkland Human Resources Department (HR)

Kirkland Police Department (KPD)

Kirkland Fire Department (KFD)

Kirkland Public Works Department (PW)

Kirkland Planning & Building Department (P&B)

Kirkland City Manager's Office (CMO) – Facilities Division

Public Health – Seattle and King County (PHSKC)

Regional Animal Services of King County (RASKC)

American Red Cross (ARC)

Non-Profit Organizations

Introduction

Purpose

The purpose of Emergency Support Function 6: Mass Care, Housing, and Human Services is to describe the coordination of non-medical mass care services for those portions of the Kirkland community affected by an incident.

Scope

This ESF addresses the coordination and implementation of mass care services, which may include but are not limited to, human and pet shelter and/or housing, feeding, mental/emotional support, distribution of basic need supplies, and disaster aid assistance.

Policies

Kirkland Title VI Policy Statement: the City of Kirkland assures that no person shall on the grounds of race, color, national origin, or sex, as provided by Title VI of the Civil Rights Act of 1964 as amended, and the Civil Rights Restoration Act of 1987 (P.L. 100.259) be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any of its programs and activities.

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 (ADA), the City will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities. Shelter and mass care operations will be in accordance with these requirements and other federal and state laws related to access and functional needs whenever possible based on the incident.

Per Kirkland Municipal Code (KMC) Chapter 8.09, Animal Control Authority, animal care and control services in Kirkland are provided by Animal Control through KPD.

Kirkland Resolution R-5434 affirms that Black Lives Matter and establishes a framework to improve the safety and respect of Black people in Kirkland.

The National Pets Evacuation and Transportation Standards (PETS) Act of 2006 (HR 6858) dictates that the City will make available pet shelter facilities to the extent practical, recognizing that the City may have limited availability to provide these services directly and may rely upon mutual aid or other outside support for this function.

Washington Administrative Code (WAC) 118-04 – Emergency Worker Program outlines the classification and requirements for emergency worker volunteers.

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288) as amended makes resources and individual assistance available for mass care operations.

FEMA Disaster Assistance Policy 9523.19-Eligible Costs Related to Pet Evacuation And Sheltering (DAP 9523.19) provides specific guidelines on reimbursable expenses regarding incident-related animal care.

Situation

Incident Conditions and Hazards

Kirkland is subject to many potential hazards, in part due to its geographical location between the South Whidbey Island Fault and the Seattle Fault earthquake zones. In addition, a State roadway is within city limits, creating risk for hazardous materials incidents and impacts.

These hazards may cause cumulative impacts that could disrupt utility, communications, medical, transportation, and food service systems at the same time. Such impacts may result in an unmet community need for food, shelter, housing, mental health support, and/or other mass care services.

The nature of structural damage or service disruption from an earthquake may force Kirkland residents to seek alternative shelter outside of their regular housing situations. In addition, there may be a transient population consisting of tourists, visitors, students, people who work in Kirkland but live elsewhere, or persons experiencing homelessness who may seek mass care services during an incident. Some Kirkland residents may be able to secure alternate accommodations; however, in a catastrophic incident, they may be unable to do so right away.

Although homes may be undamaged, the absence of utilities could also force people to seek short- or long-term mass care support.

The City has a limited capacity for providing mass care services for medically fragile individuals or others who may require alternative support services. This makes the City dependent on support from partner organizations to provide appropriate mass care services to the whole community.

Planning Assumptions

- Mass care needs may overwhelm social and/or human service agencies.
- The City may need to provide mass care services with little to no external resources, potentially limiting the level of service delivery.
- The incident may necessitate the provision of emergency food, water, shelter, clothing, childcare, and/or mental health support for survivors and emergency workers.
- Mass care services will be provided to community members without regard to economic status or racial, religious, political, ethnic, disability status, or other affiliations or gender expression and/or sexual orientation.
- The City will endeavor to leverage appropriate resources to provide fair and equitable access and services to the whole community of Kirkland whenever possible based on the incident.
- A portion of the Kirkland population may be displaced from their homes, lack power or other utilities for an extended period of time, or be unable to leave or access their homes.
- Disaster assistance may be provided by individual insurance, local disaster organizations, and various federal, state, and government agencies.
- Impacted individuals may prefer to remain within or near their homes.
- Individuals will seek information and support from a variety of sources, which may include but are not limited to, media, neighbors, public officials, shelters, and public buildings such as the Kirkland City Hall and fire or police stations.
- Assistance is dependent on the incident and may include specialized resources and considerations for vulnerable, Limited English Proficiency (LEP), accessibility, functional, or medical needs populations, children, and the general public.
- Roads may be disrupted or blocked, which may make it difficult for the movement of mass care supplies, for displaced residents to access their homes, or for survivors to reach mass care services.
- The supply chain for mass care service resources may be limited or broken due to the incident, reducing the level of service the City is able to provide.
- Unique needs of children may include but are not limited to concerns for safety and welfare in a shelter setting, reunification with a parent or guardian, and age-specific communication, social, and comfort needs.
- The City does not have the capacity for large animal sheltering.

- The City endeavors to support mass care services for individuals with special needs.
- A Presidential Disaster Declaration may make additional assistance available to eligible individuals.
- Disruption to public transportation services may reduce access to shelters or other mass care services for some individuals.
- Individuals in the custody of Kirkland KPD Corrections Division may require additional or specialized mass care services.
- Resources from the nonprofit and the private sector may be leveraged for response and recovery efforts.
- The City has numerous parks, open spaces, and ball fields that may accommodate vehicles, recreational vehicles, tents, or other temporary shelter capabilities.
- The City does not have the appropriate resources or staff to operate medical needs or skilled healthcare shelters.
- The City will make every effort to utilize facilities that are compliant with applicable laws pertaining to accessibility.
- The City will make every reasonable effort possible to offer mass care services and information in a method that the public, including LEP and vulnerable populations, can understand.

Concept of Operations

General

The decision to provide mass care services, in part or fully, will be made based on the assessment of incident needs, and with the approval of the City Manager or their designee.

PCS will lead coordination and delivery of mass care services with the support of City departments and partner agencies as appropriate. Mass care includes, but is not limited to, provisions for human and animal sheltering, disaster housing, community feeding, sanitation, mental/emotional support, basic medical first aid, and disaster assistance consisting of support with identification, legal, employment, and/or childcare matters.

Mass care services are typically accomplished in coordination with regional mass care service providers available through the federal, state, or county governments or non-governmental organizations. In addition, the City may reach out to schools, faith-based organizations, non-profits, volunteer groups, or other partners for support in the delivery of mass care services.

Mass care services will be delivered as appropriate to the incident and services being offered. Typically sheltering is an onsite facility. Reception centers, as well as feeding and disaster assistance, may be provided by in-person, drive-through, or virtual access by phone or other technology capabilities. Available methods of notification will be utilized to support outreach to the whole community.

The City may establish a Disaster Recovery Center (DRC) independently or in partnership with FEMA, as appropriate to the incident to assist with the delivery of individual disaster assistance and programs.

General population shelter type and size determination will be guided by King County Regional Shelter Types Table and operations will be based on American Red Cross Shelter Operations guidelines and procedures to the greatest extent possible. The City maintains a list of identified preferred shelter facilities that will be reviewed at the time of need to determine the safest and most appropriate location for a specific incident. Shelter staff may consist of City staff, partner agencies, or City volunteers registered as Washington State Emergency Workers.

The City will integrate National Center for Missing & Exploited Children (NCMEC) protocols to facilitate the identification and reunification of children with their families through KPD. KPD will take the lead on managing unaccompanied minors in mass care settings.

The City will work with PHSKC to support their efforts to establish alternate care site(s) for individuals with medical needs beyond the capabilities of a general population congregate shelter when needed. In addition, PHSKC will be requested to assist the City to deliver sanitation and/or basic first aid services as appropriate.

The City will endeavor to accommodate the specific needs of unique populations when providing mass care services. This may include the needs of persons affected by court-ordered limitations or restrictions, registered offenders, or other populations with a legal justification for alternative arrangements.

The City will coordinate mental/emotional health services and disaster housing and assistance to the community in coordination with response partners, non-profit organizations, and other community service providers.

The City has a limited capacity for animal services and may need to partner with federal, state, or county government agencies, or non-government organizations to accommodate animal mass care needs. The KPD Animal Control Officer will coordinate with PCS and other partner agencies to support and implement animal mass care services. When possible, pet shelters will be co-located with human shelters to facilitate animal care by pet owners. Service animals will be allowed to shelter with their owners whenever possible.

If large animal owners need mass care support for their pets, the City may look to coordinate large animal support with the county or non-government organizations, for the limited number of horses that reside within the city limits.

The City will facilitate community feeding by leveraging private and non-government support from schools, restaurants, grocery retailers, and/or commercial food service providers. Nutrition services will be facilitated in coordination with ESF 8: Public Health and Medical Services.

The City may establish Commodity Points of Distribution (CPODs) to facilitate the delivery of basic needs supplies to the community.

The City will communicate the availability of mass care services openly and widely through as many methods and resources as possible, including but not limited to word of mouth, engagement of cultural, faith-based, and community organizations, digital and broadcast media, reader boards and signs, translation interpreter services, pre-scripted and translated print materials, pictograms and infographics, and/or other identified and available methods at the time of need. Media inquiries will be handled through the incident Public Information Officer and/or the Joint Information Center, in coordination with ESF 2: Communications, Information Systems, and Warning.

Organization

Based on best practices from past disasters, the City plans to establish a Mass Care Workgroup to coordinate and facilitate mass care services during an incident. The group will be led by a representative from PCS and include participation from government and non-governmental organizations with the resources and staff to assist the City in providing mass care services and will be organized into functional areas (Figure 26). The workgroup will include representatives coordinating ESF 6: Mass Care, Housing, and Human Services and ESF 11: Agriculture and Natural Resources missions and following ICS principles, will be adaptable and flexible to address the specific needs of a given incident.

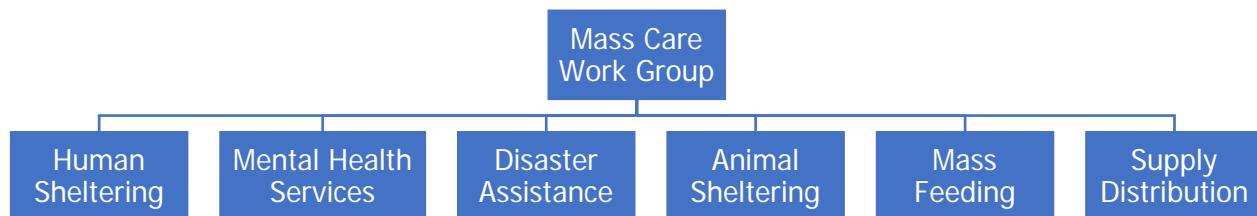


Figure 26 - Kirkland Mass Care Workgroup Functional Areas

Core functions and participation in the Mass Care Workgroup will be dictated by incident-specific needs and may include mass care services not shown in Figure 26. The Mass Care Workgroup may transition to recovery efforts as community needs may be ongoing after the incident response period, in coordination with ESF 14: Short-Term and Long-Term Community Recovery.

Mass care services are delivered through a combined effort of City and partner support. To facilitate the delivery of services the PCS divisions will coordinate specific areas of service.

- PCS Recreation Division will coordinate shelter and feeding operations.
- PCS Human Services Division will coordinate mental/emotional health services and disaster assistance.
- PCS Maintenance staff will coordinate supply distribution.

KPD will coordinate animal sheltering through the Animal Control division.

Procedures

The need to implement mass care services in Kirkland will initially be assessed by the EM and/or EOC, if activated, as part of situational awareness for an incident. If it is determined the community would benefit from mass care support, the EM/EOC will notify, via phone or in person, the CMO of the need to activate the Mass Care Workgroup followed by calling or meeting with the Director of PCS, or designee.

The overall procedures for implementing mass care in Kirkland will include five key steps:

1. When notified by the EM or PCS Director stand up the Mass Care Workgroup. PCS will identify a lead for the workgroup who will make an invitation to participate to incident-appropriate support partners via phone, email, or face to face. Not every workgroup activation will include all potential partners, but every effort will be made to be inclusive of as many agencies as necessary and manageable. This working group will meet as needed to support fair and equitable access to services, identify unique populations or situations that need specific attention, and serve as a holistic approach to mass care efforts.
2. The Workgroup will perform a needs assessment to gather information on the actual, potential, or perceived need for assistance. The assessment may consist of phone calls, a review of situational awareness information from the EM or EOC, a community survey, or another incident-appropriate method, based on resources and as time allows. The purpose of the assessment is to determine the scope of work for the Mass Care Workgroup. Ongoing assessment of needs will occur throughout the incident.
3. The Workgroup will develop and document concepts of operations, logistical requirement packages, and staffing needs for support of the missions identified in Step 2. These documents will serve as guides for the implementation of actions.
4. The Workgroup will implement the plans developed to meet the needs of the community.
5. The Workgroup will monitor the implementation, identify additional or new opportunities for support, coordinate with partners to maintain, sustain, and evaluate the effectiveness of delivery of mass care services. The group will adapt and adjust the services and/or implementation of support as appropriate to the incident, community feedback, and resources available.

Specific to mass care operations, City staff will work to identify the safest areas/facilities possible, given incident impacts, for mass care activities. Starting with a pre-determined list of site options, representatives from PCS, P&B building inspection, Fire Marshal or designee, police, and facilities will assess the structures for safety and use. This team will use documented procedures and checklists for evaluating the potential locations.

Shelter operations are performed on site by City staff, partner agency staff, and at times volunteers. Shelter activities may include, but are not limited to, setup, registration, intake, space allocation, feeding, sanitation, clothing distribution, basic health and medical screenings and/or assistance, mental/emotional support, individual assistance program delivery, ongoing operations, transition out of the shelter site, and demobilization. Services will be provided in person, with regard and respect for the privacy and confidentiality of clients and workers. The EOC Resourcing Section will provide logistical support to shelter operations using the standard resourcing process. Detailed shelter procedures will be determined at the time of the incident based on the type, location, and services provided at the shelter site.

Public information regarding mass care service availability and locations will be coordinated by the Joint Information Center (JIC), and/or the City Communications Manager. Messaging will be provided using the City's social media accounts, website, and press releases or conferences. In addition, the JIC and/or Communications Manager will leverage reader boards, print material, and community signage to share the information. The JIC will contact community organizations, including but not limited to faith-based, social, and cultural groups via email, social media, and/or phone to assist in reaching the whole community. The JIC will use the City's contracted translation services, whenever appropriate and possible, to support the delivery of the messaging in multiple languages and formats to reach LEP and special needs populations.

Feeding programs will be delivered at identified sites by the PCS Recreation Division utilizing the established Senior Lunch Program model. Food and needed supplies for feeding programs will be obtained in coordination with ESF 7: Logistics Management and Resource Support.

The PCS Human Services Division will coordinate mental/emotional health services and/or referrals for impacted community members with providers by phone, email, in person, or through the Mass Care Workgroup.

An in-person or virtual DRC may be stood up to coordinate the delivery of and connection to individual assistance, long-term housing assistance, medical assistance, or the delivery of other mass care services. The decision to stand up a DRC will be made by the EOC as incident response and recovery dictates, in coordination with ESF 14: Short-Term and Long-Term Community Recovery. The Human Services Division will coordinate the DRC, which may be staffed by City staff, FEMA, emergency worker volunteers, or representatives from partner organizations.

FEMA may assist individuals and households through their Individual Assistance Program, which includes:

- Mass Care and Emergency Assistance (MC/EA);
- Crisis Counseling Assistance and Training Program (CCP);
- Disaster Unemployment Assistance (DUA);
- Disaster Legal Services (DLS);
- Disaster Case Management (DCM); and
- Individuals and Households Program (IHP), comprised of two categories of assistance: Housing Assistance (HA) and Other Needs Assistance (ONA).

Kirkland Animal Services leads the coordination of pet sheltering as well as care and coordination of unclaimed, abused, ineligible, or aggressive animals who may not be suited to a congregate animal shelter. Standard operating procedures and resources will be used whenever possible and as resources allow within an incident. Due to limited onsite animal containment and care options, animal control will contact and partner with local veterinarians, animal rescue organizations, and/or individuals that can assist in providing animal care and/or housing.

Mitigation Activities

- Maintain a City Mass Care Framework.
- Harden infrastructure, including but not limited to, alternate power sources, at key City facilities identified to support mass care service delivery.
- Maintain on-site mass care supplies (cots, blankets, pet crates, etc.).
- Provide personal preparedness public education on the need for each household to be “2 Weeks Ready.”

Preparedness Activities

- Maintain City facilities, infrastructure, and supplies that support mass care operations.
- Develop relationships with potential mass care sites not owned by the City.
- Provide and participate in training opportunities for City staff and volunteers for ESF 6 related duties, including shelter worker training.
- Develop and participate in drills and exercises to test mass care capabilities.
- Maintain relationships and updated contact information for personnel and support agencies that may assist with mass care activities.
- Maintain inventory lists of mass care supplies and locations.

Response Activities

- Activate the Mass Care Workgroup.
- Provide mass care services.
- Coordinate mass care services with partner agencies/organizations.

Recovery Activities

- Provide mass care services during the transition to long-term recovery.
- Coordinate long-term housing needs of the community during the transition to long-term recovery.
- Conduct assessment of community mass care needs for planning transition to long-term recovery.
- Demobilize shelters and mass care operations.
- Return mass care locations to pre-incident status.
- Restock or replace expended mass care supplies.
- Support delivery of mental health programs for survivors and incident personnel.
- Provide referrals for long-term services.

Responsibilities

Lead Agency – Kirkland Parks & Community Services Department

- Act as the lead agency for coordination of incident mass care services.
- Chair Mass Care Workgroup.
- Coordinate shelter operations including site selection, supply acquisition, staffing, and logistics for operation and sustainment.
- Coordinate the distribution of basic needs, including but not limited to, food, clothing, and medications.
- Coordinate the utilization of City facilities and/or community sites for use as mass care service delivery locations.
- Coordinate mental/emotional and disaster assistance services.
- Provide vehicles, supplies, and personnel to transport mass care supplies as resources allow.
- Coordinate the transport of survivors to mass care facilities if needed and as able.
- Coordinate medical care services with Public Health – Seattle and King County and/or other medical services agencies, as needed.
- Coordinate animal care and services with KPD Animal Control.
- Develop and maintain mass care agreements, documentation, inventory, and capability.
- Maintain a current list of potential shelter locations in the City.
- Coordinate non-profit and private resources to meet short and term services for survivors.
- Serve as lead for long-term mass care needs in coordination with federal, state, and county governments and non-government organizations and private entities.

Support Agencies

Kirkland Office of Emergency Management

- Establish and maintain overall incident situational awareness.
- Evaluate the need for and initiate notification and approvals for implementation of mass care operations.
- Facilitate logistical support for mass care.
- Authorize registration of emergent volunteers as emergency workers in accordance with Washington State's Emergency Worker Program.
- Coordinate with federal, state, and county representatives for support to mass care efforts and individual assistance services.

Kirkland Human Resources Department

- Identify City staff available to assist with mass care services.
- Coordinate registration of emergent volunteers as emergency workers in accordance with Washington State's Emergency Worker Program.

Kirkland Police Department

- Provide security consultation and/or protection at mass care sites, as appropriate and able.
- Coordinate the delivery of mass care services for individuals under the care of Kirkland Corrections.
- Support reunification of unaccompanied minors and/or vulnerable persons.
- Provide Animal Control services for the City
 - Coordinate reunification of pets with owners.
 - Assist in placing stray or injured pets and animals with local veterinarians, shelters, or kennels.
 - Assist with animal sheltering operations.

Kirkland Fire Department

- Support delivery of first aid services at mass care sites, as resources allow.
- Provide fire safety inspections of mass care sites and monitor mass care operations for potential fire code or safety concerns.

Kirkland Public Works

- Assist in providing logistical resources, including but not limited to, potable water, traffic flow, and supply movement for mass care efforts.
- Coordinate removal of solid waste from City managed mass care sites.
- Provide maintenance or modifications for vehicles needed for mass care operations.

Kirkland Planning & Building Department

- Provide structural building safety inspections of potential mass care sites.

Kirkland City Manager's Office – Facilities Division

- Support selection and operational readiness of sites identified to provide mass care services.
- Maintain operational status of generators at City facilities identified as potential shelter locations.

Public Health-Seattle and King County

- Provide mass care services for medically dependent or fragile community members.
- Review, inspect, and approve mass care sites, as necessary and appropriate.
- Provide assistance in coordinating medical support at mass care sites.
- Coordinate and provide public health technical assistance for mass care and feeding operations.
- Provide guidance and direction for the care of deceased shelter clients.

Regional Animal Services of King County

- Provide assistance for sheltering and care of pets.

American Red Cross

- When requested, provide shelter staff, supplies, and operational support as incident conditions dictate and allow and in accordance with the Disaster Relief Act of 1974 (P.L. 93-288, as amended by the Stafford Act).
- Provide opportunities for shelter and mass care training pre-incident.
- Provide individualized client services through casework to assess the immediate needs of a client to connect them with items, financial assistance, and/or referrals to local resources to meet immediate needs.
- Provide health and mental health professionals to assist with emergency first aid, medical and mental health assessment, and crisis intervention as resources allow.

Non-Profit Organizations

- Participate in the Mass Care Workgroup as incident needs necessitate.
- Provide resources and services to support the community.

Resource Requirements

Resource needs may include physical space, trained staff, and equipment and supplies to care for human and domestic animal needs during incident management.

References

Kirkland Mass Care Framework (2021)
City of Kirkland Americans With Disabilities Act (ADA) Notice
Kirkland Resolution R-5434
Kirkland Title VI Policy
King County Regional Mass Care Plan
King County Regional Shelter Types Table
King County Regional Sheltering and Mass Care Decision Tree
American Red Cross (ARC) Shelter Operation Workbook
Washington Administrative Code (WAC) Chapter 118-04 Emergency Worker Program
FEMA P-785 Shelter Field Guide
Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288)
Americans with Disabilities Act of 1990
Pets Evacuation and Transportation Standards (PETS) Act (42 U.S.C.A. § 5196a-d (2006))
FEMA Disaster Assistance Policy 9523.19-Eligible Costs Related to Pet Evacuation And Sheltering (DAP 9523.19)

EMERGENCY SUPPORT FUNCTION 7: LOGISTICS MANAGEMENT AND RESOURCE SUPPORT

Lead Agency

Kirkland Office of Emergency Management (OEM)

Support Agencies

Kirkland Finance & Administration Department (F&A)

Kirkland Human Resources Department (HR)

Kirkland City Manager's Office (CMO)

Kirkland City Attorney's Office (CAO)

King County Office of Emergency Management (KCOEM)

Washington State Military Department Emergency Management Division (WAEMD)

Federal Emergency Management Agency (FEMA)

Introduction

Purpose

The purpose of Emergency Support Function 7: Logistics Management and Resource Support is to describe the coordination of fulfillment of requests for goods and services and personnel resources for an incident.

Scope

This ESF addresses the coordination and process of resourcing, including, but not limited to, procuring incident operational supplies and/or facility space, contracting services, personnel administration, resource disposition, donations management, and participation in the Washington State Emergency Worker Program.

Policies

City of Kirkland Procurement Manual (2020)

City of Kirkland Purchasing Card Program & Policy Manual (2019)

Kirkland Municipal Code (KMC) 3.20.070 – Emergency powers, outlines City authorities and purchasing powers, including those provided for in Revised Code of Washington (RCW) 38.52.070.

KMC 3.85 – Purchasing, provides procedures for the purchase and disposition of goods, services, and public works by the City in compliance with applicable state and federal laws. Includes procurement requirements for waiving competitive bidding during an incident.

Washington Administrative Code (WAC) 118-04 directs how volunteers will be registered as Emergency Workers through the WAEMD Emergency Worker program and be provided assignments appropriate to their qualifications and abilities.

RCW 35.21.100 grants the City authority to accept donations.

In accordance with RCW 38.52.020, the City shall have the power to contract and incur obligations necessary to perform incident management to protect the health and safety of personnel and property and provide emergency assistance to survivors.

RCW 38.52.070 grants the City authority to temporarily waive procurement practices, contract procedures, bidding requirements, and other outlined purchasing procedures and formalities if necessary, during an incident.

RCW 38.56 establishes the Washington Intrastate Mutual Aid System (WAMAS), of which the City is a member, and by which the City may request resources from any political subdivision in the State which has not opted out of the system.

RCW 39.04 outlines exemptions for competitive bidding requirements when awarding contracts for public works and contracts for purchases in the event of an incident.

Code of Federal Regulations 44 CFR 13.36, Procurement, guides the City's procurement processes and will be followed as possible based on the incident.

In accordance with federal Executive Order 12549, no purchases using federal funds shall be made with agencies that are federally debarred.

Public Law 104-321 establishes the Emergency Management Assistance Compact to provide mutual assistance between states and cooperation for exercises and training.

Situation

Incident Conditions and Hazards

An incident may damage or limit the existing resources needed to maintain essential City services. Certain incidents may significantly impact transportation infrastructure and/or vendor operations and may inhibit the availability and flow of resources into and within the City.

A large-scale incident may cause significant unexpected expenses to the City with the potential to impact the City's financial status which may affect employment, service delivery, and/or the City's financial reserves. Hazards such as earthquakes or severe weather may cause a significant increase in demand for needed resources both for public consumption and City response, which may impact the City's ability to respond. Incidents such as significant economic or public health crises may also create a sudden and ongoing spike in demand for resources and/or a lack of finances to procure needed resources.

The City also, in some cases, rents equipment as opposed to purchasing equipment, which may limit the availability of such equipment during an incident. Rental equipment may include items such as mobile telecommunications equipment, passenger vehicles, and portable road signs.

The City leverages regional, specialized teams to meet operational needs for specific areas for which the City does not have existing teams, including HAZMAT, SWAT, and USAR. These teams may have limited availability to respond to the City during an incident.

Planning Assumptions

- City resources will be insufficient to meet the needs of a catastrophic incident, and external assistance will be necessary to respond and recover.
- The City will have to compete with other jurisdictions and potentially private sector organizations for critical resources.
- The City cannot anticipate or plan for all potential resource needs for all incidents.
- There may be a delay in obtaining resources during an incident.
- Procurement processes may be altered or suspended during a proclaimed emergency.
- The City Manager and City Council will be made aware of expenditures over \$50,000.
- Incident staff will follow KMC Chapter 3.85 -- Purchasing.
- The Municipal Research and Services Center (MRSC) Vendor Roster and State Contracts may be leveraged to find resources during an incident.
- Requested resources may not be available to the City.
- KCOEM, WAEMD, and/or FEMA will support the fulfillment of City resource requests.
- Vendors will have continuity plans.
- The City will have funding resources adequate to allow for the procurement of resources.
- The public or private sector will make donations to the City.
- Suppliers will accept credit card payments or invoice the City.
- The City is dependent on outside vendors and sources for a variety of resources and may be in competition with other customers for needed resources during an incident.
- The City lacks an extensive collection of on-hand incident response and recovery supplies, such as potable water, food stocks, and construction material.
- The City is dependent on outside sources for basic utilities, including power and internet, to process the City's primary method of payment for goods and services.
- Acquisition of supplies is dependent on the vendors' stock and operational capability to meet the needs of the City.

Concept of Operations

General

The City Manager, or designee, has overall control of resource management for the City. Delegation for resource allocation decisions is provided to Department Directors/Chiefs and/or the Emergency Manager (EM) for most incidents. If resource prioritization is necessary the City Manager, or designee, will inform department directors of City priorities and resource allocations. The City Manager, a Department Director/Chief, and/or the EM may represent the City during regional incidents when resource prioritization and/or allocation discussions and/or decisions occur.

When a State of Emergency has been proclaimed by the City Manager or designee, daily City purchasing thresholds may be adjusted and/or suspended for the duration of the proclamation. The City Manager delegates to the EM/EOC spending approval as determined by the incident. Unless otherwise stated, Department Directors and/or Chiefs retain their daily spending approvals during a proclamation.

The OEM and/or the EOC Resourcing Section, if activated, will coordinate resource ordering and deployment to support field responders, restoration of critical infrastructure, the continuation of essential services and government, and address incident objectives. Resource requests will be made and tracked using the Resource Request Tracking Log.

Resource management is achieved through a tiered system from the local level up to the national level as the incident dictates. When City resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, and commercial vendors are unable to meet the needs of the City, assistance will be requested from the KCOEM. If KCOEM cannot fulfill the request, a request will be made to WAEMD. If WAEMD is unable to fulfill the request, a request will be made to FEMA for federal resources or coordination of support across state lines via the Emergency Management Assistance Compact (EMAC) program.

Every effort will be made to source needed resources from within City government before making external resource requests. External requests will engage Kirkland-based businesses and organizations whenever possible, followed by cooperative contracts.

The City's primary procurement method is via Purchasing Card (P-Card), with vendor accounts established for a few specific needs. The EOC maintains a list of P-Card holders. Additional information related to P Card use is outlined in the City Purchasing Card Program & Policy Manual and the Kirkland Procurement Manual.

The City has established financial support measures to assist with incident expense tracking, including project codes and a small budget allocation for EOC activation expenses.

HR will coordinate the tracking of personnel resources, including, but not limited to, handling claims for workers compensation from credentialed volunteers, City staff, and potentially external personnel assigned to the incident. When the EOC is activated, this function will be coordinated by an HR representative as part of the EOC Resourcing Section. The HR Department may assist other departments in identifying and assigning employees working alternative assignments. HR manages labor relations associated with incident work adjustments or conditions.

The OEM maintains basic catastrophic disaster supplies at most City facilities to support employees during an incident. This includes, but is not limited to, individual employee disaster kits and disaster boxes containing limited basic needs such as food, water, blankets, first aid supplies, and small generators.

The Regional Coordination Framework (RCF) in King County to which the City of Kirkland is a signatory, provides a financial agreement between signatory partners when mutual aid resources are requested. This financial agreement, when invoked, supersedes other financial arrangements that may govern normal response operations and resource sharing between jurisdictions. It also describes the resource management and procurement process coordinated by King County when City resources are insufficient to meet the demands of the incident.

The City is part of the Washington Mutual Aid System (WAMAS), which provides for mutual assistance among member jurisdictions when other mutual aid agreements do not exist or meet incident needs. When an incident extends beyond the scope of local resources, mutual aid assistance may be obtained from the WAMAS or the EMAC all coordinated through WAEMD.

The 213 RR will be filled out by requesting department and given to the EOC Logistics Branch, following the process outlined in the Resource Request Section. After EOC Manager approval, the order is placed, and the 213 RR is provided to the EOC Finance Branch for expense tracking. The Logistics Branch is responsible for identifying the order date, the estimated arrival date, and providing an inventory/confirmation when the goods are received.

As a procurement option, the City will utilize vendors associated with the following cooperative contracts. When soliciting quotes from vendors the Logistics Branch will request pricing based on the cooperative contracts:

- State of Washington
- King County
- City of Seattle
- City of Bellevue
- City of Redmond
- Omnia partners
- Sourcewell
- National Cooperative Purchasing Alliance (NCPA)
- General Services Administration (GSA)

When the City issues a Proclamation of Emergency the competitive purchasing processes may be waived for a limited duration of time. The EOC Manager and Finance Branch will coordinate when the competitive process established in the Kirkland Procurement Manual is to be followed for items not purchased through a cooperative contract. A waiver of the competitive process may be implemented if needed to meet incident resource demands.

Utilization of the GSA contract must comply with program requirements as the City is limited to GSA Schedules 70 and 84, which include IT products, services, and solutions, and Law Enforcement and Security products, services, and solutions. Through GSA contracts the City can purchase equipment and services to support response to or recovery from natural or human-caused incidents including acts of terrorism or nuclear, biological, chemical, or radiological attack.

The City intends to implement the Commodity Points of Distribution (CPOD) concept for the distribution of critical supplies to the community during an incident. See the CPOD Guide for additional information.

The City has established the best practice of limiting or not accepting donations during incidents. Donations of goods and/or services will be reviewed by the EM and/or City Manager and potentially accepted on a case-by-case basis. The City will refer financial donors to non-profit donation management organizations. See the Volunteer and Donations Management guide for additional information.

All incident volunteers will be registered as temporary Emergency Workers (EW) with the State of Washington and considered one-time volunteers with the City regardless of established City volunteer status. The exception to this status is members of the KECT that currently hold State EW status. See the Volunteer and Donations Management guide for additional information.

The City maintains an inventory of resources and uses the National Incident Management System (NIMS) Resource Typing categories when appropriate. NIMS Resource Typing is used when supporting resource deployment to other jurisdictions.

Currently, there is no standard adopted holistic credentialing system for the City, King County, or Washington State. The City endeavors to credential responders per NIMS guidelines for, at a minimum, KPD and KFD resources.

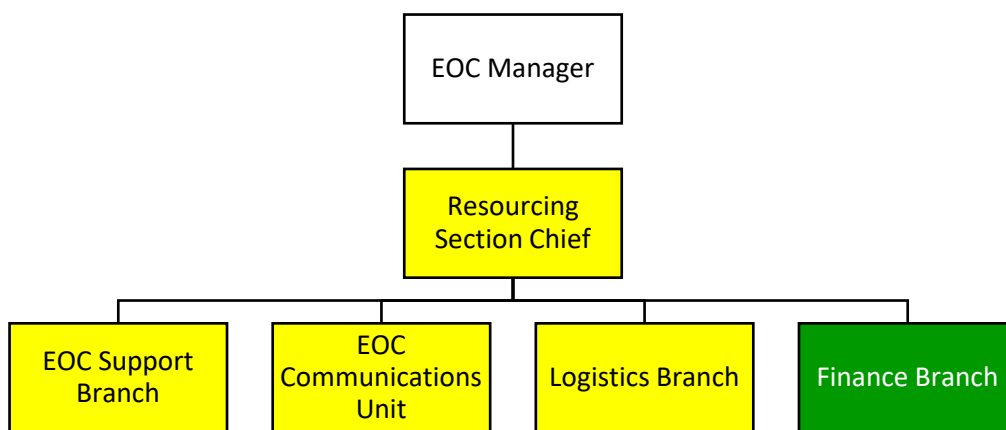
Disposition of non-consumable goods will follow the City surplus regulation established in KMC 3.86 as detailed in the Kirkland Procurement Manual.

Organization

Internal

Daily resource management occurs at the department level. During an incident, that does not require an EOC activation, the OEM will support resource requests as able and requested. When the EOC is activated, the EOC Resourcing Section, a combination of the ICS Logistics and Finance and Administration, will coordinate/facilitate resource management.

The EOC Resourcing Section reviews, evaluates, identifies, obtains/procures, assigns/allocates, and tracks physical and cost of items, funds, dispositions, and documents all aspects of resource management. City employees with daily logistics and financial duties will be the primary personnel staffing the EOC Resourcing Section.



*Figure 27 - Kirkland EOC Resourcing Section Organizational Chart
Current as of 2021*

The EOC Support Branch provides services and support to the EOC and/or field by facilitating feeding, housing, medical care, and transportation of incident personnel.

The EOC Communications Unit provides incident communications including, but not limited to, email, text messages, cellular and VOIP phone service, and the use of amateur radio support through the Kirkland Emergency Communications Team (KECT). Public Safety radio communications are managed by departments in partnership with NORCOM.

The EOC Logistics Branch is responsible for processing resource requests.

The EOC Finance Branch is responsible for projecting, monitoring, and documenting financial aspects of the incidents, including timekeeping, incident injury or loss claims, and preparation of FEMA reimbursement forms and supporting documentation.

External

The external organizational flow of resource management focuses on a tiered system from the City, to King County, to the State of Washington, and/or to the federal level for support (Figure 28).



Figure 28 - External resource request flow from the local level to the federal level.

Procedures

Resource Requests

Resource requests beyond department capability should be coordinated through the OEM or EOC if activated. The EOC process includes the requestor completing and providing a hard copy to the EOC Resourcing Section. The Logistics Branch will identify options for fulfilling the resource request including price, vendor, delivery time, and quantity availability. Before purchasing, the EOC Manager will approve the purchase request. The Logistics Branch will then work to obtain the resource. The Logistics Branch will pay for resources with City-issued P-Cards. If that payment method is not available, the Logistics Branch will work with the Finance Branch to identify the correct payment methodology. If the request is for a service, the Logistics Branch will coordinate with the EOC Manager to determine if a contract is necessary. The Finance Branch will log the ICS 213 RR information in the expense tracking spreadsheet. Tracking numbers are assigned to the ICS 213 RR and included in the Resource Request Tracking Log.

If resources are not already on hand, they can be sourced from private companies, internet sales distributors, or through mutual aid agreements. As time permits, EOC Resourcing Section staff will attempt to research multiple sources for the best value. Staff will confirm vendors are eligible to do business with federal agencies and not debarred before making purchases.

The ICS 213 RR form will be used to submit resource requests to King County OEM via email, telephone, or other communications methods.

Procurement Methodology

Whenever possible, the City will follow daily procurement methods as identified in the Kirkland Procurement Manual. However, if the incident objectives and/or timeline require alterations to routine practices the EOC Resourcing Section may, under a Proclamation of Emergency, adjust or waive procedures as needed and consistent with applicable law.

Disposition of non-consumable goods will follow the City surplus regulation established in KMC 3.86 as detailed in the Kirkland Procurement Manual.

Purchasing

The EOC Resourcing Section uses the following process to source and purchase resources during an incident:

- Operations identifies a resource need.
- The requestor completes an ICS 213 RR form.
- The EOC Resourcing Section Chief reviews the request and assigns the resource request to Logistics Branch staff for processing if appropriate.
- Logistics Branch staff researches and identifies options for procurement.
- Before purchasing, the ICS 213 RR is routed to the EOC Manager for approval.

The Logistics Branch staff purchase resources utilizing the How to Buy Chart in the Kirkland Procurement Manual. The Logistics Branch staff coordinates the delivery of the resource after purchasing.

The primary purchasing method is the use of City P-Cards. The OEM receives a list of City staff with P-Cards available for use from City procurement staff. This list is kept in a sealed envelope in the locked EOC. The P-Cards of the following positions will be utilized for incident purchasing as needed.

- 1) Emergency Manager
- 2) Financial Operations Manager
- 3) P-Cards from requesting departments

The City of Kirkland Purchasing Basics for the EOC guide contains additional instruction to be used by the EOC Resourcing Section during an EOC activation.

Mutual Aid

Mutual aid is requested at the lowest governmental level, either through direct contact, phone, or email by the City to potential supporters or via an ICS 213 RR submitted to King County OEM. The King County Regional Coordination Framework is the primary tool for the facilitation of mutual aid assistance in King County. If assistance cannot be obtained through KCOEM, KCOEM will submit a formal request via email, phone, and/or WebEOC to WA State EMD. The WAMAS provides the pathway for in-state mutual aid assistance among member jurisdictions. If WA EMD is unable to meet the requests, WA EMD will request assistance from federal agencies via FEMA. FEMA may leverage the EMAC for state-to-state assistance.

Emergency Worker Program and Liability Protection

Any volunteer conducting incident-related volunteer activities on behalf of the City will be registered as a Washington State Emergency Worker using the City of Kirkland Emergency Worker Application Form. Depending on the nature of the volunteer work, the City may conduct or coordinate background checks on volunteers. The forms will be received and processed through the EOC Resourcing Section and approved by the EM or designee. The EOC Resourcing Section will conduct a skills assessment to match volunteer capability to incident needs to the extent practical. The EOC Resourcing Section will inform each volunteer of their assignment, report to date/time/location, and supervisor's name and contact information. Volunteers will be provided with the appropriate equipment, including but not limited to personal protective supplies, to help safely complete their assignment. Volunteers will sign in and out of their volunteer assignments on the State of Washington Emergency Worker Daily Activity Report form (EMD-078), or equivalent. Volunteer activity will be tracked and monitored by a City employee identified as the volunteer supervisor.

Volunteers will be provided with the appropriate equipment, including but not limited to personal protective supplies, to safely complete their assignment. Volunteers will sign in and out of their volunteer assignments on the State of Washington Emergency Worker Daily Activity Report form (EMD-078), or equivalent. Volunteer activity will be tracked and monitored by a City of Kirkland employee identified as the volunteer supervisor.

Financial Tracking

Financial tracking is facilitated by the use of daily finance procedures and incident-specific requirements including, but not limited to, maintenance of receipts for purchases, completing resource request paperwork, use of project codes, and completion of spreadsheets for tracking material and personnel resources, time, and cost.

For incidents that require an EOC activation, City Finance and Administrative staff will establish, without a specific department-associated budget, at least one, but typically two, incident tracking project codes in the City's financial software system. The EOC and departments will use the project codes to track resource acquisitions, personnel time, and expenses related to incident activities. The project codes should be included on all ICS 213 RR forms and department financial tracking documents.

Finance Branch staff tracks pending and completed resource requests in the Incident Cost Log spreadsheet and utilizes the EOC sign-in sheets to track staff participation in the EOC and associated costs. Departments will use routine department level tracking to align staff and supply expenses associated with incident management that occur outside of the EOC.

Each ICS 213 RR form, with attached receipts, is scanned and saved electronically, and the hard copy is retained and stored for reference and records retention. During reconciliation of P-Cards or invoices entered in the financial tracking system, staff will attach a detailed receipt along with the scanned ICS 213 RR or department tracking documentation.

An overall report will be created and maintained by the EOC Resourcing Section Finance staff which combines the EOC and department costs and is available to the EM and key City leaders. Incident cost information is included in the City's financial tracking software and overall budget.

Donations Management

Donors will be requested to submit details of the donation they are interested in making to the EOC Resourcing Section. Goods and services donations will be accepted consistent with any applicable KMC provisions on a case-by-case basis, as determined necessary and appropriate by the EM/EOC Manager and/or the City Manager, based on incident guidelines, which may include measures such as set drop-off points, limited contact with staff, or other precautions. The City will where appropriate make efforts to direct donations to local non-profit organizations experienced in donation management to facilitate the disposition of goods, services, and/or financial contributions. If donation management exceeds the capability of the City and/or local organizations, the EM will request support from King County OEM and/or WAEMD via email, completion of an ICS 213 RR, or phone call. Additional information is available in the Volunteer and Donations Management Guide.

Commodity Points of Distribution (CPOD)

The CPOD Plan contains a pre-determined list of possible City-owned sites, in addition to community partner locations that may be considered for supply distribution. Final site selection will be determined by the EOC Manager, at the time of the incident, depending on community needs, site safety and accessibility, supply availability, and other situation-dependent conditions. The EOC Logistics Branch, with the help of the JIC and/or City Communications team, may make a public request for volunteers or make phone calls to City staff to identify and assign personnel to facilitate the setup and operation of a CPOD. The EOC Operations Section KPD and PW staff will develop a traffic plan and complete a site safety review before implementation of the site. The JIC and/or City Communications team will disseminate information about the site including location, hours of operations, and type of support available via multiple platforms and methods. The EOC Resourcing Section will maintain situational awareness of site operations, resupply needs, and take appropriate action to support ongoing operations. Additional information is available in the CPOD Guide.

Mitigation Activities

- Maintain redundant procurement and payment systems to sustain services when technology is unavailable.
- Maintain extra procurement cards with increased limits for use during incidents.
- Maintain active accounts with key vendors for incident supplies.
- Maintain CAO approval to form services contract templates.
- Maintain an emergency budget fund for EOC activations and incident expenses.
- Maintain City vendor list and contact information.
- Maintain access to State contract lists and vendors.

Preparedness Activities

- Maintain a printed supply of ICS 213 RR forms and tracking logs.
- Annually establish project codes for incident cost tracking.
- Verify capability and procure key resource supplies annually and prior to expected or noticed incidents.

Response Activities

- Process resource requests.
- Anticipate incident resource needs.
- Support demobilization of resources.
- Manage donations to the City.
- Provide support services for incident personnel.
- Track and project incident costs.
- Perform cost/benefit and/or risk/benefit analysis of operational strategies.
- Process worker compensation claims.
- Register spontaneous volunteers/emergency workers.
- Establish and operate CPOD sites.

Recovery Activities

- Support logistical operations of a Disaster Recovery Center (DRC), if established.
- Support replenishment of City incident response supplies.
- Assist in the disposition of demobilized resources and locations.
- Verify completion of Emergency Worker documentation of volunteer activities.
- Coordinate the transition of the Public Assistance process into long-term recovery operations.

Responsibilities

Lead Agency – Office of Emergency Management

- Facilitate EOC operations including resource requests and/or support to the EOC Resourcing Section processing of requests.
- Staff EOC Resourcing Section; specifically, the Finance Branch.
- Coordinate with county, state, and/or federal agencies for resource management.

Support Agencies

Kirkland Finance & Administration Department

- Assist in procurement of resources for incident management, regardless of EOC activation status.
- Staff EOC Resourcing Section, specifically the Finance Branch.
- Prepare documentation for incident cost/funding reports.

Human Resources Department

- Coordinate spontaneous volunteer management, including registration, background checks, assignment, tracking, and documentation of personnel.
- Coordinate reassignment and/or hiring of temporary personnel.
- Facilitate labor relations discussions.
- Process incident-related worker compensation claims.

Kirkland City Manager's Office

- Facilitate resource prioritization and allocation, if needed.
- Engage legislative resources to advocate for prioritization of federal, state, and county resources to the City.

City Attorney's Office

- Review and help approve procurement waivers and contracts for goods and services.

King County Office of Emergency Management

- Support mutual aid requests.
- Facilitate regional discussions related to critical resource requests, prioritization, and allocation.
- Facilitate the fulfillment of resource requests that cannot be accomplished at the City level, either with county resources or by making requests to the WAEMD.

Washington State Emergency Management Division

- Support mutual aid requests by coordinating the WAMAS and/or EMAC processes.
- Facilitate the fulfillment of resource requests that cannot be accomplished at the county level, either with State resources or by making requests to FEMA.

Federal Emergency Management Agency

- Coordinate resource request fulfillment that cannot be met at the State level.

Resource Requirements

Resource needs may include inventories of City assets; resource transportation capabilities; communications equipment and supplies; staff trained in City procurement and acquisition processes; and financial means to support incident management.

References

City of Kirkland Procurement Manual (2020)
City of Kirkland Purchasing Card Program & Policy Manual (2019)
City of Kirkland Purchasing Basics for EOC (2017)
City of Kirkland Resource Request Form (213 RR)
City of Kirkland Resource Request Tracking Log
City of Kirkland Proclamation of Emergency Template
City of Kirkland Surplus Form
City of Kirkland Donation Form
City of Kirkland EOC Emergency Operations Plan
KMC 3.20.070 – Emergency powers
KMC 3.85 – Purchasing
King County Regional Coordination Framework for Disasters and Planned Events for Public and Private Organizations in King County, Washington
WAC Chapter 118-04 Emergency Worker Program
RCW 35.21.100 - Donations-Authority to Accept and Use
RCW 38.52.070 - Local organizations and joint local organizations authorized—Establishment, operation—Emergency powers, procedures—Communication plans.
RCW 38.56 – Intrastate Mutual Aid System
Code of Federal Regulations (44 CFR 13.36)
Executive Order 12549 – Debarment and suspension
Public Law 104-321 – Emergency Management Assistance Compact
Municipal Research and Services Center (MRSC) Vendor List

Attachments

City of Kirkland Resource Request Form (CS 213 RR)

COK RESOURCE REQUEST FORM (ICS 213 RR)							
1. Mission Number & Incident Name:		2. Requesting Department:		3. Date & Time: (mm/dd/yy - 00:00)		4. Department Tracking Number:	
5. Resource Requested				SHADED AREA TO BE FILLED BY LOGISTICS SECTION			
a. Qty	b. Kind (if known)	c. Type (if known)	d. Detailed item description and/or of task to be accomplished. (<i>Vital characteristics, brand, specs, experience, size, etc.</i>) and, if applicable, purpose/use, diagrams and other info.	Needed Date & Time		g. Cost	
				e. Requested	f. Estimated		
6. Additional Personnel/Support Needed: (Driver/Fuel Etc.)				7. Duration needed:			
8. Requested Delivery/Reporting Location: (Address/landmarks etc.)				9. POC at Delivery/Reporting Location: (Name & Contact info)			
10. Suitable Substitutes and/or Suggested Sources: (if known)				11. Priority: <input type="checkbox"/> Life Saving <input type="checkbox"/> Incident Stabilization <input type="checkbox"/> Property Preservation			
12. a. Have all commercial resources been exhausted: <input type="checkbox"/> Yes <input type="checkbox"/> No b. Have all local resources been exhausted: <input type="checkbox"/> Yes <input type="checkbox"/> No c. Have all mutual aid resources been exhausted: <input type="checkbox"/> Yes <input type="checkbox"/> No				13. Requestor is willing to provide Funding: <input type="checkbox"/> Yes <input type="checkbox"/> No If "No", explain:			
14. Requested by Name/Position & phone/email:				15. Request Authorized by:			
16. EOC Logistics Tracking Number:		17. Name of Supplier/POC, Phone/Fax/Email:					
18. Notes:							
19. Approval Signature of Authorized Logistics Representative:						20. Date & Time: (mm/dd/yy - 00:00)	
21. Order placed by (check box): <input type="checkbox"/> ORD UNIT <input type="checkbox"/> PROC UNIT <input type="checkbox"/> OTHER _____							
22. Elevate to County: <input type="checkbox"/>		23. County Tracking #:		24. Date/Time of elevation:			
25. Reply/Comments from Finance:							
26. Finance Section Signature:						27. Date & Time: (mm/dd/yy - 00:00)	
Original to: Documentation Unit				Copy to: Logistics Section			

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City of Kirkland Resource Request Tracking Log

Mission# _____

Incident Name: _____

Page ____ of ____

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How to Buy Chart

"How to Buy Chart" - 7/28/19									
Type of Purchase	Competitive Pricing Desirable			Quotes/Informal Proposals			Formal Competitive Process		
	Estimated Amount	Streamlined Process	Process Questions	Estimated Amount	Director can execute contract. Council approval not required.	Process Questions	Estimated Amount	Contract awarded by Council or City Manager	Process Questions
Public Works (e.g. building repairs, road improvements, facilities construction, etc.). (RCW 35.23.352 Bid Thresholds) (RCW 39.04.155 Small Works) (KMC 3.85.085)	Under \$7,500	Recommend that contractor be selected from Shared Small Works Roster. Informal quotes should be solicited. Prevailing wages required.	Purchasing Agent - x3123	\$7,500 - \$50,000	Recommended that the Small Works Roster process be used. Limited Public Works process may be used if less than \$50,000. As an alternative, Director can waive use of competitive process. **Public works for single trade >\$75,500 or multi-trade >\$116,155 have additional options	Purchasing Agent - x3123	Over \$50,000 (>\$11,155 multi trade or >\$75,500 single trade must be contracted)	Invitation for Bids is required. (As an alternative, Small Works Roster process can be used up to \$300,000.) Council awards contracts over \$50,000 let through an IFB process.	Purchasing Agent - x3123
Equipment, Supplies & Routine Services (includes furniture, computer hardware, office equipment, equipment maintenance contracts, etc.) (KMC 3.85.080)	Under \$7,500	Written quotes are not required, but informal phone quotes are encouraged. Computer hardware or software require IT approval.	Buyer - x3121 or Purchasing Agent - x3123	\$7,500 - \$50,000	At least three written quotes should be obtained, if possible. Computer hardware or software require IT approval. The City Manager may waive the competitive process requirement.	Buyer - x3121	Over \$50,000	Invitation for Bids or Request for Proposals can be used. (RFP is appropriate if award decision is subjective.) (KMC 3.85.090)	Purchasing Agent - x3123
Professional Services (Consulting services other than Architects & Engineers) (KMC 3.85.110, KMC 3.16.065)	Under \$7,500	No competition required. Director executes Professional Services Agreement.	Purchasing Agent - x3123	\$7,500 - \$50,000	Professional Services Agreement is executed by Director. Director determines the need for competition for contract award.	Purchasing Agent - x3123	Over \$50,000	RFP or RFQ process used to assure competition. City Manager can waive use of competitive process.	Purchasing Agent - x3123
Architects & Engineers (RCW 39.80)	Under \$7,500	Select best qualified consultant from A&E Roster.	Purchasing Agent - x3123 or Capital Projects Mgr - x3832	\$7,500 - \$50,000	Select from A&E Roster. If specialty is not found, Director may require RFQ process to ensure competition. RCW 39.80 governs selection process.	Purchasing Agent - x3123 or Capital Projects Mgr - x3832	Over \$50,000	Select from A&E Roster or conduct RFQ process. Contract awarded based on qualifications.	Purchasing Agent - x3123 or Capital Projects Mgr - x3832
Emergency Purchase of Goods, Services or Public Works (Quick purchase necessary to avoid financial loss.) (RCW 39.04.280) & (KMC 3.85.210)	Under \$7,500	Make purchase without competition. If public work, prevailing wage requirements still apply.	Purchasing Agent - x3123	\$7,500 - \$50,000	Requires City Manager's approval. Reported to City Council at the next meeting or individually, within two weeks of the emergency purchase.	Purchasing Agent - x3123	Over \$50,000	Requires City Manager's approval. Reported to City Council at the next meeting or individually, within two weeks of the emergency purchase.	Purchasing Agent - x3123
Sole Source Purchase (Goods & routine services for which only one source exists.) (RCW 39.04.280) & (KMC 3.85.210)	Under \$7,500	No competition required.	Buyer - x3121	\$7,500 - \$50,000	Consult with Purchasing prior to purchase. City Manager or designee must waive competitive bidding requirement.	Purchasing Agent - x3123	Over \$50,000	Requires City Manager's approval. Reported to City Council at their next meeting.	Purchasing Agent - x3123
Cooperative Purchasing (RCW 39.34)(KMC 3.85.180)	There is no requirement for competition or Council approval when purchasing from State Contracts or other contracts covered by an interlocal agreement. However, for other than State Contracts, Purchasing needs to be consulted to assure compliance with RCW 39.34.								
Small Works Roster Process (RCW 39.04.155) (KMC 3.85.170)	May be used for public works projects less than \$350,000. Participating pre-qualified contractors in appropriate work category are notified of bidding opportunities. There's no need to advertise projects or have public bid opening.								

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EMERGENCY SUPPORT FUNCTION 8: PUBLIC HEALTH AND MEDICAL SERVICES

Lead Agency

Kirkland Fire Department (KFD)

Support Agencies

Kirkland Police Department (KPD)

Kirkland Public Works Department (PW)

Kirkland Parks and Community Services Department (PCS)

Redmond Fire Department

EvergreenHealth

Northeast King County Regional Public Safety Communication Agency (NORCOM)

Public Health – Seattle & King County (PHSKC)

Washington State Department of Health (DOH)

Washington State Department of Ecology (DOE)

Introduction

Purpose

The purpose of Emergency Support Function 8: Public Health and Medical Services is to describe the coordination of public health and medical services for an incident in the city of Kirkland.

Scope

This ESF addresses activities including but not limited to public health, mental health, fatality management, emergency worker health and safety, nutrition and pharmacology safety, vector control, wastewater and solid waste disposal, and veterinary services and dead animal disposition in an incident.

Policies

KFD Policy 504 directs that the provision of basic and advanced life support services shall be provided per King County Emergency Medical Services (KCEMS) Patient Care Guidelines.

Kirkland Municipal Code (KMC) 5.75 – Emergency Medical Services Transport Fees, establishes the Fire Department Basic Life Support Transport User Fee program, fees adjusted annually to reflect inflation.

Ordinance O-4745 updates the City Comprehensive Plan, including the Capital Facilities chapter, which outlines policies for capital facilities and utilities including water and wastewater service.

KMC 8.09 – Animal Control Authority, establishes animal control authority in KPD to provide animal services and enforce animal control laws.

King County Code 2.35A establishes PHSKC and outlines its duties and responsibilities.

Revised Code of Washington (RCW) 18.39 – Embalmers–Funeral Directors, provides guidance and regulations for mortuary services.

RCW 18.71 – Physicians, provides guidance and regulations for physicians.

RCW 18.73 – Emergency Medical Care and Transportation Services, outlines legal requirements and guidance for emergency medical services (EMS) providers.

RCW 43.20 – State Board of Health, establishes the Washington State Board of Health and its duties and oversight.

RCW 68.50 – Human Remains, provides the King County Medical Examiner jurisdiction over bodies of deceased persons within King County boundaries with certain exceptions that fall under the jurisdiction of the Federal Aviation Administration (FAA), the State of Washington, or the military.

RCW 68.52 – Public Cemeteries and Morgues, outlines guidance for cemetery procedures.

RCW 70.02 – Medical Records–Health Care Information Access and Disclosure, dictates how health care informational and medical records are to be handled and disclosed.

RCW 70.58 – Vital Statistics, outlines guidance for handling vital statistics for individuals, including birth certificates, death certificates, and other such documents.

Washington Administrative Code (WAC) 118-04 outlines the emergency worker program, including standards of care and health.

WAC 246-100 – Communicable and Certain Other Diseases, outlines duties for the response to communicable diseases.

WAC 246-976 – Emergency Medical Services and Trauma Care Systems, outlines DOH guidance for EMS providers.

WAC 308-48 – Funeral Directors, Embalmers, Crematories, Alkaline Hydrolysis Facilities, and Natural Organic Reduction Facilities, outlines the care of human remains and associated services.

Situation

Incident Conditions and Hazards

Any hazard may have potential health impacts, including but not limited to, illness, injury, death, psychological trauma, exposure to environmental hazards, or disruption of the region's healthcare system.

The city of Kirkland has a large population, not including daily commuters and visitors, with only one general hospital located within its boundaries to serve the Kirkland community as well as several other cities in the area. This reliance on one regional resource poses a very real risk of that facility being quickly overwhelmed in a major incident. In addition, the closest level one trauma center is roughly 12 miles away, across Lake Washington in Seattle, adding additional risk to the community's ability to obtain adequate advanced care in an incident.

The City is dependent on Advanced Life Support (ALS) services provided through the Redmond Fire Department, the regional service provider of ALS care. Although this approach works well in daily situations, during a disaster incident this dependent relationship may limit the ability of KFD to provide advanced life support services to the community.

Although Kirkland has a limited number of skilled nursing facilities, there are numerous residentially based home care centers and senior housing facilities. The needs of these residents, many of whom may be medically or mobility challenged, will likely increase the demand for medical services during an incident, which may result in a higher potential for loss of life.

The City has limited capacity to provide community mental health support and will need to rely on partnerships with providers. The City has one volunteer chaplain and a Critical Incident Stress Management (CISM) program for first responders, both of which may only be able to provide limited direct incident support.

The City has one animal control officer within KPD who may only be able to provide animal services in a limited capacity during an incident. The City may be reliant upon partner agencies and outside resources to meet the need for extended animal care, safety, and/or disposal during an incident.

The risk of a hazardous material incident on Interstate-405 or other roadways creates a risk to and demand on medical services that could challenge the City and the regional medical resource capability.

Planning Assumptions

- Resources within the affected area may be inadequate to triage, treat, and/or transport patients to hospital(s).
- Additional medical capabilities may be needed to meet incident demands.
- Public demand for health information and health and medical services will increase during an incident.
- The KFD will expand emergency medical services for prehospital emergency patient care based on resource availability.
- Medical resupply may be needed, but also may be in limited supply.
- Disruptions in local communications and transportation systems could delay and/or prevent the transport of patients, the arrival of assistance from partners, and/or the delivery of supplies.
- Medical and health care facilities that remain in operation may be overwhelmed or may need to operate at a reduced capacity.
- Hospitals, skilled nursing facilities, pharmacies, and other medical or health care facilities may be overwhelmed with patients seeking assistance; structurally damaged or destroyed, or unusable due to lack of utilities (power, water, sewer); inaccessible to staff to report for duty.
- Survivors who require medication may have difficulty in obtaining prescriptions because of damage or destruction of supply locations, stock, shortages, lack of pharmacy staff, and/or disruption of the manufacturing or distribution system.
- Damage to drinking and/or wastewater systems may limit health and medical service delivery.
- Hazardous materials incidents may present unique challenges to patient care as the patients themselves may become contaminated and considered hazardous.
- Damage to sewage, wastewater, and water distribution systems, along with secondary hazards such as fires, may result in public health hazards to survivors and response personnel.
- An incident may produce a greater need for mental health counseling for survivors and emergency responders.
- Disruption of sanitation services and facilities, loss of power, and large congregate shelters may increase the potential for disease spread and/or illness.
- Public health incidents may require the implementation of public health measures to contain and control communicable diseases or the spread of environmental hazards.
- Public demand for health and medical services will increase during incidents.
- Health and medical services will be restored as soon as practicable and within the limitations and capabilities of affected agencies.
- Due to structural failure or inaccessibility to hospitals, a City facility or temporarily established site may act as a remote emergency clinic, alternate care facility, and/or morgue.
- Local mortuary service providers may assist with emergency mortuary services, if requested and at the discretion of the PHSKC Medical Examiner.

Concept of Operations

General

ESF 8 encompasses several areas of responsibility that integrate with multiple ESFs within the CEMP. Specifically, water acquisition and provision, vector control service, and agricultural services are addressed in ESF 11: Agriculture and Natural Resources. Supply and resource distribution systems and are addressed in ESF 7: Logistics Management and Resource Support. Human waste disposal and management are addressed in ESF 3: Public Works and Engineering. Staff implementing ESF 8 will work with the staff of these ESFs to support coordinated incident management without duplication of efforts. Public health messaging and communicating alerts from PHSKC will occur in coordination with ESF 2: Communications, Information Systems, and warning and ESF 15: Public Information and Affairs.

Coordination of veterinary and animal disposal services is led by the KPD Animal Services Program. Some aspects of this work may be in conjunction with animal services provided under the scope of ESF 6: Mass Care, Housing, and Human Services and/or ESF 11: Agriculture and Natural Resources.

The City Water Division operates and maintains the City's water infrastructure to supply potable water to customers. Seattle Public Utilities (SPU) coordinates most routine water safety testing for the City's water supply. Additional details are found in ESF 3: Public Works and Engineering. PHSKC may issue a "boil water" order if harmful organisms are found in the water supply.

The City coordinates ESF 8 activities with and under the direction of PHSKC through the Health Duty Officer and/or Health and Medical Area Command (HMAC) if established.

PHSKC is the lead agency in providing health, medical, and mortuary response within King County and thus within the city of Kirkland. PHSKC coordinates all aspects of emergency medical services in the county with local, state, and federal governments, other counties, municipalities, and special districts. PHSKC assigns EMS duties to the local fire department. KFD provides prehospital Basic Life Support (BLS) services to the Kirkland community and through mutual and automatic aid portions of the surrounding communities. Redmond Fire Department manages the prehospital ALS services through the King County Medic One program. When the Disaster Medical Control Center (DMCC) is activated, KFD follows the direction of the DMCC for the determination of hospital transportation destinations.

PHSKC, in partnership with the Northwest Healthcare Response Network (NWHRN), coordinates the health care services of King County Hospital District 2, licensed commercial and/or residential medical care facilities, and independent medical providers in the city.

If a Multiple Casualty Incident (MCI) is declared the City will use the PHSKC Multiple Casualty Incident Plan to guide response efforts. PHSKC has a Mass Fatality and Family Assistance Operations Response Plan that details operational concepts and responsibilities for fatality management. The City will support the implementation of these plans to the best of its ability. These plans address efforts to contain and stabilize incident effects, track patients through the course of their care, coordinate additional support, establish treatment or collection centers, and overcome resource gaps.

The City complies with the Health Insurance Portability and Accountability Act of 1996 (HIPPA) as described in the KFD Privacy Practices to maintain the privacy and confidentiality of medical information.

The City will leverage the PHSKC Pandemic Plan to guide medical response efforts for a local or regional outbreak of infectious disease.

PCS Human Services Division coordinates mental health provider partners for response and service referrals for impacted community members.

NORCOM is the public safety answering point for Kirkland and dispatches emergency responders as needed.

Organization

The City provides limited public health and medical services through the KFD, KPD, and PCS in partnership with and/or under the direction of PHSKC and based on legal authorities.

KFD staffs an EMS Captain to coordinate EMS protocols and response procedures for the department (Figure 29).

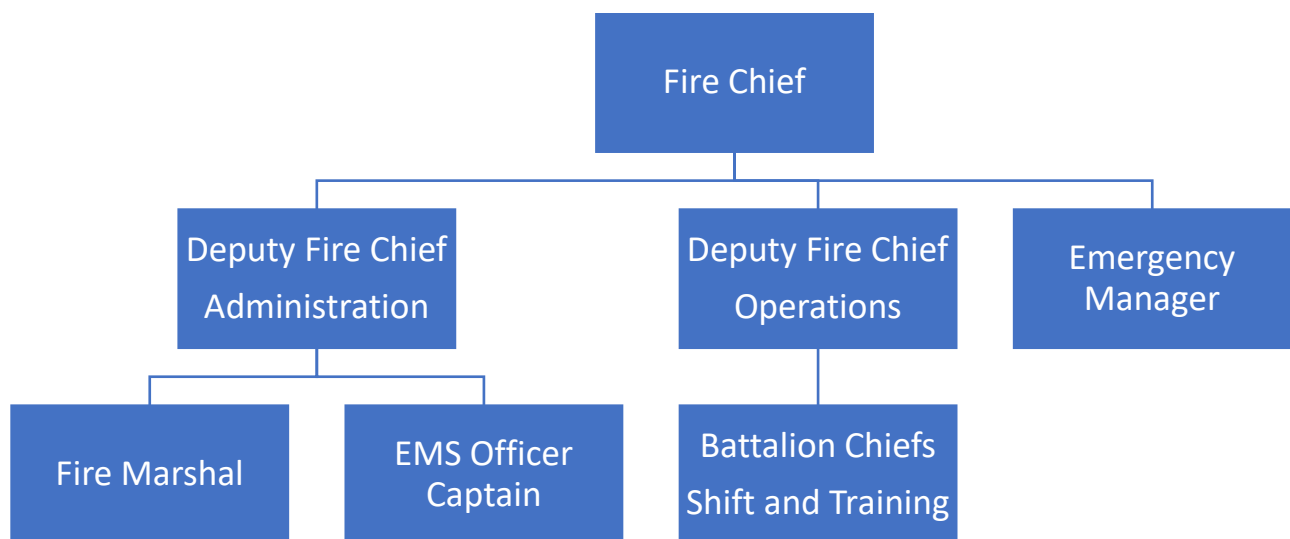


Figure 29 - KFD Leadership Organizational Chart

The PCS Human Services Division will coordinate local assistance for vulnerable community members and is the primary point of contact for public mental health response in the City. The division will provide these services in coordination with response partners, non-profit organizations, and other community service providers.

The PW Water Division operates and maintains the City's water infrastructure to supply potable water to customers. SPU coordinates most routine water safety testing for the City's water supply. Overall water supply and quality are overseen by DOE. Additional details are found in ESF 3: Public Works and Engineering.

KPD Animal Services coordinates care for found animals, veterinary services, and disposal of deceased animals. Managing wildlife-related issues falls into the jurisdiction of the Washington State Department of Fish and Wildlife (WDFW).

PHSKC is part of King County government and leads public health and medical response for geographical King County.

PHSKC's internal organization includes the King County Medical Examiner's Office, EMS, and Environmental Health Services, and coordinates these services within the county and in cooperation with local jurisdictions. Environmental Health Services focuses on disease prevention and will issue a "boil water" order for the Kirkland community, as needed.

In the event of an MCI, NORCOM will activate the PHSKC MCI Plan at the request of on-scene personnel.

Procedures

The City will integrate with PHSKC through the PHSKC Duty Officer and/or HMAT by phone, radio, liaison, or other methods as dictated by the incident.

The City will implement the PHSKC MCI Plan when local resources are overwhelmed by an incident. The on-scene officer will identify an MCI and request, via radio or phone, that NORCOM activates pre-determined resources to support the response, including activating the PHSKC MCI Plan. During MCIs, KFD will track patients using PHSKC electronic patient care records to document patient care and transport destinations.

The City maintains privacy and security of personal health care information and medical records by limiting access to incident paperwork and by forwarding any public records requests to the Public Records Custodian or designee. The City exercises its best efforts to maintain privacy when discussing incident information including but not limited to using identifying information only when absolutely necessary for operational purposes.

PCS Human Services Division will call, email, or meet with local non-profits and private providers to coordinate human services and mental health resources for the community during an incident.

If mental health support is needed for emergency workers, the City will request support from the City Volunteer Chaplain. If the Chaplain is not available or additional support is needed, the EOC Resourcing Section will request support from the regional Chaplain team, local or State Critical Incident Stress Management (CISM) teams, and/or City Peer Support Team members. In addition to chaplains and teams, the City has an Employee Assistance Program (EAP) which provides mental health and/or crisis management support and resources.

The PW Water Division uses Supervisory Control and Data Acquisition (SCADA) to monitor volumes, flow rates, and pressure of the potable water infrastructure and coordinates with SPU and PHSKC for safety testing of the water supply. Additional details are included in ESF 3: Public Works and Engineering.

Mitigation Activities

- Maintain medical supply and Personal Protective Equipment stockpiles.
- Offer vaccinations to City personnel for communicable diseases/viruses.
- Participate in KCEMS incident planning efforts.
- Monitor information about communicable diseases that may impact the city.
- Maintain EMS staff training and credentials as BLS care providers.
- Support delivery of public education programs such as CPR and First Aid training, Community Emergency Response Training (CERT), and stop the bleed programs.
- Support and share public health education and awareness campaigns.

Preparedness Activities

- Conduct drills and exercises to test disaster medicine equipment, plans, and procedures.
- Maintain medical transport plans to facilitate incident operations.
- Maintain reserve apparatus and EMS supplies for the rapid expansion of services.
- Monitor and notify PHSKC of patient care trends or repetitive responses.

Response Activities

- Provide BLS level care to ill and/or injured persons.
- Coordinate ALS level care delivery to ill and/or injured persons.
- Coordinate response to and/or transport of ill, injured, and/or medically dependent persons.
- Coordinate response efforts and requests for additional services with partners and county agencies.
- Support evacuation of medical facilities and/or medically fragile community members.
- Coordinate with PHSKC for support and/or direction.

Recovery Activities

- Replenish supplies and provide for the operational readiness of City-owned equipment and facilities.
- Assist with the relocation of medically dependent residents as able and resources allow.
- Arrange for CISM support for first responders as needed based on an assessment of personnel.

Responsibilities

Lead Agency – Kirkland Fire Department

- Provide BLS level care and/or transport to the community.
- Request and/or coordinate ALS level care services to the community.
- Implement the PHSKC MCI Plan within the City.
- Coordinate triage, treatment, transportation, and/or establishment of a temporary morgue location in the City.
- Contact DMCC, when activated, for patient transport destinations.
- Provide assistance to health care facilities in the implementation of evacuation plans.
- Coordinate CISM support for City staff and/or incident responders.
- Provide medical care to emergency workers.

Support Agencies

Kirkland Police Department

- Coordinate investigation, mitigation, and response activities for animal infectious disease outbreaks in partnership with PHSKC.
- Investigate unattended deaths, in partnership with the PHSKC Medical Examiner when appropriate.
- Make and/or assist with identification and/or next of kin notifications for deceased residents of Kirkland.
- Investigate reports of malicious acts against food and/or water safety.
- Enforce local, county, and/or State health orders.
- Coordinate quarantine enforcement with PHSKC, if requested and as resources as allow.

Kirkland Public Works

- Monitor water infrastructure for sustainment of the potable water supply.
- Coordinate with PHSKC for safety testing of the water supply.

Kirkland Parks and Community Services Department

- Human Services Division facilitates access to mental health services.

Redmond Fire Department

- Coordinate and provide ALS level care and/or transport services to the City of Kirkland.

EvergreenHealth

- Deliver health and medical care to the Kirkland community.
- Provide liaison at the EOC to provide coordination of operations when appropriate.
- Share situational updates and awareness with the City as needed and able.
- Coordinate the establishment of temporary medical facilities.

Northeast King County Regional Public Safety Communication Agency

- Receive and dispatch 911 calls for service.
- Support documentation of calls, tracking of incidents, and monitoring of transports.
- Coordinate and notify requests for additional medical resources, including but not limited to activation of the PHSKC MCI plan.

Public Health Seattle & King County

- Provide medical guidance and treatment protocols for public health incidents.
- Provide and/or coordinate health services and activities including but not limited to identification of health hazards and potential or actual impacts, implementation of disease control measures including examination, testing, treatment, vaccination, isolation, and quarantine.
- Coordinate with the DOE to assess the public health concerns related to hazardous materials incidents.
- Staff a 24/7 Duty Officer to serve as the primary point of notification for public health-related incidents or needs in King county.
- Activate the Health and Medical Area Command (HMAC) Center as appropriate.
- Support assessment and response to disaster consequences affecting food safety, water quality, and sanitation.

- Support the City with implementing altered standards of medical care as directed by the Local Health Officer.
- Provide coronary services through the Medical Examiner.
- Guide regional response activities for vector-borne public health emergencies.
- Provide epidemiological surveillance, case investigation, and follow-up to control infectious disease.
- Direct and manage medical surge capabilities, including but not limited to medical needs shelters, alternate care facilities, medication centers, and temporary morgues.
- Provide public health and related information to the public and healthcare providers.
- Report to local officials and the public regarding health conditions, warnings, and public health orders.
- Provide the medical support and mechanism for distribution of incident-specific medication and/or vaccinations to the public and emergency personnel.
- Provide safety testing of potable water supplies.
- Coordinate veterinary services concerning an animal disease outbreak.
- Provide locations of emergency morgues.
- Coordinate support of local mortuary services, as needed.
- Request additional health and mortuary services resources from the DOH or the Federal Health and Human Services organization.
- Plan for and coordinate the transportation of the deceased.
- Track incident-related deaths.
- Manage disaster-related human remains.

Washington State Department of Health

- License EMS providers to deliver care.
- Support requests for health and medical resources.
- Request health and medical resources from the federal agencies.

Washington State Department of Ecology

Oversee and regulate water safety standards and supply in Washington.

- Conduct water quality or safety testing, as needed.

Resource Requirements

Resource needs may include licensed medical providers and transportation vehicles; equipment and supplies; and locations to address health and medical needs during incident management.

References

City of Kirkland COOP/COG Plan - Pandemic Annex
KFD Privacy Practices
KFD Authorization to Transport Form
City of Kirkland Individual Written Notice of Financial Assistance
PHSKC Mass Fatality and Family Assistance Operations Response Plan
PHSKC Pandemic Plan
KFD Policy 504
Kirkland Municipal Code (KMC) 5.75 – Emergency Medical Services Transport Fees
Kirkland Ord. 4745
KMC 8.09 – Animal Control Authority
King County Code 2.35A
Revised Code of Washington (RCW) 18.39 – Embalmers–Funeral Directors
RCW 18.71 – Physicians
RCW 18.73 – Emergency Medical Care and Transportation Services
RCW 43.20 – State Board of Health
RCW 68.50 – Human Remains
RCW 68.52 – Public Cemeteries and Morgues
RCW 70.02 – Medical Records–Health Care Information Access and Disclosure
RCW 70.58 – Vital Statistics
Washington Administrative Code (WAC) 118-04 Emergency Worker Program
WAC 246-100 – Communicable and Certain Other Diseases
WAC 246-976 – Emergency Medical Services and Trauma Care Systems
WAC 308-48 – Funeral Directors, Embalmers, Crematories, Alkaline Hydrolysis Facilities, and Natural Organic Reduction Facilities

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EMERGENCY SUPPORT FUNCTION 9: SEARCH AND RESCUE

Lead Agency

Kirkland Police Department (KPD)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Kirkland Fire Department (KFD)

Kirkland Planning and Building Department (P&B)

Kirkland Public Works Department (PW)

Bellevue Police Department

King County Sheriff's Office (KCSO)

Washington State Military Department, Division of Emergency Management (WAEMD)

Washington State Department of Transportation (WSDOT) – Aviation Division

Urban Search & Rescue (USAR) Teams

United States Coast Guard (USCG)

Introduction

Purpose

The purpose of Emergency Support Function 9: Search and Rescue is to describe the coordination of resources in conducting Search and Rescue (SAR) operations in the city of Kirkland.

Scope

This ESF addresses the coordination and actions applicable to SAR operations occurring separately or coincidentally during an incident within the city. SAR operations include but are not limited to locating distressed persons, USAR, maritime rescue or recovery, and aviation rescue.

Policies

KPD will operate under the department's standard operating procedures, to the extent possible, found in the Kirkland Lexipol Policy Manual.

KPD Lexipol Policy 201 – Emergency Management Plan, describes how the PD will function during a city-wide incident.

KPD Lexipol Policy 412 – Rapid Response and Deployment, identifies guidelines and factors that will assist responding officers in situations that call for rapid response and deployment.

Washington Administrative Code (WAC) Chapter 118-04 – Emergency Worker, program outlines the requirements regarding issuing mission numbers and emergency worker classifications for search and rescue incidents.

Per the Revised Code of Washington (RCW) 38.52.400 Search and Rescue Activities - Powers and Duties of Local Officials, the chief law enforcement officer of each political subdivision is responsible for SAR activities. 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 RCW 68.08 (handling and notification to Coroner).

Per RCW 38.52.010, search and rescue means the act of searching for, rescuing, or recovering persons who have become lost, injured, or killed as a result of natural, technological, or human-caused incidents.

Per RCW 47.68.380, the aviation division of WSDOT is responsible for the conduct and management of aerial search and rescue activities within the state of Washington.

RCW 68.08 describes the process of handling human remains. When search and rescue activities result in the discovery of a deceased person or search and rescue workers assist in the recovery of human remains, the City will comply with this RCW.

Situation

Incident Conditions and Hazards

Hazards that could result in the need for SAR operations include, but are not limited to, the presence of large park areas and greenspace in which people, especially children, may become disoriented and lost, necessitating search and rescue efforts. Private aircraft are often used in and around the city, which could result in a SAR situation on the ground or in water.

SAR operations may occur as the result of structural collapse, flooding, land movement, missing aircraft, recreational incidents, and/or vulnerable persons that may wander off from their normal living environments.

The city has public and private waterfront on Lake Washington causing a potential for water and/or boating incidents resulting in marine SAR activities.

Incidents may cause building damage or collapse requiring search and rescue operations including heavy rescue, technical rescue, and emergency medical services.

Planning Assumptions

- The City has limited SAR resources and a widespread incident may quickly overwhelm local and regional SAR capabilities.
- Some community members are likely to initiate their own search and rescue activities in response to an incident.
- Specialized SAR equipment and/or personnel may be damaged or unavailable due to the incident.
- SAR operations may be the result of a natural disaster, acts of terrorism, missing persons, or other incidents.
- The type of SAR mission may vary from an incident where one person is lost or trapped to a multi-person incident.
- Unique conditions related to the incident may vary and dictate the specific type of SAR resources and operations required.
- Support, such as helicopters, tracking dogs, and outside specialized groups may take time to assemble and deploy to the incident site.
- Weather conditions may prevent the use of air assets for extended periods.
- KFD personnel, USAR teams, volunteers, outside agencies, and the private sector may be utilized during SAR incidents.
- Official government-endorsed aircraft, to include helicopters and fixed-wing aircraft, may be utilized to assist in City SAR operations.
- Hazardous environments related to emergency conditions may impede search, rescue, and recovery operations. These may include but are not limited to the presence of hazardous materials including chemicals or biological materials, fire or fire conditions, unstable terrain or snowpack, active threat(s) of violence, live electrical wires, or other conditions.

Concept of Operations

General

The KPD is the lead agency for the coordination of SAR operations.

During an incident, KPD performs functions that include, but are not limited to, search and rescue of single or multiple persons, recovery and identification of deceased individuals, human remains management, and coordination of wide-area search efforts. All available resources will be leveraged for the extraction and/or evacuation of injured persons and survivors.

Mutual aid agreements exist between the City and the King County Sheriff's Office as well as neighboring law enforcement agencies for assistance in handling incidents within the city limits. This kind of supplemental assistance, when necessitated by an incident, will be requested through the Northeast King County Regional Public Safety Communication Agency (NORCOM) dispatch and/or the Kirkland OEM or Emergency Operations Center (EOC) as appropriate.

KPD delegates the lead to the KFD for coordination and/or operations of USAR and technical rescue activities within the City.

The P&B supports SAR operations with structural integrity assessment and technical expertise in cases of structural damage or collapse.

When the incident dictates, KPD may request the Bellevue Police Department Bomb Squad to respond to investigate for explosives during SAR operations.

In King County, the primary resource for wilderness area search and rescue is the King County Sheriff's Office Search and Rescue Unit, which oversees a group of trained volunteers to assist with operations. This resource may be activated through the King County Office of Emergency Management (KCOEM) or the KCSO SAR Coordinator.

SAR operations for missing aircraft are the responsibility of the WSDOT, Division of Aeronautics. KPD will be responsible for coordinating ground support of these operations as requested and able.

KPD will leverage their routine practices of monitoring and responding to distress levels of persons involved in a SAR incident. This may include support to the missing person(s), family members, the public, and/or responders.

SAR agencies assisting the City will operate under the direction and control of the KPD Chief or designee while operating within the city.

KPD will coordinate with other agencies (local, state, federal) under a joint operation to best assess, plan, and respond to the incident.

KPD will leverage all available and appropriate resources for SAR missions, including but not limited to, aircraft, canine teams, non-profit and community groups, and City staff.

Organization

KPD operates under a Chief, Deputy Chief, Lieutenant, Sergeant, Corporal, and Officer rank structure. Mutual aid responders will operate under the direction and control of the Kirkland Incident/Unified Command.

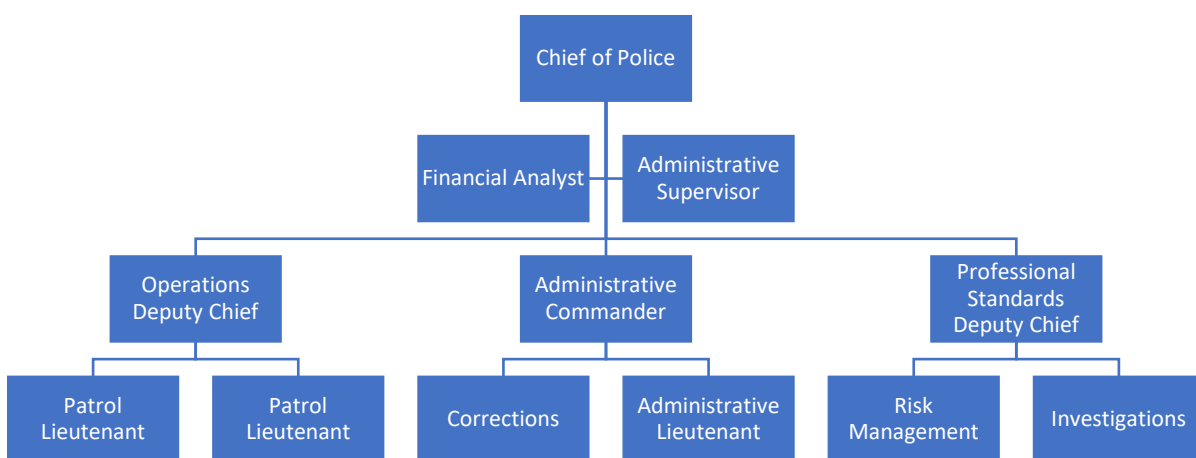


Figure 30 - KPD Administrative Structure Organizational Chart

The City contracts with the KCSO Marine Unit for marine patrol, enforcement for marine infractions, and responding to distressed boaters or other calls for assistance. The Marine Unit contributes to swimmer rescues, drowning victims, and body recovery, as well as documenting and recovering evidence underwater.

The KCSO is responsible for land and waterborne search and rescue operations within its jurisdictional authority.

The King County Search and Rescue Association (KCSARA) assists the county with search and rescue activities. Oversight of the KCSARA units is provided by the KCSO. Dispatch of these units is initiated by the King County Communications Center.

For technical rescue and/or USAR operations the KFD will leverage its existing organizational structure to facilitate operations (Figure 31).

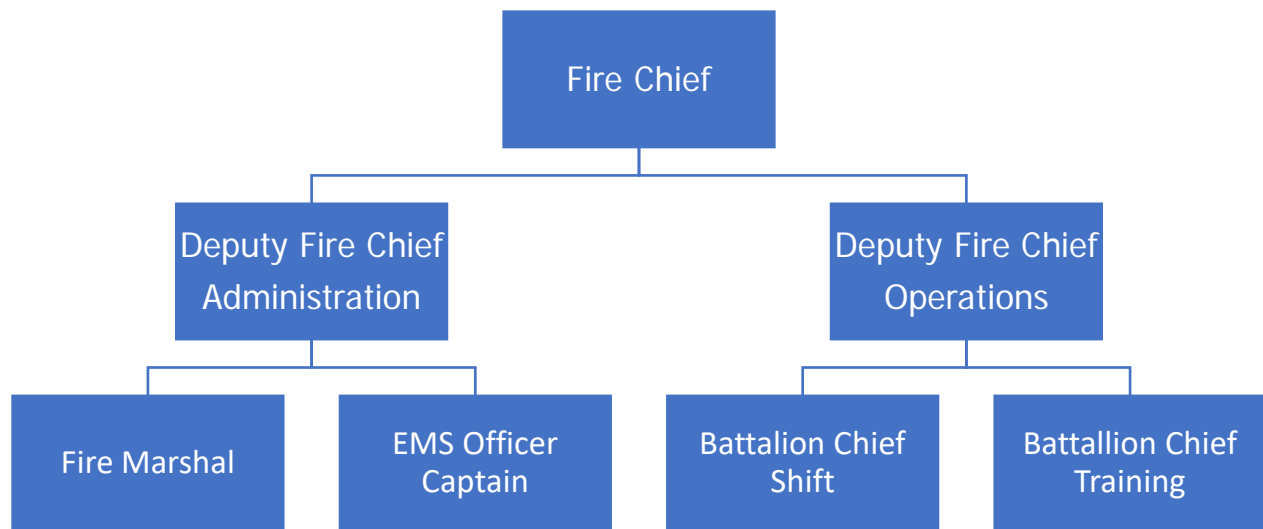


Figure 31 - KFD Operations Organizational Chart

The WSDOT Aviation Division is responsible for the conduct and management of aerial search and rescue, including search and rescue efforts involving aircraft.

The KCSARA assists the County with search and rescue activities. Oversight of the KCSARA units is provided by the KCSO. Dispatch of these units is initiated by the King County Communications Center. Other SAR teams may be leveraged during an incident, as available.

A primary local USAR team is the Washington State USAR Taskforce 1 (WA-TF 1), which consists of over 210 team members from agencies from three primary jurisdictions: Seattle, King County, and Pierce County. WA-TF 1 can be deployed via a request to WAEMD to assist with USAR missions. WA-TF 1 primarily resides in Pierce County. Other USAR teams may be leveraged during an incident, as available.

Procedures

KPD will follow departmental policies and procedures during SAR operations whenever possible.

Requests for additional SAR resources from the Incident Commander or designed will be facilitated through NORCOM, OEM, and/or the EOC, as appropriate, by radio and/or phone.

KPD Incident Command or EM will request a SAR Mission number from Washington State Emergency Management, as appropriate to the SAR mission, by calling the WAEMD Duty Officer.

KPD will use as many resources as available to appropriately engage the public in SAR missions, including but not limited to social media posts, “amber” or “silver” alerts, reader boards, door-to-door notifications, and public address systems.

KPD and KFD will establish Unified Command for USAR incidents; KPD will focus on the potential criminal investigation while KFD conducts rescue operations.

If assistance from P&B is needed to assess the stability of structures, KPD will request OEM and/or the EOC will contact the department director or designee to coordinate resources.

Mitigation Activities

- Identify opportunities for and engage with high-risk individuals and/or their guardians or caregivers to reduce the potential for SAR operations.
- Maintain City parks and green spaces to be well-lit and with clearly marked pedestrian pathways.
- Maintain basic SAR supplies, including but not limited to, responder protective equipment, first aid kits, marking tape, and light sources.

Preparedness Activities

- Train officers and supervisors on the Amber Alert and Silver Alert activation and use protocols.
- Facilitate ongoing training associated with SAR operational procedures and available resources.
- Provide situational awareness of frequent missing persons or known vulnerable persons living in the City during shift briefing.
- KPD personnel will direct staff to go onsite at high-risk SAR operational areas, such as parks, to build area familiarization with the locations before an incident.

Response Activities

- Coordinate SAR activities, including joint efforts with response partners.
- Search the immediate area/residence for missing high-risk or vulnerable individuals.
- Assign resources to canvass search area(s) and request additional resources, as appropriate to the incident.
- Request a SAR Mission number from WAEMD.
- Disseminate public information and monitor messaging related to SAR operations, including interacting with the media.
- Perform investigation, secure evidence, and manage criminal components of SAR operations.
- Notify next of kin of decedents.

Recovery Activities

- Restock SAR supplies, as the supply chain supports, to at least pre-incident levels.
- Participate in incident debriefs and/or After-Action Reviews/reports related to the SAR mission.
- Provide peer or professional mental health support to the public, City staff, or others as identified, and as appropriate resources allow.
- Notify WAEMD of the termination and disposition of SAR missions.

Responsibilities

Lead Agency – Kirkland Police Department

- Lead SAR missions, including serving at Incident Command and coordinating City and partner SAR resources.
- Inventory personnel and equipment and review policies and procedures governing SAR operations.
- Obtain a SAR mission number from WAEMD.
- Deliver or assist appropriate agencies with next of kin notifications.
- Oversee investigative aspects of SAR missions.

Support Agencies

Kirkland Office of Emergency Management

- Obtain a SAR mission number from Washington State EMD, if requested to do so by IC.
- Facilitate coordination of SAR mission support resources.
- Active the Kirkland EOC as appropriate to support the incident.
- Approve registration of spontaneous volunteers in accordance with WA State Emergency Worker regulations.
- Facilitate and assist with alert, warning, and public information efforts.

Kirkland Fire Department

- Coordinate initial near-shore water rescue operations.
- Conduct and coordinate heavy structural collapse and technical rescue SAR operations.
- Provide medical care and support to SAR personnel and located/rescued survivors, as resources allow.

Kirkland Planning and Building Department

- Provide trained engineering personnel for technical support in the assessment of structural damage or stability of the involved structure(s).

Kirkland Public Works

- Provide heavy equipment and personnel to assist with the removal of debris, as resources allow.
- Provide barriers, reader boards, or other logistical resources as requested by Incident Command, OEM, or the EOC.

Bellevue Police Department – Bomb Squad

- Support the clearing and securing of devices at structures believed to be threatened or impacted by an explosive device.

King County Sheriff's Office

- Support land SAR operations with available and appropriate resources include but not limited to personnel, air assets, and affiliated volunteers.
- Support water SAR efforts with Marine Patrol and Dive Team personnel and equipment, as requested and resources allow.
- Support the clearing and securing of devices at structures believed to be threatened or impacted by an explosive device.

Washington State Military Department Division of Emergency Management

- Supply mission number for SAR operations.
- Process City's requests for state or federal SAR resources.

Washington State Department of Transportation- Division of Aviation

- Support land SAR operations by providing aircraft and/or air operations support.

Urban Search and Rescue Teams

- Provide technical resources and support for SAR operations as requested and able, based on resources and scale of the incident.

United States Coast Guard

- Provide technical resources and support for water-based SAR operations as requested and able, based on resources and scale of the incident.

Resource Requirements

Resource requirements may include specialized responders (paid and/or volunteer; and equipment and supplies, including communications equipment, to address incident needs.

References

KPD Lexipol Policy Manual

KPD Emergency Management Plan (KPD Lexipol Policy 201.1).

Kirkland Police Rapid Response and Deployment Plan (KPD Lexipol Policy 412).

King County Comprehensive Emergency Management Plans, ESF 9 Search and Rescue

Washington State Comprehensive Emergency Management Plan, ESF 9 Search and Rescue

National Response Framework, ESF 9 Search and Rescue

RCW 38.52, Emergency Management

WAC 118, Military Department (Emergency Management)

MOU's: Bellevue, Seattle, KCSO

EMERGENCY SUPPORT FUNCTION 10: HAZARDOUS MATERIALS

Lead Agency

Kirkland Fire Department (KFD)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Kirkland Public Works Department – Spill Response Team

Kirkland Police Department (KPD)

Eastside Hazardous Materials Response Team (EHMT)

Northeast King County Regional Public Safety Communication Agency (NORCOM)

King County Local Emergency Planning Committee (LEPC)

King County Office of Emergency Management (KCOEM)

Public Health – Seattle & King County (PHSKC)

Washington State Department of Ecology (DOE)

Washington State Department of Health (DOH)

Washington State Patrol (WSP)

Washington State Emergency Management Division (WAEMD)

United States Coast Guard (USCG)

United States Environmental Protection Agency (EPA)

Regulated Facilities

Introduction

Purpose

The purpose of Emergency Support Function 10: Hazardous Materials (HazMat) is to describe the coordination of HazMat incidents within, or that may impact, the City of Kirkland.

Scope

This ESF addresses responses to accidental or intentional discharges or releases of HazMat within the City. It is intended to complement and coordinate with existing hazardous material response plans utilized by the PW Spill Response Team, KFD, and EHMT. The EHMT is a regional specialized mutual aid response group made up of HazMat trained fire personnel from King County Zone 1 fire departments, including Kirkland staff.

Policies

Washington Administrative Code (WAC) 118-40 – Hazardous chemical emergency response planning and community-right-to-know planning.

WAC 173-303-154 – Spills and discharge into the environment, defines responsibility for cleanup and recovery following a HazMat incident.

WAC 296-305-03002 – Hazardous materials, outlines safety equipment for fire department personnel involved in HazMat incidents.

WAC 296-824-300 – Training, requires training for employees involved in emergency response operations for releases of hazardous substances.

WAC 296-824-500 – Incident Requirements, outlines how decontamination and incident termination procedures shall be performed.

Revised Code of Washington (RCW) 70.136 – Hazardous Materials Incidents, outlines requirements for HazMat incident response.

RCW 4.24.314 – Person causing hazardous materials incident-responsibility for incident clean-up-Liability, dictates responsibility for HazMat cleanup for transportation-related HazMat incidents.

King County Board of Health Title 10, Solid Waste Regulation, Chapter 10.80 identifies PHSKC as the lead agency for screening small amounts of suspect hazardous and non-regulated materials.

2015 Washington State Building Code – Chapter 3 defines the classification of buildings and structures as to use and occupancy.

The National Pollutant Discharge Elimination System (NPDES) Western Washington Phase II Municipal Stormwater Permit outlines documentation standards for spills in Kirkland

National Fire Protection Agency (NFPA) 472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents 8.1.2.2 (d) requires an IAP for HazMat incidents.

Kirkland Municipal Code (KMC) 15.52.090 – Illicit Discharges and Connections, prohibits the illicit discharge of materials other than stormwater into the municipal storm drain system and/or surface and ground waters.

Section 105 of the International Fire Code as adopted by KMC 21.20 states that the City's KFD Fire Prevention Division is responsible for administering hazardous materials permit and inspection programming.

KFD Policy 319 – Hazardous Materials Response outlines, the KFD's response plan for HazMat incidents.

Public Law 99-499, the Superfund Amendments and Re-Authorization Act of 1986 (SARA Title III) authorizes the Emergency Planning & Community Right-to-Know Act (EPCRA) and establishes requirements for the Local Emergency Planning Committee (LEPC).

Situation

Incident Conditions and Hazards

The King County LEPC tracks sites in Kirkland that house reportable amounts of hazardous materials, a process that is dependent on the person in possession of such products making a timely notification. This process could place responders and/or the community at risk for injury and/or exposure, as failure to provide timely reports means responders may not have the full details of a HazMat risk during an incident.

Interstate 405, a major distribution and transportation route of hazardous and regulated materials, runs through the City. This places the community and environment at risk for impacts related to releases or traffic incidents involving the carriers.

The Olympic Pipeline runs the length of the eastern border of Kirkland, primarily Redmond. The pipeline turns west and runs through the northeast corner of Kirkland in the Kingsgate neighborhood. The pipeline is a large, 16-inch diameter, pipeline transporting multiple types of liquid fuels both north to Bellingham and South to SeaTac. A rupture or release from this pipeline could cause death, injury, and/or property or environmental damage.

Planning Assumptions

- HazMat incidents can occur anywhere at any time with little to no notice.
- A HazMat incident could cause the temporary relocation of residents, businesses, and/or City operations.
- HazMat may be intentionally or unintentionally released during natural or human-caused incidents.
- HazMat incident response may involve isolation, evacuation, and/or shelter in place strategies to protect residents, businesses, and responders from the release.
- Household chemicals can cause a HazMat incident.
- Illegal drug labs, terrorist activities, or other criminal activities may create or cause HazMat incidents.
- Procedures for response will vary based upon the location of the HazMat release, the type of material involved, and the population affected.
- Not all products will be reported to the King County LEPC despite legal requirements.
- Weather conditions could impact the duration or extent of a HazMat spill that occurs outside the City limits to potentially put areas of the City at risk.
- HazMat may be in gas, liquid, or solid form and may change form when exposed to environmental factors including but not limited to heat or cold, water, air, or light.
- Kirkland businesses will report product storage to the King County LEPC.
- Kirkland businesses will implement mitigation measures to prevent HazMat incidents, will have basic spill response supplies on-site, and will report spills/releases immediately.
- It may be unsafe or impractical to move or evacuate a population during a HazMat incident.
- The choice of protective actions will depend on many factors including the magnitude, severity, and urgency of the situation, the characteristics of the area, the affected population, weather, and road conditions.
- Emergency exemptions may be needed for the disposal of contaminated materials.

Concept of Operations

General

The City endeavors to mitigate the risk and thus need for response to and recovery from HazMat incidents through public/business education programs and technical support to businesses.

The City manages HazMat incidents through a combined effort of the PW – Spill Response Team and KFD, and when appropriate KPD.

KFD is a member of the EHMT. Members are trained to the HazMat Technician Level and/or the HazMat Incident Commander (IC) level. The primary response vehicle for the EHMT rotates between Zone 1 fire stations throughout the year; radiation survey meters and dosimeters are stored on the vehicle.

PW personnel support hazardous material incidents not requiring the use of PPE and assisting with notification to county or state agencies.

PW Spill Response Team staff are trained to the Hazardous Materials Awareness level. Examples of materials that prompt response from PW staff include sediment, concrete slurry, soap, vehicle fluids such as diesel or antifreeze, sanitary sewer, and paint.

When there are concerns of unknown materials and/or flammable or threat to life and safety, KFD and/or DOE lead the response with assistance from PW.

Response efforts may include warning the public, containment and stabilization of a site, 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.

If evacuation is necessary, routes of egress will be determined at the time of incident dependent on weather, wind direction, traffic flow, and additional conditions that may affect routing.

The EPCRA states that LEPC is responsible for planning and coordinating HazMat information. LEPC, facilitated by KCOEM, plans for unincorporated areas of King County and for political jurisdictions within the county that do not have their own LEPC. The City utilizes the LEPC to coordinate and share HazMat information.

SARA Title III requires that all facilities with HazMat report specified types and quantities of HazMat to the LEPC. Facilities are also required to maintain and provide, to the LEPC, plans for the 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 HazMat, and provides the public with related information as requested.

Legislation defines several partner agencies as the IC for specific locations or types of hazardous material incidents. The City will support these agencies, as appropriate, during an incident, ideally through a Unified Command. The WSP is the designated IC for HazMat incidents occurring on State roadways, the USCG is lead for incidents on Lake Washington, and the DOH is the lead for incidents involving radioactive materials. Each agency may provide technical personnel and equipment, advice and guidance regarding health hazards, investigation services, and technical assistance with sample collection, laboratory analysis, risk assessment, and/or control and clean-up measures for incidents.

The DOE may provide on-scene coordination, technical information, containment, cleanup, disposal and recovery, environmental damage assessment, chemical analysis, and evidence collection for enforcement actions related to major non-radioactive HazMat incidents.

Illicit discharges from the municipal storm system into the waters of the state will require notification to the DOE. The King County Sheriff's Office Marine Unit may be called upon for assistance with water spill response.

PHSKC and the DOE are the lead agencies for recovery from HazMat incidents. It is the obligation of the responsible party to arrange the cleanup of a HazMat release site. If the site is abandoned, or the responsible party is unable to pay for cleanup or cannot be identified, the DOE and/or the EPA will take the lead on-site cleanup. PHSKC is the lead agency for screening suspect hazardous and non-regulated small quantity HazMat for proper disposal that might be generated from cleanup sites.

Organization

KFD and PW have responsibility for responding to HazMat incidents, often in partnership with external agencies; therefore, Unified Command will be the preferred incident management structure for HazMat incidents occurring in Kirkland. When legal authority dictates a specific agency to serve as IC, City staff will facilitate incident operations as appropriate within regulatory compliance.

In King County, Fire HazMat response is conducted as a Zone response. Several fire agencies in each zone contribute technician-level responders and cached equipment to HazMat incidents. There is one Eastside Fire Hazmat Team comprised of equipment and personnel from KFD along with the Bothell, Redmond, Bellevue, Issaquah, and Woodinville Fire Departments.

PW Water Quality Program staff are called upon for non-hazardous spill elimination, containment, and cleanup, including maintenance of public infrastructure. PW also conducts spill incident documentation and/or investigation and assists with notification of county or state agencies.

Partner agencies have their own internal organizational structures and will coordinate efforts with City responders through IC/UC structures.

Procedures

When there is an immediate threat to life safety and community actions are necessary to mitigate risk due to a HazMat incident, the IC may notify the public by use of Reverse 911, the Emergency Alert System (EAS), and/or Wireless Emergency Alert (WEA) system, local news reports, or door-to-door contacts. The IC, via radio and/or phone, makes the request for NORCOM, Emergency Management, or an alternate public safety alerting point (PSAP) to issue a public warning by providing the exact wording and geographical area for the message as described in ESF 3: Communications, Information Systems, and Warning.

The OEM receives incident reports from the National Response Center (NRC) via email from either WAEMD or KCOEM and shares them with the Kirkland Spill Response Team and/or KFD, as appropriate.

Spills are reported by both internal staff and external customers/residents by calling 911 for emergency situations or the Kirkland Spill Team at 425-587-3900 or erts@kirklandwa.gov for non-emergent situations, 24/7. Water quality concerns, spills, and illicit discharges to municipal storm systems should be reported to the Kirkland Spill Hotline, 425-587-3900 and documented per the NPDES Western Washington Phase II Municipal Stormwater Permit. The Spill Response Team may notify the KFD as appropriate the level of response.

The City notifies external response partners of spills including, but not limited to, the DOE's Environmental Report Tracking System (ERTS), the National Response Center (NRC), the WA State Department of Fish and Wildlife, the Washington State Emergency Management Division (WAEMD), or the Puget Sound Clean Air Agency directly via phone call per the Standby Response Procedures and the Notification Checklist in the Standby Manual.

HazMat incidents may require limiting access to the incident scene. Physical demarcation of the hot (exclusion), warm, and cold zones shall be determined and established using product-specific data guided by the United States Department of Health Pipeline and Hazardous Materials Safety Administration (PHMSA) Emergency Response Guidebook (ERG), transport paperwork/manifest, Material Safety Data Sheet (MSDS), or other credible sources. The zones may be marked with barrier tape, cones, vehicles, or other visual markers. As the incident progresses the zones may be adjusted. Emergency responders should be alert to the indication of the presence of radiological materials. In the absence of medical emergencies in the hot zone, an entry should not be made until an operational radiation survey meter is available.

The selection of protective clothing will depend on the perceived and/or confirmed hazardous material and potential method(s) of exposure as determined in the substance identification process. Emergency responders shall wear positive pressure self-contained breathing apparatus (SCBA) in the hot zone and during the initial stages of decontamination until air quality has been determined safe. Personnel at the scene will attempt to minimize contact with hazardous substances whenever possible.

Mitigation Activities

- Promote household hazardous waste education, collection, and proper disposal programs.
- Minimize the amount of HazMat stored and used by City departments and programs.
- Conduct code and permit inspections for High-Hazard Group H occupancies using, handling, or storing reportable quantities of HazMat as classified by Chapter 3 of the Washington State Building Code.
- Participate in the LEPC.
- Stock supplies for the response, containment, and basic cleanup of HazMat incidents.

Preparedness Activities

- Train City staff to an appropriate level of HazMat response operations based on their position.
- Participate in regional HazMat response team planning efforts.
- Conduct drills and exercises to test HazMat plans, training, equipment, and procedures.
- Maintain a working relationship with partner agencies.
- Maintain updated contact information for trained personnel and support agencies.
- Verify HazMat and spill response supplies are stocked on fire units daily.

Response Activities

- Respond to HazMat incidents.
- Gather information and situation status from departments and agencies supporting ESF 10.
- Request additional response and support resources depending on the size and complexity of an incident.
- Notify appropriate federal, state, and county agencies of a HazMat incident based on type, size, location, and complexity.
- Coordinate investigation with Fire Prevention and/or Law Enforcement.
- Coordinate cleanup of spills and decontamination of equipment.
- Facilitate decontamination of responders, equipment, community members or assets, and the environment.
- Create an Incident Action Plan (IAP).

Recovery Activities

- Decontaminate equipment and restock consumable supplies.
- Facilitate health checks for all response personnel that entered into hot or warm zones.
- Properly dispose of expended or soiled supplies.
- Monitor cleanup efforts for progress and worker safety.
- Provide technical content to the City Communications Manager for messaging related to cleanup efforts/progress.
- Complete an After-Action Review (AAR) for each HazMat incident.

Responsibilities

Lead Agency – Kirkland Fire Department

- Respond to HazMat incidents, including providing emergency medical care and transportation, control and containment of a hazardous material release or fire involving HazMat, and other operations that may be necessary to manage the incident.
- Act as IC for HazMat incidents, except for situations where WSP, the USCG, or other agencies are designated as IC per law.
- Follow the operational policies set out in KFD Policy 319 – HazMat Response.
- Coordinate response activities with the EHMT and/or partner agencies, if the incident exceeds the capability of the initial responders.
- Notify the agencies responsible for clean-up and disposal of HazMat releases.
- Identify HazMat risks during incident response.
- Initiate and facilitate evacuation and/or shelter in place orders.
- Attend LEPC meetings.

Support Agencies

Kirkland Office of Emergency Management

- Forward incoming NRC reports to appropriate departments.
- Support logistical needs.
- Request spot forecasts from the NWS as requested by the IC.
- Share situational awareness as appropriate.

Kirkland Public Works – Spill Response Team

- Respond to spills as notified by the community, OEM, KFD, and/or police.
- Provide equipment and personnel to assist in the containment of a HazMat release as appropriate to training.
- Monitor and protect the drinking water and wastewater systems from spills as able.
- Provide public education on spill prevention, containment, and disposal programs.
- Assist with storage and/or disposal of response materials and hazardous substances.

Kirkland Police Department

- Assist with community notification and/or evacuation, crowd, and traffic control on/or near the HazMat incident scene when able and safe to do so.
- Participate in and/or investigate HazMat incidents with known, perceived, or potential illegal/criminal activities.

Eastside Hazardous Materials Response Team

- Respond when dispatched by NORCOM.
- Operate in accordance with EHMT Operating Guidelines. Maintain operational readiness of Zone 1 HazMat vehicle and response equipment stored on the vehicle.
- Identify the need for additional personnel and agency expertise; coordinate requests for assistance.

Northeast King County Regional Public Safety Communication Agency

- Dispatch first responders to HazMat incidents.
- Disseminate public alerts and warnings for HazMat incidents, as requested by IC or OEM.

King County Local Emergency Planning Committee

- Provide information about chemicals in the community to residents.
- Process EPCRA reports.
- Facilitate local jurisdiction LEPC involvement.
- Maintain records of annual Tier II reports and Clean Air Act documents.
- Provide material and contact information on regulated facilities as requested and able.

King County Office of Emergency Management

- Manage the King County LEPC.
- Develop the HazMat Support Annex for the County CEMP.
- Disseminate alerts and warning for HazMat incidents as requested and able.
- Provide NRC reports involving Kirkland to the City OEM.

Public Health – Seattle & King County

- Perform testing of water and/or soil for identification of contamination.
- Provide technical assistance related to health and medical issues.
- Promote and protect public health in HazMat incidents.
- Assist with HazMat related investigation and mitigation to water and sewer utilities.
- Direct the closure of contaminated sites.
- Determine when a contaminated site is safe to reoccupy/reopen.
- Provide information to the public on the health effects of, and how to avoid contamination from, HazMat.

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 HazMat, including those held in interim storage by the City.
- Develop, implement, and maintain an EPCRA, Community Right to Know Program, including data management, Community Right to Know reports, and notifications for the State Emergency Response Commission (SERC).

Washington State Department of Health

- Act as lead for radiological HazMat incidents.

Washington State Patrol

- Act as the IC and coordinate response with local jurisdictions for HazMat incidents on State roadways.
- Assist with the investigation of HazMat incidents where illegal/criminal activities may be involved, as appropriate.

Washington State Military Department – Emergency Management Division

- Disseminate notifications from the NRC to local jurisdictions.

United States Coast Guard

- Act as the IC for spills of HazMat or petroleum products occurring on navigable waterways and direct the response to such spills.
- Provide notification of HazMat incidents to appropriate authorities through the NRC.

United States Environmental Protection Agency

- Act as the IC for spills of HazMat or petroleum products occurring on inland waterways – when requested or when local agencies exceed capability.

Regulated Facilities

- Identify the location of stored HazMat.
- Designate a Facility Emergency Coordinator to act as the contact for the facility and HazMat information.
- Report chemical inventories to the SERC, LEPC, and local fire departments.
- Submit Tier Two-Emergency and Hazardous Chemical Inventory Report as required.
- Prepare HazMat plans and provide copies to the King County LEPC as required.
- Notify 911 and/or the Kirkland Spill Hotline when a HazMat incident occurs at their site.
- Include evacuation routes and methods of evacuation for employees and visitors in HazMat plans.

Resource Requirements

Resource needs may include technical specialists trained in hazmat response; and equipment and supplies intended to mitigate and manage hazmat incidents.

References

KFD Policy 319 – Hazardous Materials Response
Kirkland PW Spill Response Manual
KFD Daily Rig Check Forms
Eastside Hazardous Materials Team Standard Operational Guidelines.
King County Fire Resource Plan
King County Local Emergency Planning Committee Operating Guidelines
King County Local Emergency Planning Committee (LEPC) Hazardous Materials Plan
Washington State Fire Services Resource Mobilization Plan
National Pollutant Discharge Elimination System (NPDES) Western Washington Phase II
Municipal Stormwater Permit
The Emergency Planning & Community Right-to-Know Act (EPCRA), authorized by the Superfund Amendments and Re-Authorization Act of 1986 (SARA Title III)
RCW 70.136.030 – Incident command agencies-Designation by political subdivisions
RCW 70.136.035 – Incident command agencies
WAC 173-303-154 – Spills and discharge into the environment
WAC 296-305-03002 – Hazardous materials
WAC 296-824-300 - Training
WAC 296-824-500 – Incident Requirements
King County Board of Health Title 10, Solid Waste Regulation, Chapter 10.80
US Department of Transportation and Transport Canada, *Emergency Response Guidebook* (ERG)

EMERGENCY SUPPORT FUNCTION 11: AGRICULTURE AND NATURAL RESOURCES

Lead Agency

Kirkland Parks & Community Services Department (PCS)

Support Agencies

Kirkland Green Partnership

Kirkland Arts Commission

Kirkland Public Works Department (PW)

Kirkland Police Department (KPD)

Kirkland Planning and Building Department (P&B)

The King County Department of Natural Resources (DNRP) Water and Land Resources Division

King County Historic Preservation Program (HPP)

Cascade Water Alliance

Northshore Utility District

Woodinville Utility District

Seattle Public Utilities

Public Health – Seattle & King County (PHSKC)

Washington State Department of Agriculture

United States Department of Agriculture

Non-Governmental Organizations (NGOs)

Introduction

Purpose

The purpose of ESF 11: Agriculture and Natural Resources is to describe the coordination of food safety and supply management, animal and plant disease outbreaks, and sustainment of natural, cultural, or historical resources in Kirkland during an incident.

Scope

This ESF addresses the safety, procurement, and distribution of food and water supplies, responses to animal or plant disease outbreaks, and the preservation and restoration of natural, cultural, or historical sites, facilities, or assets in the City.

Policies

Kirkland Resolution R-4986 adopted the 2013 Kirkland Urban Forestry Strategic Management Plan.

The Kirkland Sustainability Master Plan, as adopted in Resolution R-5457, outlines policies for the care and sustainability of the natural environment and ecosystems.

Kirkland Cultural Arts Commission (KCAC) Bylaws outlines the purpose and guiding principles for the commission

Kirkland Municipal Code (KMC) Chapter 90 – Critical Areas outlines guidance for the care and maintenance of sensitive natural areas including wetlands, streams, minor lakes, fish and wildlife habitat conservation areas, and frequently flooded areas.

Kirkland Zoning Code 115.20 – Animals in Residential Zones outlines the allowable number of pets and animals kept for accessory use in zones where dwelling units are permitted.

King County Code (KCC) 20.62 – Landmarks directs the King County Historic Preservation Officer to maintain a compilation of information on significant historic resources known as the Historic Resource Inventory (HRI).

Revised Code of Washington (RCW) 27.53 – Archaeological Sites and Resources, establishes penalties for disturbing known archaeological sites on either public or private land without a permit from the Washington State Department of Archaeology and Historic Preservation.

RCW 27.44 – Indian Graves and Records, describes procedures for responding to discoveries of human skeletal remains and establishes penalties for knowing disturbance of Native Indian cairns, graves, and rock markings.

RCW 68.50 – Human Remains, requires notification of the County Medical Examiner when human remains are discovered.

RCW 43.21C – State Environmental Policy, establishes the State Environmental Policy Act (SEPA), which requires consideration of historic and archaeological resource impacts in reviewing, conditioning, and approving land use and other actions subject to SEPA.

WAC 246-215 – Food Handling, guides best practices for handling, preparing, and distributing food to community members. Food will be prepared and distributed in compliance with the standards laid out in the WAC.

WAC 16 – Department of Agriculture guides agricultural protocols and responses related to animal and crop diseases and pests.

Public Law 115-270 – America's Water Infrastructure Act of 2018

Situation

Incident Conditions and Hazards

Kirkland is a vibrant recreational community that values the environment, open spaces, and its cultural and historical assets. Hazards that could cause damage to infrastructure, loss of power, or roads, may result in a lack of ability to maintain food safety and distribution. The presence of domestic and wild animals places Kirkland at risk for possible disease outbreaks. In addition to Lake Washington, the small lakes in Kirkland increase the potential and risk of waterborne disease outbreaks.

Food or water storage or supply chains may become compromised by power outages, transportation interruption, the introduction of contaminants, plant and animal-borne disease, local or regional flooding or drought, or sabotage or other criminal activity.

Although Kirkland is not “old” by historical measures, the city includes cultural and historical sites, such as Heritage Hall, the Peter Kirk Building, the Shumway Mansion, and a number of other historic homes and private properties. The community would be impacted negatively if these properties were to be damaged or destroyed by an incident. Damages to cultural and historic assets may be direct or indirect. For example, direct damage may be caused by ground movement, severe weather, or terrorism. Secondary damages may occur or be discovered during the repair or replacement of adjacent non-historic facilities.

There are no designated agricultural lands or farms within Kirkland. There is a limited amount of livestock, primarily horses for recreational purposes, within the city. Equestrian owners are expected to have the resources to manage the needs of their animals.

Planning Assumptions

- The City may not have the infrastructure or resources to provide food and water to the whole community.
- Some plant diseases are very infectious and can be difficult to identify, isolate, control, and eradicate.
- The Washington State Department of Agriculture, in collaboration with identified stakeholders and legal authorities, will provide guidance for managing animal and/or plant disease outbreaks.
- If not handled properly, food, water, and donated goods can become vehicles for illness or disease transmission.
- Unsolicited donations of food and goods may be made to this City and the City may have limited capacity to process and/or distribute them.
- Some donated items may not be appropriate for use and may have to be disposed of.
- Cultural heritage institutions (such as museums, libraries, and historical societies) may have sensitive collections that require specific actions for protection or preservation.
- Cultural, historical, artworks, or green spaces may be damaged, destroyed, or lost in an incident.
- The City may utilize Commodity Points of Distribution (CPOD) to deliver items to the community.
- The City may need to coordinate with non-profit and/or private sector organizations for the management of food, water, and donated goods.

- The City may coordinate with local, county, state, and federal partners to assess, protect, preserve, conserve, and restore natural resources and/or cultural sites.
- PHSKC will provide information on measures to be taken to reduce contamination of food and water, as well as information and recommendations for the safe storage and distribution of emergency food.
- If a possible foreign animal/insect/crop/disease is confirmed in Kirkland, federal, state, and/or county agencies may take lead for the incident.

Concept of Operations

General

The City intends to establish a Mass Care Workgroup (MCW) to coordinate and manage the missions associated with caring for the community. It is expected that the topics covered in this ESF would be represented in that workgroup by one or more City staff. Based on an incident, the MCW will include representatives from PHSKC and government and non-government partners with a role in food safety and distribution, animal and disease outbreak, and natural, cultural, and/or historical care and preservation.

Management, procurement, and distribution of food and water for community members and emergency workers will be coordinated by the MCW and/or the EOC.

City staff will coordinate with partners who provide drinking water and/or nutritional services to identify needs and facilitate the supply and distribution of food and water. Obtaining resources will be conducted in coordination with ESF 6: Mass Care, Housing, and Human Services, and the delivery of supplies will be conducted in coordination with ESF 1: Transportation. The resources necessary to fulfill the response and recovery needs of this ESF may vary widely. Inspection and testing staff and analytical laboratories may be needed to assist in identifying hazards.

The KCAC, a volunteer advisory board that helps implement public art vision and installation in Kirkland, manages and curates the City's public art collection, and reviews proposed public art and cultural acquisitions. The KCAC also reviews and advises the City on memorial artwork installations during normal operations and may assist with this task during recovery. The National Parks Service may also advise the City on the development and implementation of incident memorials. The PCS Maintenance Division oversees maintenance, care, and repair of City-owned public artworks.

The City contracts with the KC HPP to preserve and protect cultural and historic resources including archaeological sites, buildings, structures, objects, districts, historic sites, and burials. The HPP also documents and evaluates cultural and historic resources to determine their significance, regulating changes to landmark properties, and providing technical assistance to the City. PCS maintains the Heritage Hall and Centennial Gardens site. During an incident, the KC HPP assists the City with the identification and recognition of historic and cultural sites and helps guide planning to make any needed repairs or restoration to those sites without affecting their cultural or historic significance.

The KC DNRP Water and Land Resources Division conducts limited water quality testing of swimming beaches, which in Kirkland include Juanita Beach, Houghton Beach, and Waverly Beach, during the summer months and may be leveraged during an incident to support environmental assessments. The division also provides weekly water quality data, which PHSKC may use to recommend beach closures. The City follows the guidance of PHSKC for the closure of swimming beaches resulting from bacterial or algal toxins in the water.

Organization

The MCW will identify and create plans to coordinate the procurement of food and water for distribution during an incident. The workgroup will invite the appropriate representative(s) with responsibility for agriculture and natural resources to work with the City to respond to and recover from incident impacts for their area of expertise.

The PCS Department maintains parks and open spaces within the City. The Green Kirkland Partnership under the PCS guides the management and restoration of City-owned natural areas in the City. The PCS department works with PHSKC, the State and Federal Departments of Agriculture, and other response partners to respond to incidents of animal, zoonotic, or plant disease(s).

P&B is responsible for urban forestry and related response efforts for the City.

The P&B contracts with the King County HPP to identify, evaluate, and protect historic and archaeological resources. The HPP facilitates preparedness for landmarks and may inform property owners and the City about best practices for protection, preservation, and avoiding unnecessary damage or demolition following an incident.

Procedures

The PCS Department leverages daily operational procedures to manage incidents, expand capability, and request additional support when appropriate. PCS management calls in staff based on seniority, which position/team is needed, or based on a pre-planned volunteer list of staff willing to work additional hours. The PCS staff maintain and clean waterfront shorelines daily. In an incident where more significant cleanup may be required, PCS coordinates with the appropriate agencies to coordinate the response, which may include other City departments or outside agencies such as KC DNRP, the WA Department of Ecology, or the WA Department of Fish and Wildlife.

Through the EOC and MCW, the Kirkland Commodity Point of Distribution (CPOD) Plan will be utilized to distribute food, water, or other supplies to the public. ESF 6: Mass Care, Housing, and Human Services and the CPOD plan detail the procedures for implementation.

The PW Water Division operates and maintains the City's water infrastructure and will leverage these processes to manage and respond to an incident affecting the water system. Seattle Public Utilities performs most of the sampling and treatment for Kirkland's drinking water as part of its service delivery contract. Reports of water quality are provided to Kirkland PW Water Manager, who will notify, by phone, appropriate departments and/or leaders if there is a concern with or contamination of the water system.

The Shoreline Master Program (SMP) outlines response activities for algae blooms and other shoreline water quality and preservation issues, including but not limited to notifications by phone and/or email, monitoring and testing processes, and mitigation and/or safety actions.

When the City initiates a construction project it leverages the KC HPP database to identify historical areas or structures that may be impacted by the project. If historic or cultural assets are identified, the City develops a plan to address the protection of the asset while performing work.

The King County DNRP Water and Land Resources Division notifies the City, via phone or email, if it identifies a population of noxious weeds that the City is required to address. When notified by KC DNRP, the IT GIS group adds the location and population information to the City GIS interactive mapping portal on the City website. Depending on the location, either PW maintenance staff or PCS maintenance staff implement a treatment plan following Integrated Pest Management (IPM) practices, which may include but are not limited to control with manual, mechanical, or chemical strategies applied by staff licensed through the WA Department of Agriculture and the use of herbicides pre-approved by the WA Department of Ecology.

The DNRP notifies identified City staff, via phone or email, if a beach exceeds allowable levels of fecal matter and needs to be closed for public health and safety. PCS maintenance staff place pre-printed closure signs, provided by KC DNRP, at the affected beach. PCS staff monitors the situation and removes the signage reopening the beach when DNRP advises it is safe and allowable to do so.

Mitigation Activities

- Maintain limited supplies of emergency food and water at key City facilities.
- Perform maintenance that increases resiliency to hazards in City-owned natural spaces.
- Reinforce City-owned historic and/or cultural buildings and structures for hazard risk reduction.
- Conduct assessments of the water system every 5 years per the AWIA.
- Implement the City of Kirkland Urban Forest Management Plan to protect and maintain natural resources.
- Harden City water infrastructure with adaptive pipes and connections to increase resistance to failure from ground movement.
- Implement pre-incident restoration projects optimizing ecological function.
- Incorporate climate change adaptation strategies into existing and future forest and natural area plans.
- Conduct a review of the Shoreline Master Program (SMP) at least every 8 years and make updates as needed.
- Maintain stock of pre-printed, multi-language signage for beach closures due to water quality issues or concerns.

Preparedness Activities

- Identify local resources for the acquisition of food, potable water, and ice.
- Maintain relationships and updated contact information for ESF 11 personnel and support agencies.
- Educate the public and businesses on protection, mitigation, and recovery measures associated with agriculture, cultural, natural, and/or historical assets.

Response Activities

- Assess, stabilize, and/or protect City-owned natural, cultural, and/or historical assets.
- Participate in the Mass Care Workgroup
- Establish Commodity Points of Distribution (CPODs)
- Monitor and contain disease outbreaks or outbreaks of noxious plants
- Verify incident response efforts do not adversely affect historical or cultural sites, to the extent possible.
- Assess and make efforts to meet the nutritional needs of the community when normal food resources are not otherwise available.
- Assess and make repairs to the City's water delivery infrastructure and coordinate with water suppliers.

Recovery Activities

- Repair and restore City-owned historical, natural, and cultural assets as able.
- Replant or replace damaged vegetation on City property.
- Disposition of diseased and/or deceased animals.
- Restock expended supplies.

Responsibilities

Lead Agency – Parks & Community Services Department

- Coordinate procurement, delivery, distribution of nutritional services including food and water through the MCW.
- Support and/or lead CPOD implementation and operations.
- Coordinate with Public Health – Seattle & King County, KPD Animal Control, and the Department of Agriculture related to response to plant or animal threats or disease in the City.
- Coordinate protection, repair, and/or restoration of City-owned public art from incident impacts, if possible.
- Coordinate response and recovery efforts related to natural areas in an incident.

Support Agencies

Kirkland Public Works

- Monitor, report, and manage impacts to the City-owned drinking water infrastructure.
- Coordinate drinking water supply and quality with providers.
- Support CPOD implementation and logistical resource needs.

Kirkland Police Department

- Assist with establishing the security and protection of food, water, and donated goods when possible.
- Investigate damage to and/or destruction of historical, cultural, or natural assets when human-caused impacts are suspected.

Kirkland Planning and Building Department

- Maintain the City's Urban Forestry program and coordinate tree and forestry issues related to incidents.
- Maintain inventory of City-owned natural/cultural/historical assets.

King County Department of Natural Resource – Water and Land Resources Division

- Conducts limited water quality testing of swimming beaches.
- Notify the City if made aware of the presence of noxious weeds or other water quality issues.

King County Historic Preservation Program

- Issue permits for the repair of damage to designated landmarks.
- Identify and maintain a list of historic properties in Kirkland.
- Review and require conditions for permits affecting properties in the King County Historic Resource Inventory.
- Provide technical assistance, loans, and other incentives to landmark stewards to support stabilization and repair of damaged resources.

Cascade Water Alliance

- Provide for the management and operation, disruption assessment, and repair/restoration of water infrastructure resources.

Northshore Utility District

- Provide for the management and operation, disruption assessment, and repair/restoration of their water infrastructure resources.

Woodinville Utility District

- Provide for the management and operation, disruption assessment, and repair/restoration of their water infrastructure resources.

Seattle Public Utilities

- Provide water safety testing of water supplied to the City.
- Provide for the management and operation, disruption assessment, and repair/restoration of water infrastructure resources.

Public Health – Seattle and King County

- Provide inspections, testing, public education, and other actions necessary to coordinate the safety and sanitation of food and water supplies and/or services.
- Analyze water samples from sources suspected of contamination and make appropriate recommendations.
- Investigate possible food and/or waterborne illness and/or zoonotic disease outbreaks.

Washington State Department of Agriculture

- Diagnose, provide preventative measures, and assist with the control of foreign animal diseases.
- Analyze reports of animal illness for unusual clusters or patterns.
- Conduct surveillance sampling of high-risk food commodities.

United States Department of Agriculture

- Conduct sampling of high-risk food commodities.
- Assist with obtaining and providing commodity foods for supplemental nutrition, as necessary and able.

Non-Governmental Organizations

- Support City operations with technical, logistical, and/or operational resources, when requested and able.

Resource Requirements

Resource needs may include inventories of City cultural and historical assets; and connections with agricultural and cultural-specific county, state, and federal agencies to support incident management.

References

City of Kirkland Policy: Maintenance of Public Art

City of Kirkland Annual Water Quality Report

Green Kirkland Partnership 20-Year Forest and Natural Areas Restoration Plan

City of Kirkland Urban Forestry Strategic Management Plan

City of Kirkland Shoreline Master Program

City of Kirkland Sustainability Master Plan

Kirkland Commodity Points of Distribution (CPOD) Plan

City of Kirkland Historic Resources Survey Report

The Urban Forest & Natural Areas Stewardship Planning Guide from the Green City Partnership

King County Historic Preservation Program Strategic Plan

WAC 246-215, Food Handling

WAC 16, Department of Agriculture

RCW 27.53, Archaeological Sites and Resources

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EMERGENCY SUPPORT FUNCTION 12: ENERGY AND UTILITIES

Lead Agency

Kirkland Public Works Department (PW)

Support Agencies

Kirkland City Manager's Office (CMO) - Facilities Division

Puget Sound Energy (PSE)

British Petroleum (BP) Olympic Pipeline

Petrocard, Inc.

Introduction

Purpose

The purpose of Emergency Support Function 12: Energy and Utilities is to describe the coordination of electric power and natural gas services and City petroleum fueling capabilities.

Scope

This ESF addresses the coordination of commercial energy, natural gas, and petroleum fuel providers serving City operations and the community of Kirkland.

Policies

The Washington Utilities and Transportation Commission (WUTC) regulates private and investor-owned electric and natural gas utilities in Washington.

Revised Code of Washington (RCW) 19.122 outlines the Call Before You Dig program, requiring underground utilities to be located prior to digging or excavating.

RCW 43.21G directs energy production, allocation, and consumption programs.

RCW 87.88 directs regulation and safety for gas and hazardous liquid pipelines.

Section 13, Emergency Management of the City's Franchise Agreement with PSE (Kirkland Ordinance O-4060) asserts that annually, upon the request of the City, PSE will coordinate operations and participate in preparedness activities with the City.

Situation

Incident Conditions and Hazards

Wide area damage to power and/or transportation infrastructure could cause disruption to energy services such as power, natural gas, and/or petroleum services due to regional demand, lack of delivery or transportation routes, or loss of production capability.

PSE provides power and natural gas service to customers in Kirkland. PSE power lines are both overhead and underground, making them susceptible to high winds and interference from trees and other vegetation, which could result in power outages or damage to the energy utility infrastructure. Natural gas lines and service may be susceptible to leaks, damage, or tampering, which could result in a significant explosion that may cause fires, injuries or fatalities, as well as damage to buildings and infrastructure.

The City maintains multiple generators. If these are damaged during an incident or due to vandalism, or if a lack of fuel supply disrupted their use, City operations at critical facilities may be impacted in the event of a power outage.

The Olympic Pipeline Company, operated by BP Pipelines, North America, operates a petroleum pipeline system from Ferndale, WA to Portland, OR. Two lines generally running along the PSE easement north-south corridor pass through the Kingsgate and Totem Lake neighborhoods in the northeast portion of Kirkland. The pipelines carry gasoline, diesel, and aviation fuel. The pipelines are hazardous liquid pipelines that, if damaged or ruptured, could pose a significant risk to public safety and the environment due to the high operating pressure and the highly flammable, explosive, and toxic properties of the fuel.

There are a variety of methods by which fuel and similar hazardous substances are transported through and stored within the City. An accidental or intentional spill of such substances could cause significant harm to the environment and the potential for injury and damage to facilities and buildings. Details regarding hazardous materials incidents are found in ESF 10.

Planning Assumptions

- Energy services in Kirkland may sustain damage that could disrupt and/or shutdown energy systems and/or petroleum distribution affecting the sustainment of community lifelines.
- Disruption or damage to one utility system may cause disruption or damage to another utility system due to their interrelated dependency.
- Widespread and/or prolonged electrical power failure may cause disruption to communication infrastructure and/or traffic control assets, affecting the ability to inform and provide services to the public.
- Power outages may impact public health services.
- Delays in the production, refining, and delivery of petroleum-based products may occur as a result of transportation infrastructure disruption and/or loss of commercial electrical power.
- Extensive damages to power infrastructure, natural gas, and/or petroleum pipelines may take weeks or longer to repair based on the availability of staff, equipment, or replacement parts.

- There may be hoarding of fuel or other energy resources by the private sector or, limiting the available resources for incident response.
- PSE will be responsible for inspection, damage assessment, and restoration of electrical power and natural gas disruptions, including but not limited to the clearing of trees or debris affecting their infrastructure.

Concept of Operations

General

City staff supports the delivery of energy services through reporting of identified disruptions or damage and coordination of access, safety, and resource needs, when appropriate and able, to private service providers.

Electric power and natural gas in Kirkland are provided by PSE, a private provider. The City coordinates the daily and incident operational status of PSE services through their online outage map, phone, and/or email, and through PSE representatives, which may include a liaison from PSE in the EOC during an incident. During a widespread or significant disruption, PSE coordinates incident response from its corporate EOC and supports the City through a liaison assigned to the King County Emergency Coordination Center (ECC).

The City owns and maintains two licensed petroleum fuel sites: one located at Fire Station #2 (11210 NE 132nd St) and one located at the PW Maintenance Center Yards (1000 8th St). These systems can store 20,700 gallons of fuel with 3 total tanks at each site, with a total of up to 15,300 gallons of unleaded fuel and up to 5,400 gallons of diesel fuel. The fuel sites are comprised of a fuel management system to monitor underground storage tank (UST) fuel levels, temperature, and volume, dispensers to put fuel into vehicles, and a City Identification Access Badge Reader. Fuel is provided by Christensen fuel through the City of Seattle Cooperative Contract. An offsite vendor, presently Maintenance Services, is the service vendor for repairs to the fuel system that cannot be managed internally. The PW Fleet Manager is a UST Licensed Site Administrator.

Both fuel systems can be powered by emergency generators with the ability to function without electrical power. In addition to these sites, the City has an Agreement with PetroCard, Inc. for emergency fueling of City vehicles at their adjacent storage facility located at 1021 8th St. In the event of a disruption to the City's supply, PetroCard, Inc. has approximately 55,000 gallons of storage and the Agreement provides first priority to the City.

BP North America owns and operates the Olympic pipeline, which runs north-south just outside the City's geographical boundary, only crossing a small portion, less than .5 mile, within the City's footprint, transporting a variety of petroleum products. The City coordinates with BP for incident response to an incident, as primary or mutual aid responders, via the Northeast King County Regional Public Safety Communication Agency (NORCOM), the BP Control Center, and/or with onsite representatives.

Organization

Internal

Energy activities will be conducted in coordination with ESF 3: PW and Engineering.

PW assigns standby staff to be on call to coordinate response to after-hours incidents. In addition to managing PW operations for after-hours incidents, the standby staff is responsible for notifying department and City leadership and supporting departments and the OEM for after-hours energy-related incidents.

The PW Superintendent, or designee, is the primary point of contact for supporting the coordination of service delivery for energy-related incidents. The PW Superintendent is also responsible for notifying departments, City leadership, and the OEM of incidents requiring support beyond the capability of the PW department.

The PW Fleet Manager is the primary point of contact regarding City petroleum resources. The PW Yard Maintenance and Inventory Control person may serve as a secondary point of contact.

OEM engages with PW, the Kirkland Fire Department (KFD), and/or service providers, as needed, to support incident management, stabilization, and restoration. EM serves as the liaison point for planning, preparedness, and exercise coordination with PSE.

Procedures

PW leverages daily operational procedures to manage an incident, expanding capability, and requesting additional support.

The PW Standby Manual contains operational procedures for standby staff to follow during an incident. At a minimum, the standby staff will notify appropriate leaders and departments of an incident by phone and/or email.

Some City facilities are equipped with emergency generators, which automatically start in the event of a power disruption. When power has been disrupted City staff, typically Facilities and PW, will go onsite to verify the generators have started and maintain the fuel needs of the units.

The City maintains two mobile trailered generators, which can be strategically placed by facilities or PW staff with a vehicle and hitch, according to incident needs.

Mitigation Activities

- Maintain relationships and, if appropriate, franchise agreements with service providers.
- Include emergency power strategies in City facility projects.
- Educate the community on energy safety and WA State's Call Before You Dig Law.

Preparedness Activities

- Maintain updated emergency contact information for service providers.
- Participate in service provider offered training opportunities.
- Conduct a check of City fuel storage levels weekly.
- Conduct monthly site inspections of fuel stations.
- Conduct tests of City generators at least monthly.

Response Activities

- Monitor operations and refill/maintain fuel of generators.
- Coordinate with providers to address disruptions and restoration of system impacts affecting the City.
- Monitor levels of and replenish, as needed and able, City petroleum fuel resources.
- Support scene safety and access for service providers.

Recovery Activities

- Coordinate internally and with service providers for damage assessment, restoration, and/or repair of energy services for City facilities.
- Restock, repair, replenish, and/or restore City resources to pre-incident levels.
- Refuel generators to pre-incident levels.

Responsibilities

Lead Agency – Kirkland Public Works

- Facilitate communication with service providers.
- Advise service providers of City restoration priorities and make specific requests for service restoration assistance.
- Maintain and operate emergency generators at water and wastewater pumping facilities.
- Provide damage assessments of City-owned energy and/or fuel facilities.
- Coordinate repair operations with outside agencies and private service providers.
- Provide logistical support to first responders and/or service providers managing an electrical, natural gas, and/or petroleum-related incident, as requested and resources allow.
- Maintain franchise agreements with private utility companies providing services to Kirkland.
- Coordinate sustainment and acquisition of City fuel resources.

Support Agencies

Kirkland City Manager's Office – Facilities Division

- Operate and maintain generators at City facilities.

Puget Sound Energy

- Provide for the delivery, assessment of disruption, and repair/restoration of electrical and natural gas services.
- Provide information and updates to the City and public about the status of services and estimated service restoration times.
- Coordinate and communicate, in advance whenever possible, with the City OEM and critical services within the City, such as Evergreen Health Medical Center, if an extended outage/disruption is expected or occurring.

British Petroleum – North America Olympic Pipeline

- Provide for the management and operation, disruption assessment, and repair/restoration of pipeline resources.
- Provide information and updates to the City and public about operational status, disruptions, or incidents.

Petrocard, Inc.

- Monitor their systems and infrastructure and provide the City information about operational status, disruptions, and/or restoration timelines.

Resource Requirements

Resource needs may include working relationships with service providers; redundant energy systems; and reserve petroleum sources. Provider agencies will require specialized equipment and trained staff to rapidly assess, maintain service, and restore impacted infrastructure.

References

RCW 19.122, Underground Utilities
RCW 43.21G, Energy Supply Emergencies, Alerts
RCW 81.88, Gas and Hazardous Liquid Pipelines
Puget Sound Energy Franchise Agreement
Petrocard, Inc. Franchise Agreement
PW Standby Manual
Kirkland 2035 Section XI – Utilities
City Generator List
City of Seattle Cooperative Contract
UST Walkthrough Inspection Checklist

EMERGENCY SUPPORT FUNCTION 13: LAW ENFORCEMENT

Lead Agency

Kirkland Police Department (KPD)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Northeast King County Regional Public Safety Communication Agencies (NORCOM)

Local Law Enforcement Agencies

King County Sheriff Office (KCSO)

Washington State Patrol (WSP)

Washington State Fusion Center (WSFC)

Federal Law Enforcement Agencies

Introduction

Purpose

The purpose of Emergency Support Function 13: Law Enforcement is to describe the coordination of local law enforcement operations and resources during an incident in the City of Kirkland.

Scope

This ESF addresses the coordination of law enforcement resources and public safety-related activities during an incident within the City of Kirkland. It does not address the day-to-day operations of the KPD.

Policies

Kirkland Municipal Code (KMC) 1.04.040 and 1.04.050 outline law enforcement powers of arrest in coordination with state law.

KPD will operate under the department's standard operating procedures, to the extent possible, found in the KPD Lexipol Policy Manual.

Lexipol Policy 201 describes response activity related incidents including, but not limited to, civil disturbance and mass arrest.

KPD Lexipol Policy 412 identifies guidelines and factors that will assist responding officers in situations that call for rapid response and deployment.

Criminal information and intelligence reports will be distributed by the Crime Analysis Unit through e-mails, bulletins, and shift briefings to all divisions within the department (KPD Lexipol Policy 400.1.2 / 400.2.1).

Washington Administrative Code (WAC) 139-05 outlines the requirements and authorities for law enforcement activities.

Revised Code of Washington (RCW) 10.93, Washington Mutual Aid Peace Officers Powers Act, provides law enforcement with mutual assistance capabilities between jurisdictions.

Situation

Incident Conditions and Hazards

Any incident, whether natural, human-caused, or technological, may generate a need for law enforcement activity, support, or response. Specific risks such as threats of terrorism, violent intruders, and civil unrest create a high level of complexity related to KPD response actions. Kirkland is not currently identified as a “hard terrorist target”; however, all government entities must consider the risk of soft targets or home-grown acts of terrorism that will increase demand for law enforcement activities. Violent intruders, often referred to as active shooters, pose a direct threat to life and public safety. Civil demonstrations do occur in Kirkland and although they historically have been peaceful, the risk of violence, engagement of “bad actors,” the clash of opposing viewpoints, or involvement of City facilities, may create a greater demand for law enforcement engagement and action.

The investigative components of any incident may place an additional, and at times overwhelming, demand on law enforcement resources already engaged in incident stabilization activities associated with public safety. Compounding incidents or consequences of an incident will likely stretch or exceed the resources and capabilities of KPD.

During a large scale incident of any cause, mutual aid or specialized resources from partner agencies is highly improbable, increasing the risk of harm and/or impacts to the responders and community of Kirkland.

Planning Assumptions

- The City may experience incidents that overwhelm law enforcement capabilities.
- Supplemental assistance may be requested, utilizing existing mutual aid agreements; however, such resources may be unavailable during a regional or large scale incident.
- The City will retain primary authority and responsibility for law enforcement activities during incidents unless there is a legal statute that identifies an alternate primary authority.
- Specialized law enforcement equipment and/or personnel may be damaged or unavailable due to the incident.
- General law enforcement issues and concerns may be compounded by incident-related disruption.
- Weather-related incidents often require a simultaneous response to incident consequences and regular calls for law enforcement service; prioritization of response may be necessary and managed by senior law enforcement staff.
- Limited resources may result in an inability to respond to some routine calls for service while law enforcement personnel are responding to life safety priorities.
- Mutual aid agreements exist with local law enforcement agencies.
- Prioritization of calls for service may change as the incident evolves.
- Federal law enforcement agencies may operate independently of the City of Kirkland.

Concept of Operations

General

KPD is the lead agency for the coordination of law enforcement activities within the City of Kirkland, including terrorism surveillance, prevention, mitigation, and response actions. The department's Crime Analysis Unit (CAU) is the central unit for threat intelligence information analysis and dissemination.

During an incident, KPD performs functions that include, but are not limited to, warning and evacuation, search and rescue, communications, access control, and enforcement of local and state laws. To manage these operations, it may be necessary to recall employees of KPD during extraordinary circumstances as deemed necessary by the Chief of Police or designee. KPD Command Staff designates which staff groups are needed to be called in and Squad Supervisors maintain contact information for squad members.

Mutual aid agreements exist between Kirkland and the King County Sheriff's Office as well as neighboring law enforcement agencies for assistance in handling incidents within the City limits. Supplemental law enforcement assistance, when necessitated by an incident, will be requested through NORCOM dispatch or the Kirkland Emergency Operations Center (EOC) as appropriate. Law enforcement agencies that are assisting the City of Kirkland will operate under the direction and control of the KPD Chief or their designee while operating within the City.

Organization

KPD operates under a Chief, Deputy Chief, Lieutenant, Sergeant, Corporal, and Officer rank structure. Mutual aid responders will operate under the direction and control of KPD.

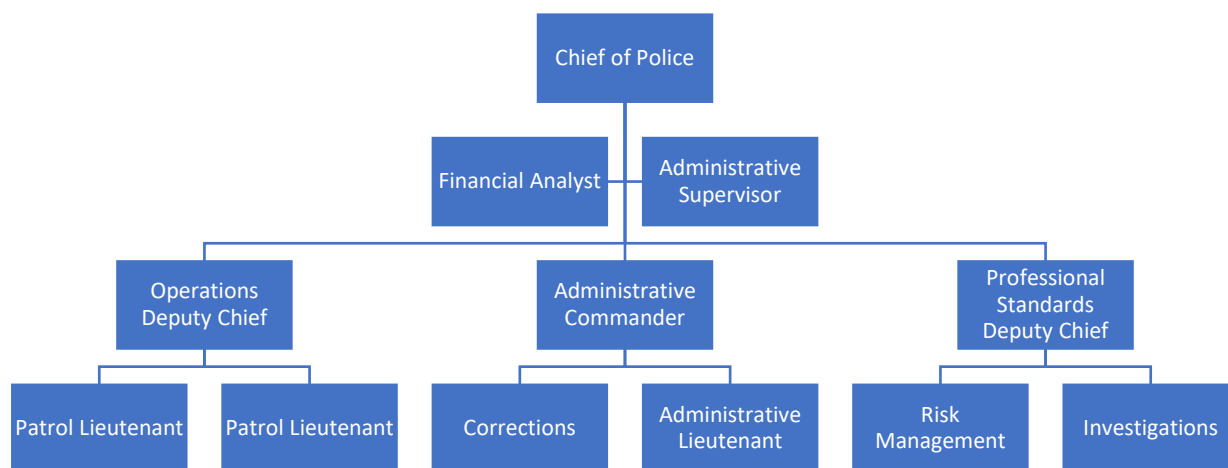


Figure 32 - KPD Administrative Structure Organizational Chart

Procedures

KPD will follow departmental policies and procedures during incident operations whenever possible. When the EOC is activated, KPD will implement responsibilities as outlined in the CEMP and/or at the direction of the City Manager, and/or the EOC acting under the direction of the City Manager.

Supplemental law enforcement assistance will be requested by Squad Supervisors recalling staff through phone contact, by the Incident Commander (IC) requesting NORCOM alert and dispatch mutual aid resources, and/or by KPD Command staff making a written or verbal request to the OEM and/or EOC.

KPD units will use their sirens, public address systems, and/or physically go door to door to the extent possible to disseminate alert and warning information or the support evacuation process as requested by the Incident Commander and/or the OEM or EOC to protect life safety in the community. In addition, the IC and/or Incident PIO may leverage the resources described in ESF 2: Communications, Information Systems, and Warning and the Evacuation Framework.

Criminal information and intelligence reports will be distributed by the CAU through e-mails, bulletins, and shift briefings to KPD staff, the OEM and/or EOC, and City leadership as appropriate.

As part of ongoing and new hire training, KPD will provide opportunities for area and hazard familiarization for all staff. Including, whenever possible, onsite observation of areas of concern or risk.

Mitigation Activities

- Maintain a stockpile of basic law enforcement supplies for use in incidents, including but not limited to, gloves, face masks, uniforms, bullets, protective barriers, and handcuff resources.
- Maintain familiarity with, and orient new staff to, the known law enforcement risks and hazards that exist within Kirkland and the region.
- Establish relationships, communication paths, and training with regional and mutual aid partners.
- Supply and train KPD staff with appropriate all-hazard personal protection equipment.

Preparedness Activities

- Facilitate and/or participate in local and regional ongoing training and exercise opportunities supporting an all-hazard incident management concept of operations.
- Participate in local and regional planning and projects enhancing coordinated incident management.
- Maintain relationships with local, county, state, federal, private, public, and non-profit partners.
- Maintain current call out contact information for KPD staff.
- Maintain equipment, protective supplies, vehicles, training, and standard operating procedures that facilitate the transition to incident response capabilities.
- Leverage daily shift briefings to remind officers of their roles in an incident.

Response Activities

- Respond to calls for service as the incident and resources allow, in addition to responding directly to the incident or consequences of an incident.
- Assist in the dissemination of alert and warning information.
- Provide support for community evacuation.
- Coordinate, facilitate, and/or provide on-site security to City facilities including the EOC, as well as critical locations within Kirkland, such as healthcare providers and schools as requested, able, and deemed appropriate by Incident Command and/or the EOC.
- Coordinate emergency traffic control within the City as resources and incident needs dictate. This may include establishing safety corridors, evacuation routes, or other pathways as needed and able.
- Report observed incident damages to Incident Command and/or the EOC as able.

Recovery Activities

- Restock response supplies, as the supply chain supports, to at least pre-incident levels.
- Participate in incident debriefs and/or After-Action Reviews/reports related to the incident.
- Provide peer or professional mental health support to the public, City staff, or others as identified and as resources allow.
- Conduct initial damage assessments reporting findings to the EOC as resources allow.

Responsibilities

Lead Agency – Kirkland Police Department

- Lead law enforcement incidents in the City of Kirkland, unless legal statutes place this role with a different agency, such as federal law enforcement agencies.
- Serve as Incident Command and/or Public Information Officer for law enforcement incidents in the City.
- Coordinate law enforcement mutual aid and/or multi-agency response personnel.
- Respond to routine calls for service and those related to the incident as able, prioritizing response resources to support life safety, incident stabilization, and property protection.
- Maintain resource lists for incident equipment, personnel, and supply sources.
- Provide support in the dissemination of emergency warning information to the public.
- Enforce emergency orders issued by the City of Kirkland or federal, state, or county authorities.
- Provide security and/or perimeter control at incident scenes, the Kirkland EOC, or other identified sites, as resources allow.
- Provide emergency traffic control as dictated by the incident, and resources allow.
- Coordinate and/or provide explosive device identification, handling, and disposal during incidents.
- Law enforcement personnel may assist with conducting windshield surveys and reporting results to the EOC.

Support Agencies

Kirkland Office of Emergency Management

- Activate the EOC and/or Joint Information Center (JIC) in support of law enforcement incidents.
- Provide logistical, communications, and incident support when the EOC is not activated as requested by IC, the KPD Chief or delegate, or the City Manager.
- Coordinate requests for additional incident resources with federal, state, or county agencies when appropriate.

Northeast King County Regional Public Safety Communication Agencies

- Manage 911 system calls and assign the response to appropriate law enforcement resources.
- Coordinate with Incident Command and/or the EOC when calls for service exceed resource availability.
- Maintain backup communication systems if the 911 system becomes inoperable.

Local Law Enforcement Agencies

- Provide mutual aid support as requested and resources allow.
- Participate in response efforts through regional specialized law enforcement teams/groups.

King County Sheriff Office

- Provide mutual aid support as requested and resources allow.
- Provide air and/or marine support for law enforcement activities as requested and resources allow.
- Participate in response efforts through the deployment of specialized law enforcement teams/groups.

Washington State Patrol

- Assist in law enforcement operations within the City of Kirkland when requested and as resources allow.
- Serve as Incident Command for law enforcement operations on state roadways that run through the City, particularly Interstate 405.
- Coordinate with City, county, and state departments, as necessary for incident management.
- Provide traffic enforcement and control on all state roadways within the city.

Washington State Fusion Center

- Monitor, collect, and share intelligence related to a threat that may affect the City.
- Send a representative to Kirkland or allow Kirkland to send a representative to WSFC to facilitate information sharing when appropriate and resources allow.

Federal Law Enforcement Agencies

- Serve as IC for incidents when legal authorities dictate the agency to assume that role.
- Provide technical support to local law enforcement, as requested and able.

Resource Requirements

Resource needs may include commissioned law enforcement officers, support staff, and equipment, such as vehicles and communications resources, in order to facilitate incident management.

References

KMC 1.04.040 Power of Arrest

KMC 1.04.050 Arrest Powers Deemed Additional

KPD Lexipol Policy Manual

KPD Emergency Management Plan (PD Lexipol Policy 201.1).

Kirkland Police Rapid Response and Deployment Plan (PD Lexipol Policy 412).

Kirkland Police Patrol Function Terrorism (PD Lexipol Policy 400.1.2).

King County Comprehensive Emergency Management Plans, ESF 13 Public Safety and Security

Washington State Comprehensive Emergency Management Plan, ESF 13 Public Safety and Security

RCW 10.93, Washington Mutual Aid Peace Officers Powers Act

National Response Framework, ESF 13 Public Safety and Security

Bellevue Police Department Bomb Squad procedures

Memorandums of Understanding: Bellevue, Redmond, Bothell, Medina, Clyde Hill, Issaquah, Seattle, KCSO

Kirkland Evacuation Framework

Kirkland Terrorism Appendix

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EMERGENCY SUPPORT FUNCTION 14: SHORT-TERM AND LONG-TERM COMMUNITY RECOVERY

Lead Agency

Kirkland City Manager's Office (CMO)

Support Agencies

Kirkland Finance & Administration Department (F&A)

Kirkland Human Resources Department (HR)

Kirkland Office of Emergency Management (OEM)

Kirkland Planning and Building Department (P&B)

King County Office of Emergency Management (KCOEM)

Washington State Military Department Emergency Management Division (WAEMD)

Federal Emergency Management Agency (FEMA)

Introduction

Purpose

The purpose of Emergency Support Function 14: Short-Term and Long-Term Community Recovery is to describe the coordination of federal, county, state, local, and private sector resources engaged in short-term and long-term recovery.

Scope

This ESF addresses the short-term and long-term approach to recovery for the City of Kirkland. Short-term recovery involves the restoration or establishment of alternate capabilities of critical services, including but not limited to health and medical, communications, drinking water, power, and basic transportation. Long-term recovery involves the repair, restoration, and/or reestablishment of communities, systems, and infrastructure. Long-term recovery is described as the "new normal" for post-disaster communities.

Policies

Public Law 115-254 Disaster Recovery Reform Act of 2018

Public Law 113-2 Sandy Recovery Improvement Act of 2013

Post-Katrina Emergency Management Reform Act of 2006

42 U.S.C. Ch. 68 § 5121 et seq Robert T. Stafford Disaster Relief and Emergency Assistance Act

Public Law 1101-336 Americans with Disabilities Act of 1990

Situation

Incident Conditions and Hazards

Historically, most disruptive incidents in Kirkland have been related to weather and required short-term recovery efforts. However, Kirkland is at risk for incidents ranging from a massive earthquake to a health crisis which could cause widespread damage, destruction, and/or disruption of City services, the economy and businesses, and the societal norms of the community. While some incidents may cause short-term impacts, others pose the risk of significant long-term effects that could leave Kirkland in a position of financial, economic, and/or community hardship for years.

In addition to risk, Kirkland is dependent on private and public sector partners for the delivery and support of certain critical infrastructure, such as power, water, and sewer, resulting in a greater concern for extended recovery periods due to a lack of control over restoration and repair efforts.

Planning Assumptions

- The recovery process may, and most likely will, overlap with response efforts.
- Recovery is a process that will impact individuals, businesses, and government, for weeks, months, or years.
- Continuity of government and government essential functions will be prioritized for sustainment.
- The City will endeavor to meet all the identified recovery needs; however, some may not be realistic or feasible.
- Recovery will be guided by credible official sources of information.
- Not all services/systems may be repaired, restored, or returned to pre-incident status.
- Priority may be given to critical services.
- There may not be enough resources, persons or supplies, available to perform recovery work.
- A lack of funding or a process to obtain funding for recovery may delay or negatively impact a recovery project/effort.
- It is expected that there will be competing priorities or desires related to recovery.
- The City will engage the community in recovery discussions and planning whenever appropriate and feasible, in order to take community perspective into account.
- To recover, residents will need to maintain employment, access funds, and potentially provide care for family members.
- Permits and licenses may need to be adjusted, waived, or suspended to expedite recovery.
- Outside or additional support may be needed to maintain commerce and restore critical services.
- Emergency repairs may be needed on critical infrastructure such as bridges, roads, and public buildings.
- Long-term business retention and recovery strategies may be needed.
- The City Manager may recommend revisions to policies or ordinances to facilitate recovery efforts.
- The City will assess the social and economic consequences of an incident to inform the development of an effective long-term recovery plan.

- In managing both short-term and long-term recovery efforts, the City Manager will establish a City Recovery Team, which may work alone or in partnership with other jurisdictions, state and federal agencies, and the private sector to advise and assist in recovery.

Concept of Operations

General

The overall goal of recovery is to establish the “new normal” following an incident and whenever possible build back better than pre-incident conditions. The EOC will lead the transition from response to recovery, which may overlap in some incidents.

The City Manager will advise the City Council on the status and plans for short and long-term recovery and direct the establishment of a Recovery Team to facilitate recovery. The City Manager will appoint a Long-term Disaster Manager and/or Recovery Team Leader to implement the Kirkland Recovery Framework, a separately published document. The Recovery Team will develop an incident-specific recovery plan based on an assessment of recovery needs. The recovery plan will include considerations for environmental, historical, and cultural aspects, resiliency and redundancy, and fair and equitable access and support for recovery resources for the whole community. City departments will participate in recovery coordination and activities to support an effective recovery process when the needs assessment identifies an effort that is within their area of authority or expertise.

The F&A Department will work in conjunction with the Recovery Team to manage public and potentially private funding associated with recovery. The F&A Director (or designee) is the identified Applicant Agent for the City of Kirkland in incidents when a Presidential Declaration of Emergency or a Major Disaster Declaration is issued.

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. Additionally, recovery efforts will be initiated, implemented, and completed as possible, based on available resources and the overall post-disaster situation.

Initially, the EOC may coordinate with federal, state, and county agencies to facilitate the delivery of assistance programs to individuals and businesses, including the identification of appropriate sites for Disaster Recovery Centers.

The City may utilize the post-incident environment as an opportunity to measure the effectiveness of pre-incident mitigation projects.

Organization

The CMO will serve as the lead agency for the coordination and implementation of short-term and long-term recovery within the City of Kirkland. Transition to recovery will be coordinated through the Emergency Operations Center (EOC).

Recovery will be organized using some or all components of the Recovery Team structure as defined in the Kirkland Recovery Framework, and as pictured below:

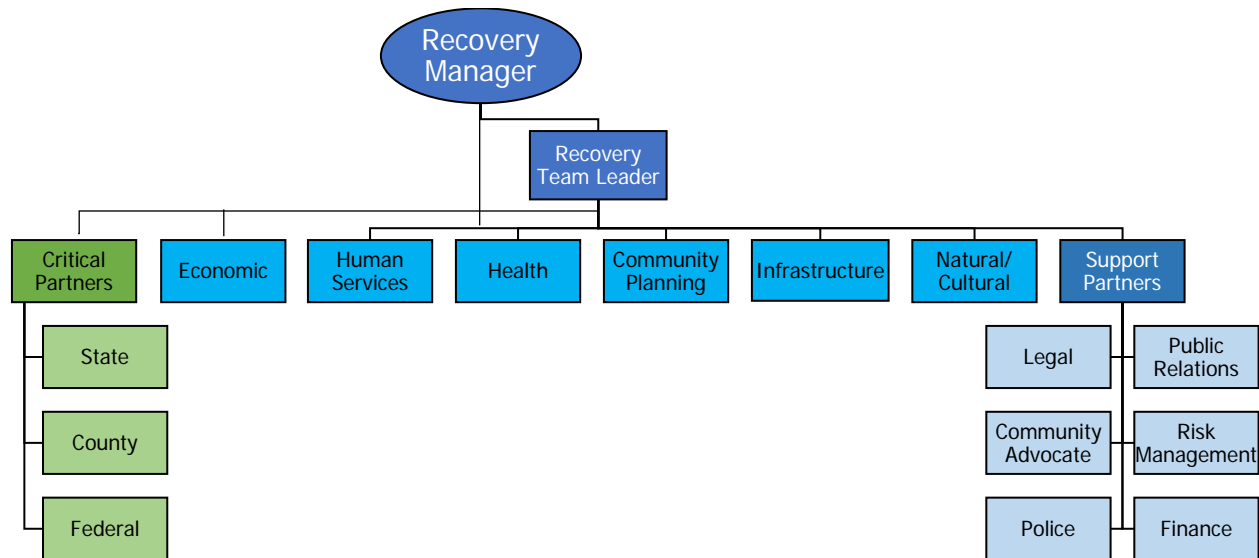


Figure 33 - Recovery Framework – Long Term Recovery Team Basic Structure

Procedures

Recovery will be initiated as soon as realistic provided the nature and impacts of an incident. This is typically when the incident has stabilized and most, if not all, life safety missions have been completed.

The City Manager will appoint a Long-term Disaster Manager and/or Recovery Team Leader, who will facilitate the implementation of the Recovery Framework. Implementation includes the establishment of a recovery team by selecting City, county, state, federal, and/or community organization representatives to lead and/or support tasks by each recovery support function activated on the team. The Recovery Team will perform a needs assessment, using the methodology as defined in the Kirkland Recovery Framework to identify the projects, resources, and funding needed for recovery. This information will be consolidated into an incident-specific City Recovery Plan.

The City Manager and City Council will review the recommended recovery plan, including projects, resources, funding, and timelines, and provide direction/approval for implementation.

As a member of the Recovery Team, the City Communications Manager will lead the dissemination of recovery information to the public and businesses through as many methods as possible, including but not limited to digital media, mailings, public service announcements, reader boards, and community organizations.

The Recovery Team will meet on a regular basis to address and discuss recovery projects and efforts as documented in the incident Recovery Plan.

Mitigation Activities

- Educate the community and businesses on short-term and long-term recovery strategies and planning.
- Include mitigation, resiliency, and redundancy in planning and implementation of City projects and operations wherever appropriate.
- Maintain contracts and agreements with critical suppliers and vendors to facilitate recovery efforts.

Preparedness Activities

- Maintain the City Recovery Framework and supporting templates.
- Train and exercise recovery scenarios with City staff and partner organizations.
- Maintain and exercise recovery support plans such as the Community Points of Distribution (CPOD) and Debris Management plans.
- Maintain availability of key recovery information, such as property assessment data and distribution lists for local businesses.
- Maintain the Continuity of Operations/Government (COOP/COG) plan and train identified COOP/COG staff on their roles as defined in the plan.
- Train field responders in the use of the damage assessment technology and paper version resources.

Response Activities

- Determine representatives of the recovery team.
- Identify funding and disaster assistance resources.
- Monitor incidents for identification of recovery projects/missions.
- Support response efforts that directly relate to recovery activities such as debris removal and preliminary damage assessments.
- Support establishment of Federal Disaster Recovery Centers.
- Communicate available recovery resources to the public, businesses, and the community as a whole.

Recovery Activities

- Develop an incident-specific recovery plan.
- Implement a recovery plan via the recovery team.
- Replenish or replace any supplies used during recovery efforts.
- Review local legislation to identify opportunities to improve mitigation, response, or recovery.
- Facilitate completion of a recovery after action review.
- Review and adjust the Recovery Framework based on implementation observations.

Responsibilities

Lead Agency – Kirkland City Manager's Office

- Lead recovery coordination for the City.
- Appoint a Long-term Disaster Manager and/or Recovery Team Leader and direct the implementation of the Recovery Framework and establishment of a Recovery Team.
- Advise and work with the City Council on recovery efforts and policy recommendations.
- Oversee coordination of City departments, local partner organizations, and federal, state, and county agencies involved in recovery efforts.
- Advocate for federal, state, county private sector, and/or non-profit engagement and support of City recovery.
- Lead public messaging for recovery-related information.

Support Agencies

Kirkland Finance & Administration Department

- Act as the Applicant Agent for the City for federally funded programs.
- Coordinate the collection and processing of records to document disaster expenses for the City.
- Establish a budget process for recovery, including project codes.
- Coordinate recovery-related purchases and contracts with departments.
- Assist in identifying sources of disaster funds, both internal and external.
- Oversee incident record retention and archiving.
- Facilitate responses to public records requests associated with an incident.

Kirkland Human Resources Department

- Process incident claims with the City's insurance carriers.
- Support staffing recovery projects, including hiring temporary or permanent staff positions.
- Oversee volunteer management for recovery.
- Manage discussions with labor unions related to recovery work, tasks, or projects.

Kirkland Office of Emergency Management

- Provide incident information to the Recovery Team to assist in the development of a recovery plan.
- Participate on the Recovery Team as an advisor on incident and recovery-related topics.
- Serve as an advisor to City leadership on incident and recovery-related topics.
- Coordinate with federal, state, county, local, private, and non-profit organizations involved in recovery.
- Solicit, receive, document, and disseminate information to coordinate the completion and submission of Preliminary Damage Assessments (PDAs).
- Support implementation and documentation of Federal Individual Assistance and/or Public Assistance programs.

Kirkland Planning and Building Department

Planning

- Advise the recovery team regarding land use for recovery operations, business, and temporary and/or long-term housing.

Building

- Lead post-disaster building safety evaluations, as prioritized by the EOC or Recovery Team.
- Review building codes and permit regulations that may need to be revised, suspended, or waived to facilitate recovery efforts.

King County Office of Emergency Management

- Provide regional incident information, as appropriate, to the Recovery Team to assist in the development of a recovery plan that includes regional considerations when appropriate.
- Facilitate regional recovery coordination in a multi-jurisdictional incident.
- Facilitate access to state and federal recovery programs for the City.
- Advocate for and support local implementation of recovery efforts and programs.
- Inform the City of regional, state, or federal recovery funding, programs, or opportunities.

Washington State Emergency Management Division

- Provide statewide incident information to the Recovery Team to assist in the development of a recovery plan.
- Facilitate statewide recovery coordination in a multi-county/multi-state incident.
- Facilitate access to state and federal recovery programs for the City.
- Advocate for and support local implementation of recovery efforts and programs.
- Inform the City of state or federal recovery funding, programs, or opportunities.

Federal Emergency Management Agency

- Provide technical assistance and national incident information to the Recovery Team to assist in the development of a recovery plan and project implementation.
- Facilitate national recovery coordination in a national impact incident.
- Advocate for and support local implementation of recovery efforts and programs.
- Inform and facilitate access to federal recovery funding, programs, or opportunities.

Resource Requirements

Resource requirements are dependent on the incident, its location, duration, and impacts. Requirements will be determined during the transition from response to recovery. Resource needs may include access to state and federal disaster programs, funding, and dedicated staff to facilitate recovery efforts.

References

Kirkland Recovery Framework

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

King County CEMP ESF 14 – Disaster Recovery

Washington State CEMP ESF 14 – Long Term Recovery

National Disaster Recovery Framework

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EMERGENCY SUPPORT FUNCTION 15: PUBLIC INFORMATION AND AFFAIRS

Lead Agency

Kirkland City Manager's Office (CMO)

Support Agencies

Office of Emergency Management (OEM)

Kirkland Police Department (KPD)

Kirkland Fire Department (KFD)

Kirkland City Communicators – all departments

Kirkland Department of Information Technology (IT)

King County Office of Emergency Management (KCOEM)

Washington State Military Department Emergency Management Division (WAEMD)

Introduction

Purpose

The purpose of Emergency Support Function 15: Public Information and Affairs is to describe the coordination of incident and agency public information and media relations management during incidents in the City.

Scope

This ESF addresses the public information strategies and City responsibilities for processing, coordinating, and disseminating incident-related information to multiple audiences, including but not limited to, residents, businesses, and Limited English Proficient (LEP) or access and functional needs challenged community members.

Policies

City of Kirkland Administrative Policy Manual (APM) Policy 2-2, Media Relations outlines policies for interacting and sharing information with media.

APM Policy 2-3, Electronic Reader Board Signs Content and Usage outlines the use of reader boards to communicate with the public during incidents.

Revised Code of Washington (RCW) 38.52 directs the requirements for LEP public notices regarding public health, safety, and welfare to be provided in languages identified as the primary spoken dialect by 5% of the City's population, or by 1,000 residents, whichever is less. For Kirkland this includes Spanish.

Presidential Executive Order 13166 directs requirements for access to services for persons with LEP to access in a meaningful way.

The Americans with Disabilities Act (ADA) outlines policies for effective communications with people who have vision, hearing, or speech disabilities who may use different ways to communicate.

Situation

Incident Conditions and Hazards

There are a variety of incidents that could negatively impact communication capabilities in Kirkland. These may include damage to communications infrastructure that causes communications systems to fail or operate at a reduced capacity, radio interruptions due to structural material, severe weather interference, power outages, electromagnetic disturbances to radio frequencies or power line transmissions, or general equipment failure or damage.

There are technological risks that could impact communications capabilities, such as network outages or cyber-attack.

Additionally, either during or after an incident, there may be a significant increase in communications volume as people attempt to seek help, check in with loved ones, and get information about the incident. A sudden surge in call or message volume may temporarily overwhelm service capacity and cause difficulties communicating.

Planning Assumptions

- The City will attempt to leverage as many communications and warning systems as appropriate during an incident.
- Routine day-to-day communications methods will be utilized to the extent possible.
- Communications infrastructure may be damaged or overwhelmed, resulting in reduced communications capabilities within the City, with external partners, and with community members.
- The availability of communication resources may be directly related to the size, type, impact, and nature of an incident and the amount of funding available.
- The public will expect communications from the City about emergency instructions, available assistance, resources, and City actions to protect life, property, and the environment.
- The City may need to use multiple systems and approaches to reach the greatest amount of the public as possible.
- The nature of an incident may limit the ability to provide advance warning.
- Emergency information or warning relayed to the media is publicized at the discretion of the broadcasters.
- City Leadership will utilize the Government Emergency Telecommunications/Wireless Priority System (GETS/WPS) programs as an enhanced resource for establishing communication in an incident.
- The activation of the Emergency Alert System/Wireless Emergency Alerts (EAS/WEA) can be requested by the City, but the City is not an EAS warning point and does not have the ability to directly issue an EAS.
- Communication systems may not have sufficient capacity to handle the traffic generated by emergency conditions.
- The City may have to rely on alternate communications systems when normal systems are overwhelmed or inadequate for the situation.

- Messaging may not reach all intended audiences.
- The City will endeavor to provide translation services, translated material, and/or access to American Sign Language (ASL) and oral interpretation support for resources and services to the extent possible. Detailed resources are outlined in the LEP Communications Resource Guide.
- Community members with LEP and those with access and functional needs may experience difficulties in receiving and understanding emergency messaging.
- ESF 15 will coordinate with ESF 2: Communications, Information Systems, and Warning as appropriate.

Concept of Operations

General

The intent of the City is to provide a comprehensive and coordinated information and affairs approach to public messaging during incidents. It is understood by the City that there are two categories of public messaging related to an incident:

- 1) Incident messaging specific to the situational and/or response actions of the incident and
- 2) Agency messaging specific to the operations of the City as a whole.

To facilitate consistent and complementary public messaging, every effort will be made to develop and share joint or supporting information between the Incident Public Information Officer (PIO) or Joint Information Center (JIC) and the City Communications Manager or their designees.

To the best of the City's ability, the delivery of sensitive incident messaging will be shared with the immediately affected individuals first, followed by sharing with City personnel, the directly affected community, and then the broader public community and media respectively, and consistent with applicable laws related to matters such as privacy.

The City will endeavor to provide information that is consistent, accurate, and timely using communication methods that disseminate the information as widely as possible.

The City may utilize the following communications resources:

- Integrated Public Alert & Warning System through NORCOM the local E-911 Public Safety Answering Point (PSAP)
- VOIP telephone services
- Cellular telephone services
- Two-way radio
 - City radio network
 - Public Safety radio network
- NOAA Weather Alert Radios
 - Weather Radios are located at Kirkland City Hall, Kirkland fire stations, the Kirkland Justice Center, the PW Maintenance Center, the Parks & Community Services Maintenance Center, the North Kirkland Community Center, and the Peter Kirk Community Center.
- Web-based technology program for internal employee notifications and non-life-threatening message dissemination for opt-in community subscribers
- Amateur radio communications equipment and volunteers
- Public access television channels broadcast on Channels 21 and 75 on Xfinity cable, Channels 31 and 32 on Ziply cable, and an interactive City website
- Internet resources including email, the City website, mailing and distribution lists, and digital media
- Loudspeakers, reader boards, road signs, and a recorded message line
- Telecommunication Relay Service (TRS) is provided through the Federal Communications Commission (FCC)
- Text Telephone (TTY) service

The City will leverage available resources to provide incident information in multiple formats and to meet LEP and AFN requirements, including but not limited to, use of the City's contracted language translation service, including ASL interpretation, pre-translated or just in time translated print material, and infographics as available. Approval for release of incident or agency messaging will be obtained from the appropriate approval source prior to any official City communications being disseminated.

For incident messaging, when the Emergency Operations Center (EOC) is activated the EOC Manager and/or Incident Commander (IC), or when delegated, the JIC Manager, approves all incident information for public release. When the EOC is not activated the IC and/or Incident PIO, or Department Director, and/or City Manager will approve public information prior to release.

In a terrorist, civil unrest, or other criminal incident, the release of information to the public will be led by the KPD and may be coordinated with partner response agencies. A KPD PIO will serve as the Incident PIO and/or JIC Manager as appropriate.

For agency messaging, the normal public messaging approval process will be followed by the Communications Manager or designee. During incidents that don't require EOC activation, public information will be coordinated between the Communications Manager and/or the Incident/Event Commander and/or the OEM to facilitate consistent and accurate messaging.

The King County Emergency Coordination Center (KCECC) JIC and the Washington State EOC JIC may also release incident-related information to the public and will follow their own internal approval processes.

The Communications Manager will conduct training with City staff with communications duties related to City communication protocols, use of social media accounts, and daily communication efforts. The OEM will conduct training with communications staff identified to work as an Incident and/or Agency PIO and/or staff the JIC as related to incident or crisis communications, JIC procedures, and EOC operations.

Media briefings will take place at City Hall, or alternate location as determined by the on-scene IC, Communications Manager, and/or Emergency Manager (EM).

The JIC and City Communications Manager will maintain a record of public information released and public affairs activities, respective to their areas of responsibility

Organization

During an incident that has triggered activation of the EOC, public information will be coordinated through the JIC, established in the EOC. The JIC manager may also be the Incident PIO and will report to the EOC Manager and/or Incident Commander depending on the specific situation.

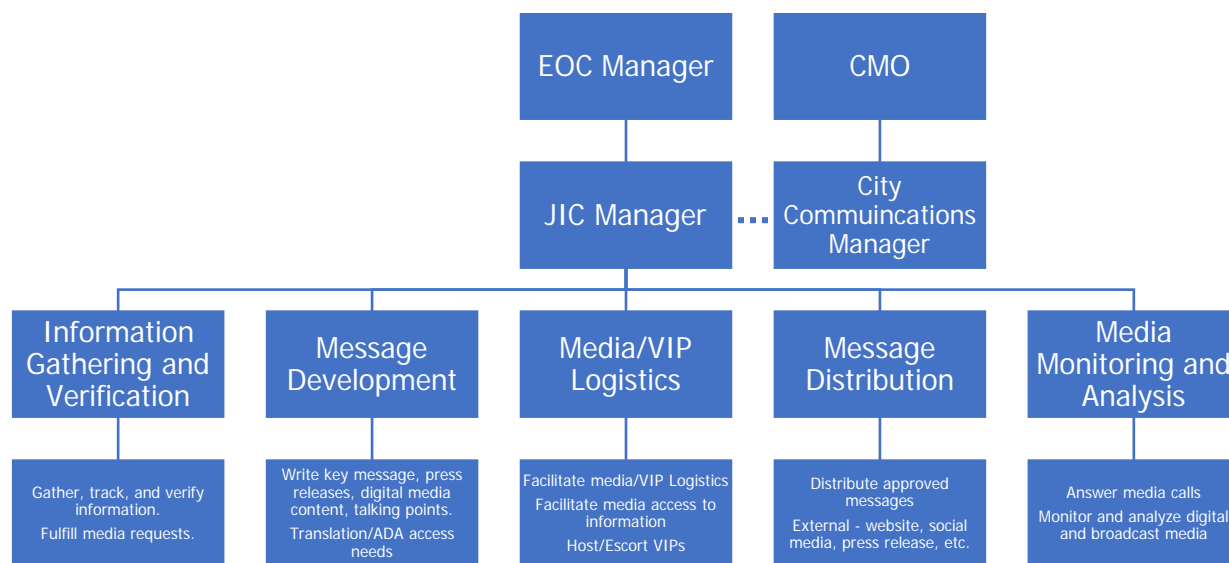


Figure 34 - Kirkland JIC Organization Chart

During an incident that does not trigger the activation of the City's EOC, public information will be coordinated between the City Communications Manager and the OEM and/or on-scene Incident PIO and/or Incident Commander (IC).

Procedures

The JIC will be activated by the EOC Manager and/or EM as determined necessary based on EOC activation status and/or request for support from one or more City departments.

The JIC is staffed with identified City staff with communication experience and training. JIC shifts will match EOC shifts. Staff will be notified by phone, email, or in-person of the need to support the incident management and the JIC.

The JIC has predetermined positions that will be filled based on the availability of staff and incident demands. The EOC Manager and/or JIC Manager will assign roles to JIC staff. The JIC Manager is assigned by the EOC Manager based on incident needs.

The City Communications Manager may coordinate remotely with the JIC, via phone, email, or video conferencing, depending on the nature of the incident; however, at least one member of the CMO Communications Team will be assigned to staff the JIC in person when activated. The role of this person will be to coordinate agency messaging and support overall JIC operations as requested. Selection of the onsite JIC support person will be made by the City Communications Manager and notification of assignment will be by phone, email, text message, or in person.

Press conferences will be leveraged for incidents with high media interest. This will facilitate consistent equitable access to information while managing the limited availability of City leadership. The JIC will organize, announce, and facilitate press conferences in partnership with the Communications Manager or designee. Press conferences will be coordinated by the JIC Manager or an assigned JIC staff person. The JIC and/or City Communications Manager will disseminate notification of the press conference via social media, email, and/or text messaging to appropriate media outlets. Technical experts, such as IT Service Desk and GIS Specialists, will be contacted by phone, email, or in person, to assist with visuals for display at the press conferences. The JIC Manager and/or City Communications Manager will request, by email, phone, or in person, the support of the Video Production team as appropriate to facilitate technical aspects of the press conference and air the broadcast on the Kirkland Television stations.

The JIC will track, monitor, and when appropriate address social media postings. Staff will provide the JIC Manager, EOC Manager, and City Communications Manager with a written report of topics, trends, and concerns at least once per JIC shift. Responses to social media will be made in accordance with the City of Kirkland Social Media Administrative Guide.

The JIC will coordinate efforts to meet the needs of LEP and alternative communications when producing and releasing public messaging. This will occur for as much content as feasible, but at a minimum for emergency communications. Details of actions and resources to support this effort are outlined in the JIC Manual and LEP Plan.

When requested by the EOC Manager or Incident Commander the JIC will assist in drafting content for an emergency alert or warning, as resources and time allow.

See the JIC Manual for detailed procedures on these and various other roles and responsibilities of the JIC.

Mitigation Activities

- Maintain instruction guides for communication resources.
- Maintain a media guide to provide consistency in messaging.
- Maintain redundant communication methods for message delivery.
- Maintain communication templates and pre-translated key messaging.
- Maintain communication systems and passwords.

Preparedness Activities

- Provide public information and/or crisis communications training to identified staff.
- Practice the use of communication templates.
- Expand content and languages of LEP translated material.
- Train and practice delivery of messaging with communication systems.
- Train City leaders in their roles and the skills of crisis/risk communications.
- Build relationships with local and regional media outlets and contacts, including but not limited to, broadcast, print, digital, and alternative languages.
- Practice on camera and interview skills.

Response Activities

- Gather information and create messaging for dissemination to the public, including social media posts, videos, graphics or photographs, news releases, website updates, and other identified methods.
- Facilitate press conferences and media availability as appropriate.
- Provide messaging to leadership prior to public release.
- Translate and create alternate communication deliverables of information as appropriate.
- Respond to messaging or questions for the public as resources and approvals allow.
- Coordinate communications and the release of information with appropriate agencies.
- Share messaging from partner agencies as appropriate.

Recovery Activities

- Provide public information related to recovery efforts including but not limited to recovery assistance, disaster recovery centers, damage assessments, public meetings, shelter locations, transportation, health and safety, and recovery projects.
- Restock and restore any consumable resources used during the response.
- Analyze data of outreach methodologies and review strategies for audience reach and engagement across platforms.
- Prepare input regarding technology challenges related to LEP communications for State post-incident reporting.
- Evaluate the effectiveness of the communication of life safety and other incident messaging through the After Action Report (AAR) process.

Responsibilities

Lead Agency – Kirkland City Manager's Office

- Establish and maintain guidance and procedures for public information dissemination.
- Develop and document information dissemination channels and systems.
- Designate personnel to staff the JIC when requested.
- Facilitate coordination of Agency and Incident information.
- Inform City leaders of available and appropriate information for public release.
- Support coordination and facilitation of media briefings/press conferences.
- Disseminate agency information, and as appropriate incident messaging, using available resources.
- Coordinate agency messaging with federal, state, county, and/or third party partners' communications staff.

Support Agencies

Kirkland Office of Emergency Management

- Establish and maintain procedures for activation and operations of the JIC.
- Coordinate and support public information efforts with the CMO as appropriate.
- Provide support to Incident PIO's, as requested.
- Coordinate and/or provide delivery of PIO/JIC training to City communicators and identified spokespersons.

Kirkland Police Department

- Serve as Incident PIO and/or JIC Manager for law enforcement-related communications.
- Assist in staffing the Incident PIO and/or JIC for non-law enforcement led incidents.

Kirkland Fire Department

- Serve as Incident PIO and/or JIC Manager for fire incident-related communications.

City Communicators – All Kirkland City Departments

- Assist in staffing the JIC and/or communications roles identified for the incident.

Information Technology Department

- Provide technical support for technology-based communication systems and information dissemination.
- Facilitate broadcast of public information over the City's television channel.
- Assist with the delivery of press conferences.

King County Office of Emergency Management

- Support regional coordination and dissemination of public messaging.
- Establish and manage a regional JIC and/or JIS as appropriate to the incident.
- Provide the City with the King County public messaging content.
- Assist in translation of messaging.

Washington State Emergency Management

- Support statewide coordination and dissemination of public messaging.
- Establish and manage a state JIC and/or JIC as appropriate to the incident.
- Provide the City with the State's public messaging content.
- Assist in translation of messaging.

Resource Requirements

Resource needs may include trained communications staff; IT resources including digital media; translation services; redundant communication infrastructure; and supplies to reach the whole community in support of the dissemination of incident information and resources.

References

City of Kirkland Social Media Administrative Guide (Internal).
Kirkland Joint Information Center (JIC) Manual
Kirkland LEP Communication Guide
Kirkland City Communications Guide (2021)
City of Kirkland Administrative Policy Manual (APM) Policy 2-2, Media Relations
APM Policy 2-3, Electronic Reader Board Signs Content and Usage
Revised Code of Washington (RCW) 38.52 – Emergency Management
Presidential Executive Order 13166 – Improving Access to Services for Persons with Limited English Proficiency
Public Law 101-336 The Americans with Disabilities Act (ADA) of 1990

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CORE CAPABILITIES ANNEX

The [National Preparedness Goal](#) describes 32 core capabilities that address the greatest risks to a community. The National Preparedness goal organizes the core capabilities into one or more of five mission areas: Prevention, Protection, Mitigation, Response, and Recovery.

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

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GLOSSARY APPENDIX

Definitions

Term	Definition
After Action Report (AAR)	A narrative report that presents issues found during an incident or exercise along with recommendations on how those issues can be resolved.
Annex	Supplementary material to the CEMP that exists as a standalone, independent from the document.
Appendix	Supplementary material to the CEMP that is closely related to the main body of the plan.
Comprehensive Emergency Management Plan (CEMP)	A plan which addressed the mitigation, preparation, response, and recovery activities associated with incidents.
Concept of Operations (CONOPS)	A general overview description of how a plan or operation is intended to function.
Continuity of Government (COG)	A guide to how a government may continue to perform required functions during and after an incident.
Continuity of Operations (COOP)	Documentation of how the City will continue to implement and perform essential services during an incident or disruption.
Damage Assessment	The process of determining the magnitude of damage as the result of an incident.
Delegated Authority	Transferred responsibility for a task or function to another employee.
Emergency City of Kirkland Incident	Any situation natural, technological, or human-caused that may present a real, perceived, or anticipated threat to the City and/or its community.
Emergency Alert System (EAS)	A federally mandated program established to enable the President, federal, state, and local jurisdiction authorities to disseminate emergency information to the public via the Commercial Broadcast System.
Emergency Management Assistance Compact (EMAC)	Agreements that provide for jurisdictions in different states to provide resources or other support to one another during an incident.
Emergency Medical Services (EMS)	Emergency Medical Services 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.
Emergency Operations Center (EOC)	A central location for coordination of the City's response to an incident.
Emergency Support Function	The grouping of government capabilities into an organizational structure to coordinate support, resources, program implementation, and services that may be needed to save lives, protect property and the environment, restore services and critical infrastructure, and assist with incident recovery.
Emergency Worker	Emergency worker means any person registered under RCW 38.52/WAC 118.04 who is registered with the City for the purpose of engaging in authorized emergency management activities or is an employee of the state of Washington or any political subdivision thereof who is called upon to perform emergency management activities.

Term	Definition
Essential Services	Those functions, stated or implied, that 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 well-being of the general populace, and sustain the industrial/economic base in an incident.
Evacuation	A protective action that involves leaving an area of risk until the hazard has passed.
Event	A planned, non-emergency activity.
Federal Disaster Declaration	See Presidential Declaration
Federal Emergency Management Agency (FEMA)	The agency that provides a single point of accountability for all federal activities related to incident mitigation, preparedness, response, and recovery.
Government Emergency Telecommunications Service (GETS)	A service providing priority access telephone dialing during circuit overload conditions.
Governor's Proclamation of a State of Emergency	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.
Incident	An occurrence, either human-caused, technological, 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.
Incident Command System (ICS)	The combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure for the purpose of coordinating the response to any incident.
Incident Commander (IC)	The individual responsible for the management of operations at the scene of an incident.
Individual Assistance (IA)	Supplementary Federal assistance available under the Stafford Act to individuals, families, and businesses; includes disaster housing assistance, unemployment assistance, grants, loans, legal services, crisis counseling, tax relief, and other services or relief programs.
Joint Information Center (JIC)	A facility to coordinate the public information function during incidents.
Kirkland Emergency Communications Team (KECT)	A group of licensed amateur radio operators who volunteer for the City to provide amateur radio emergency communications capability.
Local Emergency Planning Committee (LEPC)	The planning body for preparing local hazardous materials plans.
Mitigation	Any measure that will reduce or prevent the damaging effects of an incident.
Mutual Aid Agreement (MAA)	A formal or informal agreement for reciprocal assistance for emergency services and resources between jurisdictions.

Term	Definition
National Incident Management System (NIMS)	A concept that provides for a total approach to all-risk incident management.
National Response Framework (NRF)	The plan that establishes the basis for the provision of federal assistance to a state and the local jurisdiction impacted by an incident.
Preliminary Damage Assessment (PDA)	The joint local, state, and federal analysis of any damage that has occurred during an incident.
Preparedness	The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from incidents.
Presidential Disaster Declaration	A 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.
Public Assistance (PA)	Supplementary federal assistance provided under the Stafford Act to state and local jurisdictions, special purpose districts, tribes, or eligible private, nonprofit organizations.
Public Information Officer (PIO)	The person designated to provide incident-related public information and media relations.
Recovery	A short- and long-term process to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to an improved, state of affairs.
Regional Coordination Framework (RCF)	A mutual aid agreement specific to King County, which encompasses government agencies, non-profit organizations, and private businesses.
Response	The actual provision of services during an incident. These activities help to reduce casualties and damage and to speed recovery.
Robert T. Stafford Disaster Relief and Emergency Assistance Act	(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 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. Commonly referred to as the Stafford Act.
Search and Rescue (SAR)	The act of searching for, rescuing, or recovering by means of ground, marine, or air activity any person who becomes lost, injured, or killed while outdoors or as a result of an incident.
Terrorism	The unlawful use of force or violence committed by an individual or group against persons or property in order to intimidate or coerce a government, the civilian population, or any segment thereof in furtherance of political or social objectives.
Washington State Emergency Management Division (WAEMD)	Washington State Emergency Management Division, responsible for coordinating state-wide emergency management activities.
Washington State Mutual Aid Agreement (WAMAC/WAMAS)	Mutual aid agreement covering cities, counties, and state agencies in Washington State.

Acronyms

Acronym	Definition
AAR	After Action Report
ADA	Americans with Disabilities Act
Admin	Administrative
AFN	Access and Functional Needs
ALS	Advanced Life Support
AMBER	America's Missing Broadcast Emergency Response
APM	Administrative Policy Manual
ARC	American Red Cross
ASL	American Sign Language
BC	Battalion Chief
BLS	Basic Life Support
BP	British Petroleum
CAO	City Attorney's Office
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CIP	Capital Improvement Program
CISM	Critical Incident Stress Management
CKC	Cross Kirkland Corridor
CMO	City Manager's Office
COG	Continuity of Government
COOP	Continuity of Operations Plan
CPOD	Commodity Point of Distribution
CWA	Cascade Water Alliance
DHS	Department of Homeland Security
DMCC	Disaster Medical Control Center
DNR	Department of Natural Resources (Washington State)
DNRP	King County Department of Natural Resources and Parks
DOE	WA Department of Ecology
DOH	WA Department of Health
DRC	Disaster Recovery Center
EAP	Employee Assistance Program
EAS	Emergency Alert System
ECC	Emergency Coordination Center

Acronym	Definition
EHMT	Eastside Hazardous Materials Response Team
EM	Emergency Manager
EMAC	Emergency Management Assistance Compact
EMAT	Emergency Management Action Team
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environment Protection Agency
EPCRA	Emergency Planning and Community Right-to-Know Act
ERG	Emergency Response Guidebook
ESF	Emergency Support Function
F&A	Finance and Administration Department
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
GETS	Government Emergency Telecommunications
GIS	Geographic Information System
HazMat	Hazardous Materials
HM-1	HazMat 1 Vehicle
HMAC	Health and Medical Area Command
HMP	Hazard Mitigation Plan
HR	Human Resources Department
HR	Human Resources
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
I-405	Interstate 405
IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Commander

Acronym	Definition
ICP	Incident Command Post
ICS	Incident Command System
IDDE	Illicit Discharge Detection and Elimination
IT	Information Technology Department
IT	Information Technology
ITS	Intelligent Transportation System
JIC	Joint Information Center
JIS	Joint Information System
KCAC	Kirkland Cultural Arts Commission
KCC	King County Code
KCDOT	King County Department of Transportation
KCECC	King County Emergency Coordination Center
KCEMS	King County Emergency Medical Services
KCOEM	King County Office of Emergency Management
KCSARA	King County Search and Rescue Association
KCSO	King County Sheriff's Office
KECT	Kirkland Emergency Communications Team
KFD	Kirkland Fire Department
KMC	Kirkland Municipal Code
KPD	Kirkland Police Department
KSCO	King County Sheriff's Office
LEP	Limited English Proficiency
LEPC	Local Emergency Planning Committee
MCI	Mass Casualty Incident
MRSC	Municipal Research & Services Center
NAWAS	National Alert and Warning System
NDRF	National Disaster Recovery Framework
NGO	Non-Government Organization
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration

Acronym	Definition
NORCOM	North East King County Regional Public Safety Communication Agency
NPDES	National Pollutant Discharge Elimination System
NRC	National Response Center
NRF	National Response Framework
NUD	Northshore Utility District
NWHRN	Northwest Healthcare Response Network
OEM	Office of Emergency Management
P&B	Planning and Building Department
PA	Public Assistance
P-Card	Purchasing Card
PCS	Parks and Community Services Department
PD	Police Department
PDA	Preliminary Damage Assessment
PETS	Pets Evacuation and Transportation Standards Act
PHSKC	Public Health - Seattle & King County
PIO	Public Information Officer
PNEMA	Pacific Northwest Emergency Management Arrangement
PSAP	Public Safety Answering Point
PSE	Puget Sound Energy
PW	Public Works Department
RASKC	Regional Animal Services of King County
RCW	Revised Code of Washington
RR	Resource Request
SAR	Search and Rescue
SARA	Superfund Amendments and Reauthorization Act
SBA	Small Business Administration
SCADA	Supervisory Control and Data Acquisition
SDWA	Safe Drinking Water Act
SEPA	State Environmental Policy Act
SMP	Shoreline Master Program
SOP	Standard Operating Procedure

Acronym	Definition
SPU	Seattle Public Utilities
SR 520	State Route 520
SRIA	Sandy Recovery Improvement Act
SWAT	Special Weapons and Tactics
TMC	Transportation Management Center
TRS	Telecommunication Relay Service
TTY	Text Telephone Service
UC	Unified Command
USAR	Urban Search and Rescue
USCG	United States Coast Guard
VOIP	Voice Over Internet Protocol
WAC	Washington Administrative Code
WAEMD	WA Emergency Management Division

Acronym	Definition
WAEMD	Washington State Military Department - Emergency Management Division
WAMAS	Washington Intrastate Mutual Aid System
WEA	Wireless Emergency Alert
WPS	Wireless Priority System
WSDOT	Washington State Department of Transportation
WSFC	Washington State Fusion Center
WSP	Washington State Patrol
WTD	King County Wastewater Treatment Division
WUTC	Washington Utilities and Transportation Commission

MAPS APPENDIX

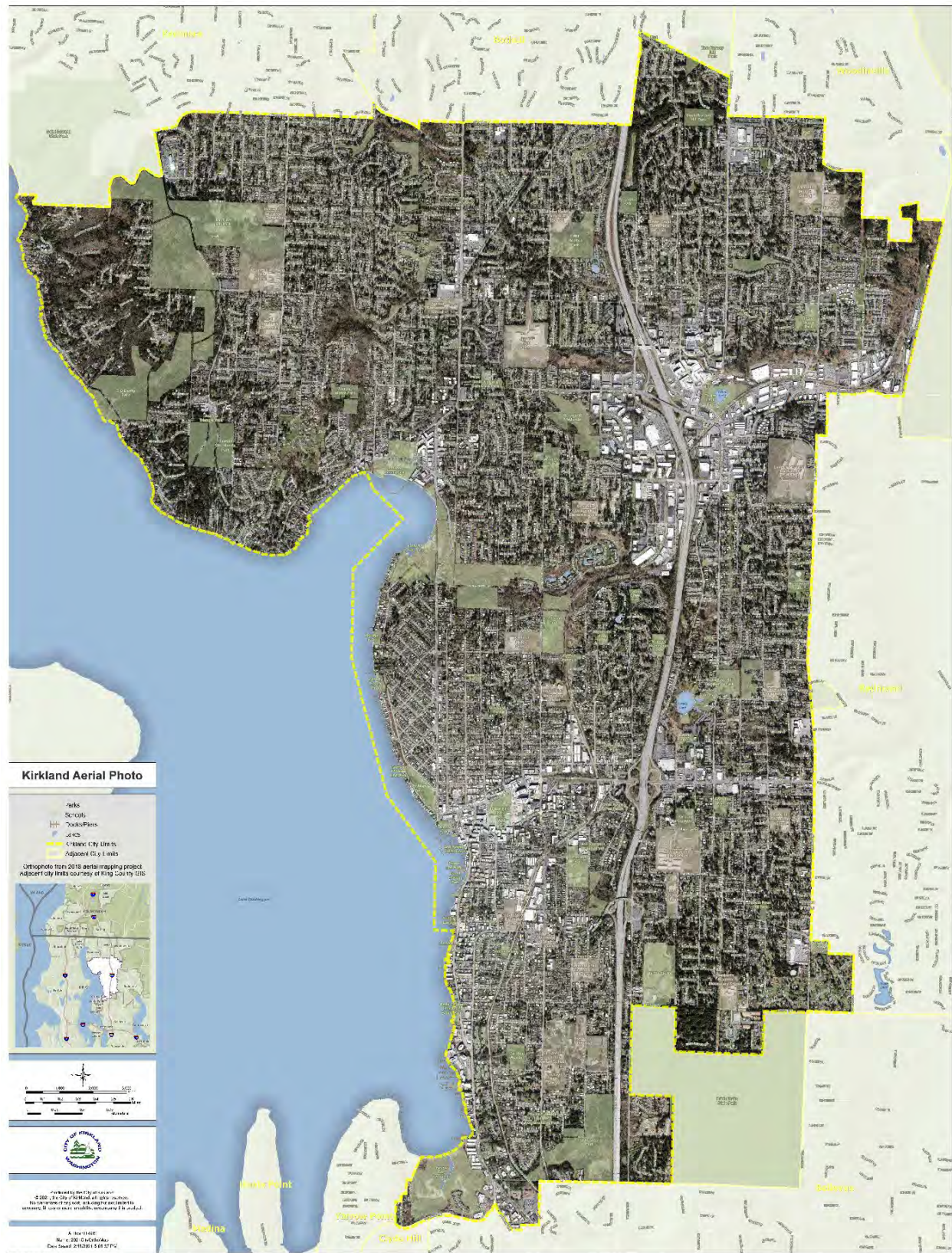
These maps are intended to supplement the CEMP and provide for an enhanced understanding of the City of Kirkland and its hazards.

Full-scale maps can be accessed on the City of Kirkland website at www.kirklandwa.gov. Unless otherwise noted, the following maps were created by the City of Kirkland Geographic Information Software (GIS) staff.

Printed and digital versions of these maps are kept in the Kirkland EOC for incident use.

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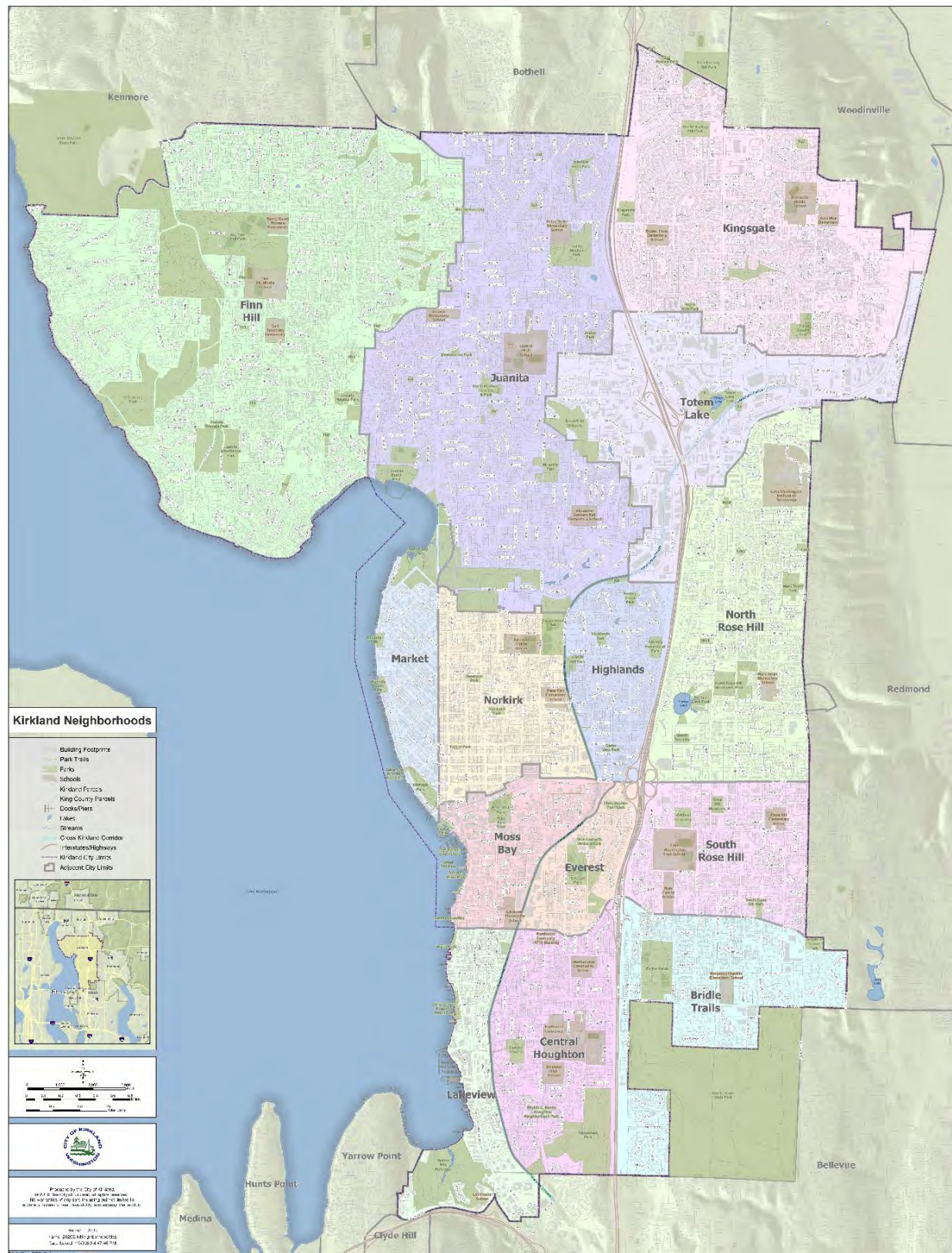
Kirkland Aerial Photo



This orthophoto of the City of Kirkland was taken as part of the City's 2018 aerial mapping project.

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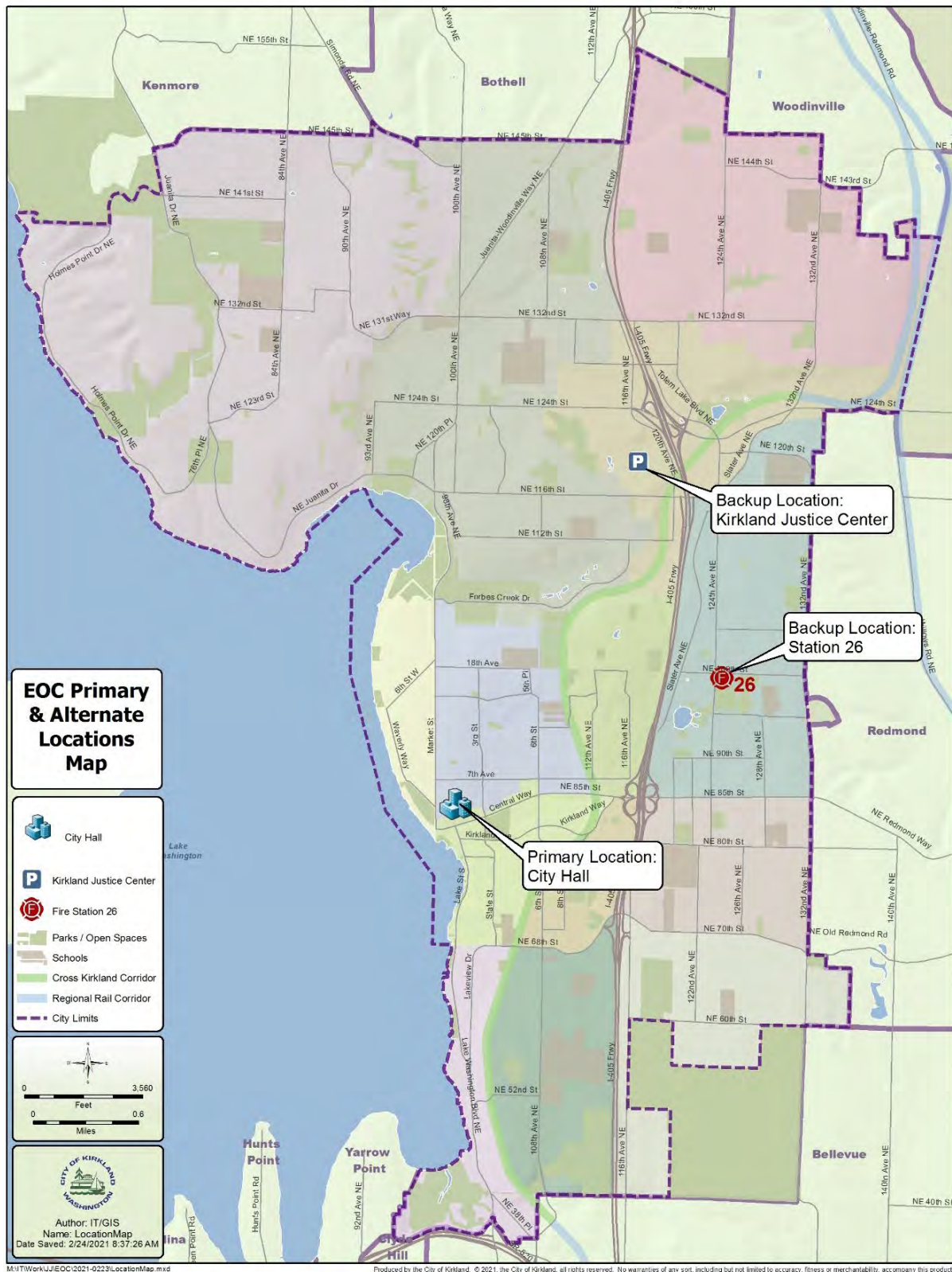
Kirkland Neighborhoods Map



This map shows the neighborhood areas in Kirkland. This map is current as of February 2021.

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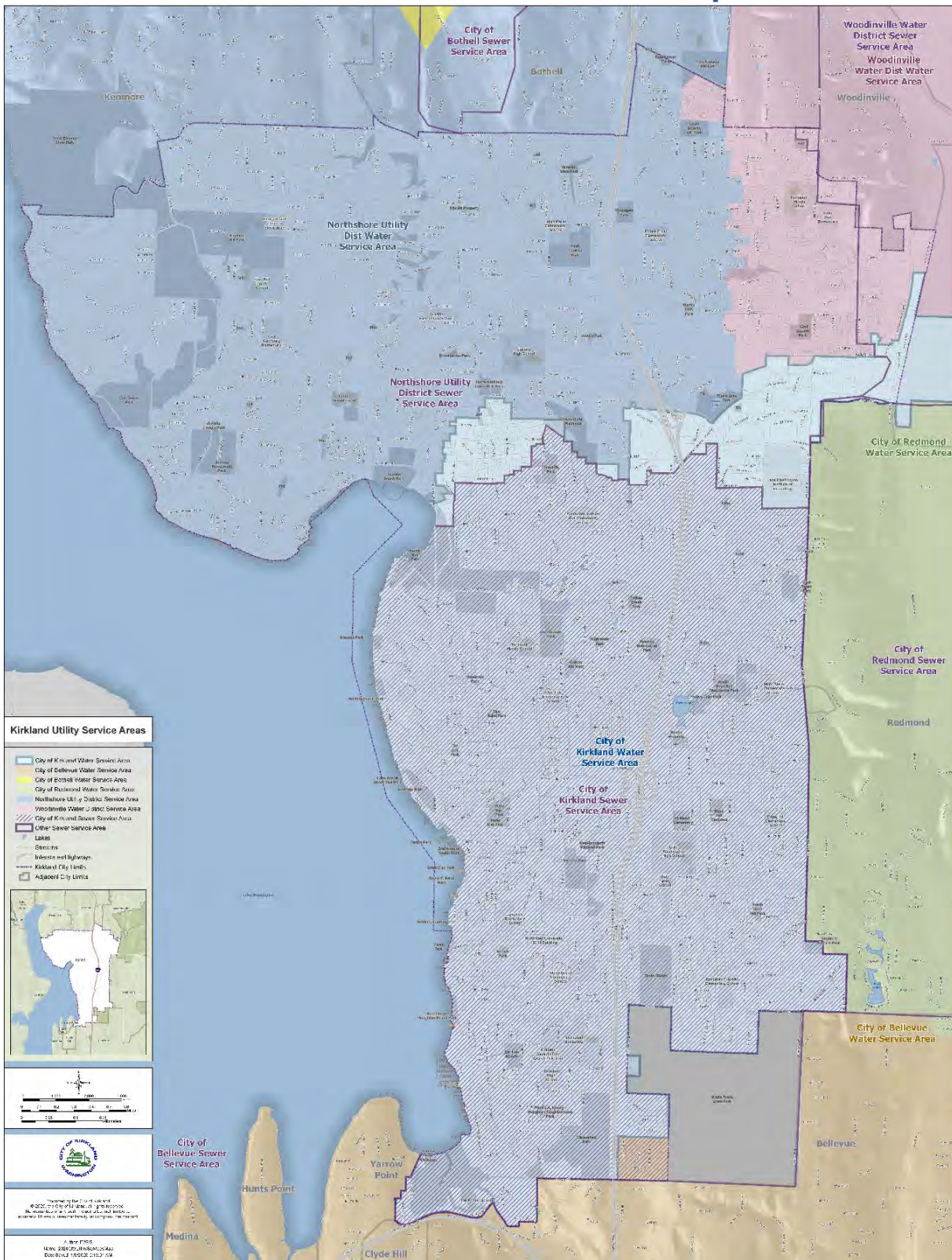
Kirkland EOC Locations Map



This map shows the primary and secondary locations of the Kirkland EOC. This map is current as of February 2021.

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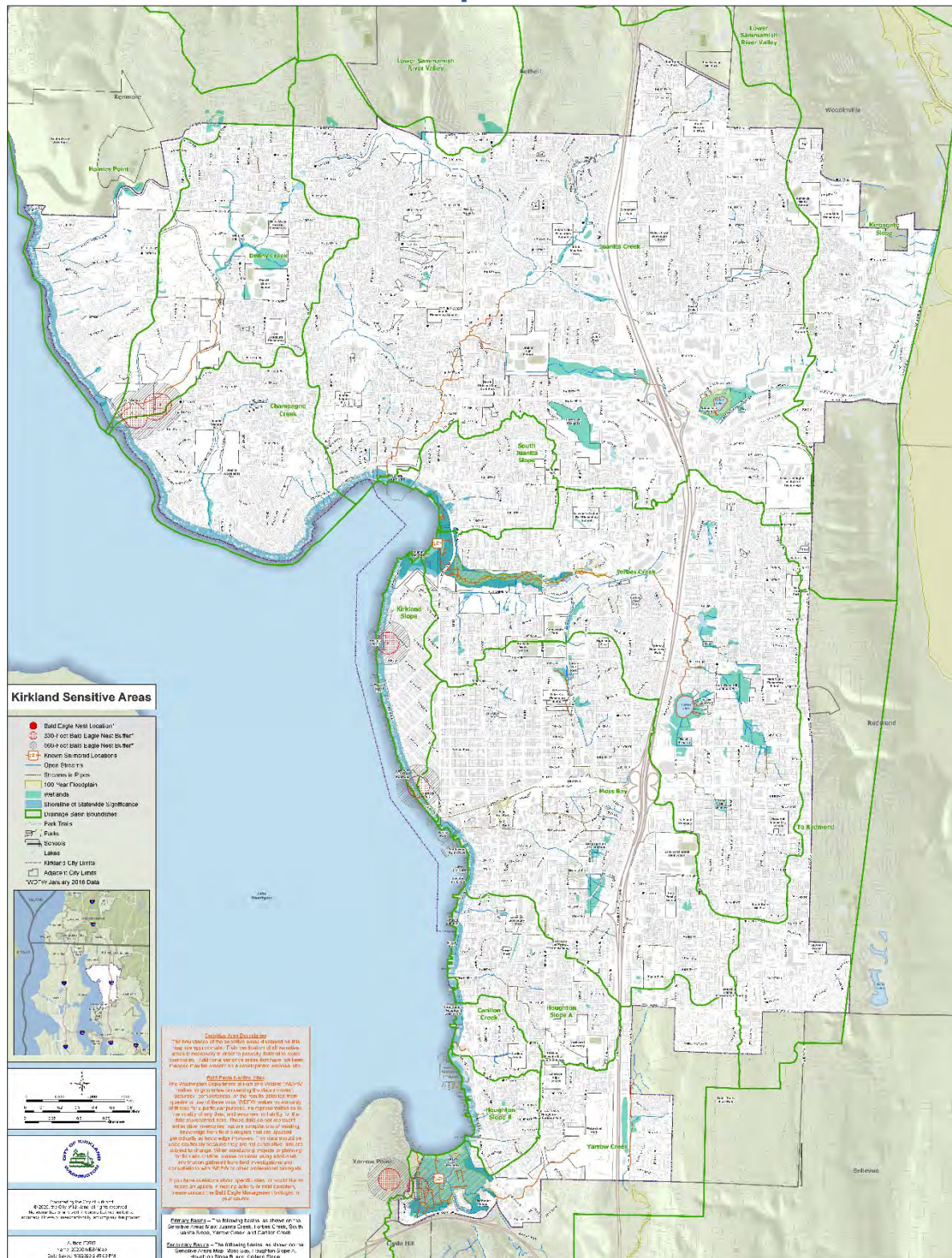
Kirkland Water and Sewer Service Area Map



This map shows the areas within the City that are served by the City of Kirkland, Northshore Utility District, City of Woodinville, and the Woodinville Water District. This map is current as of February 2021.

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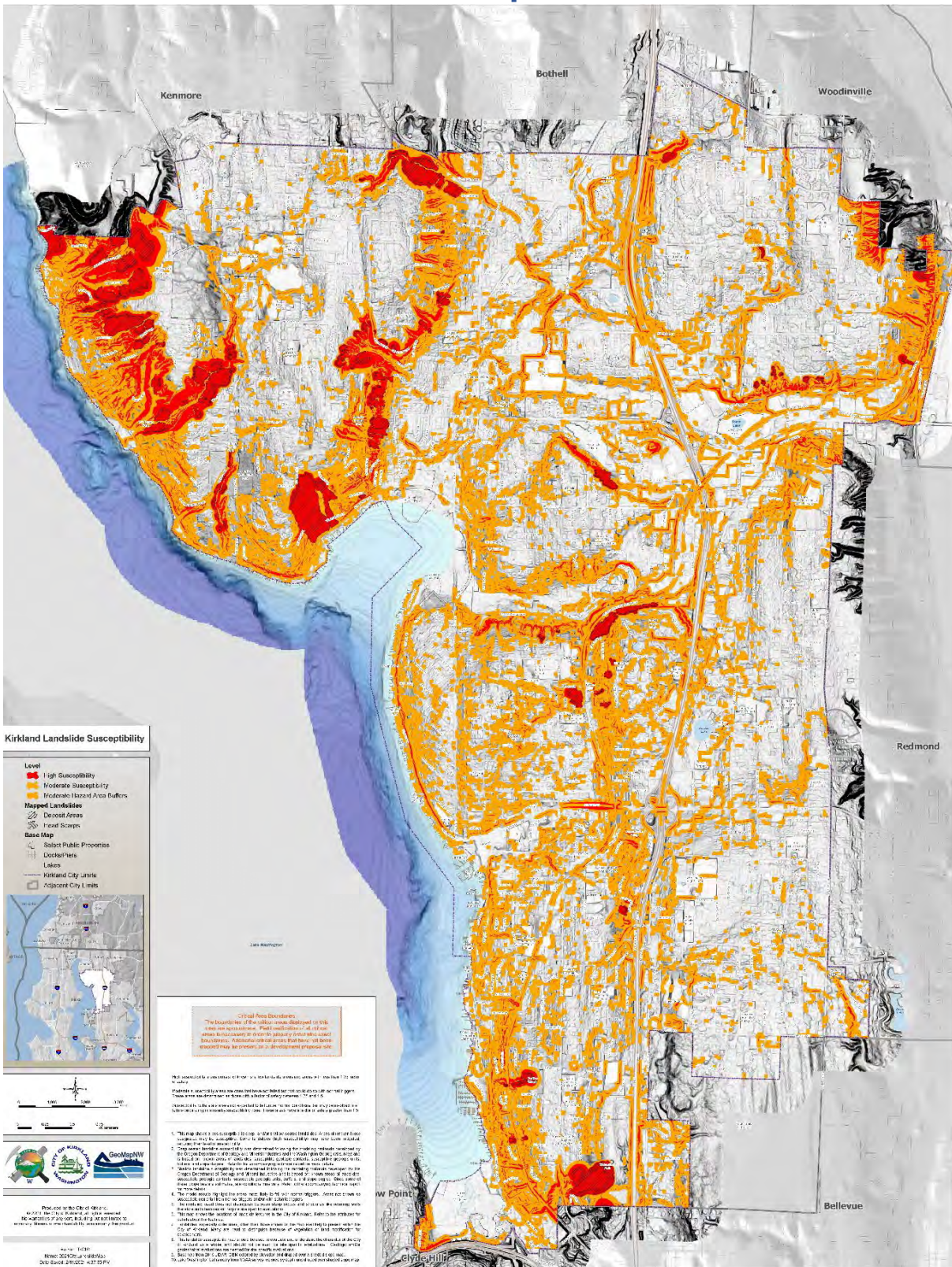
Kirkland Sensitive Areas Map



This map shows the City's sensitive areas including wetlands, streams (open and piped), and known salmonid locations. The sensitive areas shown on this map are approximate and have not been surveyed. This map is current as of February 2021.

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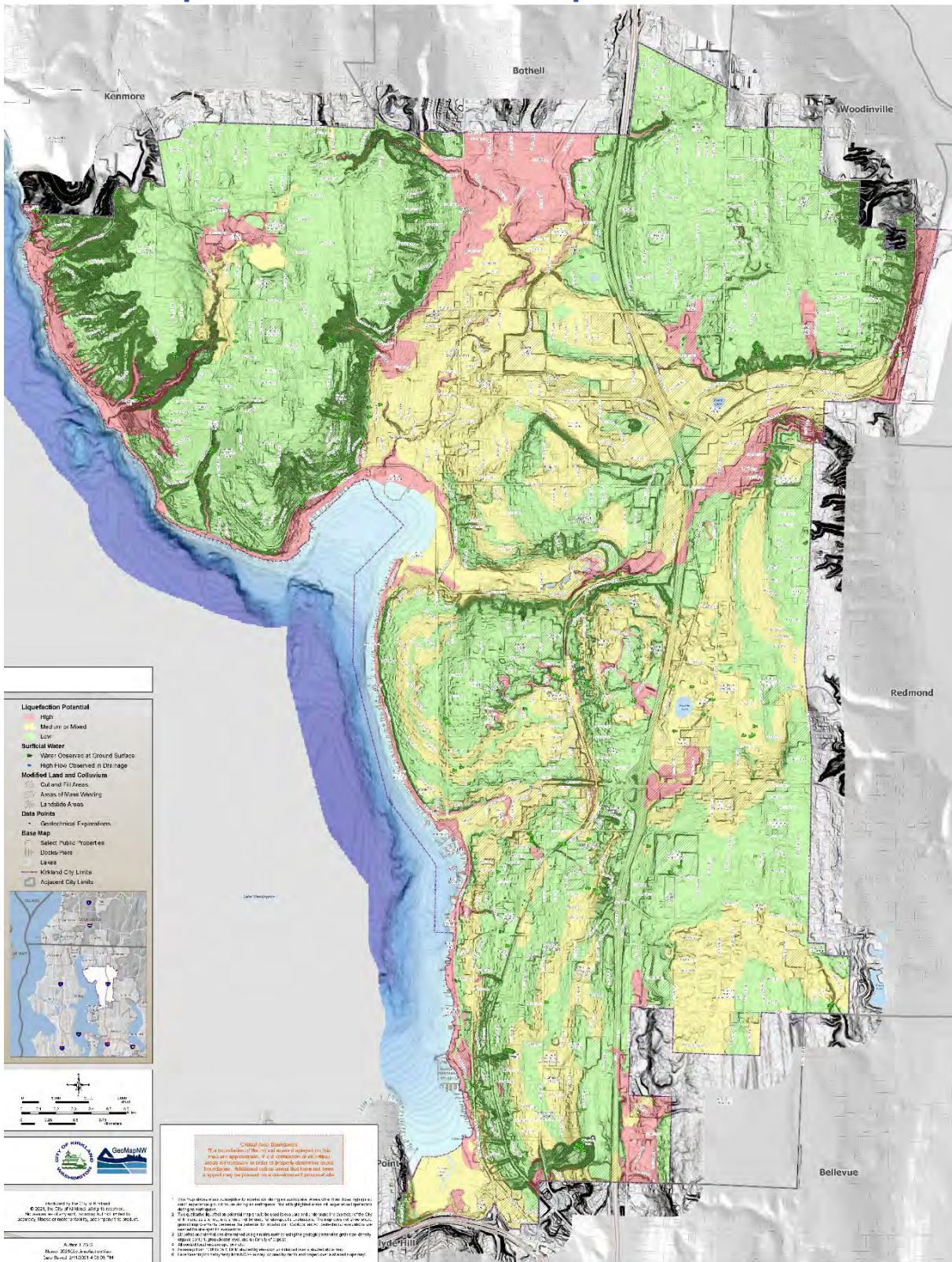
Kirkland Landslide Hazards Map



This map shows areas susceptible to deep and/or shallow-seated landslides within the City. It is intended to be used with Chapter 85 of the city's Zoning Code. This map is current as of February 2021.

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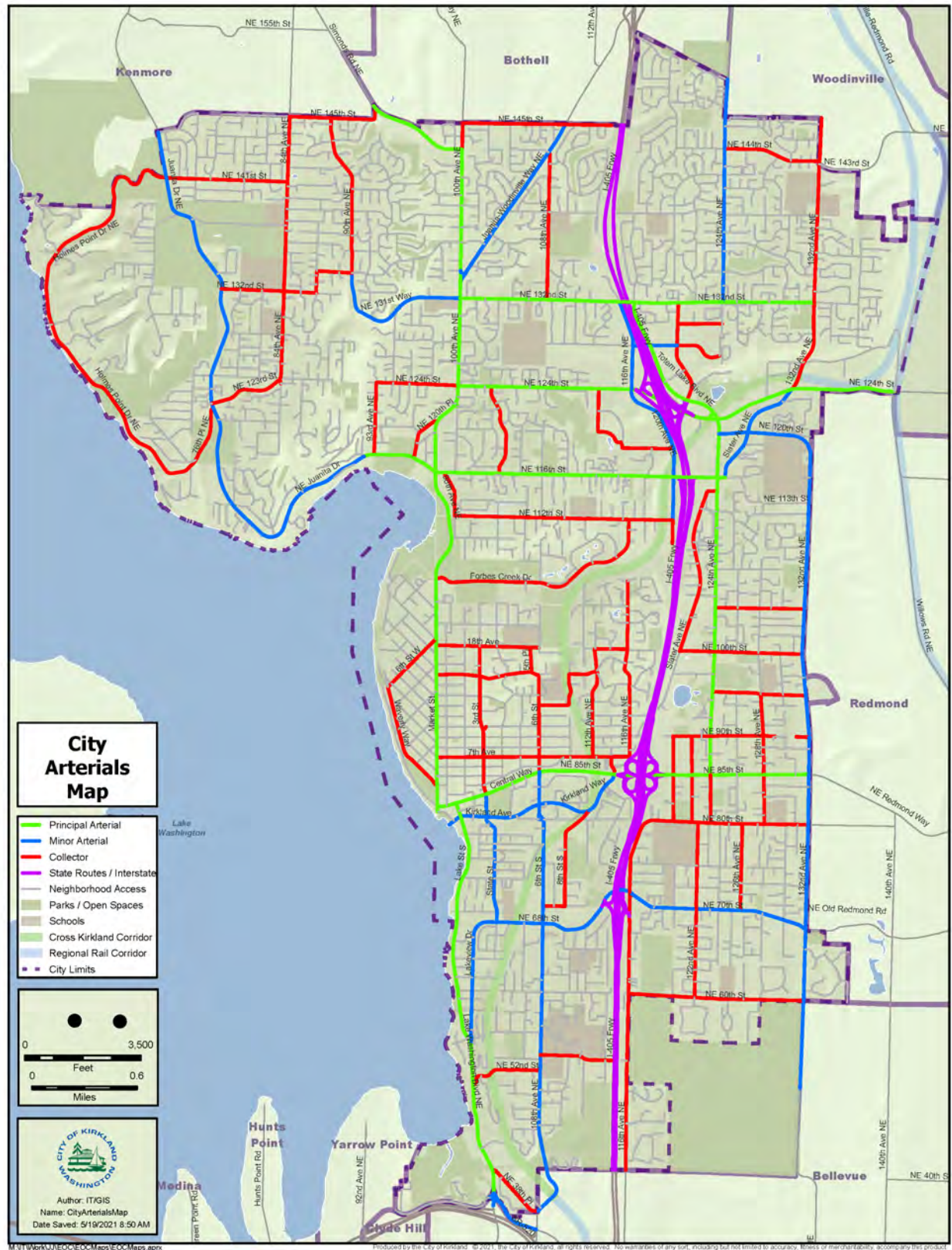
Kirkland Liquefaction Potential Map



This map shows areas susceptible to liquefaction during an earthquake within the City. This map is current as of February 2021.

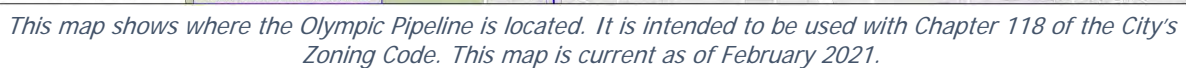
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Kirkland Arterials Map



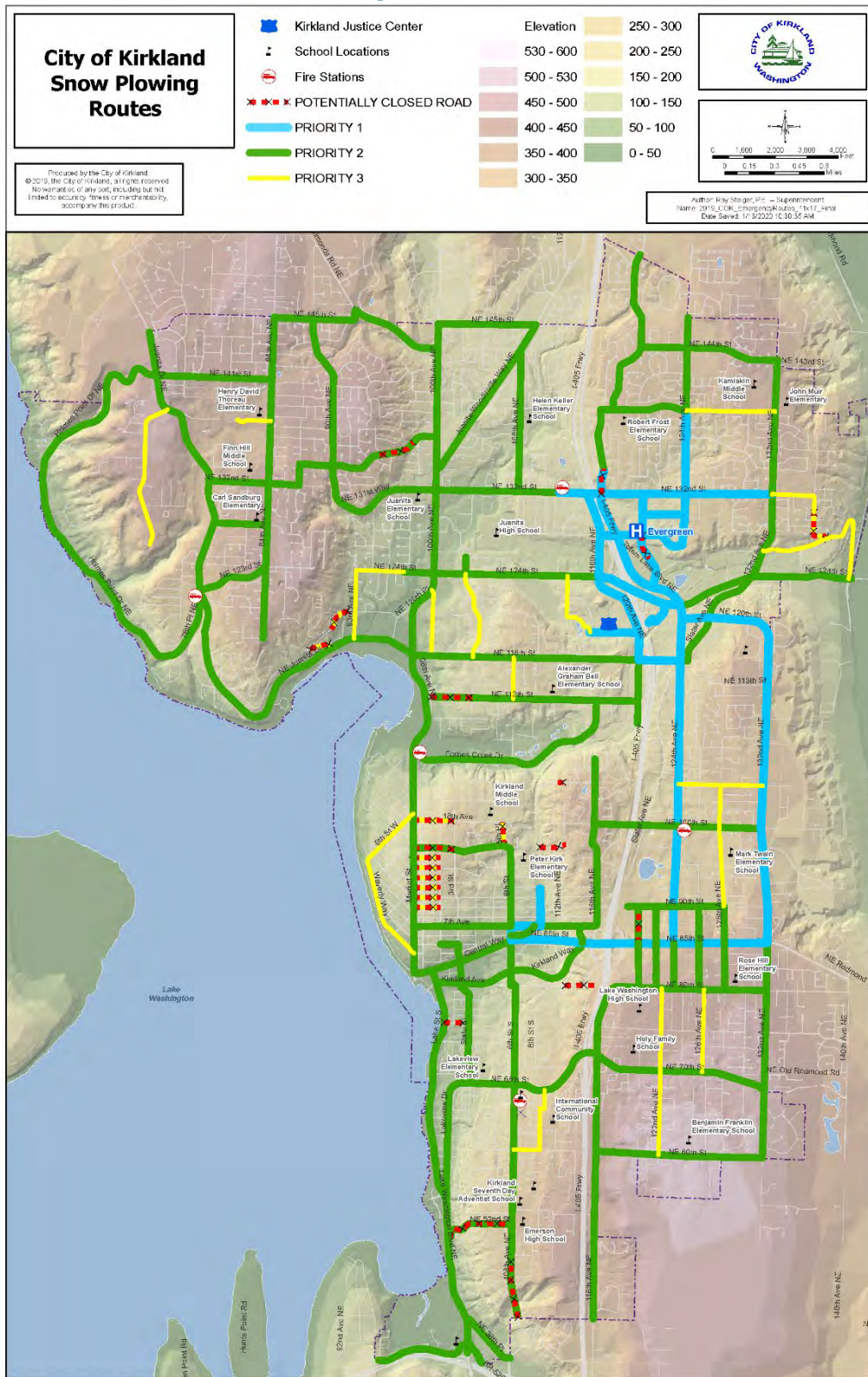
This map shows arterial streets within Kirkland. This map is current as of 2021.

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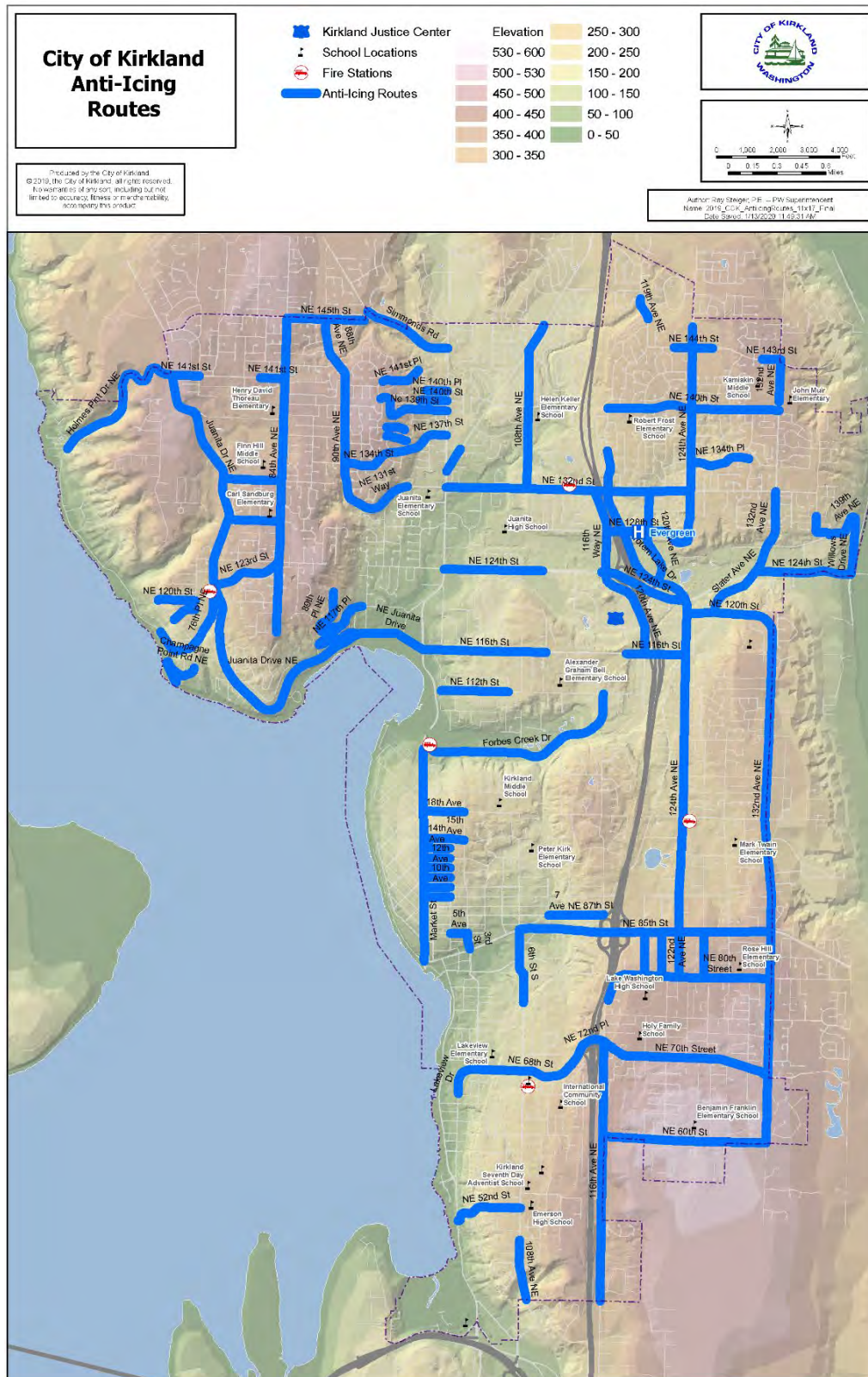
Kirkland Snow Routes Map



The Emergency Routes map shows the priority routes that the PW Street Division will maintain during emergency events. This map is updated annually as part of the Snow and Ice Response Plan.

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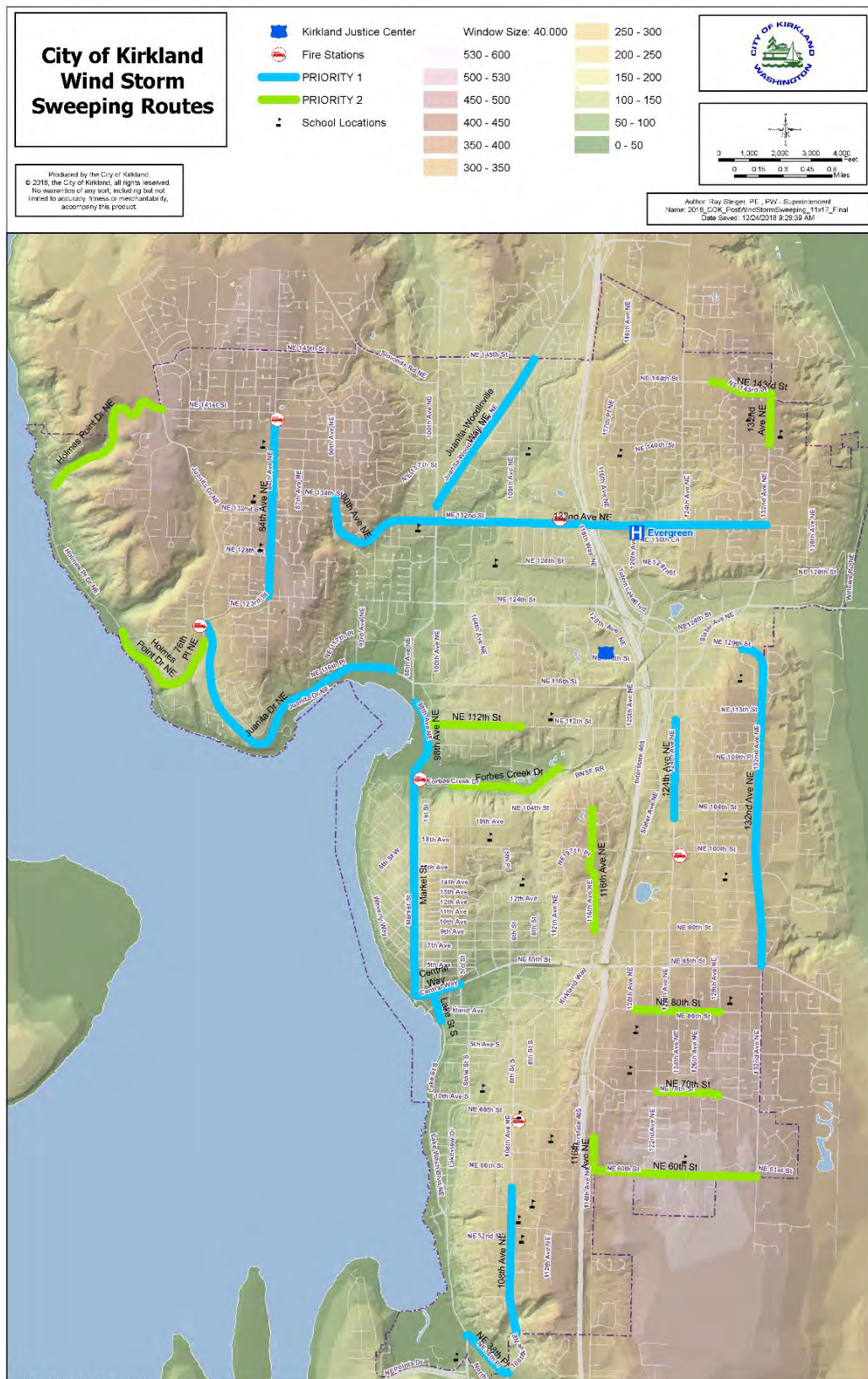
Kirkland Anti-Icing Routes



This map shows the City's priority anti-icing routes as determined by the PW Department in the event of severe winter weather. It is updated annually as part of the Snow and Ice Response Plan.

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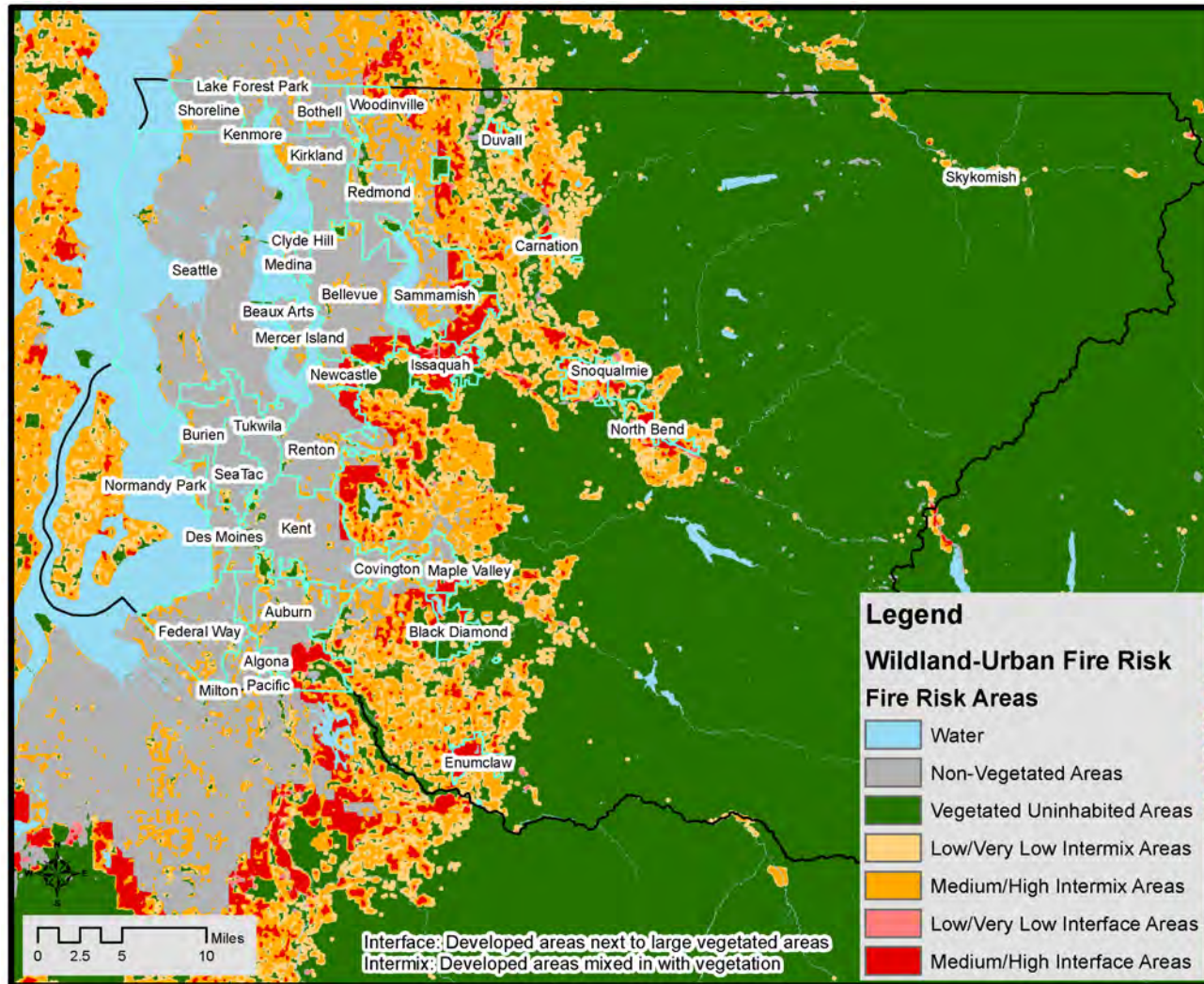
Kirkland Post Wind Storm Sweeping Routes Map



This map shows the priority routes to be cleared by the PW Street Division during wind storm incidents.

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King County Wildland-Urban Interface Map



Map By: Derrick Hiebert, King County Emergency Management
Created On: 10/27/20
Data Source: WA DNR WUI Mapping, King County GIS

This map shows the wildland-urban fire risk areas for King County.

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EARTHQUAKE APPENDIX



EARTHQUAKE APPENDIX (EQA)

City of Kirkland

Office of Emergency Management
Last Update: July 2021

Introduction

Purpose

The purpose of the Comprehensive Emergency Management Plan (CEMP) is to provide a synopsis of the unique aspects and considerations for response to an earthquake occurring in or near Kirkland.

Scope

EQA is part of the City of Kirkland Comprehensive Emergency Management Plan (CEMP). It aligns with the processes and structures described in the CEMP, while providing additional detail on coordination the City would make in response to a severe earthquake and associated hazards.

The EQA is applicable to earthquakes that cause ground movement in or near Kirkland.

Situation Overview

Conditions and Hazards

An earthquake could occur in Kirkland without warning and at any time. The City of Kirkland (City) is primarily at risk from two fault structures. The northern ridge of the Seattle Fault is a few miles south of Kirkland, and the southernmost tip of the South Whidbey Island Fault extends slightly into the most northern edge of the City. Significant movement of either fault could cause direct or secondary impacts to the City. There also exists a risk of seiche on Lake Washington which may impact the City shoreline.

Possible Immediate Impacts

- Large numbers of dead, injured, and missing persons;
- Multiple structures collapsed or severely damaged;
- People trapped in collapsed structures requiring rescue;
- Multiple fires;
- Damage to fire detection and suppression systems;
- Damage to the lakefront areas and facilities;
- Localized flooding from ruptured water pipes, damaged reservoirs or tanks;
- Interruption of utility services for days or even weeks to include electrical, water, natural gas, solid waste, and sewer;
- Widespread damage to roads and bridges;
- Shortage of water, food, and other commodities;
- Shortage of gasoline and diesel fuel;
- Hazardous materials release;
- Separated family members including children; and
- Lost animals.

Possible Complications

- Overloaded telephone systems (wired and wireless);
- Interruption of commercial television and radio service;
- Disruption of information technology services;
- Diminished healthcare capacity caused by damage to medical facilities and loss of medical supplies and medications;
- Disruption of supply chains for food, fuel, pharmaceuticals, and other critical supplies;
- Reduced access to cash/electronic funds;
- Reduction in emergency service capacity due to injured responders or damage to facilities and equipment; and
- High numbers of City staff unable to make it to work due to personal impacts of the incident and/or transportation challenges.

Possible Long-Term Impacts

- Large number of structures, public and private, in need of extensive repair;
- Businesses struggling due to economic impacts;
- Increased unemployment and associated loss of income and medical insurance;
- Elevated risk of disease (e.g. natural toxins that can be released from the soil, water supply impacts, etc.);
- Increased rates of general illness and mortality;
- Mental health issues due to incident and aftermath;
- Increased homelessness;
- Long term reduction in infrastructure capacity;
- Decreased tax revenue;
- Decreased residential population; and
- Loss of some businesses to other regions.

Efficient recovery will minimize these long-term impacts. The Kirkland Recovery Framework describes how the City would partner with the community and coordinate with County, State and Federal agencies in recovering from the effects of an incident using a massive earthquake as the premise

Assumptions

Assumptions that apply to earthquake response include, but are not limited to:

City Response

City staff and facilities may be directly impacted by a major earthquake.

- There are not enough public safety resources in the City to immediately address all of the life safety needs expected after a severe earthquake.
- The response may be significantly impaired until off duty personnel can respond.
- Employees may experience significant delays getting to/from home and work due to damaged transportation infrastructure.
- Detailed situational awareness may not be immediately achievable after the earthquake. Response operations may have to begin without a complete or detailed understanding of risk, needs, or damages.
- Damage to City facilities may impact the ability of the City to effectively respond.
- Widespread damage to utility infrastructure may impair response efforts.
- City leadership may be injured or dead requiring lines of succession and/or COG action.
- The generally cold, wet climate may add urgency to sheltering operations.
- The number of individuals seeking shelter may exceed the City's emergency shelter capacity.
- Communication and coordination with neighboring jurisdictions, the County, and the State will be established as early as possible. The EOC will activate and lead efforts to efficiently coordinate the response, engaging partners as appropriate.
- Missing person reports could number in the hundreds to thousands.
- Staffing shortages will not be limited to City staff. Many organizations that may provide assistance or resources to the City will have staff directly impacted by the incident and/or unable to get to work.

Communications

A major earthquake can impact a variety of City-wide communications systems, requiring reliance on alternative information technology or information gathering processes.

- The 911 phone system, if operating, will be overloaded with no guarantee that the calls that make it through will be the highest priority.
- Alternative communications methods, such as 800 MHz and amateur radio, do not have enough capacity to replace all standard communications systems.
- Communications and collaboration methods that depend on the Internet or Information Technology infrastructure may be impacted and compromised by physical damage, overuse and/or heavy traffic. It may require an extended period of time and extensive resources to return communications resources to even a minimal level of function and security.

Logistics

A combination of infrastructure damage and regional impacts may limit the ability of the City to acquire and move resources after a major earthquake.

- Extensive road and bridge damage may require air and marine support for operational and logistical needs.
- The City does not stockpile food or water for the general public.
- The level of personal preparedness by the public is insufficient to significantly decrease the need for public services.
- Many organizations, public and private, routinely use “just in time” ordering and do not generally stockpile significant amounts of supplies.
- Automatic aid and mutual aid from the City’s immediate neighbors will be largely unavailable.
- Individuals and businesses may volunteer to assist with the response.
- Donated goods, solicited and unsolicited, may present a significant challenge to manage.
- Regional impacts and/or other incidents across the nation may limit availability of outside resources.
- Infrastructures repairs may require custom and/or rare parts that may need to be brought in from long distances.

Coordination

Overwhelming need and impacts to City capacity may require the reliance on partner organizations. It will be important to coordinate regional response operations through the King County Emergency Coordination Center (KCECC).

- Spontaneous shelters will likely be established by the community and private entities not always in coordination with government.
- The private sector may offer assistance and services to the response effort.

Limitations

The City will endeavor to make every reasonable effort to respond to an earthquake and related hazards. However, City resources and systems may become overwhelmed by the magnitude of the incident and its impacts. Additionally, widespread infrastructure impacts may delay outside resources and inhibit the ability to move resources within the City. The guidelines in this plan cannot guarantee that a perfect response to this type of incident will be practical or possible.

Concept of Operations

General

The City will follow the plans and procedures captured in the CEMP and supporting documents.

Rather than repeating the content already described there, this appendix highlights how response to a major earthquake is unique.

The City response to an earthquake and all subsequent aftershocks will be a balance between addressing immediate life safety/rescue operations, and mitigating the ongoing consequences from the earthquake by providing for the basic needs of the community.

The initial situational awareness may be imperfect due to the many challenges that follow an earthquake. The EOC will consolidate information from a variety of sources, including windshield surveys conducted by the FD, KPD, and PW, functional assessments by operational departments, and reports by the public, media outlets, and social media.

Resources

A major earthquake and subsequent aftershocks might limit the City support from outside resources, due to infrastructure impacts, widespread regional impacts, or a combination of the two. The City's logistical operations will have different priorities and challenges depending on whether outside resources are available or not.

Administration

The EQA will be reviewed and, as appropriate, updated at least every 5 years and after each use of the document.

Training on the EQA may consist of presentations, online courses, or other methods as appropriate to inform City staff of the content of this document.

Exercises on the EQA may consist of drills, tabletop activities, functional or full-scale exercises.

References

Washington State Department of Natural Resources Seattle Fault Seismic Scenario

Washington State Department of Natural Resources Southern Whidbey Island Seismic Fault Scenario

TERRORISM APPENDIX



This is the redacted version of the TA. To request the unredacted version, please contact the Kirkland Police Chief or Emergency Manager.

TERRORISM APPENDIX (TA)

City of Kirkland

Office of Emergency Management
Last Update: July 2021

This Terrorism Appendix has LIMITED DISTRIBUTION and is exempt from public disclosure under RCW 42.17.310(1)(ww)(1,11).

Forward

The Terrorism Appendix (TA) is a required supplement to the City's Comprehensive Emergency Management Plan (CEMP) and documents the City's approach to prevent, protect, mitigate, respond to, and recover from acts of terrorism that occur in or affecting Kirkland. Its purpose is to provide a synopsis of how the City manages terrorism incidents, including concepts of operation for intelligence and information sharing; interdiction and disruption; screening, search, and detection; and forensics and attribution.

This document applies to activities coordinated by the City, is limited to concepts of operations, and is not intended to be a tactical response plan.

This Terrorism Appendix has LIMITED DISTRIBUTION and is exempt from public disclosure under RCW 42.56.420.

PANDEMIC APPENDIX



PANDEMIC APPENDIX

City of Kirkland

Office of Emergency Management
Last Update: July 2021

Introduction

Purpose

The purpose of the Comprehensive Emergency Management Plan (CEMP) is to provide an overview of the City's concepts and approach to incident management for a Pandemic or other major health/biological incident.

Scope

The purpose of the Comprehensive Emergency Management Plan (CEMP) is to provide an overview of the City's concepts and approach to incident management for a Pandemic or other major health/biological incident.

Situation Overview

Incident Conditions and Hazards

The City has no greater or less risk of being affected by a pandemic or health/biological incident than any other location in the region.

Assumptions

Assumptions that apply to pandemics and/or health/biological incidents include, but are not limited to:

- The public may be affected as much if not more than City operations and/or staff.
- Pandemics are widespread, often global incidents, that include fatalities.
- Public Health Seattle & King County (PHSKC) and Washington State Department of Health (WA DOH) will provide direction and guidance on appropriate protective, response, and recovery measures.
- There may be significant short and long term economic and/or societal impacts from the incident.
- The healthcare system may be stressed or overwhelmed in the response to the incident.
- Personal protective equipment may not be readily available for responders and/or the public.

Concept of Operations

General

The City monitors for and is made aware of health-related incidents by PHSKC and WADOH as part of routine situational awareness procedures. A potential or perceived health crisis within the City will initiate investigation and actions as appropriate. A regional health issue will prompt consideration of preparedness efforts, should the crisis reach the City.

The City will comply with the direction and guidance of appropriate healthcare and/or governing authorities. This may include implementation of nonpharmaceutical interventions, reduced or suspended operations, or other measures as provided for the health and safety of staff and the public.

Essential service delivery will be provided to the public to the best of the City's ability within the allowable guidance and as outlined in the City's COOP/COG plan.

First responders will follow the direction of the local Medical Director and/or Health Officer and adjust public interactions and operations as appropriate to the situation. Kirkland Police and Fire have specific pandemic protocols and procedures that will be followed, and as needed adjusted, to maintain operational capabilities.

References

Kirkland Continuity of Operations/Continuity of Government Plan and Pandemic Appendix

Kirkland Fire Pandemic Response Protocols

Kirkland Police Pandemic Response Procedures



CITY OF KIRKLAND
Parks and Community Services
123 Fifth Avenue, Kirkland, WA 98033
425-587-3000

MEMORANDUM

To: Kurt Triplett, City Manager

From: Lynn Zwaagstra, Director
John Lloyd, Deputy Director
Sara Shellenbarger, Recreation Manager
Leslie Miller, Human Services Supervisor

Date: October 19, 2021

Subject: TEEN SERVICES UPDATE

RECOMMENDATION:

It is recommended that the City Council hear an update on the City's phased approach to proposed provision of programs and services to teens for the next few years.

BACKGROUND DISCUSSION:

In February of 2020, the City was the first in the nation to experience the unprecedented pandemic; COVID-19. Businesses and city facilities were closed, including community centers and the Kirkland Teen Union Building (KTUB). The City's emergency operations center was activated, and all regular business was put on hold.

Prior to the emergence of COVID-19, the City had given notice to let the KTUB operating agreement with the non-profit operator expire in June 2020 as the ten-year lease came to an end. Both the City and the operator acknowledged that staff turnover at the KTUB and other issues created difficulty in establishing predictable and measurable programs for teens. In addition, much has changed in Kirkland over the past ten years and City staff were interested in assessing the changing demographics, needs and interests of the community prior to determining new service levels and an operating model. Staff wished to consider a more holistic model focused on the mental and physical health of teens; offer recreational, vocational and social programming; include self-expression through partners for music, art and theatre; offer crucial social/human services; and pursue well-being and healthy lifestyles. Any operating model (non-profit, city-operated, etc.) would focus on providing these services as informed by a community assessment and rooted in inclusivity. The intent was to do this work in 2020.

Due to the impacts of COVID-19, staff were unable to complete a community assessment or explore a request for proposal process for KTUB operations. At that time, COVID-19 was wreaking havoc on employment, housing, human service providers and City revenue and the extent of the impacts were still unknown. The decision was made to keep the now-vacant KTUB available as a resource to assist with any emerging needs associated with COVID.

In October of 2020, Studio East approached Kirkland with a plea for assistance. Due to pandemic conditions, Studio East was likely to be insolvent by the end of the year. Studio East is the only performing arts organization in Kirkland and provides theatre arts education for youth and teens. Studio East offers drama classes, summer camps and after school programs, mainstage production and outreach programming including theater programs in the elementary schools. They are one of the larger youth programming entities in Kirkland.

The City entered a lease with Studio East for November 16, 2020 through February 28, 2022. The lease was offered at cost. Since Studio East pays all utilities, Kirkland currently incurs no direct expenses for KTUB. Knowing that the facility lease would delay the City's ability to pursue an operating contract for KTUB, the terms of the Studio East lease included offering expanded and free programming. Additionally, the lease included services specific to advancing the City's diversity, equity and inclusion goals. The lease language includes the following.

"Additional use of KTUB to advance City of Kirkland Resolution R-5434 (R-5434). Studio East shall engage the Black, Indigenous, and People of Color (BIPOC) community to create inclusive programming, consistent with R-5434 (<http://kirklandwa.gov/Assets/CMO/CMO+PDFs/treks/Resolution+R-5434.PDF>). Studio East shall create culturally relevant programmatic and participatory opportunities for the BIPOC community and disadvantaged youth as well as offer a scholarship program for disadvantaged youth. Studio East may also make KTUB facility space available to community organizations that operate services for the BIPOC community. Arrangements for such facility use shall be made directly between Studio East and pertinent non-profit service providers, except that all such arrangement must protect the City as an additional insured, unless the City consents to a different arrangement. These BIPOC community organizations shall be allowed to use KTUB without rental charge but Studio East may require them to pay operational expenses arising from their use of KTUB, including extra staffing and janitorial services."

State and Public Health COVID-related restrictions prevented much activity until the spring of 2021, when high vaccination rates in King County allowed for more opportunities. A summary of the programs provided by Studio East for the spring and summer of 2021, including free performances, scholarships and youth served is included as **Attachment A**.

However, as the pandemic conditions continued and the surge of the Delta variant occurred, revenue opportunities for Studio East were limited. Due to the resulting ongoing financial hardship, their ability to obtain a new location has been hampered. In June 2021, Studio East wrote to the Council requesting an extension of the lease, while also offering to fundraise for a permanent home in partnership with the City. See **Attachment B**.

One potential partnership site for Studio East is adding a second floor to the Peter Kirk Community Center (PKCC). While the assessment is not complete, preliminary conclusions show the PKCC bearing walls and foundations do not have the capacity to support a second story. However, replacing with PKCC with a new, modern 20,000 square foot two story building may be possible in the \$9 million to \$13 million dollar range. Much more work needs to be done to refine these estimates and opportunities.

Staff recommends extending Studio East's lease for an additional year to complete the assessment of partnership opportunities and costs and keep Studio East in Kirkland.

CURRENT CONDITIONS AND OPPORTUNITIES:

While Studio East offers many youth and teen programs, there continues to be a need for a broader set of teen specific programs and services. Teens outlined their primary needs through a survey completed by the Youth Council in the spring of 2021. A full report on the survey was presented to City Council on [October 5, 2021](#).

The survey provided a wealth of insightful information on how Kirkland teens are feeling, as well as their interests, needs, wants, ideas, and hopes for the future. There were four areas that emerged from the data where teens were looking for greater support and resources – mental health, LGBTQ+ spaces, connection to community, and employment/job skills.

For the remainder of the 2021-2022 biennium and while KTUB is leased, PCS initiated an idea to repurpose approximately \$150,000 in budgeted funding for the KTUB operating contract into providing a new “**teen programming package**”. Teen programming could include art classes, outdoor programs, sports leagues, fitness and wellness programs, and teen event nights. Other features would be life skills classes, employment education/resources, and mental health first aid. Programs would be developed on a foundation of inclusion and with a focus on supporting teen health and wellness. A few examples of programs under consideration are listed below.

- Art classes and workshops
- Yoga
- Meditation
- Stress management
- Hiking trips
- Forest bathing
- Resume writing and job application workshops
- Job interview practice
- Managing personal finances
- Taxes
- Dodgeball league
- Open mic nights
- Movies and popcorn
- E-Sports

These programs and services address some of the highest priority needs expressed by teens, leverage the City’s parks and sports fields and make use of any capacity remaining at the community centers. This moderate expansion of programming can be accomplished through current facility space and funding through 2022. More detailed teen programming and space options will be developed as part of the 2022-2023 budget.

It should be noted that teens are interested in civic engagement opportunities. Developing a civic engagement program is already underway by staff in collaboration with the Youth Council.

ADDITIONAL CONSIDERATIONS:

Going back to the youth survey, teens expressed a need to connect with peers and with the community. They discussed mental health support, employment and job skills, life skills like taxes or cooking, building a new skatepark, teen recreation opportunities and teen-specific sports. While teens did mention the need for a place for teens to hang out, a teen center was only minimally mentioned. Given the survey was not meant to focus on programs and services offered by the PCS department, it is difficult to apply the results universally. Fortunately, PCS is in the process of updating the PROS Plan. This includes community conversations, interactions at parks and events, open-ended feedback opportunities, a statistically valid survey and an

open online survey. These results will help paint the big picture of overarching community needs and priorities.

While waiting for the new PROS Plan recommendations, staff are working on exploring options and alternatives to create additional space for multiple community needs, including teen space, cultural connection space, and PCS programming. This could also include more holistic discussion by incorporating the concepts of a cultural center and/or space for non-profit organizations that provide some of the most needed support to teens through human services grants. Staff are evaluating options such as leasing spaces in existing buildings or complexes, as well as portable options at the North Kirkland Community Center (NKCC) and Juanita Beach Park. Possible funding for this additional space may include ARPA funding or REET revenues above projections. More details on potential options and costs will be presented to Council in future meetings.

NEXT STEPS

Staff are looking to provide Council with an update on the teen programming package. Overall feedback on teen service provision is welcomed.

Attachment A: Studio East "Summer 2012 Update and A Look Ahead"

Attachment B: Studio East "A Permanent Home for Studio East" Proposal



info@studio-east.org

Monday, October 4, 2021

To: Kurt Triplett, City Manager
City of Kirkland

From: Jennifer Tucker
Managing Director, Studio East

Summer 2021 Update and a Look Ahead

Scholarship Program

Fiscal Year 2020-2021 (ended September 30, 2021)

- This fiscal year Studio East provided over \$3,000 to 18 students, with the support of the CARES Arts Fund, in tuition assistance scholarships to support and encourage students/families who are traditionally underserved or have otherwise requested financial aid

Fiscal Year 2021-22

- The CARES Arts Fund will allow for the allocation of \$6,000 in tuition assistance/Scholarships. Our first tuition assistance scholarships of the new fiscal year have been awarded to two students with a total of \$600 provided so they can take part in the Best Christmas Pageant Ever
- ArtReach is an after-school residency program that partners with eastside PTSAs. This year, two scholarships will be rewarded to area schools, one elementary and one middle. This represents \$11,000, made possible by the CARES Arts Fund, that will serve those students in the community who otherwise wouldn't have access to this programming

Audiences Reached

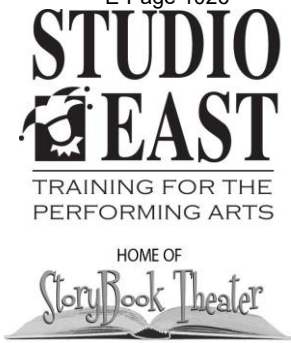
Summer 2021 FREE Outdoor Community Performances

- This summer we were able to, with the financial support provided by the CARES Arts Fund, provide FREE programming to over 2,000 people in the greater Kirkland community – in a safe, outdoor environment, to residents from all demographic groups, including underserved and financially challenged families. Studio East looks forward to providing FREE community performances again in summer 2022!
 - a. Shakespeare in the Park (Twelfth Night) – in June, with \$2,700 in production expenses possible through the CARES Arts Fund, we reached over 700 people at Juanita Beach Park
 - b. StoryBook Theater in the Park (The Boy Who Cried Wolf) – over 4 weekends in August, with \$4,700 in production expenses possible through the CARES Arts Fund, we reached over 1,100 people in Kirkland, Bellevue, Duvall, and Renton
 - c. Cultural Folktales in the Park (The Frog King and The Falcon) – in July, we reached 300 people at Peter Kirk Park

Students Served

- This summer we proudly, and safely, served nearly 900 students through a variety of programs.
 - a. Over 800 summer campers participated in over 30 different camps – serving a wide variety of ages and interests
 - b. In various productions, 16 students performed Shakespeare in the Park, 32 students were showcased in Cabaret, and 12 students staged Cultural Folktales in the Park
 - c. And 14 students joined us for 5 weeks of college-level theater classes in our Young Actors Professional Intensive (YAPI) Program

This fall, we already have two productions set (I Never Saw Another Butterfly and The Best Christmas Pageant Ever), with 4 more being announced this month, and another in November. Classes are in full swing, camp registration will open in early 2022, and there's so much more to come!



Artistic Director
Lani Brockman

Managing Director
Jennifer Tucker

Board of Directors

Shiraz Cupala
President

Becky Henchman
Vice-President

Natalie Barney
Secretary

Julie Trott
Treasurer

Mary Beth Binns
Annette Bovey
Debbie Leviton
Beth Gale
Corey Dunne
Dana Fialdini

STUDIO EAST
works to create
confident,
compassionate,
responsible young
people through
training in the art
and craft of
theater.

Studio East is a 501(c)(3)
non-profit organization
EIN# 94-3213270

348 Kirkland Ave.
Kirkland, WA 98033
(425) 820-1800
www.studio-east.org

Attachment B: Studio East Proposal

June 4, 2021

From: Lani Brockman, Founding Artistic Director
Jennifer Tucker, Managing Director
Studio East Board of Directors
Studio East Training for The Performing Arts

To: Kirkland City Council

Re: A Proposal for a Permanent Home in Kirkland for Studio East

A Proposal to the City of Kirkland: A Permanent Home for Studio East Training for the Performing Arts

After successfully navigating the acute financial constraints levied by the COVID-19 pandemic, Studio East is emerging wiser and stronger, and poised to propose to the City of Kirkland a partnership to establish a permanent home for the Studio in downtown Kirkland.

About Studio East

For 29 years, Studio East has served students and families with best-in-class opportunities exploring live theater while being anchored in the Kirkland community. As we have made long-term investments in Kirkland families, patrons, audiences, and the Kirkland Performance Center (KPC), so our civic and business partners and donors have invested in our viability. Growing from a small grassroots organization to a *pre-COVID* \$2million operating budget, we have remained fiscally responsible and stable, with yearly audited financial statements attesting to our sound business practices, compliance, and P&L management. It is with great pride that we count ourselves a vital part of Kirkland's reputation as a place where the arts thrive.

In a 'normal, non-COVID' year, Studio East serves an annual audience of over 75,000 through StoryBook Theater and mainstage productions, and another 9,000+ students through classes, camps, workshops, intensives, the summer teen musical, and school-based enrichment and artists-in-residency programs. Our strong partnership with the Kirkland Performance Center sees 20,000 audience members annually through Storybook Theater performances, and we have delivered 22 years of revenue-generating performances via our Summer Teen Musical as well as several years of our Community Musical, co-produced with KPC.

Studio East: Bridging the Gap for the Performing Arts

We believe theater is a transformative, cultural force that develops valuable skills children can use throughout their lives – discipline, resilience, empathy, dependability, creative problem solving - regardless of their eventual chosen

-- more --

vocation. The greater Eastside's area schools and community organizations continue to offer excellent opportunities for student discovery and engagement in academics, athletics, and STEM-focused curriculum. **Studio East bridges the gap of ongoing budget cuts for the arts in public education.** Our facility and school-campus based performing arts programming ensures that young people have a place to explore and to excel in a creative endeavor. For 29 years we have watched our students find their voice and their confidence. Our discounted tickets for school field trips to our mainstage and StoryBook Theater shows also provide students as young as 4 a unique opportunity to experience live theater.

Our Commitment to Inclusion

We define inclusivity with two words: welcome home. The entire Studio East organization creates and supports an environment that embraces individuals from any background, culture, identity, orientation, or ability and strives to foster a sense of real belonging. Since its inception, Studio East has always provided a true sense of welcome and belonging to the LGBTQIA community and has engaged and hired full time staff, directors, teaching artists, musicians, and more regardless of identity, cultural or socio-economic background. We embrace and work with students on the autism spectrum, and those with auditory sensitivity and mobility challenges.

With the impact of the Black Lives Matter movement, Studio East has experienced an 'awakening' that we have more work to do. Our internal Diversity, Equity and Inclusion work is focusing on increasing our understanding of what it means to be a more welcoming place for students of color, giving them a true sense of belonging and a voice. We anticipate this new training to also have an impact on the art that we produce, examining our productions and training classes to ensure we are consistent in our values, language, and message - on and off the stage. We are proactively seeking new avenues of reaching increased BIPOC students and audiences, as well as budgeting for full scholarship ArtReach Artist in Residency programming for local schools with a high percentage of families with ESL and/or financial hardship.

We believe in every young person's ability to embrace the highest-quality and socially relevant theater, believing they can find inside themselves the desire to make a meaningful contribution and achieve their personal best.

Studio East's Pandemic Resilience: Not just Surviving, but Thriving

For the first 27 years of the Studio's history, we remained fiscally sound by modeling our organization more like a 'for-profit' company, rather than a nonprofit, with low dependency on contributed income/fundraising to ensure we ended each year in the black. Ticket sales from StoryBook Theater and our mainstage productions provided a significant part of our revenue to underwrite our facility needs and staff payroll.

The COVID-19 pandemic's impact on Studio East's programming was immediate and severe, with the inability to have public audiences or provide on-campus programming at local schools. Four key drivers provided the Studio the opportunity to continue providing programming through the remainder of our fiscal year (ending August 31, 2020):

1. The overwhelming support of our patrons who gave with above-and-beyond generosity through a successful COVID Relief fundraising campaign
2. Securing a significant PPP loan

--more--

3. Continued financial support from community companies and foundations:
 - a. Safeco Insurance
 - b. Premera Blue Cross
 - c. Tulalip Tribes/Tulalip Cares
 - d. AAA Washington
 - e. Lee Johnson Auto Group
 - f. Microsoft
 - g. 4Culture
 - h. The Norcliffe Foundation
 - i. Ford/Hyundai of Kirkland
 - j. Kirkland Cultural Arts Commission
 - k. CMIT
 - l. Ontra Marketing Group
 - m. Ryan Lile, Realtor
 - n. Explore Kirkland
 - o. ParentMap
 - p. Tinte Cellars
4. The commitment, creativity and resilience of our staff who were the first in the greater Puget Sound area to pivot to online and hybrid learning and camp experiences for students eager to continue engaging with the performing arts.

Keys to our success for THIS fiscal year (Sept. 1, 2020 – Aug. 31, 2021):

As the City Council is aware from our appeal for help last fall, we began our current fiscal year facing a dire financial dilemma. Facing the reality of a \$1million revenue shortfall (cutting our budget in half), we began the fiscal year by quickly making difficult but necessary decisions:

- We released our Managing Director (top salary)
- Our Development Director moved to a reduced-capacity contractor role
- We did not backfill 5 staff positions that had exited
- Several core staff took reduced hours/payroll cuts

But that was not enough. We needed, and received, enormous help from the City of Kirkland to make it through the pandemic. The City of Kirkland's commitment to the Arts provided a GENEROUS CARES GRANT and a low-rent opportunity at Kirkland Teen Union Building (KTUB) for our base of operations. In combination with the good fortune of being allowed to negotiate the exit of our previous facility which released the Studio from a more than \$1million financial obligation over the next 4+ years, we are coming out of the pandemic once again fiscally sound and serving our students with best-in-class theater education programming.

In addition to the continued support of our patrons and reaching new donors through our StoryBook Streaming Project, this year has also seen new and renewed support from:

- Arts Washington
- EvergreenHealth
- Google

We have also applied for the Small Business Administration's Shuttered Venue Operators Grant.

--more--

A Permanent Theater Home is Critical to Ensure the Studio's Future

Our staff and students are thrilled to be in downtown Kirkland. Since January, we've hosted mainstage rehearsals, classes, and spring break camps at KTUB, and we are looking forward to a full complement of summer programming including camps, our Young Actors Professional Intensive's Cultural Folktales from Around the World – *which will be performed FREE to the community just outside our building in Peter Kirk Park* - and our Summer Teen Cabaret which we are planning to host with an in-person audience (as per COVID re-opening phase guidelines will allow).

We will also be presenting FREE performances of our annual Shakespeare play and StoryBook Theater's *The Boy Who Cried Wolf* at Juanita Beach Park in a safe, outdoor environment. (*See attachment A for full summer programming offering.)

The sounds of our students returning to fill the halls of KTUB has been pure joy. There is an energy to our in-person programming that cannot be replaced by Zoom, and while we are thankful for every opportunity to serve our students this past year virtually or in a hybrid format, we are so excited to be turning the page toward the future where the performing arts can again be experienced as they were intended: LIVE and IN PERSON.

We are seeing what our local schools are seeing as they began to welcome students back to in-person instruction: **human connection elevates overall wellbeing**. After a year managing school on a computer screen, the pandemic confirmed that a community develops healthy youth by ensuring positive social spaces. The desire for our programming has never been more evident as we've watched enrollment in our Spring in-person classes surpass our expectations by 300% and our summer camp registration has already beaten budget by more than 150%.

The Time to Act is Now

We are on mission to bring the light and power of the performing arts to as many young people aged 4-19 as possible. In addition to hosting our classes, break camps, and intensives, this coming year we are planning to maximize usage of KTUB by standing up mainstage performances (as COVID guidelines allow) and potentially StoryBook Theater performances. We are also looking to continue outdoor summer programming and renting space as needed for StoryBook and our larger productions at the KPC and other local community/school theaters.

We are a youth theater organization: we need a theater to do what we do best. We are an arts organization with a fiscal responsibility to focus the maximum amount possible of our resources on improving the lives of as many young people as possible, not have an increasing percentage of our revenue diverted – year over year – to rent. Our students need a place of belonging, a place of skill building, a place to call a second home.

We are keenly aware that our KTUB lease deadline approaches early 2022. It is obvious to us that we will need an extension as we build a strategic plan to secure a future, permanent home. Fall of 2019, Studio East began the discussion with city council members about the possibility of a permanent home for the Studio in Kirkland and how the City might provide support and partnership toward that goal.

What we already knew then, the pandemic confirmed: Studio East cannot afford a continuing, long-term lease situation in the open market rates of the greater Eastside.

--more--

Studio East needs a permanent home not impacted by rising rent costs and the unpredictable fluctuations of an expanding/contracting local economy. And, we need a community partner to make that happen. There is no other way. We cannot afford to do this on our own, specifically not in a short time window of the next few years. **If we do not act quickly to secure a permanent home, we will simply come out on the other side of the pandemic to find ourselves right back where we were in 2019: facing escalating facility costs pricing us out of the area or, worse, out of existence.**

Housing Equity for Non-Profits

May 7, OneRedmond hosted the OneEastside Economic Outlook Summit, at which Studio East was spotlighted alongside a list of resilient eastside businesses, education programs and non-profits. A key focus of the event's panel discussion was the importance of providing affordable housing that will allow the eastside's teachers, first responders, and service industry workers to afford to live near where they work (on the eastside). 'Housing equity' is also key for nonprofits: unless corporate and civic partners step forward with support, many nonprofits will be priced out of the eastside in the next 10 years.

Studio East's Proposal – A Shared Downtown Facility

During our discussions Fall 2019/Winter 2020, City Council members responded positively to the idea of Studio East in a SHARED downtown facility with the Senior/Community Center and (at the time) KTUB's youth services. We believe that synergies would flourish when located alongside other services serving youth and seniors, creating an opportunity to explore innovations in programming to serve Kirkland residents from cradle to grave.

We also understood that, at a minimum, a new roof is needed for the Senior/Community Center. Our proposal, then, is this:

As a part of the roof replacement, the City of Kirkland would expand and add a **second floor** to this facility that would be designated as a permanent home for Studio East. We believe this would provide us with approximately 13K to 15K square feet of space, inclusive of office space, classrooms, and a 150-seat theater. Again, we are eager to explore how the new space's usage would be maximized in partnership with other nonprofit organizations.

Studio East's Capital Contribution to the Plan

Studio East believes we can deliver a Growth Strategy and Capital Campaign that could contribute up to \$5 million toward construction of a permanent home.

We have a GREAT story to share with our patrons, local businesses, philanthropic foundations, and community at large that touts our resilience and legacy impact on young people in the community, **and our grit** to keep our mission alive and strong throughout the pandemic. **Studio East is a good bet!**

A topline strategy of a capital campaign is included (**see attachment B*) with this proposal. In general, we see the timeline as follows:

- YEAR ONE:
 - Re-hiring a Managing Director with strong business and donor development skills (DONE!)
 - Re-hiring a full time Development Director

--more--

- Rebuilding our Board of Directors to full capacity including senior leaders from large area corporations
- Create a comprehensive Capital Campaign strategy, formalize/hire a Capital Campaign Team and develop campaign marketing materials
- Begin Feasibility Study and Develop Prospect List
- Renew our lease for another 2-3 years at KTUB (as necessary)
- Gradually resume in-person audience performances for Mainstage and StoryBook Theater, generating increased ticket sales revenue
- Resume on-campus Educational Programs with local schools
- Resume full capacity summer camps Summer 2022
- YEAR TWO - THREE:
 - Launch the ‘quiet phase’ of the Capital Campaign with Studio East’s 30th Anniversary (1992-2022)
 - Deploy strategy, major gifts officer, grant writer
 - We estimate funding from the following general sources:
 - \$500K Major Gifts/Studio Patrons
 - \$500K Corporate Funding
 - \$2million Private Funding
 - \$2million Public Funding
 - Goal to secure 70% of funding by end of year three
- YEARS FOUR to FIVE:
 - Close out fundraising campaign, securing 100% of goal by end of year five

Discussion, Options and Looking Ahead

This comprehensive proposal details our thoughts on a best path forward for Studio East. But, of course, we eagerly seek your thoughts, ideas, and creativity. There is never one option, and – as with our 2019/2020 conversations – we would be grateful to find time once again on your collective or individual calendars for more in-depth conversations. We would be delighted to invite you to KTUB for these conversations, providing an opportunity to see our student programming in action and how we are currently maximizing the space.

Kirkland is Our Home

For 29 years, Studio East has invested in the lives of children and families in Kirkland and across the greater Puget Sound. Kirkland is our home. Our hope is to remain anchored in the Kirkland community with a permanent home that will afford us the financial stability to keep the light and inspiration of the performing arts ON for generations of young people to come. We believe a true partnership with the City of Kirkland is our best promise of making that happen.

Thank you for your time and consideration.

Lani Brockman, Founding Artistic Director

Jennifer Tucker, Managing Director

Studio East Board Officers

Shiraz Cupala, Board President

Becky Henschman, Board Vice President

Julie Trott, Board Treasurer

Natalie Barney, Board Secretary

Studio East Board Members at Large

Mary Beth Binns

Debbie Leviton

Beth Gale

Corey Dunne

Dana Fialdini

Annette Bovey

Attachment A

Graphic image taken from Studio East direct mail postcard campaign which will drop to 4,900 unique addresses surrounding Downtown Kirkland the week of June 14, 2021. Campaign also supported by press release, Facebook ads, Google keywords advertising, online calendar postings, full page ad in Kirkland Living and mass email campaign.

You're invited to a SHOWSTOPPING SUMMER with Studio East!

June 18-20 • Juanita Beach Park **Free**

WILLIAM SHAKESPEARE'S
Twelfth Night

PRESENTED BY THE KNUTZEN FAMILY
DIRECTED BY SIMON PRINGLE

June 21-August 27 • Ages 4-19

Put some fun on their calendar!

SUMMER THEATER CAMPS

STUDIO-EAST.ORG/SUMMER-CAMPS

July 10 & 24 • 11am & 1pm • Peter Kirk Park

Cultural FOLK TALES
from around the world

JULY 10 & 24
11:00AM & 1:00PM

Free

July 23-25 & July 30-August 1 at KTUB

SUMMER TEEN
MUSICAL CABARET
Past & Future

KISS ME KATE, Les Misérables, Oklahoma!, Sweeney Todd

Free **August 14-15 • Juanita Beach Park**

StoryBook Theater
IN THE PARK

PRESENTED BY GOOGLE

Adaptation by
Lauri Brundage
Music and Lyrics by
Susan Bardinley

The Boy Who Cried Wolf

Google, EvergreenHealth, Microsoft

STUDIO EAST
TRAINING FOR THE PERFORMING ARTS
• Serving Eastside families since 1992 •

Now conveniently located in
Downtown Kirkland at the
Kirkland Teen Union Building!

GET MORE DETAILS:
www.studio-east.org
www.storybooktheater.org

Attachment B

Studio East Capital Campaign Strategic Plan

Campaign Best Practices:

- **Build a strong Board** - Board members are often the most invested and well-connected individuals on your capital campaign team. They will be essential during the fundraising process (and may even contribute large gifts of their own).
 - Include C level executives from large corporate companies
 - Amazon
 - Microsoft
 - T-Mobile
 - Google
 - Verizon
 - Facebook
 - Establish a culture of Philanthropy and the importance of 100% board participation
- **Ensure you have the right staff members in place**
 - Director of Development
 - Major Gift offer
 - Prospect researcher
 - Grant Writer
- **Complete a feasibility Study** - feasibility study is a series of interviews that your capital campaign committee conducts with members of the community and potential donors to help determine whether or not your campaign will be able to raise the funds necessary in the allotted amount of time.
 - Questions to think about:
 - The community's perception of the proposed project and your organization in general.
 - The potential size of your donor base and the ability of those supporters to give large donations.
 - Available internal resources and where those resources are lacking.
 - External factors that could come into play during the capital campaign.
- **Screen capital campaign prospects**
 - Conduct a batch screening through a wealth engine; DonorSearch
 - Prospect research can help you find all sorts of information such as:
 - Past giving to your organization
 - Donations made to other organizations and political campaigns
 - Real estate ownership
 - Organizational and business affiliations
 - Stock ownership
 - Basic information like name, address, marital status, and age
- **Set Campaign deadline** - One of the components of a capital campaign that distinguishes it from some other fundraising efforts is that it has a deadline.
 - Campaigns can last 2-4 years
- **Finalize Campaign Fundraising goals**
 - Fundraising goals should include:
 - **Fundraising costs.** Between marketing materials, the costs of fundraising events, and other related expenses, it's difficult to raise a large sum of money without

spending some money. Make sure that your financial goal takes these costs into account.

- **Attrition costs.** Many capital campaigns rely on pledges that are disbursed over the course of a number of years. Some of the value of these pledges will be reduced, often through nonpayment. Keep these attrition costs in mind when you start planning your financial goal and remember that attrition costs should not exceed 10% of your final goal.
 - **Inflation.** This hidden cost may be more difficult to calculate than others, but you can still try to prepare for the costs associated with inflation over the course of your capital campaign.
- **Set a budget** - capital campaigns are designed to raise money for a particular venture, but they also require the spending of funds. Before you launch your campaign, make sure that you have a designated budget set aside for fundraising costs and other expenses.
 - **Fundraising events.** Depending on the type of event, you might need to pay for or rent certain services.
 - **Major gift donor cultivation.** Asking major donors for contributions requires more than a simple phone call. It involves meetings, lunches, and other events that are designed to persuade the individual to donate to your capital campaign. Your team will have to spend some money during this cultivation process.
 - **Marketing materials and support documents.** Your capital campaign will have to have various marketing materials available for donors to learn more about the campaign. Whether completed in house or by a marketing agency, these marketing materials should be factored into your budget.
- **Develop a gift range chart and donor portfolio**
 - **A few** lead gifts that make up a large portion of your funds and are given at the very beginning of the capital campaign
 - **A dozen or so** major gifts from your most dedicated supporters
 - **A moderate amount** of special gifts from other donors
 - **A large amount** of general, smaller donations
- **Outline a timeframe** - This timeline should include two main phases:
 - **Quiet Phase.** This is the stage in which you make appeals to major donors, corporations, and government agencies. During the quiet phase, many capital campaigns receive 50 to 70% of their overall goal.
 - **Public Phase.** After a kickoff ceremony, the capital campaign is made open to the public. At this point, donors can contribute whatever they want, whenever they want.
- **Create support documents**
 - Case statements
 - Brochures
 - Letters
 - Pledge cards
 - Proposals
- **Write a Capital Campaign Case Statement**
 - Your case statement is what you will use during your donation appeals to convince prospects that your project is worth funding. It is a flexible document that gives details about the capital campaign. It answers questions and sells the campaign as being worthwhile.
- **Set clear expectations with the board and staff**
 - Hold regular meetings
 - Have clear expectations, roles and tasks

Studio East Topline Capital Campaign Fundraising Strategy

Fundraising goal: 5 million – 1.25 million over the next 4 years, year one will be used as a planning year.

- Private Funding - \$2 million
 - Medina
 - Russell Foundation
 - Brad Carley Foundation
 - Schultz
 - Raikes Foundation

<https://www.causeiq.com/directory/private-foundations-list/seattle-tacoma-bellevue-wa-metro/>
- Public Funding - \$2 million
 - Schwab Charitable Fund
 - Seattle Foundation
 - Microsoft
 - United Way
 - The Boeing Company
 - M.J. Murdock
 - Meyer Memorial Trust

<https://philanthropy.org/trends17/topfunders>
- Corporate funding - \$500,000
 - Secure from board member relationships
- Major Gifts – 500,000

Capital Campaign Org Chart

- Active Artistic Director – Lani Brockman
- Active Managing Director – Jennifer Tucker
- Full-time Development Director – Salary range - \$70,000-\$80,000
- Part-time grant writer - \$100-150/hr
- Part-time campaign manager - \$40,000

**CITY OF KIRKLAND****City Manager's Office****123 Fifth Avenue, Kirkland, WA 98033 425.587.3001**
www.kirklandwa.gov

MEMORANDUM

To: Kurt Triplett, City Manager

From: Lorrie McKay, Intergovernmental Relations Consultant

Date: October 11, 2021

Subject: PROPOSED DRAFT 2022 STATE LEGISLATIVE PRIORITIES

RECOMMENDATION:

It is recommended that the City Council reviews the Proposed Draft 2022 State Legislative Priorities (Attachment A) and provides comments to staff, so that a final priorities agenda may be brought back for adoption at the November 3, 2021 special Council meeting.

BACKGROUND DISCUSSION:

The City Council's Legislative Workgroup, consisting of Mayor Sweet, Deputy Mayor Arnold, and Councilmember Curtis, is typically staffed by the City Manager and the Intergovernmental Relations Manager. This year, the City is in the process of hiring for the currently vacant Intergovernmental Relations Manager position. Intergovernmental relations consultant, Lorrie McKay, assisted the Workgroup with this process this year. The legislative process also includes participation from Waypoint Consulting Group, the City's contracted lobbyist who work in Olympia during the session. Deputy Mayor Arnold currently serves as the Chair of the Legislative Workgroup, which guides the development of the City's legislative priorities and activities on behalf of the full Council. During session, the Workgroup will meet weekly to track the status of the City's adopted priorities and it provides support and oversight of strategies for achieving the priorities approved by the City Council.

The City's State Legislative Agenda consists of three segments: general principles; top legislative "priorities;" and selected issues/items championed by allies, which the City may "support," although they are not the City's top priority items. This memo only addresses the general principles and proposed top legislative priorities for 2022. The agenda's priority items represent the primary focus for Council's Legislative Workgroup, the Intergovernmental Relations Manager and the City's contract lobbyists during session. Staff will return to Council with a draft support items agenda for review and consideration at one of Council's regular meetings in January 2022.

The Lay of the Land: 2021 toward 2022

The regular 2022 session is a short, 60-day session that will open on Monday, January 10, 2022 and will conclude on Friday, March 11, 2022.

With community spread of COVID-19 still high in most counties throughout the state, the legislature is likely to conduct its business remotely, as it did safely and transparently last year. That said, at the writing of this memorandum, the legislature's plan for 2022 has not been officially announced. Staff will keep the Council updated.

Finally, the Legislative Workgroup has been advised that in this upcoming short session, the legislature will likely consider a very limited set of bills in 2022. Because legislators moved so many of significant issues last session, there isn't a lot of desire to do much that isn't absolutely necessary. Therefore, the strong recommendation is to keep it "focused and/or urgent", as demonstrated by the Association of Washington Cities' (AWC) adoption of three focused priorities to: Ensure basic infrastructure funding, Pass a transportation package, and Protect Transportation Benefit District funding authority (Attachment B).

Development of the Proposed Draft 2022 Legislative Agenda

The process for developing the coming session's legislative agenda begins in the preceding year, with staff maintaining a running list of ideas as they come up throughout the year from Councilmembers, legislators, Directors, staff, and constituents. Additionally, staff reach out to Directors and managers of each city department for potential new issues or ideas in the Spring. Finally, staff and consultants closely monitor and provide feedback as the Association of Washington Cities' (AWC) Legislative Committee identifies its statewide priorities.

In September, staff met individually with all seven councilmembers to gather their most current thoughts and ideas for potential legislative priorities and support items to be considered. Council's Legislative Workgroup reviewed and discussed nearly 40 legislative ideas as it narrowed the proposed priorities presented in the council review draft for full council consideration on October 19.

The Legislative Workgroup worked to categorize issues into five higher-level priorities, with 13 specific proposals offered within the priority categories. The five priority categories are:

1. Support for new local funding and policy tools to create more affordable housing
2. Support for clarifying police reform legislation (HB 1310 and HB 1054), consistent with Kirkland Resolution R-5434
3. Support for legislative actions that promote equity and social justice
4. Support for capital budget funding flexibility for feasibility studies and site acquisition for a Regional Crisis Triage Center sited in north King County
5. Support for capital budget funding for prioritized Trail Improvement Projects

Additionally, many issue ideas not included as top legislative priorities are recommended for inclusion on the support items agenda, which will be brought to Council in January.

General Principles

The Legislative Workgroup recommends adding the word "housing" to the second bullet of the City's general principles. If accepted, the revised bulleted principle would read as follows:

- Support long-term sustainability efforts related to City financial, environmental, transportation and housing goals.

Priorities

Considering Potential 2021 Carryover Priorities

Two items had been identified last session as likely carryover items for 2022. However, changing circumstances have led the Workgroup to reconsider including them as 2022 priorities. One item is related to TOD at the Kingsgate Park and Ride, and the other item is related to local residential street maintenance.

Given Sound Transit's recent realignment decisions, pushing its garage project at the site of Kingsgate Park and Ride out to 2035 and given the 60-day short session, the Legislative Workgroup recommends moving the City's TOD Pilot Project priority to the support items agenda for 2022.

The other item proposed for carryover to 2022, was allowing code cities to complete local residential street maintenance projects in-house if no contractors enter a project bid. However, Public Works is still evaluating the information to see if changes are necessary. So, at the writing of this memo, the issue is not yet ready to be included in the October 19 council review draft. Council can consider adding the item back before January when staff completes the evaluation.

Finally, at the close of the 2021 session, there was some discussion about prioritizing advocacy for a transportation package. While there remains tremendous interest in and support for the legislature to move a transportation package, the projects proposed by lawmakers for inclusion in the draft package last session (I-405 Bus Rapid Transit and Eastrail) are regional in nature and importantly, the AWC has prioritized this item. Therefore, the Workgroup recommends this item be included on the Support Items Agenda.

Legislative Workgroup Proposed 2022 Priorities

- **Kirkland supports new local funding and policy tools to create more affordable housing, such as:**
 - Providing exemptions to promote housing affordability, such as a property tax exemption for Accessory Dwelling Units (ADUs) that are dedicated for occupancy by low-income people.
The concept here is to create something like the Multifamily Property Tax Exemption for low-income Accessory Dwelling Units (ADUs) that owners dedicate for occupancy by low-income people. In effect, people would build an ADU, and then lease it long-term to an agency like Attain Housing or King County Housing Authority to manage exclusively for people who qualify as low income and for this, the owner would not have to pay property taxes on the added value of the ADU.
 - Exempting housing, affordable at certain levels, from water hook-up fees.
 - Removing barriers to building affordable housing, such as: defining affordable housing developments as essential public facilities
The concept is to include affordable housing in the definition of essential public facilities, so that jurisdictions cannot use zoning restrictions to prohibit the development of affordable housing.
 - Removing barriers to stimulate the creation of new condominiums and the conversion of existing apartments.
 - Authorizing of the development of affordable housing on WSDOT surplus property.
- **Kirkland supports clarifying police reform legislation (HB 1310 and HB 1054), consistent with Kirkland Resolution R-5434**

- Support changes to HB 1310 to clarify that a peace officer may use physical force in circumstances where the peace officer is directed by law or court order to apprehend or take a person into custody.
- Support clarifications to HB 1054 to allow law enforcement and correctional officers to use less than lethal munitions. This change would make HB 1054 consistent with language in HB 1310 that requires the use of less than lethal tools.

The two issues highlighted here, as well as clarifying recommendations have raised by Police Chief Cherie Harris to Representative Goodman, who Chairs the House Public Safety committee (Attachment C)

➤ **Kirkland supports legislative actions that promote equity and social justice,** such as:

- New local funding and policy tools to address homelessness.
This item is not specific to Kirkland, but it is a priority to Council. The Workgroup will likely look to the Housing Alliance of Washington and other allies to see what proposals are brought forward by them and return to the full council for discussion and consideration of support.
- Allow local jurisdictions to implement ranked-choice voting.
See Attachment D for an overview of the concept of ranked-choice voting.
- Provide legal funding to support HOA's in removing racist covenants from by-laws
Covenants are an historic document that follow the title of the home. The goal to incentivize the process for removing racist covenants, which is difficult.
- Sunset the Houghton Community Council.

➤ **Kirkland supports capital budget funding flexibility for feasibility studies and site acquisition for a Regional Crisis Triage Center sited in north King County**

The RADAR Navigator Program, an inter-jurisdictional, co-response social work/ crisis response program being implemented in the cities of Bothell, Kirkland, Kenmore, Lake Forest Park and Shoreline, needs a crisis triage facility sited in North King County. This priority would be a combined legislative request with the five cities. The intent is either to secure new money for a feasibility study or provide flexibility for existing grant funds to be used for feasibility studies.

➤ **Kirkland supports capital budget funding for prioritized Trail Improvement Projects** (Rapid Flashing Beacons) at A) Willows Road Regional Trail Connection, at B) Tolt River Trail connection with Woodinville, and at C) 132nd Place NE/Slater Ave. NE and the Eastrail. D) Trail Bridge Crossing of Denny Creek at NE 132nd Street

Willows Road Connection: *Located within Kirkland, this project is an approximately \$100K request. King County considers this a spur trail, and not the main Eastrail, but the City is responsible for safety investments in the crossing.*

Tolt River Trail Connection: *This location is within the City of Woodinville, but the western side of the corridor is Kirkland. This would be an approximately*

\$100-150K joint request by Woodinville and Kirkland, and a Woodinville led project.

132nd Place NE/Slater Ave. NE and the Eastrail Connection: Kirkland has received \$100,000 from the King County Park levy to study safety improvements for this crossing. Options and costs have not yet been developed, but Rapid Flashing Beacons are likely to be included in any option. \$250,000 is a rough estimate of the cost of implementing RFBs on either side of the road.

Trail Bridge Crossing of Denny Creek at NE 132nd Street: This project is in the public right-of-way immediately west of Juanita Drive. The City Council prioritized Option 1 as presented on August 4, 2021. Estimated at approximately \$652,000, the project has been completed or is in process at 30% design. The added benefit of the bridge is that it would prevent continued erosion of the slopes alongside the creek, as people would no longer have to navigate a very difficult trail.

Support Items Agenda and “Hot Sheet” Items

Additional issues and items that Council may want to consider for support will be compiled and prepared for Council’s review in January 2022. As mentioned above, many issue ideas that were not included as proposed top legislative priorities are recommended for inclusion on the support items agenda, which will be brought to Council in January.

NEXT STEPS:

State Lobbyist Review

Waypoint Consulting serves as Kirkland’s contract state lobbyists. Waypoint partners Majken Ryherd and Teresita Torres were on a much-deserved vacation in Europe during the Legislative Work Group’s meetings to review and make recommendations for the draft agenda. Waypoint will be meeting with the Legislative Work Group on Friday, October 15, after this memo has been posted, to discuss the proposed agenda and provide feedback. Waypoint provided some initial observations to the Legislative Work Group this week that the priorities may need to be focused even further, some of the items be moved to support, and some of the items may already be authorized by state law. Waypoint’s feedback will be provided to the full Council at the October 19 Council meeting.

Annual Legislative Coffees with Members of the State Delegation

It is the goal of the City Council’s Legislative Workgroup to have the City’s 2022 legislative priorities adopted before it hosts its annual legislative coffees with the City’s delegation, which will be initiated in November and continue through December. Waypoint Consulting will also participate in the upcoming legislative coffees.

The City’s State Legislative Delegation

The City of Kirkland is currently included in these three legislative districts – 1st, 45th, and 48th.

Legislative District 1

The 1st Legislative District is represented by Senator Derek Stanford and Representatives Shelly Kloba and Davina Duerr.

Legislative District 45

The 45th Legislative District is represented by Senator Manka Dhingra and Representatives Larry Springer and Roger Goodman.

Legislative District 48

The 48th Legislative District is represented by Senator Patty Kuderer and Representatives Amy Walen and Vandana Slatter.

Proposed Final 2022 Legislative Priorities

After reviewing the draft agenda with Waypoint Consulting and receiving the City Council's feedback, final 2022 Legislative Priorities will be prepared for adoption at the Council's November 3, 2021 special meeting. Staff will also provide a draft Resolution adopting the priorities at that time.

Attachments: A. Council Review Draft 2022 Legislative Priorities Agenda
B. AWC's Adopted 2022 Priorities
C. Background on KPD's implementation of HBs 1310 & 1054 and support for needed clarifications
D. Background on ranked-choice voting



CITY OF KIRKLAND 2022 LEGISLATIVE AGENDA

General Principles

Kirkland supports legislation to promote the City Council's goals and protect the City's ability to provide basic municipal services to its citizens.

- Protect shared state revenue sources available to the City and provide new revenue options and flexibility in the use of existing revenues.
- Support long-term sustainability efforts related to City financial, environmental, transportation and housing goals.
- Support reestablishing the partnership between cities and the State to ensure that critical mandates are funded, and vital services are provided to all of the residents of the state.

City of Kirkland 2022 Legislative Priorities

- Kirkland supports new local funding and policy tools to create more affordable housing, such as:
 - Providing exemptions to promote housing affordability, such as a property tax exemption for Accessory Dwelling Units (ADUs) that are dedicated for occupancy by low-income people.
 - Exempting housing, affordable at certain levels, from water hook-up fees
 - Removing barriers to building affordable housing, such as: defining affordable housing developments as essential public facilities
 - Removing barriers to stimulate the creation of new condominiums and the conversion of existing apartments
 - Authorizing of the development of affordable housing on WSDOT surplus property
- Kirkland supports clarifying police reform legislation (HB 1310 and HB 1054), consistent with Kirkland Resolution R-5434
 - Support changes to HB 1310 to clarify that a peace officer may use physical force in circumstances where the peace officer is directed by law or court order to apprehend or take a person into custody.
 - Support clarifications to HB 1054 to allow law enforcement and correctional officers to use less than lethal munitions. This change would make HB 1054 consistent with language in HB 1310 that requires the use of less than lethal tools.
- Kirkland supports legislative actions that promote equity and social justice, such as:
 - New local funding and policy tools to address homelessness
 - Allow local jurisdictions to implement ranked-choice voting
 - Provide legal funding to support HOA's in removing racist covenants from by-laws
 - Sunset the Houghton Community Council
- Kirkland supports capital budget funding flexibility for feasibility studies and site acquisition for a Regional Crisis Triage Center sited in north King County
- Kirkland supports capital budget funding for prioritized Trail Improvement Projects (Rapid Flashing Beacons) at A) Willows Road Regional Trail Connection, at B) Tolt River Trail connection with Woodinville, and at C) 132nd Place NE/Slater Ave. NE and the Eastrail. D) Trail Bridge Crossing of Denny Creek at NE 132nd Street

2022 City Legislative Priorities

Cities are home to **65%** of the state's residents, drive the economy, and provide the most accessible government. The continued success of cities depends on adequate resources and local decision-making to best meet the needs of our shared residents.

Washington's 281 cities ask the Legislature to partner with cities and take action on the following priorities—because strong cities make a great state.



Ensure basic infrastructure funding

Provide flexible state and federal dollars through programs like the Public Works Assistance Account to help cities finance basic infrastructure such as drinking water and wastewater.

Basic infrastructure is the key to our robust state economy and protecting our environment. Nearly **\$900 million** in local infrastructure projects are currently halted due to lack of funding. State investment in local infrastructure is critical to ensuring reliable, equitable, safe, and affordable service to support our residents, businesses, and environment.



Protect Transportation Benefit District funding authority

Support expanded local authority for Transportation Benefit Districts (TBDs) so cities can continue using the sales tax funding tool beyond the current time limitations.

Cities largely fund their transportation systems locally. In fact, **79%** of funding comes from local sources, such as Transportation Benefit Districts. TBDs are a crucial funding tool for critical transportation needs. TBD revenue authority must continue as a sustainable funding source for ongoing transportation needs.



Pass a transportation package

Adopt a new transportation revenue package that emphasizes maintenance/preservation funding and provides an equitable level of local funding and additional long-term, sustainable revenue options for cities.

City streets accommodate **26%** of all vehicle miles traveled and cities are responsible for many aspects of the transportation system beyond local streets. This includes sidewalks, pedestrian and bicycle infrastructure, some aspects of state highways, stormwater infrastructure, and other utilities. Cities largely fund these needs locally with only **13%** of funding coming from the state and **8%** from federal sources. Pass a statewide transportation package that addresses local transportation needs to keep our state moving.

AWC's advocacy is guided by the following core principles from our Statement of Policy:

- Local decision-making authority
- Fiscal flexibility and sustainability
- Equal standing for cities
- Diversity, equity, and inclusion
- Strong Washington state partnerships
- Nonpartisan analysis and decision-making

Contact:

Candice Bock
Government Relations Director
candiceb@awcnet.org

From: [Cherie Harris](#)
To: [Council](#)
Cc: [Kurt Triplett](#); [James Lopez](#); [Kevin Raymond](#); [Tracey Dunlap](#); [Amy Bolen](#); [Patricia Ball](#)
Subject: 2021 Legislation - Police Reform & KPD Policy Changes
Date: Wednesday, July 28, 2021 5:32:00 PM
Attachments: [image001.png](#)

All –

By now you've all seen a number of Police Chiefs & Sheriffs putting out press releases, social media posts and even being interviewed on the news about the new laws on use of force, police tactics and de-certification. There are a number of legislative bills that passed in 2021 that became law on July 25th and others that won't become law until 2022. Some of these laws have created significant changes to the way in which the Department is able to perform our law enforcement duties, others are nothing new. I am currently drafting a message to send out to the Kirkland community. It wasn't published sooner, because I was focused on the changes that needed to be made to our current policies and practices and wanted to have as much information as I was making those decisions. Communicating the changes internally took precedent. I also did not want to make any "knee jerk" decisions within the Department. The Governor signed many of these bills into law on or around May 18th. Since then myself, Deputy Chiefs St Jean & Aksdal have attended a number of webinars providing guidance on implementing the new legislation hosted by WCIA Attorneys, the Washington Association of Sheriffs and Police Chiefs and met with the City Attorney, the City Prosecutor, the City Manager and neighboring police agencies.

Some Chiefs are making very conservative decisions, taking the position that HB1310 severely limits the ability of law enforcement to respond to calls for service, such as not responding to medical calls, welfare checks or when the Fire Department is asking for help. This reaction is partly due to the uncertainty surrounding potential liability and job security created by SB 5051 – Decertification. We aren't doing that in Kirkland, at least until there are other community care takers to fill the void that would be left by Officers not responding. We can still provide assistance but there are limitations on what we can do in certain circumstances. Also, how often does a 911 call actually turn out to be exactly what the reporting party told the Dispatcher? Our new philosophy is "slow down and assess the situation". Make phone calls to reporting parties (just like we did in COVID) and coordinate with the Fire Department if your welfare check is really just a medical call. A recent "welfare check" of a woman swimming in Marina Park after hours, if it weren't for a rescue by a Police Officer when she had a seizure and started to go underwater.

Here is a short summary (not all encompassing) of the changes and how the Kirkland Police Department is implementing them:

Senate Bill 5476 – the Blake decision:

- Clarifies that possession of a controlled substance is a misdemeanor (previously a felony).
- Paraphernalia is no longer illegal, to include needles, glass pipes etc.
- Officers are required to offer referrals for assessment and services at least two times prior to an action of arrest and booking.

All NORCOM police agencies are handling these interactions in the same way. We are offering referrals to services and writing reports on the contact.

Community members who call 911 reporting that someone is using heroin, meth or cocaine will see us respond to the call but NOT physically arresting that person as we would have in the past if the person has not been offered resources at least twice. We will make referrals and leave the scene. This may be the most concerning for community members who have neighbors who use controlled substances.

House Bill 1054 – the Police Tactics Bill:

- Prohibits choke holds and neck restraints – we have always prohibited choke holds and removed neck restraints last year
- Prohibits military weapons and ammunition – we have removed the “Sage” less lethal 37 mm launcher from use. The rubber round is larger than the restriction on ammunition in the legislation (no 50 caliber size ammunition which is approximately 12 mm). This is a concern that I hope the legislature will fix in January. The Sage deploys an accurate less lethal rubber round that can be fired from a distance greater than a Taser.
- Restricts Vehicular Pursuits – we have always restricted pursuits to just dangerous felonies and require that the danger to the community of the suspect escaping be greater than the danger created by the pursuit. We will continue to restrict pursuits, even more than the new law that allows Officers to pursue for a suspected DUI. Pursuing an impaired driver is too great a danger to the community.
 - Requires an Officer to have Probable Cause to pursue a dangerous felony, this is a higher standard than was previously required.
 - New requirement for a supervisor to approve the pursuit prior to initiation.
- Prohibits shooting at moving vehicles – we have always restricted shooting at a moving vehicle. New law clarifies, the vehicle must be “used as a deadly weapon” or a suspect is shooting from the vehicle.
- Bans no knock warrants – we were already in compliance, we surround and call out with Negotiators.
- Bans tear gas unless there is a barricaded subject, a hostage situation or a riot. In a riot situation the Mayor has to approve the use of gas. Patrol Officers do not have access to gas, it’s a tool used by SWAT and approved by Command personnel. This is not a change for KPD. Important to note that OC (pepper spray) is not tear gas

House Bill 1310 – Use of Force Bill:

- Restricts the use of force to the following:
 - Probable cause for an arrest or
 - Effect an arrest or
 - Escape or
 - To protect against an imminent threat of bodily injury to the officer, others or the person force is being used upon
- Became law on July 25th but directs the AG’s office to develop a model policy by July 1, 2022.
- Requires an officer to intervene when observing excessive use of force. This is not a new policy in Kirkland.
- Requires an officer to report a policy or law violation regarding use of force.
- Requires an officer to render emergency aid. This is not a new policy in Kirkland.
- The new restrictions on use of force will mean that when a person is running away from a crime and the officer only has reasonable suspicion to believe they were involved, they cannot

use force to stop them while they investigate further. An Officer can request a person stop but if they run away, the officer has to let them go and continue to investigate. I believe this will increase the time in which it takes to investigate crimes and another area that may create confusion in the community. Remember, using force doesn't mean that we are shooting people, that's deadly force. A use of force is using "any technique or tactic reasonably likely to cause transient pain and or injury". It does not include physical touching or handcuffing. We will not be able to physically stop a person fleeing from a crime scene unless the facts and circumstances known to the Officer would warrant that Officer to believe that a specific crime has or is occurring and that the suspect is the person responsible.

- Enhances the requirement to de-escalate, Officers "shall, when possible" exhaust all available and appropriate de-escalation tactics prior to using physical force. The Department has had similar language and provides hands on training scenarios as well, but there are a few new tactics listed in this legislation.
 - Includes the language "consider leaving the area if there is no imminent threat of harm and no crime has been or is about to be committed".
- When possible, use less lethal alternatives – this is a conflict due to HB1054 that prohibits military weapons and ammunition.
- No force can be used to detain runaways, without probable cause of a crime or an imminent threat.
- This legislation will increase the need for additional ongoing hands on training.

Some Departments are no longer going to 911 calls involving suicidal subjects. We will continue to respond but again, need to slow down and assess the situation. Aside from a Mental Health Professional or an order from a Judge, a Police Officer still has the ability to take a person involuntarily into custody for a mental health evaluation. The person has to be displaying behavior that would make them an imminent harm to themselves or others. Even at this point, we have historically "walked away" from suicidal subjects that are not a threat to anyone else and are refusing help. Suicide is not a crime in and of itself and we have not wanted to force a confrontation or cause harm trying to get the person "help".

House Bill 5051 – Decertification and background checks:

- Provides stringent background policies. This is not a new policy or practice in Kirkland.
- Expands the reasons why an Officer can be decertified and provides the WA Criminal Justice Training Commission (CJTC) the ability to place an officer on probation, require remedial training, suspend their license or totally decertify them.
- Expands the civilian representatives on the CJTC Executive Board.
- Expands civilian oversight and creates a complaint reporting system at CJTC and a requirement to investigate in certain circumstances.

House Bill 1267 – Office Of Independent Investigation:

- Establishes state level office for investigation of deadly force.
- Does not eliminate the need for an Independent Force Investigative Team (IFIT).

House Bill 1089 – Audits of Investigations:

- Auditors Office has authority to audit IFIT investigations, training and certification requirements.

Officers are feeling significant anxiety and believe that the risk involved in being a police officer is greater than ever. In certain situations, I agree with that sentiment but there is also some misinformation on social media and in the news that isn't helping the situation. We will err on the side of caution and letting suspects go when there is no imminent threat or PC for a crime but we will continue to respond to 911 calls. I have told Officers that I support them leaving a call if there is no crime or imminent threat and they believe that they shouldn't be there, but they also need to explain the situation to the reporting party, the neighbor or whoever called them there. Telling the community, it's the "legislatures fault" also is not an option. We will be developing talking notes for community presentations at neighborhood meetings, chamber etc and again, a lot of new training to ensure the new laws are understood and practiced.

Please let me know if you have additional questions or concerns. This is not all inclusive of new police legislation, there are more bills that were signed in May 2021 that will become law in 2022.



Bob Ferguson
ATTORNEY GENERAL OF WASHINGTON

MEMORANDUM

DATE: August 2, 2021

TO: Representative Roger Goodman, Chair, House Public Safety Committee
Representative Jesse Johnson, Vice Chair, House Public Safety Committee
Washington State Legislature

FROM: Alicia O. Young, Deputy Solicitor General
Shelley Williams, Assistant Attorney General

SUBJECT: House Bill 1310

I. INTRODUCTION

The Legislature has passed several laws addressing police reform. Relevant here, Engrossed Second Substitute House Bill (Bill) 1310 addresses permissible uses of force by law enforcement and correctional officers. Recently, certain law enforcement agencies may have expressed concerns that Bill 1310 limits when peace officers may respond to certain calls, including mental health calls.

II. QUESTION AND BRIEF ANSWER

1. Do the restrictions and standards in Bill 1310, section 3 prohibit a peace officer from responding to a call for assistance in a situation involving mental health crises? More specifically, do the restrictions and standards in Bill 1310, section 3 effectively prohibit a peace officer from responding to a call for assistance where the caller does not report criminal conduct?

No. Bill 1310 addresses when police may use physical force or deadly force, and provides reasonable care standards when officers use physical force. Bill 1310 does not address when law enforcement officers may respond to calls, including community caretaking calls, which do not involve criminal conduct. Washington statutes and case law recognize responding to community caretaking calls as part of a law enforcement officer's duties. Bill 1310 neither alters nor limits that authority.

III. ANALYSIS

A. Bill 1310 Addresses When Peace Officers May Use Reasonable and Necessary Force, and Provides Reasonable Care Standards When Officers Use Physical Force

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In passing Bill 1310, the Legislature stated its intent:

. . .

The legislature intends to address excessive force and discriminatory policing by establishing a requirement for law enforcement and community corrections officers to act with reasonable care when carrying out their duties, including using de-escalation tactics and alternatives to deadly force. Further, the legislature intends to address public safety concerns by limiting the use of deadly force to very narrow circumstances where there is an imminent threat of serious physical injury or death. It is the intent of the legislature that when practicable, peace officers will use the least amount of physical force necessary to overcome actual resistance under the circumstances.

It is the fundamental duty of law enforcement to preserve and protect all human life.¹

Relevant here, Bill 1310 addresses when an officer may use physical force:

Except as otherwise provided under this section, a peace officer may use physical force against a person when necessary to:

Protect against criminal conduct where there is probable cause to make an arrest;

[E]ffect an arrest;

[P]revent an escape as defined under chapter 9A.76 RCW; or

[P]rotect against an imminent threat of bodily injury to the peace officer, another person, or the person against whom force is being used.²

When a peace officer uses physical force, Bill 1310 requires the officer to use reasonable care and further provides reasonable care standards:

A peace officer shall use reasonable care when determining whether to use physical force and when using any physical force against another person. To that end, a peace officer shall:

(a) When possible, exhaust available and appropriate de-escalation tactics prior to using any physical force, such as: Creating physical distance by employing tactical repositioning and repositioning as often as necessary to maintain the benefit of time, distance, and cover;

¹ Laws of 2021, ch. 324, § 1 (emphasis added).

² Laws of 2021, ch. 324, § 3(1)(a).

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when there are multiple officers, designating one officer to communicate in order to avoid competing commands; calling for additional resources such as a crisis intervention team or mental health professional when possible; calling for back-up officers when encountering resistance; taking as much time as necessary, without using physical force or weapons; and leaving the area if there is no threat of imminent harm and no crime has been committed, is being committed, or is about to be committed;

(b) When using physical force, use the least amount of physical force necessary to overcome resistance under the circumstances. This includes a consideration of the characteristics and conditions of a person for the purposes of determining whether to use force against that person and, if force is necessary, determining the appropriate and least amount of force possible to effect a lawful purpose. Such characteristics and conditions may include, for example, whether the person: Is visibly pregnant, or states that they are pregnant; is known to be a minor, objectively appears to be a minor, or states that they are a minor; is known to be a vulnerable adult, or objectively appears to be a vulnerable adult as defined in RCW 74.34.020; displays signs of mental, behavioral, or physical impairments or disabilities; is experiencing perceptual or cognitive impairments typically related to the use of alcohol, narcotics, hallucinogens, or other drugs; is suicidal; has limited English proficiency; or is in the presence of children;

(c) Terminate the use of physical force as soon as the necessity for such force ends;

(d) When possible, use available and appropriate less lethal alternatives before using deadly force; and

(e) Make less lethal alternatives issued to the officer reasonably available for their use.

B. Bill 1310 Does Not Address a Peace Officer's Authority to Respond to Community Caretaking Calls

1. Washington courts and Washington statutes recognize that peace officers provide emergency aid unrelated to criminal investigations

The community caretaking doctrine recognizes that peace officers provide emergency aid and assistance to persons in crisis – situations that do not involve criminal conduct. The Washington Supreme Court has recognized that officers may provide aid functions under the community caretaking doctrine:

Under the community caretaking exception [to the warrant requirement], law enforcement officers may make a limited invasion of constitutionally protected privacy rights when it is necessary for officers to perform their community caretaking functions. . . . This exception recognizes that law enforcement officers are jacks of all trades and frequently engage in

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community caretaking functions that are unrelated to the detection and investigation of crime, including delivering emergency messages, giving directions, searching for lost children, assisting stranded motorists, and rendering first aid.³

Washington courts have “expanded the exception to include . . . situations involving either emergency aid or routine checks on health and safety.”⁴ Washington statutes also contemplate an officer’s involvement in the detention and/or transportation of vulnerable persons to appropriate facilities. These statutes include RCW 43.185C.260 (protective custody for children), RCW 26.44.050 (abused or neglected child), and RCW 71.05.150 and .153 (persons with behavioral health disorders). Accordingly, officers responding to mental health calls is a community caretaking function.

2. Bill 1310’s plain language does not address nor limit a peace officer’s authority to respond to community caretaking calls

Bill 1310 does not address peace officers responding to certain calls and does not prohibit a peace officer from responding to a community caretaking call. Neither the statute’s plain language nor its expressed intent evidence any limitation on peace officers responding to community caretaking calls.

First, nothing in Bill 1310’s language addresses when law enforcement officers may respond to community caretaking calls. When statutory “language is unambiguous, [courts] give effect to that language and that language alone because [courts] presume the legislature says what it means and means what it says.”⁵ Here, Bill 1310, Section 3(1)(a) addresses when a peace officer may use physical force:

Except as otherwise provided under this section, a peace officer may use physical force against a person when necessary to: Protect against criminal conduct where there is probable cause to make an arrest; effect an arrest; prevent an escape as defined under chapter 9A.76 RCW; or protect against an imminent threat of bodily injury to the peace officer, another person, or the person against whom force is being used.⁶

Nothing in the statute’s plain language indicates that specifying permissible uses of force prohibits an officer from responding to community caretaking calls. Indeed, Section 3(1)(a) permitting physical force when necessary to “protect against an imminent threat of bodily injury to” any

³ *State v. Boisselle*, 194 Wn.2d 1, 10, 448 P.3d 19 (2019) (citations omitted) (internal quotation marks omitted).

⁴ *Id.* at 11 (citation omitted) (internal quotation marks omitted).

⁵ *Cent. Puget Sound Reg’l Transit Auth. v. Airport Inv. Co.*, 186 Wn.2d 336, 346, 376 P.3d 372 (2016) (citation omitted).

⁶ Laws of 2021, ch. 324, § 3(1)(a) (emphasis added).

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person, including the person against whom force is being used, indicates the statute anticipated that officers may respond to calls that do not involve a crime.

Second, the statutory intent of Bill 1310 is to preserve human life. A reading that the statute limits when peace officers may respond to emergency aid calls contravenes that intent. “When interpreting a statute, the court’s fundamental objective is to ascertain and give effect to the legislature’s intent.”⁷ “A statutory statement of intent can be crucial to the interpretation of a statute.”⁸ Here, Bill 1310’s statement of intent addresses “excessive force and discriminatory policing by establishing a requirement for [peace officers] to act with reasonable care when carrying out their duties[.]”⁹ Importantly, the intent statement declares “[i]t is the fundamental duty of law enforcement to preserve and protect all human life.”¹⁰ An interpretation that Bill 1310 limits or prohibits law enforcement officers from responding to calls that do not involve a crime – such as community caretaking calls to render aid – is contrary to legislative intent to preserve and protect all human life.

Accordingly, Bill 1310 does not prohibit a peace officer from responding to calls where the caller does not report criminal conduct.

IV. CONCLUSION

Bill 1310 does not prohibit peace officers from responding to community caretaking calls, including mental health calls.

Disclaimer: This is not a formal opinion of the Attorney General, but it expresses the authors’ carefully considered legal opinion. The conclusions are based on the facts summarized herein and current law. If either changes, the analysis and conclusions may change as well.

⁷ *Columbia Riverkeeper v. Port of Vancouver USA*, 188 Wn.2d 421, 435, 395 P.3d 1031 (2017) (citation omitted).

⁸ *Food Servs. of Am. v. Royal Heights, Inc.*, 123 Wn.2d 779, 788, 871 P.2d 590 (1994) (footnote omitted).

⁹ Laws of 2021, ch. 324, § 1.

¹⁰ *Id.*

Ranked-Choice Voting Gets A Prime-Time Shot Under New York City's Bright Lights

Updated June 23, 2021



[DOMENICO MONTANARO](#)

An important election takes place Tuesday in New York City.

But beyond who wins the mayoral primaries there, what happens could have consequences for how millions of Americans vote in the future.

That's because the city is using ranked-choice voting for the first time in decades. The method, which allows voters to rank candidates by preference rather than selecting just their top choice, has gained some traction throughout the country, pushed by reformers who say it's a better election system.

New York City is by far the largest jurisdiction to implement ranked-choice voting, and that means it's about to go under a white-hot spotlight.

So what is it exactly, where has it been used, and what are the arguments for and against it?

What is ranked-choice voting?

In the system, voters get to rank their preferred candidates. New York City is having voters rank their top five — though voters are not required to choose five.

In the Democratic primary, there are 13 candidates on the ballot, while the Republican primary in the heavily Democratic city has just two candidates. New York now uses ranked-choice voting for primaries and special elections after almost three-quarters of voters approved its use in a 2019 ballot measure.

Article continues after sponsor message

Most Americans are used to casting one vote for one person per office, and the person with the most votes wins. Ranking candidates is far more complicated, but advocates believe it is fairer and more accurately reflects the collective will of the majority.

Here's an example of a Democratic ballot that a New Yorker in Flushing, Queens (where your author is from), will see:

How does it work?

1. If someone gets 50% plus one after all the first-choice votes are counted, then the election is over and that candidate wins.
2. But if no one gets 50% plus one, it's on to Round 2.
3. The person with the lowest number of first-place votes is eliminated, and that candidate's voters' second choices get redistributed as votes for other candidates.
4. This reallocation of votes goes on until someone reaches 50% plus one.

In the New York Democratic mayoral primary, with such a large field of candidates and a high percentage of undecided voters, it could take many rounds before someone reaches a majority.

Using its data, the latest WNBC/Telemundo 47/Politico/Marist poll of the race, for example, found it would take 12 rounds to get a winner.

Where else has this been used?

There are some 20 jurisdictions across the country that use ranked-choice voting, according to FairVote, a nonpartisan vote-reform advocacy group.

Just two states — Maine and Alaska — have switched to it for both statewide and presidential elections, while a few more used it for 2020 presidential primaries.

It had a serious impact on a 2018 Maine congressional race. A Republican had the most first-choice votes and was leading the Democrat narrowly by a couple thousand votes. But two independent candidates also received a fair amount of votes, and when their second-choice votes were redistributed, the Democrat wound up winning by a few thousand.

Popular overseas. It has also been used by Australia, Ireland and Malta since the early 20th century. Northern Ireland, New Zealand and Scotland have all adopted it as well.

Not the first push in the U.S. Two dozen cities adopted ranked-choice voting in this country in the early-to-mid-20th century, but it faced a backlash and was repealed in all of them but one. It is still in use in Cambridge, Mass.

Outside politics. The Oscars have also been using it since 2009 for its Best Picture category, but not everyone is a fan of the results it has produced.

What are the arguments in favor of it?

Proponents of ranked-choice voting say:

- **It means the winner gets a majority of the vote.** The usual system of "most votes wins" can mean someone with only a plurality of the overall vote can be elected, not necessarily the person with majority support. And that can make for some broadly unpopular or unqualified candidates winning. In other words, ranked-choice voting can drastically reduce the possibility of spoilers.
- **More moderate candidates.** It's less likely that extreme candidates who have a strong base of support but aren't liked more broadly could get through in a crowded primary.
- **More cost-effective than other runoff elections.** Ranked-choice voting, sometimes called "instant runoff elections," costs less than other runoffs. If no one hits a needed threshold to win those runoffs, candidates with depleted funds then have to often campaign several more weeks. It also saves local jurisdictions money because they don't have to spend more on another election to administer.
- **Less negative campaigning.** The argument goes that candidates need a majority of voters to like them (at least more than the next person).
- **People can feel good about casting their vote.** Instead of holding their nose for that one choice they get, voters can express at least a first choice for the person they really like.

What are the arguments against it?

Opponents of ranked-choice voting say:

- **It's complicated.** And complications can lead to errors. It's new and voters get confused and make more errors on a ranked-choice ballot than a regular one, one Maine policy analyst found. In fact, the analyst said ranked ballots are three to five times more likely to be uncounted because of mistakes than regular ones.

- **Some argue it's less democratic** because it eschews the idea of one person, one vote.
- **Lots of people don't fill out all the choices.** In that Marist survey of the New York race, just a quarter of potential voters made five selections. Without all the choices, opponents argue, you're getting bad data. How can you know the true will of a majority of the people if everyone isn't filling out all the choices? Australia requires everyone to rank all of the candidates (in addition to requiring everyone to vote). But without that requirement, if voters don't rank all of the candidates, it's possible to still not get to a majority. That's already happened in the U.S.
- **It could encourage horse-trading.** Ranked-choice voting might make for less strategic voting, but it could open the door for candidates to make deals with one another about who their voters should go for as a second choice. Over the weekend in New York, that was on full display. Andrew Yang, the former presidential candidate who is running for mayor, and fellow Democratic candidate Kathryn Garcia have formed a late alliance. "You can vote for both of us," Garcia said, as the two stood together. Yang added, "If you support me, please make sure to also support Kathryn Garcia on your ballot."
- **It might not necessarily reduce negative campaigning.** As it is already, candidates don't like putting their names on negative campaigning. Much of it is done by outside groups, and nothing in ranked-choice voting stops those entities from continuing to muddy up others in the race. Some argue it could have the unintended consequence of more strident candidates, as fringe extremists appeal to another hard-line candidate's followers for second-choice votes.

**CITY OF KIRKLAND****Public Works Department****123 Fifth Avenue, Kirkland, WA 98033 425.587.3800****www.kirklandwa.gov**

MEMORANDUM

To: Kurt Triplett, City Manager

From: John MacGillivray, Solid Waste Programs Supervisor
Julie Underwood, Director of Public Works

Date: October 7, 2021

Subject: SOLID WASTE CONTRACT PROCUREMENT—RATES DISCUSSION

RECOMMENDATION:

It is recommended that the City Council:

- Receive a presentation about the preliminary retail rate increase options related to the solid waste rate proposal submitted by Waste Management, Inc. (WMI); and
- Provide direction to staff on several solid waste rate policy questions that will inform the final retail rate proposal.

This staff report has a tremendous amount of information for the City Council to consider, and is a companion to the [September 7, 2021 Staff Report](#) titled, "Solid Waste Contract Procurement Update." For discussion purposes, the scenarios contained in this staff report assume that the Council will adopt a retail rate increase ordinance at an upcoming Regular Meeting that would take effect on or about January 1, 2022 so that its adoption would coincide with the official award of the contract to WMI. However, when the Council chooses to act on this matter is up to the Council's discretion, and staff is prepared for return as frequently as the Council desires for continued discussion about this detailed and complex contract.

The City's solid waste rate consultant, Dr. Jeff Morris of [Sound Resource Management](#), will attend the meeting to answer questions concerning the proposed rate increase implementation scenarios and rate policy questions that are presented in this staff report.

BACKGROUND:

At the September 7, 2021 City Council Study Session, staff presented information on the services and provisions in the draft contract, the City's request for proposals (RFP), and WMI's proposal. The following is a summary of the direction the Council provided to staff concerning accepting or declining RFP alternatives and unrequested services and provisions in the WMI proposal. Staff is in the process of finalizing the contract language with WMI concerning the aforementioned accepted services and provisions. The WMI wholesale rates will be adjusted after the finalization of the contract and will be used to calculate the final retail rate ordinance for the Council's consideration.

Accepted RFP Alternatives and Unrequested Services and Provisions:

- RFP Alternative 2: Bulky Waste Collection (one bulky waste pickup per household per year at no additional cost)
- RFP Alternative 4: Free November Yard Waste Extras (per Council direction, the free November yard waste extras service will be restored for November 2021 via a mid-bi service package or fiscal note and will be funded by Surface Water rates. Single-family residential customers will be able to place out up to five extra units (32-gallon equivalent) of yard waste each week. Starting in November 2022, the cost of the free November yard waste extras will be embedded in the contractor wholesale rates.
- RFP Alternative 7: Contractor Retains Recycling Commodity Revenues (The City Council declined the companion Alternative 8 that would have allowed the contractor to retain all recycling commodity revenue within floor and ceiling.)
- Big Belly Trash Container Replacements (if negotiated successfully)
- Class 8 Electric Truck Pilot (including future planning for a transition to a partially or fully electric fleet)
- Electric Route Manager Vehicles
- Electric Box Trucks/Deliver Vehicles
- \$40,000 Annual Community Event Donation
- \$50,000 Green4Good Community Grant
- Route Manager Dedicated to Kirkland
- Additional Education and Outreach Staff Hours
- Extra Recycling Collection Event
- Multifamily Textile Recycling
- EcoCarts
- Driver Uniforms
- Slotted Lids for Multifamily Containers
- Recycling All-Stars Program

Declined RFP Alternatives:

- RFP Alternative 3: Every-other-week Garbage Service (retained in contract as a future option)
- RFP Alternative 5: Billing Agent
- RFP Alternative 6: Alternative CPI Index
- RFP Alternative 8: Contractor Retains Recycling Commodity Revenues (Floor/Ceiling)

RATES PROPOSAL EVALUATION

As is discussed later in this section, WMI's proposed wholesale rate increase is substantial. The following section includes:

1. A detailed discussion of wholesale and retail rates;
2. The WMI wholesale rates proposal;
3. Current rate comparisons among several cities; and
4. Two distinct rate models with two- or three-step implementation options.

Wholesale and Retail Rates Primer

Kirkland's Solid Waste Utility is a self-sustaining enterprise fund, similar to the other City utilities (domestic water, sanitary sewer, and surface water). Historically, the City has chosen to contract for solid waste collection services in lieu of providing those services directly, and has contracted with WMI without interruption for about 40 years. Waste Management bills the City for collection, processing, and disposal services provided through a *wholesale* rate schedule for each service level: residential, multifamily, and commercial. The WMI wholesale rates are comprised of a collection component and a disposal component.

The collection component of the rate is cost-of-service and includes all operational and administrative costs associated with the collection, transportation, and processing of trash, recycling, and yard/food waste, plus a profit margin. The collection component is escalated annually by the June-to-June CPI-W consumer price index. Cost-of-service rates reflect the revenue requirement that must be collected for each service level for the contractor to fully recover its costs associated with collection. With cost-of-service service rates, the price per gallon is higher for smaller carts and containers but lower for larger carts and containers because it is more expensive for the contractor to collect and haul less material and vice versa. When charged directly to the customer, cost-of-service rates encourage customers to upsize their trash service level to take advantage of a lower price-per-gallon bargain and do not, therefore, encourage waste reduction or recycling behaviors.

The disposal component of the wholesale rate includes costs borne by the contractor to dispose of Kirkland's trash through the King County Solid Waste system according to a disposal fee set by the King County Council. At the start of a contract, an estimate of the average weight for each cart or container service level is made and remains in place over the term of the contract. The monthly disposal fee rate for each service level is calculated by dividing the average container weight for each service level by 2,000 pounds (a ton), multiplying the quotient by the King County disposal fee per-ton rate, and then multiplying the product by 4.333 (the number of service intervals in a month). The resulting number is the disposal component, which is added to the collection component to arrive at the total wholesale service fee for each service level. Waste Management is compensated by the City on a monthly basis for services rendered by calculating: a) the number of customers at each service level, multiplied by b), the service fee for each service level.

Disposal Component Calculation Example:

$$[\text{Avg Container Weight}]/[\text{Ton}] = [\text{Avg Tons/Container}]$$

$$[\text{Weekly Disposal Fee}] = [\text{Avg Tons/Container}] \times [\text{Disposal Fee/ton}]$$

$$[\text{Monthly Disposal Fee}] = [\text{Weekly Disposal Fee}] \times [\text{Services Per Month}] = [\text{Monthly Disposal Fee}]$$

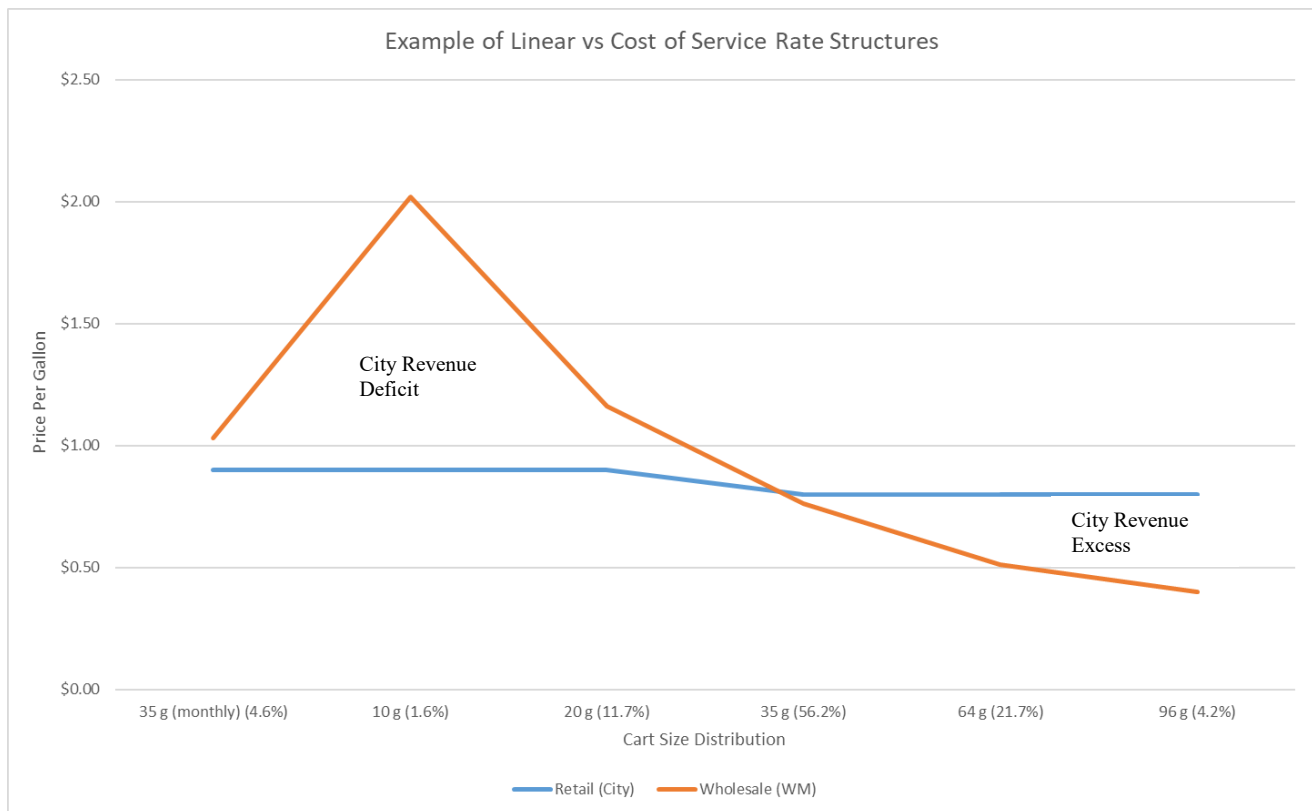
35 gallon cart example: $[17 \text{ lbs.}]/[2,000 \text{ lbs.}] = .0085 \text{ tons} \times \$140.82 = \$1.20 \times 4.333 = \5.19

The City Council retains *retail* rate-setting authority, and the City bills its customers retail rates for solid waste collection services on a bi-monthly basis. Two-year retail rates typically are adopted to coincide with the biennial budget process. The City's retail rates are estimated by calculating:

- A revenue requirement to cover wholesale rate payments to WMI;
- Escalators to the wholesale collection component;
- Any increases in King County's per ton disposal fee; plus
- A margin to pay for City Solid Waste and Utility Billing staff, recycling programs, and administrative and operating expenses.

As opposed to the contractor's cost-of-service rate structure, the City's retail rates are linear, meaning that the price per gallon across all service levels is approximately the same. Linear rates result in a subsidy between sectors in which the higher priced larger carts subsidize lower prices for smaller carts and containers. The linear rate structure, therefore, provides most customers with the incentive to downsize or "right size" their garbage service level by taking advantage of embedded recycling and compost services provided at no additional cost.

As shown in *Graph 1*, below, by overlaying City linear retail rates onto the wholesale contractor cost-of-service rates, an imbalance is created whereby the wholesale rates paid to WMI for smaller carts are higher than the retail rates and vice versa. The City operates at a deficit for the smaller cart and container service levels but makes a profit on the larger cart and container service levels. Since linear rates encourage downsizing, the linear rate model must build in an estimated rate of downsizing else the City will experience a revenue shortfall. The goal with linear retail rates is to strike a revenue neutral balance to ensure the City achieves its annual revenue requirement to sustain the financial integrity of the Solid Waste Enterprise Fund.



Graph 1

Wholesale Rates Proposal

The wholesale rate increase proposal received from WMI averages 53.3%. By comparison, the City of Auburn awarded its solid waste contract to WMI in October 2021 with an average 48% wholesale rate increase. Auburn received a second proposal from Republic Services that included a rate increase proposal approximately \$500,000 higher annually than the WMI proposal or about a 50.8% wholesale rate increase. Because of market conditions, staff anticipates that in the future other cities that undertake competitive procurements or negotiations will experience rate increases on par with or greater than the increases seen in Auburn and now Kirkland.

The wholesale rate increase breakdown by service sector is shown below in *Table 1: Proposed Wholesale Rate Increase*.

Table 1: Proposed Wholesale Rate Increase	
Sector	Increase (%)
Single Family	57%
Multifamily/Commercial	49.9%
Roll-off	14.4%
Average	53.3%

Table 2: Comparison of Current and Proposed Revenue Requirement and Monthly Payment, below, shows a comparison between the annual WMI revenue requirement in its proposal and the projected

average monthly payment to WMI versus current. Staff had considered proposing to use some cash reserves to mitigate the rate increase or defer the rate increase between the July 1, 2022 contract effective date and January 1, 2023, but the cash reserve balance as of this writing is \$1,537,075 and thus is too small to use for rate increase mitigation or deferment. The reserve policy for the Solid Waste Utility is to maintain a minimum cash reserve balance of at least one month's payment to WMI and one month's City operating expenses of approximately \$398,000, plus a modest reserve of \$150,000 to hedge against downsizing and maintain available cash in the event of an emergency. Accordingly, increasing the cash reserve balance to at least \$2.3 million will have to be considered as a consequence of the wholesale rate increase to comply with the City's conservative cash reserve policy.

Table 2: Comparison of Current and Proposed Revenue Requirement and Monthly Payment

	Current	Proposed	Difference
Annual Revenue Requirement	\$14,271,600	\$21,020,679	\$6,749,079
Average Monthly Payment	\$1,189,300	\$1,751,723	\$562,423
Six Month Payment	\$7,135,800	\$10,510,338	\$3,374,538

There are several drivers that contribute to the drastic increase in solid waste collection costs.

- Corporate-mandated **profit margins** (estimated to be between 25%-30%)
- **Inflation** related to labor, maintenance, and fuel. According to labor cost data provided by WMI, and dependent upon the labor agreements:
 - Driver wages have increased between 31% and 70% since 2012.
 - Driver pensions have increased between 45% and 158% since 2012.
 - Driver health and welfare benefits have increased between 42% and 65% since 2012.
- **Recycling costs**, including investments in sorting technology, processing costs, disposal of contaminants, and low and volatile recycling commodity prices.
- **Market reset.** The City's last competitively procured and awarded contract was in 2002. The current contract was negotiated in 2011. Kirkland's wholesale rates have therefore been contractually low for several years. While this has been a benefit to Kirkland ratepayers, the rates have not kept pace with inflation and increasing costs.

For the purposes of a high-level comparison of residential wholesale rates charged by WMI in its other local cities, *Table 3: WMI Wholesale Residential Rate Comparison*, below, shows the relative difference between Kirkland's current wholesale rates; the proposed new WMI wholesale rates; the cities of Auburn, Federal Way, and Newcastle; and unincorporated King County. It is important to note that this is not a true apples-to-apples comparison and does not consider nor incorporate the host of differences between cities that influence solid waste rates, such as the contractor, proximity to a transfer station, the ratio of residential to commercial customer counts, service frequencies and offerings, utility tax rates, and myriad contract terms and conditions. Nor does *Table 3* represent the retail rates that Kirkland will charge to its customers. It is important to note also that all of the cities shown have a lower level of service than Kirkland: all have weekly trash service and every-other-week recycling service, and two cities have unembedded yard waste service for which customers must pay a fee ranging between \$10-\$12/month in addition to the garbage rate shown.

Table 3: WMI Wholesale Residential Rates Comparison*

Service Level	Kirkland (Current)	Kirkland (Proposed) 7/1/22	Auburn 10/1/21	Federal Way 9/1/20	Newcastle 3/1/19	King County WUTC**
20 gallon	\$23.45	\$37.99	\$31.17	\$28.33	\$31.78	\$33.35
35 gallon	\$27.02	\$43.77	\$34.98	\$33.44	\$38.78	\$39.57
64 gallon	\$33.19	\$53.77	\$46.40	\$43.37	\$48.20	\$49.18
96 gallon	\$38.79	\$62.84	\$62.19	\$58.24	\$60.18	\$58.84
Trash	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly
Recycling	Weekly	Weekly	EOW	EOW	EOW	EOW
Yard Waste	Weekly	Weekly	Weekly	Subscription	Weekly	Subscription

*Rate data provided by WMI

**Unincorporated King County area where solid waste collection services and rates are governed by the Washington Utilities and Transportation Commission and provided by WMI through exclusive rights to service certain territories through a "G" certificate.

City Rate Comparisons

Attachment 1: 2021 City Rate Comparisons provides a more accurate and current apples-to-apples rate comparison among several King County cities including the cities of Seattle, Bellevue, Redmond, Federal Way, Mercer Island, Issaquah, Sammamish, and Auburn (pre- and post-rate increase). The city rates in *Attachment 1* have been equalized to match or approximate Kirkland's level of service. The Kirkland rates used for the comparison are based upon the services and provisions in the current Kirkland solid waste contract and are taken from the 2021/2022 adopted solid waste rates ordinance. The new retail rates that incorporate the proposed WMI wholesale rate increase are preliminary and the final retail rates will reflect the City Council's direction to staff concerning the accepted RFP alternatives and rate policy questions.

Some of the cities included in the rate comparison—most notably Bellevue, Redmond, and Issaquah—have contracts that will expire in the next few years. The rates shown for those cities in the rate comparisons are contractually low and those rates, if the rate increases at Auburn and Kirkland are a portent of market conditions, will increase substantially as those cities undergo their own contract procurement processes (negotiation, RFP, or RFB). The City of Auburn rates noted as 10/1/21 in *Attachment 1* reflect only the first of three retail rate increases Auburn will implement, with a second on January 1, 2022 and a third on January 1, 2023. Of the ten cities surveyed, the weighted average monthly bill for residential services for Kirkland ranks fourth when all cities services levels are adjusted to match Kirkland's service levels, and is shown in the highlighted "Wtd. Avg. Monthly Bill – Kirkland Service Levels" row in Table 1 of *Attachment 1*.

Retail Rate Scenario Options

2021/2022 Solid Waste Rates Background

For 2021/2022, the Council adopted solid waste rates with a 0% rate increase in 2021 and a 2% rate increase in 2022. The 2% rate increase reflects the CPI increase staff and its consultant estimated for 2022 at the time the rates were adopted. The actual June-to-June CPI-W is 6.29%, substantially more than the 2% estimate in the 2021/2022 rate model. The 2022 rates also assumed the use of cash reserves to absorb a King County disposal fee increase up to 10%. Recently, the King County

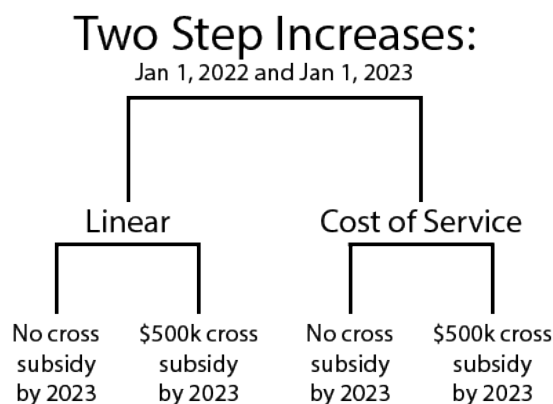
Council approved a 9.4% increase in the per ton disposal fee for 2022. More details on the adopted 2021/2022 solid waste rates can be found in the [2021/2022 Solid Waste Rate memorandum](#). In the adopted 2021/2022 solid waste rates, the Council deferred the elimination of the remaining \$158,000 cross subsidy to the 2023/2024 rates to avoid an impact on the residential rates during the pandemic.

Introductory Discussion

As noted, the proposed WMI wholesale rate increase is substantial, and the Solid Waste utility does not have enough cash reserve on hand to defer a retail rate increase until January 1, 2023. Nor does the City have any realistic flexibility to defer passing through the higher 2022 cost-of-living increase (6.29%) and disposal fee increase (9.4%) to ratepayers on January 1, 2022 without making future rate increases even higher. Staff is proposing in the two rate increase scenarios discussed below to implement a rate increase on January 1, 2022 that would supplant the Council-adopted 2022 rates ordinance in order to begin phasing in the WMI rate increase proactively instead of waiting until the July 1, 2022 contract start date.

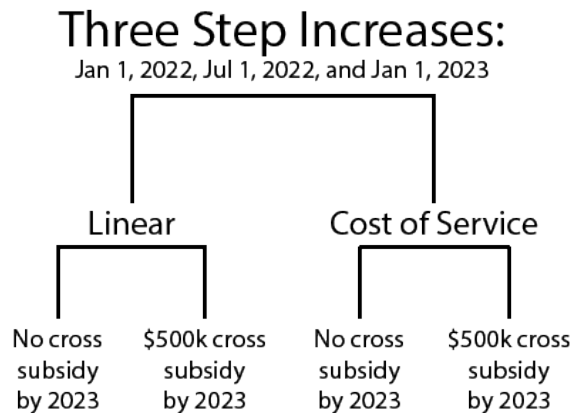
Scenario 1

The first scenario is a **two-step** rate increase implementation with the first increase effective on or about January 1, 2022. The second rate increase, which would go into effect January 1, 2023, is a projection and would be finalized through the 2023/2024 solid waste rates analysis then adopted as a part of the biennial budget process. Within the two-step rate increase scenario, the Council may choose to continue with the City's current linear rate structure or shift to a cost-of-service rate model and may decide on a cross subsidy policy. The branching graphic below illustrates the two-step increase scenario.



Scenario 2

The second scenario is a **three-step** rate increase implementation. Similar to the two-step rate increase scenario, the first rate increase would be effective on or about January 1, 2022, supplanting the 2022 retail rate ordinance adopted by Council for the 2021/2022 biennium. The second stepped increase would be effective upon the start of the new contract on July 1, 2022. The third and final step of the rate increase is a projection and would be finalized through the 2023/2024 solid waste rates analysis and adopted as a part of the biennial budget process, going into effect on January 1, 2023. The City of Auburn chose the three-step implementation scenario with rate increases on October 1, 2021; January 1, 2022; and January 1, 2023, ranging between an average of 12% to 14%. The branching graphic below illustrates the three-step increase scenario.



Within the linear and cost-of-service scenarios, the Council is provided the option of continuing with the decision to eliminate the multifamily/commercial-to-single family cross subsidy, as directed by Council in [Resolution R-5210](#); or maintaining the status quo of the current \$158,000 cross subsidy for the time being; or reversing the policy direction provided in the Resolution by increasing the cross subsidy, for example to \$500,000, by the end of 2023 to slightly soften the single-family retail rate increase relative to the multifamily/commercial rate increase.

In the following pages, detailed analyses are presented of rate assumptions and alternatives.

Rate Model Assumptions

The following is a discussion of the basic assumptions made in the preliminary retail rate increase scenarios:

- No RFP alternatives/cost savings measures.** The preliminary rate models are based upon the draft contract in the RFP and do not assume acceptance of any of the alternatives in the RFP, nor do they incorporate any of the potential savings that could be achieved by deleting any unrequested provisions and services offered by WMI in its proposal. Any accepted alternatives or cost saving measures selected by the Council will be negotiated and finalized with WMI and will be incorporated into the final retail rate proposal for the Council's consideration and approval.
- Rate increase effective date.** Both rate model scenarios assume the initial rate increase will go into effect on January 1, 2022, with Council action occurring at the November 3, 2021 Council meeting to ensure staff has time to prepare rate advertisements to comply with the 45 day notification advice in [RCW 35.21.157](#). The January 1, 2022 effective date was assumed in the rate models in order to calculate the preliminary rates, but staff recognizes that the effective date of the initial rate increase may change upon Council direction. While the RCW requires that cities contracting for solid waste services shall notify the public of a rate increase within 45 days of the effective date of the increase, a legislative finding states, "*The legislature further finds that private solid waste collection companies regulated by the utilities and transportation commission are required to provide public notice but that city-managed solid waste collection systems are not. The legislature declares it to be in the public interest for city-managed systems to provide public notice of solid waste rate increases.*" The City of

Kirkland has historically abided by the RCW and provided 45-day notification in the public interest.

The adoption of a new 2022 solid waste rate ordinance that would supplant the adopted 2022 rate ordinance should occur concurrently with the final award of the contract, because any accepted RFP alternatives or cost reductions would result in slightly different rates than are presented in this staff report. The City Council may, however, opt to have a new rate ordinance go into effect at any time after January 1, 2022 provided there is ample time available to comply with the rate notification law. Under the two-step and three-step implementation scenarios, only retail rate increase ordinances for 2022 need to be considered. Any proposed retail rate increases for 2023 will be deferred until the 2023/2024 solid waste rates analysis and biennial budget.

- **Equal Rate Increase Increments.** The initial two-step and three-step rate increase scenarios are presented with equal average rate increases overall and between sectors.
- **Full pass-through King County disposal fee increase.** Both rate scenarios assume a full pass through of the proposed 9.4% 2022 King County disposal fee increase. The projected 2023 rates assume a second 9.4% disposal fee increase. The current adopted 2022 retail rates do not pass through any of the King County disposal fee increase and assumed using a portion of the Solid Waste cash reserve balance to absorb the 2022 disposal fee increase.
- **Full pass-through of the cost-of-living increase.** The 2022 Council-adopted solid waste rates passed through an estimated cost-of-living increase of 2% to be applied to the collection component of the WMI wholesale rates. The 2% CPI adjustment for the second year of the two-year rate was estimated because the actual adjustment for the second year (2022) is based upon the June-to-June CPI-W released on or about until July 15, 2021, after the 2021/2022 solid waste rates were adopted by Council. The actual CPI-W is 6.29%, much higher than anticipated; therefore, staff is proposing to fully pass through the CPI increase to ratepayers in 2022 to lessen the draw on the cash reserve and mitigate subsequent future rate increases. The projected 2023 rates assume a 3.0% CPI-W increase.
- **Increase in cash reserve balance.** As of this writing, the cash reserve balance is approximately \$1.54 million. In order to meet the internal reserve policy of having at least one month's invoice payment plus expenses and a modest reserve on hand, the cash reserve balance would be increased to \$2.3 million by the end of 2023 primarily because of the increase in the wholesale rate. Alternatively, Council could modify the reserve policy and leave the reserve at \$1.54 million.
- **No increases in staffing or operational expenses.** The 2022 proposed rate increase scenarios use the administrative budget adopted by the Council as a part of the 2021/2022 biennial budget, and the estimated rate increase for 2023 does not assume any administrative budget increases unrelated to inflation.
- **Downsizing and upsizing.** Estimating downsizing is not an exact science, but for the linear rate model scenarios an annual downsizing rate of 2.6% for 2022 and for 2023 is assumed by reducing the current 3.6% downsizing rate over the last several years by 1% to account for an upsizing trend toward larger carts sizes seen before and, to date, during the pandemic. The downsizing rate right after annexation in 2011/2012 was around 6% per year, but that

downsizing was a consequence of an instant shift of about 9,700 customers from a cost-of-service rate structure to linear. Any rate increases now will be made within an already established linear rate structure to which residents have become accustomed, which moderates the necessity for a higher hedge against downsizing in the linear rate models. For the cost-of-service service scenarios, the rate models assume a 2% upsizing rate for 2022 and 2023 as a shift to a cost-of-service rates structure will encourage customers to upsize to larger carts to take advantage of the volume discount.

- **Equalized cart costs.** The prices of cart-based service are the same for single-family residential and multifamily/commercial customers.
- **Transfer Station Site.** The preliminary rates assume that Kirkland's waste will be disposed of at the Houghton Transfer Station over the term of the contract. If the new Northeast Recycling and Transfer Station (NERTS) is sited at the current Houghton site, it is likely commercial traffic may be diverted to other stations (Shoreline and Factoria) during construction. Similarly, if NERTS is sited permanently at a location other than the current site or the Houghton Park and Ride site, Kirkland's waste will be transported to a transfer facility outside of the City. In either case, the draft contract includes language to address alternate disposal sites, specifically,

In the event that the City or King County direct the Contractor to use a different transfer station on a temporary or permanent basis, the Contractor shall submit a detailed proposal for the adjustment of the rates to reflect any additional cost or savings to the Contractor. It is intended that the Contractor's rates pursuant to this Contract in such a case will be adjusted so as to pass through any resulting additional costs incurred by the Contractor to the Contractor or any additional savings to the Contractor to the City. The City and Contractor agree to negotiate in good faith to make any changes to the rates to accomplish a pass-through of any such costs or savings."

Linear versus Cost-of-Service Rates Comparison At-a-Glance

Table 4: Linear and Cost-of-Service Rate Structure Comparisons, below, summarizes the major differences between linear and cost-of-service solid waste rate structures. In general, linear rate structures encourage waste reduction and recycling by making the price-per-gallon the same across all service levels. With linear rates, the prices for the larger carts (64 and 96 gallon), for example, are much higher relative to the smaller carts (10, 20, and 35 gallon). By contrast, with cost-of-service rates the price per gallon is proportionally lower for the larger carts relative to the smaller carts.

The relatively higher prices for larger carts and containers in linear rates encourage customers to downsize to the lowest possible trash container size by taking advantage of recycling and composting services that are provided at no additional cost. Conversely, the pricing of cost-of-service rates encourage customers to upsize to larger-capacity carts because larger carts have a lower price per gallon relative to smaller carts. Linear rates, from a purely financial perspective, are inherently inequitable because customers with larger carts subsidize customers with smaller carts, whereas there is no such financial subsidy with the cost-of-service model. *Figure 1* below illustrates the key differences between linear and cost-of-services rate structures.

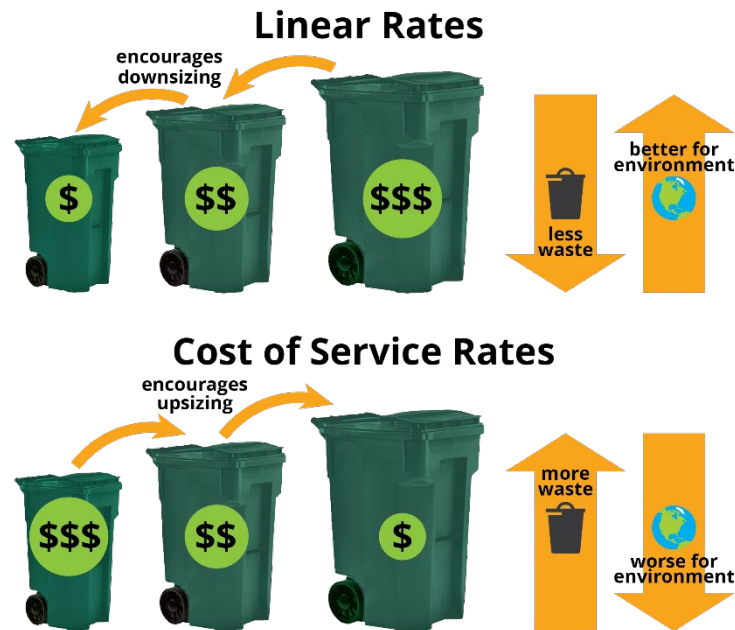


Figure 1

Furthermore, linear rates can be punitive to customers with large families or to customers who are unable to reduce their trash production. Linear rate structures must include an estimated annual percentage hedge against downsizing, which can contribute to the overall revenue requirement. A linear rate structure is in alignment with the [Sustainability Master Plan](#), Action SM-1.4, "Set innovative rates to incentivize waste reduction, recycling and composting," and supports the waste generation and disposal goals in the [Comprehensive Solid Waste Management Plan \(2019\)](#).

Table 4: Linear and Cost-of-Service Rate Structure Comparisons

Element	Linear	Cost-of-Service
Encourages waste reduction and recycling	Yes	No
Compliance with Sustainability Master Plan	Yes	No
Supports waste disposal and generation goal in Comprehensive Solid Waste Management Plan	Yes	No
Most common municipal rate structure	No	Yes
Large carts/containers more affordable	No	Yes
Small carts/containers more affordable	Yes	No
Rate equity (Price)	No	Yes
Rate Equity (Price + Cost-to-Environment)	Better	Worse
Downsizing risk	Yes	No
Requires built-in upsizing estimate	No	Yes

Two-Step and Three-Step Rate Increase Scenarios (No Cross Subsidy)

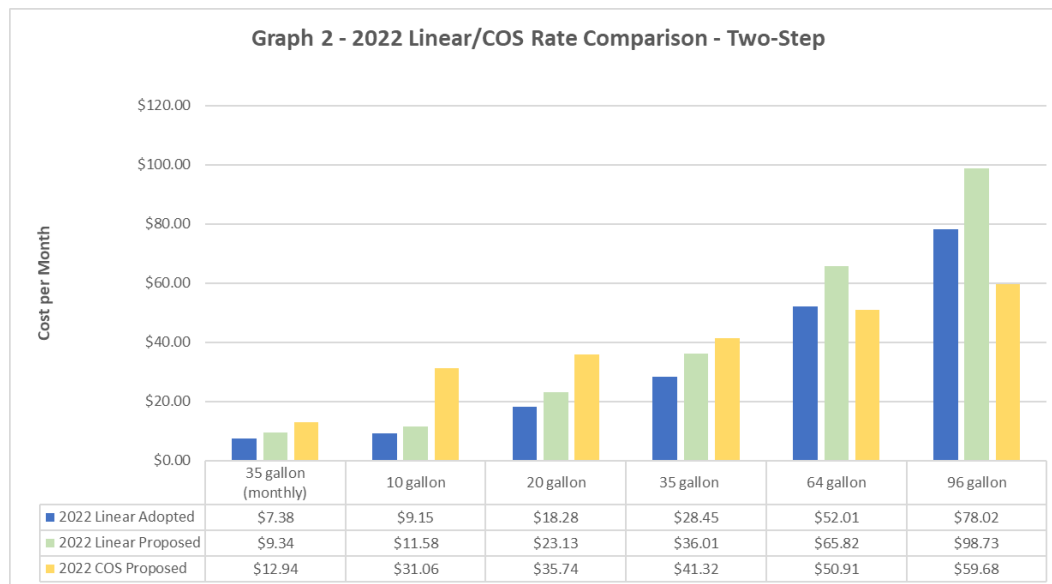
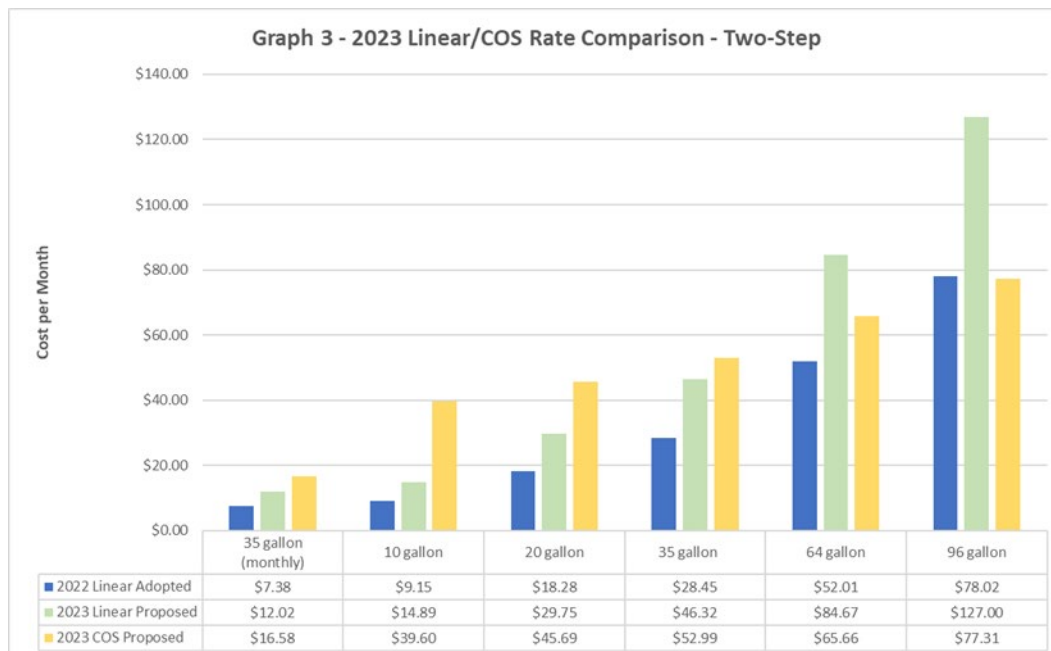
Below is an analysis of the two-step and three-step equal rate increase options that assume the elimination of the multifamily/commercial cross subsidy of single family residential by the end of 2023. To limit the complexity of presenting numerous scenarios, staff has chosen to present the two- and three-step linear and cost-of-service rate increase scenarios with equal rate average rate increases and no cross subsidy. Staff is prepared to develop other hybrid rate scenarios after receiving direction from Council on the rate policy questions posed later in this staff report.

I. Two-Step Equal Rates Increase Scenarios—Linear and Cost-of-Service (No Cross Subsidy)

Table 5: Two-Step Rate Increase Scenario (Equal, No Cross Subsidy), below, shows a side-by-side comparison of the equal percentage rate increases for linear and cost-of-service rate structures for a two-step rate increase implementation with no cross subsidy. With a linear rate increase, the January 2022 and January 2023 rate increases would average 25.5%. By comparison, the two-step rate increase under a cost-of-service rate structure would be approximate 25% each year. While the rate increases by year are relatively close between the linear and cost-of-service rate models, the actual service level pricing and price per gallon vary substantially because of the inherent nature of the rate structures.

<i>Table 5: Two-Step Rate Increase Scenario (Equal, No Cross Subsidy)</i>				
Sector	Linear		Cost-of-Service	
	Jan 2022	Jan 2023	Jan 2022	Jan 2023
Single Family	28.2%	27.9%	27.9%	27.6%
MF/Commercial	22.4%	22.6%	22.0%	21.9%
Roll-off	10.6%	10.7%	10.0%	10.0%
Average	25.5%	25.5%	25.1%	25.0%

Graphs 2 and 3, below, are included as an example to illustrate the relative difference between the rates in the adopted 2022 rate ordinance (left blue bar) compared to the proposed substitute linear and cost-of-service rate alternatives in the residential sector for 2022 and 2023 in the two-step, no cross subsidy scenario. A linear rate structure increase (middle green bar) will increase the monthly pricing and price-per-gallon of the larger carts (64 and 96 gallon) proportionally more than the smaller carts (10 and 20 gallon). By comparison, with a cost-of-service rate structure (right yellow bar) the rate structure flattens and the monthly rates and price-per-gallon for the smaller carts increases substantially while the rates for the larger carts are reduced drastically relative to linear rates.

Graph 2 - 2022 Linear/COS Rate Comparison - Two-Step**Graph 3 - 2023 Linear/COS Rate Comparison - Two-Step**

II. Three-Step Equal Rates Increase Scenarios – Linear and Cost-of-Service (No Cross Subsidy)

Table 6: Three-Step Rate Increase Scenario (Equal, No Cross Subsidy), below, shows a comparison between the percentage rate increases for linear and cost-of-service rate structures under a three-step rate equal percentage rate increase implementation with no cross subsidy. All three overall rate increases would average 16.3% under a linear rate model and about 16.1% under a cost-of-service rate model.

<i>Table 6: Three-Step Rate Increase Scenario (Equal, No Cross Subsidy)</i>						
Sector	Linear			Cost-of-Service		
	Jan 2022	July 2022	Jan 2023	Jan 2022	July 2022	Jan 2023
Single Family	18.0%	18.0%	18.0%	17.8%	17.7%	17.8%
MF/Commercial	14.3%	14.3%	14.3%	14.2%	14.2%	14.1%
Roll-off	6.6%	6.9%	6.6%	6.5%	6.5%	6.5%
Average	16.3%	16.3%	16.3%	16.1%	16.1%	16.2%

Cross Subsidy Rate Models

The rate increase scenarios presented above assume a rate model with no cross subsidization of the single-family sector by the multifamily/commercial sector. If Council wishes to retain the current cross-subsidy, or return to the previous cross-subsidy amounts, the single-family rates would decrease slightly relative to the multifamily/commercial rates and multifamily/commercial rates would increase relative to single-family rates.

Single-family Residential Cross Subsidy Impacts

As an example, if the cross subsidy was increased to \$500,000, the cart-based service rate reduction for the single-family sector under a two-step *linear* rate model would range between 40 cents per month for smaller cart sizes up to \$4.22 per month for larger cart sizes by 2023. Under a two-step *cost-of-service* rate model, the cart-based single-family rates would be reduced between 55 cents to \$2.55/month depending upon the service level. Alternatively, under a three-step *linear* rate model with the same \$500,000 cross subsidy example, the reduction in single-family rates would range between 50 cents per month up to \$5.78 per month. For *cost-of-service* rates for the three-step scenario, single family rates reduction would be the same as the two-step scenario by 2023 (55 cents to \$2.55).

Multifamily Commercial Cross Subsidy Impacts

Using the same \$500,000 cross subsidy example above, multifamily/commercial rates would be relatively higher with a cross subsidy than without. Under a two-step *linear* rate increase scenario, multifamily/commercial dumpster rates would cost between \$9.01 to \$40.79/month more. Under a two-step *cost-of-service* rate structure, multifamily/commercial rates would range between \$11.09 to \$39.80/month more by 2023. The pricing increases for the linear and cost-of-service three-step rate models are almost identical to the two-step scenarios.

Related Attachment

Attachment 2 to this staff report, "Preliminary Rate Pricing Comparisons," provides a full side-by-side rate comparison of the single-family cart and multifamily/commercial containers for the two-step and three-step linear and cost-of-service rate implementation scenarios with no cross subsidy. For the sake of brevity, the table only shows the pricing for once per week service for the seven multifamily/commercial service levels. The cart-based rates for multifamily/commercial are the same as single-family residential. In total, there are 42 combinations of different service frequencies for multifamily/commercial (seven service level and up to six days of service).

POLICY QUESTIONS, STAFF ANALYSIS, AND RECOMMENDATIONS

The following are rate policy questions for the Council's consideration. The answers to these policy questions will allow staff to develop a proposed rate increase implementation strategy and calculate the final proposed retail rates. Below each question, staff has offered analysis of each policy choice.

1. Does the Council prefer a two-step increase, a three-step increase, or an alternative retail rate increase implementation schedule?

Staff Analysis: The average incremental rate increase percentages previously discussed between the two-step and three step linear and cost-of-service rate scenarios are almost identical. For the two-step scenarios, the January 1, 2022 and January 1, 2023 rate increases would be about 25% each year. For the three-step rate increase scenarios, the January 1, 2022, July 1, 2022, and January 1, 2023 would each be about 16% each year. The City of Auburn City Council chose a three-step rate increase implementation.

Staff Recommendation: Three-step retail rate increase implementation due to the size of the rate increase.

2. Does Council prefer smoothed (relatively equal) or unequal average rate increases such as starting with a lower percentage increase and ending with a higher percentage increase?

Staff Analysis: The preliminary rate increase implementation scenarios presented have equal average rate increases by year and within service sectors. The following table shows the recent history of average rate increase percentages. Save for the 2013/2014 biennium, when the large rate increase was a result of rampant downsizing after annexation that required a replenishment of the cash reserve, the Council historically has adopted either equal average rate increases, or unequal average rate increases that are relatively close in size. If the Council prefers unequal rate increases, the two-step scenarios increases would be about 27% on January 1, 2022 and 23% on January 1, 2023. For the three-step scenarios, the January 1, 2022 increase would be 6%; the July 1, 2022 increase would be 39%; and the final increase on January 1, 2023 would be about 6%. The unequal rate increase scenarios take into account when the actual wholesale rate increases occur whereas the equal rate increase scenarios spread the cost increases over the two-year period.

Table 7: Recent Biennial Solid Waste Rate Adjustments	
Year	Average Increase
2013	12.9%
2014	0%
2015	3.3%
2016	3.3%
2017	2.8%
2018	1.7%
2019	3.4%
2020	3.4%
2021	0%
2022	2%

Staff Recommendation: *Because of the size of the preliminary retail rate increases and past history of adopting equal rate increases or rate increases close in percentage, staff recommends smoothed (equal) rate increases, specifically a smoothed, three-step rate increase implementation.*

3. Does the Council prefer to continue with Kirkland's current linear rate structure, shift to a cost-of-service rate model, or another alternative rate structure?

Staff Analysis: *As discussed, Kirkland's current linear rate structure is foundational in supporting Kirkland's high diversion rate and waste reduction efforts, but it results in customers with large carts subsidizing the lower cost of smaller carts. Linear rates are supported in the Sustainability Master Plan and support the waste disposal, waste generation, and recycling diversion goals and actions in the Comprehensive Solid Waste Management Plan. Linear rates encourage customers to downsize to save money, but such downsizing, if not accurately accounted for in the rate model, can result in a serious shortfall in revenues as occurred after the 2011 annexation. Given the substantial rate increases for the large cart sizes under the proposed linear rate increase implementation scenarios, there is an inherent risk even with a downsizing rate hedge built into the rate model that the relatively higher prices for large carts and containers may spur a greater rate of downsizing than predicted and a consequent revenue shortfall. If such a shortfall were to occur, the deficit would need to be made up through the replenishment of the cash reserve and would drive rate increases in subsequent years. However, staff and its consultant team do not anticipate the rate of downsizing would be as drastic as what occurred in 2011/2012 because the rate increases would be made within an established linear rate structure to which customers have been acclimated. As such, staff is projecting a 2.6% downsizing rate in 2022 and in 2023 in the linear rate models. The 2.6% downsizing rate has been adjusted to account for the slight trend in upsizing that developed before and during the pandemic.*

The cost-of-service rate structure is the most common rate structure among cities. Cost-of-service rates do not encourage waste reduction or recycling, but they do make large cart sizes more affordable relative to small, and do not have the subsidization of smaller carts by larger carts. Cost-of-service rates are immune to the downsizing phenomena seen with linear rates. A shift to cost-of-service rates would require staff to build in an upsizing estimate into the rate model because it is expected there would be a significant upward migration of customers from smaller to larger carts over time if the City transitioned to cost-of-service rates.

The rate differences between linear and cost-of-service rate structures are substantial and distinct. For example, under the preliminary two-step, no cross-subsidy rate increase implementation scenario, a residential customer with a 96-gallon cart service with cost-of-service rates would pay only \$59.68 per month on January 1, 2022 versus the Council-adopted 2022 linear rate of \$78.02 per month. In contrast, a customer with a 10-gallon trash service would pay \$31.06 per month under a cost-of-service rate increase on January 1, 2022 versus only \$9.15 per month under the current 2022 Council-adopted linear rates.

For more detail on how both linear and cost-of-service rate structures cost-to-the-environment can be evaluated using the Sound Resource Management MEBCalc software tool, please refer to Attachment 3 to this staff report.

Staff Recommendation: No staff recommendation as it depends upon the policy priority selected by the Council.

4. Does the Council wish to replenish the cash reserve to approximately \$2.3 million by the end of 2023 or choose a lesser or greater cash reserve fund balance target?

The City's conservative Solid Waste Fund cash reserve policy is to maintain a cash reserve balance equal to one month's invoice payment to WMI for collection and disposal services rendered plus City administrative expenses and a modest reserve. Any funds held over the minimum cash reserve target can be used to moderate future rate increases in the event of unanticipated downsizing and/or be used as an emergency contingency in the event of a natural disaster. The cash reserve balance currently stands at approximately \$1.54 million and if there is no change to the reserve policy, will have to be increased to cover monthly payments to WMI under the new contract. The average monthly invoice to WMI is projected to be about \$1,750,000 under the new contract. The average monthly Solid Waste expenses is \$398,000 which results in a minimum cash reserve balance target of \$2,148,000 or a minimum increase relative to current of \$608,000. It is recommended, however, that the minimum cash reserve balance target be increased to at least \$2,300,000 by the end of the 2023-2024 biennium to provide a contingency against unanticipated downsizing and have funding on hand in case of an emergency. The Council may wish to consider a replenishment to a lower amount if the decision is made to transition to a cost-of-service rate structure, which eliminates the risk of downsizing inherent to linear rates. The requirement to maintain a lower cash reserve balance of \$2,148,000 would reduce the retail rate increase nominally (<0.50 percentage point).

Staff Recommendation: Replenish the cash reserve balance to \$2.3 million by 2024 under a linear rate structure, or consider a lower amount if Council decides to transition to a cost-of-service model.

5. Does the Council wish to eliminate the multifamily/commercial subsidy of single-family residential rates by 2023, retain the existing cross-subsidy, or return to a cross subsidy to a ceiling of \$500,000 by 2023?

Staff Analysis: *In 2016, the City Council directed staff to eliminate all cross subsidies in Solid Waste utility rates, requiring that rates "...will be set to eliminate the cross subsidies between customer classes on or before the end of 2022, unless such date is determined by the City Council to be impractical due to unforeseen circumstances impacting a utility rate such as a significant wholesale rate increase imposed by a provider." For the 2021/2022 biennium, the elimination of the remaining \$158,000 cross subsidy was deferred because of the economic impacts of the pandemic, and the elimination of the subsidy was slated to be addressed in the 2023/2024 rates. Staff regards the WMI proposed wholesale rate increase as "significant" and therefore this affords the Council the flexibility to maintain the current cross subsidy or even to increase the cross subsidy, if desired. When examining the difference between retail rates in the "no cross subsidy" and the "\$500K cross subsidy" scenarios, the residential rates are relatively lower with a cross subsidy, but not markedly so. One potential compromise would be to hold the cross subsidy at \$158,000 and neither reduce the cross subsidy to zero nor increase it to \$500,000.*

Staff Recommendation: *Staff recommends maintaining the current \$158,000 subsidy in the 2021/2022 rates and deferring the removal of the subsidy until 2024. Alternately, the Council may wish to consider eliminating the cross subsidy entirely.*

6. Does the Council wish to transition to paying disposal fees directly to King County?

As discussed, disposal fees are passed through to the customer through the disposal component in the wholesale rates. The contractor hauls trash to King County transfer stations and receives a bill for the disposal directly from the King County. If the total actual aggregate tonnage disposed in each month exceeds the total estimated disposed tonnage from the cart and container weight estimates, then the contractor pays more for disposal than projected. Conversely, if the total actual aggregate tonnage disposed in each month is less than the total estimated tonnage from the cart and container weight estimates, then the contractor pays less than projected. While tonnage disposed varies from month-to-month, if the initial cart and container weights are dialed in accurately, then the contractor's gain or loss on the disposal component of the rates over the course of a year will be at or close to neutral.

With a shift to the direct payment of disposal fees, the City would be billed directly by King County for the actual tonnage disposed. According to the draft contract, the contractor would reduce its overall compensation for each service level by 110% of the disposal fee component plus the current business and occupation tax based upon the cart and container weights in its current wholesale rates at the time the transition is made. The additional 10% reduction addresses the estimated margin the contractor builds into its wholesale rate on the disposal component. The disposal component would remain in place in the City's retail rates and disposal costs still would be passed through to customers. The contract allows the City to pay for periodic container weight studies to ensure the disposal component passed through to the customer in the City's retail rates is accurate and closely reflects actual tonnage disposed. In addition to the need for staff administrative time to review and reconcile King County disposal fee invoices with contractor tonnage receipts received at transfer stations, the contractor needs to ensure that Kirkland's collection routes are "clean," meaning that the contractor only collects trash from Kirkland customers before disposal and that the drivers consistently use Kirkland-specific disposal cards at transfer stations. These conditions are not insurmountable and other cities, such as Renton, have transitioned successfully to direct billing of disposal fees with minimal administrative impacts.

Based upon analysis provided by Sound Resource Management, the City could save up to \$877,000 per year by transitioning to paying disposal fees directly to King County. The \$877,000 in savings is the difference between the estimated disposal component costs in the WMI wholesale rates using the aggregate of the average container weights and the actual tonnage Kirkland is anticipated to dispose of in 2023. It is important to note that if Kirkland residential population and/or commercial activity goes up a lot, the 2023 disposal component total for the two customer sectors likely would also go up proportionally thereby reducing the potential savings.

After interviewing City of Renton staff, staff does not anticipate any need for additional resources to administer paying disposal fees directly to King County but if the transition results in an unforeseen administrative burden, a nominal staffing increase in Solid Waste or Utility Billing may be required (.25 FTE or less) the cost of which would reduce the overall annual savings. According to the draft contract, the City must provide 180 days' notice to the

contractor to transition to direct billing. Therefore, the City would not begin accruing savings until January 1, 2023 at the earliest because of the July 1, 2022 contract start date. Staff could also raise a July 1, 2022 start into negotiations for the new contract.

Staff Recommendation: *Implement starting January 1, 2023 unless WMI is willing to implement at the start of the new contract on July 1, 2022.*

Summary of Potential Cost Savings and Alternatives

Table 8, below, summarizes the areas for potential cost savings and increases. At the September 7, 2021 Study Session, the Council agreed with the staff recommendations to accept the residential bulky waste collection service and contractor retaining all recycling commodity revenues alternatives in the RFP. The Council directed staff to accept the free November yard waste extras RFP alternative that staff had recommended as an alternative to consider. After discussion, the Council also directed staff to decline the every-other-week trash collection alternative and the every-other-week recycling option that was not included in the RFP. The potential cost savings associated with declining the replacement of the solar-powered Big Belly trash containers (estimated \$150,000) and the inclusion of electric route manager and box truck vehicles (\$87,000) were not included in the table because those costs already are embedded in the WMI wholesale rates and Council concurred with the staff recommendation to negotiate the replacement of the Big Belly containers and to accept the electric route manager and box trucks.

A \$236,000 reduction in the WMI wholesale revenue requirement results in an approximate one percentage point reduction in a retail rate increase. Based upon direction received and assuming Council concurrence with the staff recommendation to transition to the direct payment of disposal fees starting on January 1, 2023, the average retail rate increase could be reduced by a net \$1,257,434 or about 5.33 percentage points.

Table 8: Potential Cost Savings and Alternatives

Item	Area	City Council Direction/Staff Recommendation	Savings	Additional Cost	Retail Rate +/-
Bulky Waste Collection	RFP Alternative	Accept		\$38,490	+0.16 pp
Free November Yard Waste Extras	RFP Alternative	Accept		\$47,090	+0.19 pp
Contractor Retains All Recycling Commodity Revenue	RFP Alternative	Accept	(\$466,014)		(1.97) pp
Direct Payment of Disposal Fees	Contract Provision	Implement – Staff Recommendation	(\$877,000)		(3.71) pp
Subtotal – Council Directed			(\$1,343,014)	\$85,580	(5.33) pp
Every-other-week Garbage Service	RFP Alternative	Decline	(\$964,634)		(4.08) pp
Every-other-week Recycling Service	Alternative	Decline	(\$706,492)		(2.99) pp
Subtotal – Not Recommended			(\$1,671,126)		(7.07) pp

American Recovery Plan Act Funds (ARPA)

As noted during the Council's April 29th retreat, utility bill arrears have grown significantly in the past 18 months, and staff is recommending using some ARPA funds for a utility billing relief program. The first phase of this program will be for combined utility customers in Kirkland, and although solid waste bills generally represent a smaller portion of a customer's overall bill than water and sewer, future phases of this program also will include solid waste only customers. Currently, staff is assessing whether ARPA funds also could be used preemptively to help mitigate the impact of these proposed rate increases in addition to assistance with current balances. This could take the form of an extension of the relief program to offset increases for lower income residents, or the City covering specific elements of the increased costs. Once full analysis of whether ARPA funds can be used for future rate increases is known, staff will report back on the potential costs and benefits of this program.

NEXT STEPS:

Upon receiving direction from the Council about rate policy questions and a preferred rate increase implementation strategy, staff and its consultant will calculate a final retail rate model and ordinance. Staff appreciates the Council may need additional study/review opportunities in addition to the one scheduled for October 19.

The final retail rate model will be based upon a finalized version of the draft contract and a revised set of WMI wholesale rates modified to reflect the direction given by Council regarding the acceptance of certain RFP alternatives and unrequested services and provisions in the WMI proposal. A recommendation to officially award the contract to WMI together with a retail rate increase ordinance will be brought to the Council for consideration at a future meeting.

Staff anticipates a robust education and outreach effort to residents and businesses using multiple communications channels well in advance of the July 1, 2022 contract start date to explain any changes in service, highlight new services, and explain the drivers behind the rate increase. The communication plan will be included in the staff report when Council considers final award of the contract and adoption of a retail rate increase ordinance.

Attachment 1: 2021 City Rate Comparisons

Attachment 2: Preliminary Retail Rate Pricing Comparisons

Attachment 3: Cost-to-the Environment Analysis of Linear and Cost-of-Service Rate Structures

Table 1
City of Kirkland Single-Family Residential Solid Waste Collection
2021 Monthly Garbage Fee/Bill and Weighted Average Fee/Bill Comparisons

Service Level	Kirkland Customers (June 2021)	2021 Monthly Basic Published Municipal Solid Waste Collection Fees (effective date 9/01/21)													All Avg.
		Kirkland	Seattle	Renton	Bellevue	Redmond	Federal Way	Mercer Island	Issaquah	Sammamish	Auburn	Auburn (09/01)	Snohomish	Everett	
Weekly Garbage Collection [a]															
100 Gallon Mini-Cart (10/12 gallon)	341	\$8.97	\$20.72		\$11.43	\$7.94			\$8.04	\$28.47	\$6.25	\$7.29	\$12.47	\$14.68	
200 Gallon Cart (19/20 gallon)	2,650	17.92	31.50	13.70	12.52	\$15.35	\$17.62	10.32	30.37	12.69	14.61	16.18	10.09	18.18	
Can (12 gallon) - 1	0	46.95	46.95	24.21				16.53	34.86			25.25	20.14	0	
Can (12 gallon) - 2	0	81.90	81.90	32.09				33.08	40.44			37.86	40.87	0	
Can (12 gallon) - 3	0	122.85	122.85	37.14				49.59	62.02			46.92	67.80	0	
Can (12 gallon) - 4	0	163.80	163.80					66.12	78.60			70.88	101.94	0	
32 Gallon Cart (32/32 gallon)	12,694	27.90	46.95	24.11	17.80	20.46	32.20	14.53	34.86	16.11	19.75	29.25	26.47	0	
45 Gallon Cart (45/45 gallon)	5,108	51.00	81.85	27.86				22.26	38.63			29.75	29.78	0	
64 Gallon Cart (64/64 gallon)	0	76.50	122.85	37.08	53.18	45.26	63.84	29.60	43.84			37.26	42.88	0	
90 Gallon Cart (90/90 gallon)	0														
Biweekly Garbage Collection															
32 Gallon Cart	0														
45 Gallon Cart	0														
64 Gallon Cart	0														
90 Gallon Cart	0														
Monthly Cart/Cart (32/32 gallon)	960	7.24	NA	NA	NA	5.86	9.85	7.18	6.40	27.32	NA	10.00	11.29	11.26	
Recycling Only	0	NA	NA	NA	5.45	7.93	11.31	NA	14.40	NA	NA	5.76	8.76	0	
Organics Only	0	NA	NA	NA	5.29	11.84	16.29	NA	NA	NA	NA	11.80	11.80	0	
Recycling & Organics Only	0	NA	NA	NA	13.64	5.80	26.27	20.00	NA	NA	NA	16.43	16.43	0	
Total Single Family Residential Customers	22,765	183,326	36,299	36,732	13,115	16,376	6,884	9,069	16,189	14,229	14,229	16,420	14,229	0	
Rate shown for 32 gallon cart	2,273	\$6.71	\$12.70	\$6.78	\$6.21	\$6.72	\$6.77	\$4.13	\$5.05	\$4.51	\$10.63	\$10.63	\$6.42	\$7.12	
Wtd. Avg. Garbage Fee - Kirkland Service Levels [a]		\$33.48	\$61.49	\$24.36	\$22.19	\$23.09	\$24.87	\$20.73	\$24.73	\$21.86	\$25.21	\$26.35	\$27.20	\$28.48	
Each City's Own Service Levels [b]		\$33.48	\$38.41	\$29.65	\$24.87	\$21.32	\$23.96	\$26.96	\$19.04	\$28.68	\$22.84	\$25.97	\$27.20	\$29.68	
Additional Fees/Taxes:															
King County Household Waste Fee	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
City Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
State Refuse Collection Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Garbage Cans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Recycling Collection	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Recycling Bins	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Yard Debris/Organics Collection (96 cart) [BGN]	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Signage Rate for Subscription Fee-Based Collection	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Yard Debris/Organics Cart	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Used Of Collection	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Wtd. Avg. Monthly Bill - Kirkland Service Levels [a]		\$38.38	\$63.35	NA	\$27.46	\$25.16	\$27.08	\$24.97	\$23.68	\$24.87	\$26.49	\$33.16	\$32.76	\$35.44	
Each City's Own Service Levels [b]		\$38.38	\$38.41	\$27.77	\$24.49	\$20.63	\$22.08	\$24.99	\$17.95	\$28.68	\$23.31	\$26.35	\$27.20	\$29.68	
Other City Rates (Higher/Lower) Than Kirkland Due To [c]															
Tipping Fee Differences	0	\$0.00	\$0.30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
City Tax Rate Differences	0	\$0.00	\$2.30	NA	(\$1.60)	(\$1.14)	\$2.69	(\$1.40)	(\$1.07)	(\$4.03)	(\$0.14)	(\$0.17)	(\$1.08)	(\$0.03)	
Estimated Wtd. Avg. Cost/Bill - Kirkland Service Levels		\$38.38	\$65.65	NA	\$29.10	\$26.30	\$28.76	\$26.37	\$24.76	\$26.79	\$28.64	\$33.31	\$33.84	\$37.07	
Each City's Own Service Levels [b]		\$38.38	\$38.41	\$27.78	\$24.50	\$20.63	\$22.09	\$24.99	\$17.95	\$28.68	\$23.31	\$26.35	\$27.20	\$29.68	
Notes:															
[a] Average fee/bill for other cities calculated using Kirkland's customer service level counts.															
[b] Average fee/bill for other cities calculated using each city's own customer service level counts.															
[c] These items need to be excluded from the cost comparison to determine differences in service cost for solid waste collection, transfer, and disposal, including billing costs, but excluding tax rate and tipping fee differences.															
[d] City-owned or city option to use at curbside only.															
[e] City-owned or city option to use at curbside only.															
[f] City-owned or city option to use at curbside only.															
[g] Seattle has mandatory charge for organics in 13, 32 and 90 gallon container sizes, rate shown is weighted average of these 3 container sizes.															
[h] Federal Way offers subscription service for organics in 32, 64 and 90 gallon container sizes, rate shown is weighted average of these 3 container sizes.															
[i] Auburn offers subscription service for organics in 32, 64 and 90 gallon container sizes, rate shown is weighted average of these 3 container sizes.															

Service Level Counts														
Kirkland	Seattle	Bellevue	Renton	Kirkland	Redmond	Federal Way	Mercer Island	Issaquah	Sammamish	Auburn	container levels	per month	per month	per month
221	21,208	635	357	189	0	158	111	676	0.1457432	0.1457432	0.1457432	0.1457432	0.1457432	0.1457432
442	46,458	6,809	2,840	1,800	3,477	1,397	1,973	1,791	1,085	0.42954204	0.42954204	0.42954204	0.42954204	0.42954204
0	112	0	3	812	0	0	0	0	0	0.00000001	0.00000001	0.00000001	0.00000001	0.00000001
0	51	0	0	0	0	0	0	0	0	0.00000001	0.00000001	0.00000001	0.00000001	0.00000001
0	1	0	0	0	0	0	0	0	0	0.00000001	0.00000001	0.00000001	0.00000001	0.00000001
737	76,268	12,005	8,163	7,931	2,670	4,621	7,202	6,818	2,34874587	2.34874587	2.34874587	2.34874587	2.34874587	2.34874587
873	6,578	2,682	4,847	2,558	5,039	1,080	1,154	1,065	1,09702021	1.09702021	1.09702021	1.09702021	1.09702021	1.09702021
131.0	613	2,690	933	412	1,317	822	243	1,233	728	0.05405541	0.05405541	0.05405541	0.05405541	0.05405541

Note: Yellow highlighting indicates that service level count is an estimate based on service level(s) in other suburban cities or a count prior to 2020.

11-Aug-21

Table 1a
City of Kirkland Single-Family Residential Solid Waste Collection
2021 Monthly 32 Gallon Garbage Cart Fee/Bill Comparisons

Service Level	Kirkland Customers (June 2021)	2021 Monthly Basic Published Fee for 32-Gallon Cart Collection													All Avg.
		Kirkland	Seattle	Renton	Bellevue	Redmond	Federal Way	Mercer Island	Issaquah	Sammamish	Auburn	Auburn (09/01)	Snohomish	Everett	
Weekly Garbage Collection [a]															
32 Gallon Cart (32/32 gallon)	12,694	\$27.90	\$40.95	\$47.55	\$24.11	\$17.80	\$20.46	\$32.20	\$16.53	\$34.86	\$16.11	\$19.75	\$26.29	\$27.92	
Additional Fees/Taxes:															
King County Household Waste Fee	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
City Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
State Refuse Collection Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Garbage Cans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Recycling Collection	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Recycling Bins	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Yard Debris/Organics Collection (96 cart) [BGN]	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Signage Rate for Subscription Fee-Based Collection	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Yard Debris/Organics Cart	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Used Of Collection	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Wtd. Avg. Monthly Bill for 32 Gallon Cart		\$27.90	\$51.16	\$47.55	\$27.16	\$20.46	\$20.76	\$36.78	\$16.23	\$34.86	\$22.91	\$27.47	\$31.61	\$33.58	
Other City Rates (Higher/Lower) Than Kirkland Due To [a]															
Tipping Fee Differences	0	\$0.00	\$0.30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
City Tax Rate Differences	0	\$0.00	\$1.02	NA	(\$1.60)	(\$0.02)	\$2.40	(\$1.20)	(\$0.07)	(\$4.03)	(\$0.11)	(\$0.14)	\$0.00	(\$0.03)	
Notes:															
[a] These items need to be excluded from the cost comparison to determine differences in average cost for solid waste collection, transfer, and disposal, including billing costs, but excluding tax rate and tipping fee differences.															
[b] City-owned or city option to use at curbside only.															
[c] City-owned or city option to use at curbside only.															
[d] City-owned or city option to use at curbside only.															
[e] Seattle has mandatory charge for organics in 13, 32 and 90 gallon container sizes, rate shown is weighted average of these 3 container sizes.															
[f] Federal Way offers subscription service for organics in 32, 64 and 90 gallon container sizes, rate shown is weighted average of these 3 container sizes.															
[g] Auburn offers subscription service for organics in 32, 64 and 90 gallon container sizes, rate shown is weighted average of these 3 container sizes.															

11-Aug-21

ATTACHMENT 1 - Rate Comparisons

Two and Three Step Retail Rates Comparison (Equal Percentages, No Cross Subsidy)											
Service Choice Examples	2022 Adopted Rates	Two Rate Increases - Jan. 2022 & Jan. 2023				Three Rate Increases - Jan. 2022, July 2022 & Jan. 2023					
		Linear		Cost-of-Service		Linear			Cost-of-Service		
		2022	2023	2022	2023	Jan-22	Jul-22	Jan-23	Jan-22	Jul-22	Jan-23
<i>Single-Family Residential</i>											
35 Gallon Cart - monthly	\$7.38	\$9.34	\$12.02	\$12.94	\$16.58	\$8.55	\$10.18	\$12.05	\$11.85	\$14.06	\$16.59
10 Gallon Minican - weekly	\$9.15	\$11.58	\$14.89	\$31.06	\$39.60	\$10.59	\$12.61	\$14.93	\$28.47	\$33.72	\$39.64
20 Gallon Minicart - weekly	\$18.28	\$23.13	\$29.75	\$35.74	\$45.69	\$21.15	\$25.20	\$29.83	\$32.72	\$38.84	\$45.74
35 Gallon Cart - weekly	\$28.45	\$36.01	\$46.32	\$41.32	\$52.99	\$32.93	\$39.23	\$46.44	\$37.78	\$44.92	\$53.05
64 Gallon Cart - weekly	\$51.02	\$65.82	\$84.67	\$50.91	\$65.66	\$60.20	\$71.71	\$84.90	\$46.40	\$55.47	\$65.73
96 Gallon Cart - weekly	\$78.02	\$98.73	\$127.00	\$59.68	\$77.31	\$90.30	\$107.56	\$127.35	\$54.27	\$65.11	\$77.39
<i>Multi-Family/Commercial</i>											
1 Yard Container-weekly	\$99.67	\$118.83	\$144.84	\$152.20	\$183.27	\$111.71	\$126.60	\$144.03	\$137.81	\$163.20	\$183.29
1.5 Yard Container-weekly	\$126.42	\$150.72	\$183.72	\$183.41	\$221.82	\$141.70	\$160.58	\$182.69	\$165.81	\$196.89	\$221.84
2 Yard Container-weekly	\$152.95	\$182.35	\$222.28	\$213.31	\$258.85	\$171.44	\$194.28	\$221.03	\$192.60	\$229.19	\$258.87
3 Yard Container-weekly	\$202.65	\$241.60	\$294.50	\$267.19	\$325.80	\$227.14	\$257.40	\$292.84	\$240.81	\$287.42	\$325.83
4 Yard Container-weekly	\$253.12	\$301.78	\$367.85	\$322.25	\$394.18	\$283.71	\$321.51	\$365.78	\$290.11	\$346.92	\$394.22
6 Yard Container-weekly	\$352.65	\$420.44	\$512.50	\$429.01	\$526.99	\$395.27	\$447.94	\$509.62	\$385.62	\$462.37	\$527.04
8 Yard Container-weekly	\$451.57	\$538.37	\$656.24	\$534.09	\$657.82	\$506.14	\$573.58	\$652.55	\$479.58	\$576.03	\$657.89

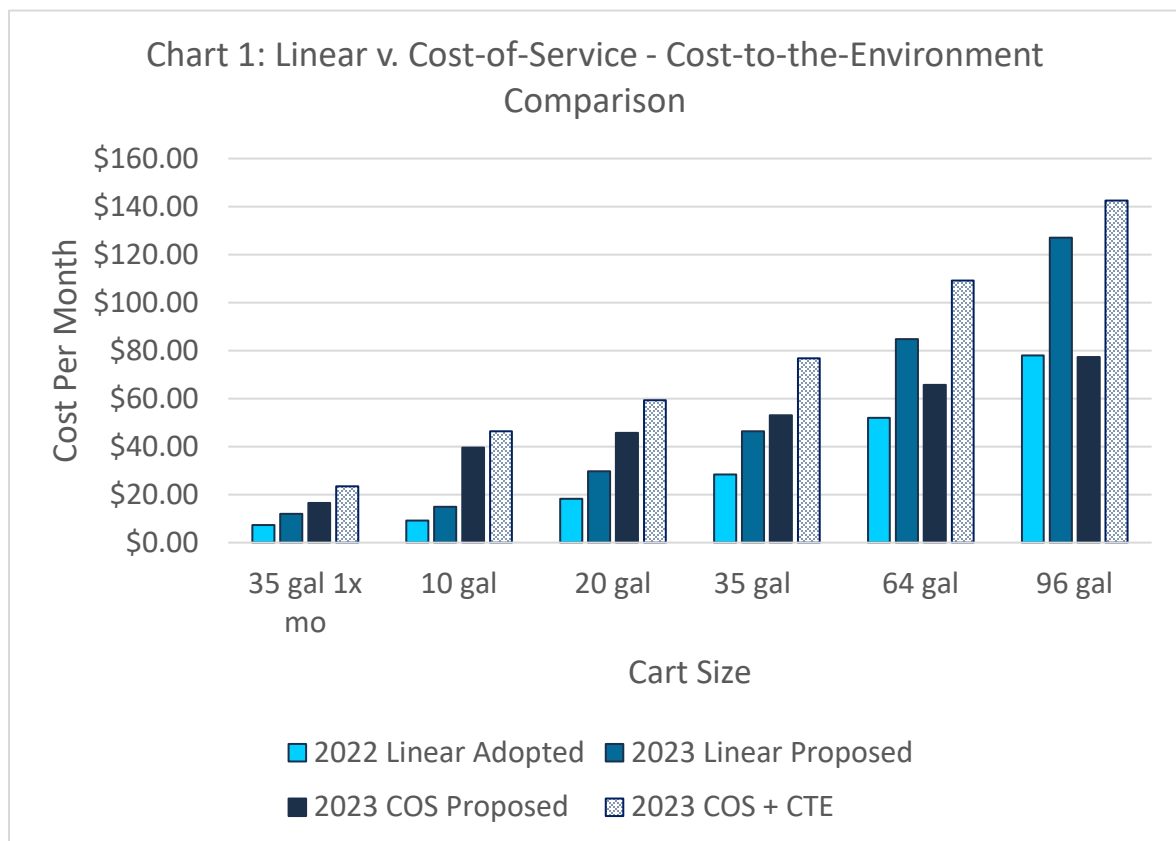
Cost-to-the-Environment Analysis of Linear and Cost-of-Service Rate Structures

While cost-of-service rate structures may be more equitable than linear rate structures strictly from the standpoint of pricing equity, price is not the only aspect that should be considered when choosing between linear and cost-of-service rate structures. The less environmentally friendly cost-of-service rate structure can be evaluated its cost-to-the-environment (CTE) relative to the linear rate structure. Relative to cost-of-service, linear rates are closer to the total service and environmental costs overall because they incentivize residents to downsize to a service level where the total costs for service delivery and environmental impacts are lower.

Sound Resource Management's proprietary software, [MEBCalc™](#) (Measuring Environmental Benefits Calculator), computes environmental costs and benefits for waste diversion and garbage disposal methods over the full life cycle of products and packaging materials in municipal solid waste, covering resource extraction from ecosystems and resource refining through production to end-of-useful-life fate. These environmental economic costs and benefits, which are not included in our economic market system prices, then can be compared to the standard economic system's costs for waste management methods. Adding the environmental net costs to financial costs provides a more accurate measure of what true total costs are for managing the products and materials in our municipal solid waste collection carts. MEBCalc™ relies in part on data for municipal solid waste composition, collection methods and quantities, disposal methods, hauling distances, transport modes, recycling and composting processing residue rates, uses for recycled materials and composted organics, and pollutant emissions for all aspects of the life cycle for municipal solid waste materials and products.

In *Table 1 Linear v. Cost-of-Service—Cost + Cost-to-the-Environment Comparison* below, Sound Resource Management uses the preliminary 2023 Kirkland retail rates from the linear and cost-of-service three-step rate implementation models as an example to compare linear and cost-of-service by factoring in not only the actual financial cost of the service but the cost the service imposes upon the environment. The 2023 Service Costs columns show the monthly service prices for the six cart sizes with service frequencies. The COS Life Cycle Cost to the Environment column shows the additional CTE under the cost-of-service rate structure. The total service cost (financial cost + CTE) is shown in the Adjusted COS Rate column. The last column shows how much less the linear rates are relative to COS when rates are adjusted for the CTE. For example, the linear rate for a 96-gallon weekly service is \$127.35/month whereas the rate under a cost-of-service rate structure is comparatively less at \$77.39/month. However, when the CTE modifier of \$65.14 is added to the cost-of-service rate of \$77.39/month, the service cost plus cost-to-the-environment adjusted rate is \$142.53 or \$15.19 higher than linear. The same outcome holds true for all service levels when the cost-to-the-environment is factored in. *Chart 1* below displays the same comparison in a graphical format.

Table 1: Linear v. Cost-of-Service – Cost + Cost-to-the-Environment Comparison						
Service Level	Service Frequency	2023 Service Costs 3-Step Implementation (Monthly)		COS Life Cycle Cost to the Environment (Monthly)	Adjusted COS Rate (Cost + CTE)	Linear Cost Relative to Adjusted COS
		Linear	COS			
35 gal	Monthly	\$12.05	\$16.59	\$6.85	\$23.45	(\$11.40)
10 gal	Weekly	\$14.93	\$39.64	\$6.78	\$46.42	(\$31.49)
20 gal	Weekly	\$29.83	\$45.74	\$13.56	\$59.30	(\$29.47)
35 gal	Weekly	\$46.44	\$53.05	\$23.75	\$76.80	(\$30.35)
64 gal	Weekly	\$84.90	\$65.73	\$43.44	\$109.17	(\$24.27)
96 gal	Weekly	\$127.35	\$77.39	\$65.14	\$142.53	(\$15.19)



#LRM 101921a

City Clerk



LEGISLATIVE REQUEST MEMORANDUM

Request new legislation, or request staff resources be allocated to issues not included in current budget, City Work Program, or department work plans.

Title: Anti-idling Campaign

Date: October 19, 2021

Requesting

Councilmembers: Falcone/Black

Department(s)

Assigned: Public Works

REQUEST SUMMARY

A clear, concise description of the issue(s) to be addressed, and why the City should be involved.

Last month, community members contacted the Council requesting \$875 to procure certain materials to promote an automobile anti-idling awareness campaign that would leverage volunteer efforts and coordination. The Council discussed this item during its September 21, 2021 Regular Meeting and directed staff to return with a Legislative Request Memorandum to further explore: 1) the funding request; and 2) other ideas the City could undertake, such as laws, expanded signage, and near-term actions that could be taken to address recommendations in the *Sustainability Master Plan*.

BENEFITS

Preliminary potential benefits of the proposal.

Supporting and/or establishing anti-idling efforts could be beneficial in at least these ways:

- Encouraging or causing drivers of internal combustion vehicles to switch off their engines when, for example, waiting in a queue, visiting a job site, or waiting for another person to run a quick errand into a business would reduce CO2 emissions and help abate global warming.
- Excessive or unnecessary idling degrades air quality and increases health risks; anti-idling efforts would lessen health risks.
- Idling wastes fuel and contributes to vehicle wear-and-tear, so reducing idling helps the environment and saves money for the vehicle owner/driver.
- Such efforts could cause community members to think of other small ways they can contribute to mitigating climate change.

IMPACTS

Preliminary potential impacts of the proposal.

- For drivers who do not have automobiles that operate optimally, switching off and on a vehicle may be problematic; a car in a queue may not restart, thereby delaying others or causing a risk.
- Many City public safety vehicles have necessary equipment that requires more energy than a battery can provide for what is needed. Those vehicles idle to keep their equipment running, so requiring anti-idling for them could increase risk and reduce efficiency.
- Occasionally, there are circumstances when City staff use vehicles for protection from the weather, such as during last summer's heat wave or snow events, or safety, such as during the pandemic. Allowing staff to use vehicles has helped the City meet Labor and Industries requirements for water and cooling breaks and distancing.
- While policies and campaigns can be disseminated and promoted fairly easily, were the City to consider codifying certain requirements some laws would be exceedingly difficult to enforce given the quantity of vehicles, the amount of staff, and the possible or likely brevity between witnessing a violation and being able to respond while it was still occurring.

COUNCIL VISION AND GOALS

Check all that apply.

	Inclusive and Equitable Community		Attainable Housing
	Vibrant Neighborhoods		Financial Stability
	Community Safety	X	Sustainable Environment
	Supportive Human Services		Thriving Economy
	Balanced Transportation		Dependable Infrastructure
	Abundant Parks, Open Spaces, and Recreational Services		

EQUITY

Preliminary discussion on how the proposal may impact diversity, equity, and inclusion.

- Those who have respiratory or related health issues may suffer more than other people when subjected to vehicle emissions. Promoting cleaner air would better equalize people's enjoyment of the City's environment.
- Some Kirkland community members are unhoused and use their vehicles as their primary shelter. Were the City to consider codifying certain requirements for anti-idling, the City would need to consider how best to accommodate those people who use their cars for warmth and air conditioning.
- Increasingly, new automobiles are electric, hybrid, and/or have automatic "slumber" features that switch off the engine when the vehicle is stationary. Many people do not have or cannot afford automobiles with those features, putting compliance on an unequal footing.

STAKEHOLDERS / OUTREACH

Preliminary potential stakeholders impacted and outreach to be considered.

- King County League of Women Voters "City Climate Action Committee"
- Lake Washington School District
- Planning Commission and Transportation Commission
- Kirkland operating departments (Fire, Parks and Community Services, Police, Public Works)
- Department of Planning and Building staff (*Sustainability Master Plan*)
- A community engagement campaign commensurate with the option selected (if any)
- Office of the City Attorney
- Research with local and national entities having expertise about anti-idling efforts, such as "Anti-idling America"

RESOURCES AND BUDGET

Preliminary potential staff resources needed and whether current staff and budget authority could accommodate the request.

1. The initial idea was to have volunteers promote an awareness campaign. The requested \$875 could be funded from the Council's Discretionary Fund. Staff time to coordinate with the volunteers and respond to community member questions would be necessary.
2. If the Council wanted to leverage the initial idea and promote an awareness campaign more broadly—meaning area, level of promotion, etc.—it may require 40 FTE hours per week for several weeks during program development and coordination, an as-yet undetermined dollar amount to fabricate and install signage, delivery of a media and community awareness campaign (perhaps 6-8 weeks), then 5-20 FTE hours per week for on-going coordination and responding to resident questions.
3. Were the Council to want to establish a program that applies to City vehicles and staff, there would need to be a series of interdepartmental meetings to coordinate goals and practicalities, discussion with guilds and unions, and on-the-job training. It may require 6-12 weeks to design and implement the program, but perhaps few dollars would be required.
4. If the City wanted a codified Citywide program, that may require about 6 months of community engagement with concurrent research, program development, and legal analysis.

OPTIONS

Potential options or alternatives that could be evaluated.

Unless the Council did not want to explore any of these ideas further at this time, each other option would require some action at a future Council meeting. The Council could:

1. Choose to support the request for \$875 for the community-based awareness campaign. The Council could pass a motion when it so desired, and staff would return at a future meeting with a fiscal note.
2. Leverage the community-based awareness campaign to the degree and scope the Council chose. Staff would develop a proposed media and awareness campaign and a budget for signage and related materials, and seek Council action on the policy and a fiscal note at a future meeting.
3. Direct that an anti-idling program be established for City vehicles.
4. Opt to codify certain anti-idling requirements either Citywide or in a discrete area(s).
5. Select more than one of these options.
6. Decide it did not want to explore any of these ideas further at this time.

ADDITIONAL CONSIDERATIONS*Check all that apply.***XX** Legal analysis required**XX** Fiscal analysis required**??** Legislative change required

State or federal change required

Other (please explain):

Because this discussion is still at the conceptual stage, staff does not have enough information to provide meaningful or reliable financial estimates for the options.

▪ *Department Director responsible for acquiring Finance and Legal approval before submitting to City Manager.*

APPROVALS	INITIAL	DATE
Finance Department	MO	10/14/2021
Legal Department	KR	10/14/2021
Department Director	JFS	10/14/2021
/Submit to City Manager		