RECOVERY FRAMEWORK

City of Kirkland

Office of Emergency Management

Last Update: 05/2021

Recovery Structure

This Framework offers two primary options for recovery based on the incident size and impacts, however as noted previously, the incident will dictate the level of recovery support required.

Authority will be given to recovery leadership by the City Manager or through City Council action. Formally assigning authority will enable various stakeholders to work together in a complex and dynamic environment.

The Recovery Team (RT) is identified as a team of City of Kirkland employees and/or regional partners identified to support, manage, facilitate, or lead the recovery in addition to their regular work. This team may have one or two key staff "reassigned" to support recovery full time, but typically does not require the hiring of new staff at the team level (Table 1).

An Office of Recovery (OOR) is activated through City Council action establishing a standalone office with dedicated funding and often newly hired staff to manage all aspects of recovery.

Recovery Team Overview

Recovery Support Function	Recovery Team Position	Lead City Department	Primary Focus
Management	Recovery Manager/ Team Leader	City Manager's Office	Lead recovery efforts and coordination
Community Planning	RSF Leader	Planning and Building	Land use, permitting, zoning
Economic	RSF Leader	City Manager's Office	Assessment, (re)development, tourism
Health	RSF Leader	Fire Department	Healthcare system, EMS, environmental assessment/ risk/guidance
Human Services	RSF Leader	Parks and Community Services	Mental health, housing, unmet needs, social systems, advocacy, personal property, coordination of non-profit and community groups
Infrastructure	RSF Leader	Public Works	Utilities (public and private), roadways/bridges, debris
Natural Cultural	RSF Leader	Parks and Community Services	Environment – trails, rivers, parks, historical sites, memorial
Support	Coordinator	City Manager's Office	Legal, financial, communications, community connections, technical experts
Critical Partners	Representative	N/A	County, Federal, State, municipal, tribal, business, NGO liaison, and coordination of efforts

Table 1 - Recovery Team Overview

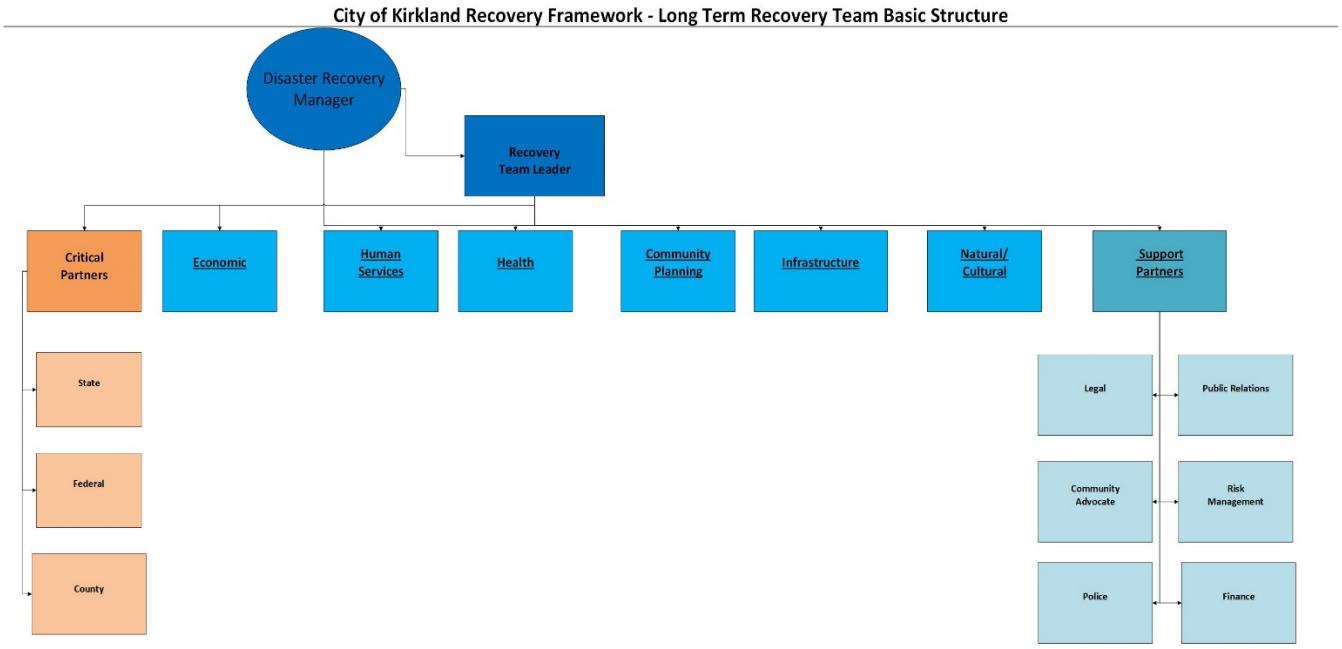


Figure 4 - Recovery Team Basic Structure

Roles and Responsibilities

City of Kirkland

City Leadership

City Manager

Will provide elected official coordination and request support/funding from local, county, state, and federal representatives, guide overall recovery policy direction, and appoint/designate the Disaster Recovery Manager (DRM).

City Council

Will provide policy approval for funding support/allocation, approve appropriate motions, ordinances, or other required legislation to facilitate long-term recovery, and serve as recovery advocates with local, county, state, and federal elected leaders.

Disaster Recovery Team

All members of the recovery effort have the responsibility to keep the Disaster Recovery Manager (DRM) advised of their actions, facilitate recovery work, communicate with staff and the public, track and document all costs, and engage recovery partners to accomplish efforts. See the Recovery Positions appendix for detailed, position-specific information.

Disaster Recovery Manager (DRM)

Will lead recovery, represent the City, and provide policy direction to the Recovery Team/Office of Recovery.

Recovery Team Leader (RTL)

Will coordinate the recovery team including information sharing, documentation, meeting facilitation, community outreach, stakeholder engagement, and other tasks as directed by the DRM. Serves as the alternate DRM as needed.

Recovery Support Function (RSF) Leader

Will facilitate planning and tasks associated with their specific area of recovery. It is recommended that each RSF have a primary and alternate lead identified.

RSF Support Agencies/Partners

Will participate in recovery planning and tasks as appropriate to the recovery priorities and their operational authority when requested by the DRM, RTL, or RSF Leader.

City Departments

All City of Kirkland Departments will support recovery as requested by the DRM and/or City Manager with resources, including but not limited to staff, facilities, equipment, supplies, and/or funding.

Kirkland Residents

The City of Kirkland promotes personal preparedness to all residents. The concept of preparing to respond to and recover from a personal, local, or regional incident is socialized through numerous programs. The expectation is that the public will know their risks, mitigate them if possible, be prepared to respond as able, and have a personal plan for recovery should they be directly affected by an incident. Personal long-term recovery plans should include housing, health, emotional, social, financial, legal, and liability considerations.

Kirkland Businesses

Businesses are encouraged to plan for disruption and recovery, including but not limited to, staff support, supply/inventory management, extended closures, infrastructure failures, alternate service delivery, and insurance needs.

Residents and businesses may participate in the recovery process through community engagement and outreach opportunities specific to a project or the overall recovery. When possible and appropriate, businesses and community members will be invited to participate in recovery projects as contractors, personnel, advisors, and/or supporters.

County Government

King County Government has a role of supporting local jurisdictions through the recovery process by providing technical assistance, facilitating access to County or State agencies/resources, supporting hazard mitigation, Individual and Public Assistance programs, and requesting State and/or Federal support on behalf of the City of Kirkland.

State Government

The State of Washington has a role of supporting local jurisdictions through the recovery process by providing technical assistance, facilitating access to State agencies/resources, supporting hazard mitigation, Individual and Public Assistance programs, and requesting Federal support on behalf of the City of Kirkland. Reference: WA Disaster Restoration Framework

Federal Government

The Federal Government has a role of supporting local jurisdictions through the recovery process by providing technical assistance, facilitating access to federal agencies/resources, and supporting hazard mitigation, Individual and Public Assistance programs. Reference: National Disaster Recovery Framework (NDRF)

Other Agencies

Nongovernmental (NGO), faith-based, higher education, volunteer organizations, private sector stakeholders, and regional development organizations such as Puget Sound Regional Council may support recovery through participation at the Recovery Team or Office of Recovery level as appropriate to their role in recovery. Support may include personnel, funding, and/or other resources as requested by an RSF Leader.

Concept of Operations

General

Recovery is a purposeful process that takes weeks to years to complete and establishes the post-incident "new normal".

The concept for recovery in the City of Kirkland is to have a Recovery Team (RT) or Office of Recovery (OOR) established shortly after the incident occurs to coordinate recovery efforts and/or projects as directed by the Disaster Recovery Manager acting under the authority of the City Manager.

Recovery must be taken into consideration during the initial response to an incident and implemented as soon as resources allow; often the initial phase of recovery is simultaneous with response efforts. Being familiar with recovery priorities may help guide and direct incident response and expedite recovery actions.

The RT or OOR will assess the incident situation, identify recovery priorities and resource needs, and establish a strategy for meeting the recovery goals for a specific incident.

The Recovery Team will meet regularly to faciliate a coordinated efficient recovery process.

Disasters dictate the timeline of activities. The response phase can last a few hours to weeks, depending on the size and complexity of the incident. The recovery phase will typically last weeks to years or even decades depending on the size, complexity, and impacts of the incident.

Implementation

The concept of recovery should be addressed within hours of the initial response. The discussion needs to include consideration for economic, social, emotional, and environmental impacts to the affected community(ies).

Recovery is characteristically described as three phases:

Short-Term	Typically involving immediate actions such as restoration of critical infrastructure and FEMA Individual Assistance.
Intermediate	Typically involving actions that are intended to stabilize a situation while long-term recovery projects are established.
Long-Term	Typically projects that lead to restoration, rebuilding, and/or development of capabilities in the incident area.

All incidents will require some form of recovery, the recovery activities are directly correlated to the impacts of the incident. Thus, anytime the Emergency Operations Center is activated the need for a formal recovery effort, including staff and projects, needs to be considered. The incident specifics will identify the value of using the Framework to guide recovery.

Recovery Activities

The incident will dictate the specific recovery activities required for a purposeful long-term recovery; however, there are some activities that will occur with all recovery efforts regardless of size and scope.

Assessment

- A thorough impact assessment is important to understand where capability exists and where recovery resource support is required. Only RSF's and positions that are directly supporting a recovery priority will be activated, minimizing unnecessary use of limited resources.
- Each RSF will identify:
    - the incident impacts to their capability
    - prioritized recovery goals specific to the RSF
    - the tasks, resources, and policy decisions/actions required to achieve the goals
    - the participants and/or dependencies with internal and external agencies required to reach the RSF goals
- The assessment is a rapid process designed to quickly consolidate data for coordination across RSFs and to guide the establishment of overall recovery priorities for leadership approval.

See the attached Recovery Assessment Template for details.

Strategy

- Based on the findings of the impact assessment a documented recovery strategy supporting the achievement of priorities and goals will be developed.
- The strategy will be a fluid concept with the flexibility to meet the challenges and adjustments that are expected during recovery.

See the attached Recovery Strategy Template for details.

Community Engagement

- The community should be engaged through a variety of methods, including but not limited to:
    - face to face or virtual meetings
    - written correspondence i.e.: letters, email, or bulletins
    - social media i.e.: Facebook, Twitter, Nextdoor, Instagram, etc.
    - input forums (electronic and in-person)
    - other methods as identified as meeting the needs of the affected community.
- Engagement should be initiated as soon as possible and continue throughout the recovery process.

Meetings/Coordination

- The RT or OOR staff must meet on a regular basis to effectively support recovery priorities. For a team, this is likely to be weekly during the short term and monthly during the long-term recovery process. An OOR is likely to have daily meetings for short-term efforts transitioning to weekly or monthly meetings for long-term sustainment. Regular dedicated recovery meetings are critical to coordination, information sharing, and direction on priorities and expectations. The meetings serve as the venue for the identification of dependencies and at times resolution of competing priorities.
- The meetings will be facilitated by the RTL with decisions and direction provided by the DRM or their designee. One of the key aspects of the regular meeting is to allow the RSF Lead and sub leads, if appropriate, the opportunity to present updates, briefings, and requests for support to the primary recovery participants. Depending on the size of the RT or OOR, it may be possible to include all leads and sub leads at every meeting or it may be necessary to limit meetings to RSF Leaders.

Support

- The RT/OOR will require resources to complete the goals identified in the impact assessment.
- Resources include items that are part of everyday operations such as computers and phones, as well as specialty items such as plotters, safety equipment, or cameras.
- The most critical resource to the recovery team will be that which supports the emotional/mental health of the team. Focusing on an incident, particularly ones that involve fatalities, for long periods have effects on staff that are not always immediately apparent. The need for ongoing emotional care will be critical to the RT/OOR staff.

Tracking/Reporting

- All recovery activities must be documented and tracked, and status reports should occur on a regular basis.
- Regular status reports to appointed/elected leaders should be provided to confirm progress towards recovery priorities and goals is occurring.

Financial Tracking/Reimbursement

- Tracking the cost of recovery is key to understanding financial impacts, seeking reimbursement if available, and in planning for potential future recovery needs.

Close Out

- Capturing the lessons observed, best practices, and development of recovery strategies and plans is critical to the ability to improve and build capability for future incidents.
- Each RSF and support agency will write a short debrief document explaining what they contributed to the recovery, tasks accomplished, critical milestones, gaps and solutions, and recommendations to future efforts.

Communication

The Disaster Manager will serve as the recovery spokesperson and/or identify representatives of the RT/OOR to speak at meetings, to media, or in writing. The incident will dictate the communications approach however, regular consistent messaging from the recovery leadership to partners, survivors, and the broader community is critical to a well-received and successful recovery. Communications should be a mix of in-person sessions, email, press release/interviews, and social media posting. This combination will reach the greatest number of interested parties.

There should be a tiered approach to information distribution starting with the most affected persons followed by the least affected and eventually the general public and media.

Each recovery project should have a specific communication plan outlining how the audience will be engaged and which team/office representative will speak to the topic. See the attached Project Communication Template for details.

Funding

Funding for long-term recovery is not as clearly defined as for response and short-term recovery efforts therefore the City of Kirkland will need to plan for potential recovery costs, including matches to grants, prior to an incident. Some points to consider when developing a funding strategy prior to or during long-term recovery efforts include the following:

- City department budgets will have to support recovery efforts either partially or completely.
- Most long-term recovery efforts will not be reimbursed.
- Donation of funding is often expected to be used for the community so use in City recovery will be limited to specific projects that serve the community such as a memorial.
- Grants will take time to apply for and obtain funding and often have very specific compliance requirements limiting some flexibility of use.
- Staff will be reassigned to support recovery requiring adjustments of pre-incident work plans.
- The size and impact of the incident will directly correlate with the availability of funding.
- City departments will be forced to use established budgets to support aspects of recovery, some of which may be reimbursed but likely not all costs.
- Capital projects may be necessary. Existing ones may be postponed, canceled, or otherwise adjusted based on the incident.
- During recovery an open mind to funding options is key.
- Regardless of whether the City of Kirkland is granted a Presidential Declaration under the Stafford Act, a number of Federal agencies such as the U.S Small Business Administration, the U.S. Department of Agriculture, U.S. Army Corps of Engineers and

the U.S. Department of Housing and Urban Development maintain programs that can directly support the needs of impacted communities.

Possible sources for recovery funding are listed below including the lead agency and information about the city match requirements. Contact a specific agency for details of possible funding options.

- Federal Emergency Management Agency (FEMA)-
  - Coordinated through State Emergency Management
  - Public Assistance (PA) Match up to 25% (typically split 50/50 with the state)
  - Individual Assistance (IA) for persons affected by the incident
- US Housing and Urban Development (HUD) –
  - Coordinated directly with local jurisdiction
  - Community Development Block Grant (CBDG)
  - CDBG-Disaster Recovery (CDBG-DR)
- US Economic Development Administration (EDA)
  - Coordinated directly with local jurisdiction
  - Local match up to 25%
- US Department of Labor
  - NEG- National Emergency Grant – no match
- US Health and Human Services
- Center for Disease Control
- WA State Department of Commerce
- Reallocation of County, State, or Federal appropriations
- New State or Federal appropriations or Acts
- Various State or Federal grants – www.grants.gov
- City of Kirkland "recovery fund"- if one exists or is allocated at the time of the incident
- Foundations
  - Gates, Rockefeller, etc.
- Non-Profits
  - United Way, Red Cross, faith-based, community, cultural
- Associations
  - Recreation
  - Cultural
  - Economic
- Private individuals

Administration

This Framework will be reviewed for updates or revisions at least annually and/or after each use of the document.

City staff, identified to support recovery, should be provided a review of their recovery roles and responsibilities every year, with the recommendation for a recovery-focused exercise at least every three years.

Training may consist of a seminar, workshop, or independent study.

Recovery exercises should be conducted at a Table Top or Functional level and, when appropriate, in coordination with or as follow up to a response exercise.

Authorities and References

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

References

City of Kirkland Comprehensive Emergency Management Plan 2021

City of Kirkland CEMP ESF 14: Short and Long Term Recovery 2021

Washington State Restoration Framework 2019

Washington State CEMP ESF 14: Recovery 2020

FEMA National Disaster Recovery Framework 2016

FEMA Effective Coordination of Recovery Resources for State, Tribal, Territorial and Local Incidents 2015

FEMA National Mitigation Framework 2016

LMI Disaster Recovery Positions Library – September 2014

Appendices

These documents are intended to support the Kirkland Disaster Recovery Framework. Printed and digital versions of these documents are available in the Kirkland EOC for incident use.

Recovery Core Capabilities and Definitions

Community Planning	Conduct a systematic process in the development of executable strategic, operational, and/or community-based approaches to meet recovery priorities.
Public Relations	Deliver coordinated, prompt, reliable, and actionable information to the community through the use of clear, consistent, accessible methods to effectively relay information regarding the actions being taken and the assistance being made available.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the achievement of identified recovery priorities.
Economic Recovery	Return economic and business activities (including food and retail) and develop new business and employment opportunities that result in a sustainable and economically viable community.
Health	Restore, sustain, and improve health networks to promote the resilience, independence, health, and well-being of the community.
Human Services	Restore and improve social networks to promote the resilience, independence, emotional/mental health, and well-being of the community. Implement housing solutions that effectively support the needs of the community and contribute to its sustainability and resilience.
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
Natural & Cultural Resources (NCR)	Protect NCR and historic properties through appropriate recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and in compliance with appropriate environmental and historic preservation laws and executive orders.

Recovery Support Function: Community Planning

Lead Agency

Kirkland Planning & Building Department (P&B)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Kirkland Parks & Community Services Department (PCS)

Kirkland Public Works Department (PW)

Kirkland City Manager's Office (CMO)

Office of the Governor

Washington State Department of Commerce

Washington State Department of Natural Resources (WA DNR)

Washington State Department of Ecology (WA DOE)

Local civic, historical, cultural organizations

Local transit and transportation system organizations

Conservation organizations

Scope

The Recovery Support Function – Community Planning identifies the key policies, roles and responsibilities, and capabilities associated with supporting and building effective plans for managing and implementing whole community recovery efforts with a focus on resiliency.

Recovery Priorities

- Identify opportunities for building resiliency into recovery efforts, including code, law, or regulation changes.
- Develop whole community approaches to building back better.
- Integrate Hazard Mitigation strategies into recovery/restoration efforts.

Roles and Responsibilities

- Plan, manage, and implement a mitigation and resiliency focused rebuilding strategy.
- Coordinate planning efforts by engaging the whole community in the process.
- Establish communication and information sharing forum(s) for public, private, non-profit, and community stakeholders involved in community recovery.

Staff Positions

- Recovery Support Function – Community Planning Leader
- Community Planner
- Building Code Specialist
- Hazard Mitigation Manager
- Zoning/Land Use Specialist
- Permit Processing Specialist
- Floodplain Specialist
- Housing Inspector
- Assessor Specialist

Unique Aspects

- Community Planning will need to partner with a variety of participants across neighborhoods to address the interconnectivity of the City.
- The City is unique by geography and community so establishing a whole community approach to recovery will need to be purposeful and thoughtful.

Supporting References

Kirkland Hazard Mitigation Plan

Kirkland Comprehensive Land Use Plan

Kirkland Capital Improvement/Facilities Plan

Washington State Growth Management Act

Recovery Support Function: Economic

Lead Agency

Kirkland City Manager's Office (CMO)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Kirkland City Attorney's Office (CAO)

Kirkland Finance and Administration (F&A)

Local economic development organizations

Office of the Governor

Washington State Department of Commerce

Washington Military Department

Federal Emergency Management Agency (FEMA)

U.S. Department of Commerce (including U.S. Economic Development Administration)

U.S. Small Business Administration

Congressional Delegation

Non-governmental, faith-based and volunteer organizations

Private sector

Universities and community/technical colleges

Scope

The Recovery Support Function – Economic identifies the key policies, roles and responsibilities, and capabilities associated with addressing immediate economic contingencies within the City, as well as preparing for near-, medium-, and long-term economic recovery. The Economic RSF promotes a holistic approach to disaster recovery coordination, support, planning, and implementation for economic systems that serve the community.

Recovery Priorities

1. Assess disaster impacts on economic systems.
2. Address impacts of infrastructure damage, critical functions, essential services, and resources to economic stability and solutions to sustain economic viability.
3. Restore/rebuild the economic foundation of the affected areas as quickly as possible.
4. Support critical businesses in disaster recovery efforts.
5. Identify opportunities for near and long-term economic growth and stability post-incident.

Roles and Responsibilities

- Help address immediate economic needs resulting from an incident.
- Establishing communication and information-sharing forum(s) for economic development and recovery stakeholders.
- Maintain situational awareness to identify and mitigate potential obstacles to economic recovery, both near and long-term.
- Coordinate and leverage applicable agency resources for economic recovery activities.
- Support activities to return the local economy and business environment (including food and retail) to a new normal at the earliest possible time.
- Identify and coordinate with local, county, state, and federal partners to participate in the recovery process, and to develop new business and employment opportunities that result in a sustainable and economically viable community

Staff Positions

- Recovery Support Function – Economic Leader
- Economic Planner
- Business Case Manager

Unique Aspects

- Significant damage to major transportation infrastructure that inhibits the transportation of people, goods and services between Seattle and the Canadian border, and between eastern and western Washington, could have significant and adverse impacts on near-term recovery activities, and long-term economic recovery and redevelopment depending on the level of damage and the amount of time required to reopen roads.
- Economic recovery is dependent on basic infrastructure services (power, water, waste management) to facilitate the operation of businesses. Restoration of these services will directly affect the ability and timeline of business reestablishment.

Supporting References

- Kirkland Comprehensive Emergency Management Plan (CEMP)
- Kirkland Hazard Mitigation Plan (HMP)

Recovery Support Function: Health

Lead Agency

Kirkland Fire Department

Support Agencies

Public Health – Seattle & King County (PHSKC)

Washington Military Department

Washington Department of Health (WA DOH)

Federal Emergency Management Agency (FEMA)

U.S. Health and Human Services (HHS)

Public and Private utility providers

Northwest Healthcare Response Network (NWHRN)

Local hospitals, clinics, and in-patient care centers

Private and commercial long-term care providers

Scope

The Recovery Support Function – Health identifies the key policies, roles and responsibilities, and capabilities associated with the recovery of public health services within the City.

Recovery Priorities

1. Protect the health of the population and response and recovery workers from the long-term effects of a post-incident environment.
2. Restore the capacity and resilience of essential and critical health services and functions, facilities, infrastructure, and resources to meet ongoing and emerging post-incident community needs.
3. Promote self-sufficiency and continuity of the health and well-being of affected individuals; particularly the needs of children, seniors, people living with disabilities and/or functional needs, people from diverse origins, people with limited English proficiency, and identified underserved populations.
4. Reconnect displaced populations with essential health services

Roles and Responsibilities

- Northwest Healthcare Response Network, with the recovery of health services.
- Maintain situational awareness to identify and mitigate potential recovery obstacles to public health and medical recovery.
- Identify and coordinate with local, county, state, and federal partners to assess food, animal, water, and air safety conditions.
- Establish communication and information-sharing forum(s) for Health RSF stakeholders.
- Provide technical assistance in the form of impact analyses and support recovery planning of public health and the health care systems.
- Coordinate and leverage applicable agency resources for health and medical service restoration

Staff Positions

- Recovery Support Function – Health Leader
- Environmental Health Specialist
- Epidemiologist
- Healthcare Recovery Specialist

Unique Aspects

The City serves in a support role related to public health and medical recovery and has limited authority relative to health systems and services.

PHSKC will lead and coordinate health system recovery per State authorities.

- Local Health Officer Authority: RCW 70.05.070
    - Take such action as is necessary to maintain health and sanitation supervision.
    - Control and prevent the spread of any dangerous, contagious or infectious diseases that may occur.
    - Inform the public as to the causes, nature, and prevention of disease and disability and the preservation, promotion, and improvement of health within their jurisdiction.
    - Prevent, control, or abate nuisances that are detrimental to public health.
- Local Health Office Authority: WAC 246-100-036
    - The local Health Officer shall establish, in consultation with local health care providers, health facilities, emergency management personnel, law enforcement agencies, and any other entity they deem necessary, plans, policies, and procedures for instituting emergency measures necessary to prevent the spread of communicable disease or contamination.
    - Local Health Officer shall, when necessary, conduct investigations and institute disease control and contamination control measures, including medical examination, testing counseling, treatment, vaccination, decontamination of persons or animals, isolation, quarantine, vector control, condemnation of food supplies, and inspection and closure of facilities, or other measures they deem necessary based on their professional judgment, current standards of practice, and the best available medical and scientific information.

Supporting References

- Kirkland Comprehensive Emergency Management Plan
- Kirkland Hazard Mitigation Plan
- FEMA National Disaster Recovery Framework Health and Social Services Recovery Support Function
- US Department of Health and Human Services; Office of the Assistant Secretary for Preparedness and Response – Health and Social Services Recovery Support Function

Recovery Support Function: Human Services

Lead Agency

City of Kirkland Parks and Community Services

Support Agencies

Washington Military Department

Federal Emergency Management Agency (FEMA)

U.S. Department of Housing and Community Development (HUD)

U.S. Department of Health and Human Services (HHS)

Lake Washington and Northshore School Districts

Hopelink

Youth Services Providers

Senior Services Providers

Disability Services Providers

Shelter and Housing Providers

Mental Health Service Providers

Food Banks

Adult and Child Care Providers

Philanthropic Partners

Faith-Based Partners

Scope

The Recovery Support Function – Human Services identifies the key policies, roles and responsibilities, and capabilities associated with the recovery of human services within the City. This includes but is not limited to sheltering; feeding; addressing emergency needs; legal and financial needs of individuals and families; assessing and addressing the needs of vulnerable populations, limited English proficiency speakers, persons with access and functional needs, and veterans; assessing and addressing behavioral health (chemical dependency and mental health) needs of children, youth, adults, families, and responders; and participating in the delivery of long-term economic/workforce redevelopment and community resiliency building activities.

Recovery Priorities

- Assess and address the immediate basic needs of the affected population.
- Reconnect individuals and families with services to meet long-term recovery needs.
- Address the long-term recovery needs of response and recovery workers.
- Restore the capacity and resilience of essential human services to meet ongoing and emerging post-incident community needs.
- Promote self-sufficiency and restoration/continuity of the behavioral health and well-being of affected individuals, particularly for members of vulnerable populations.

Roles and Responsibilities

- Maintain situational awareness and communication channels to identify and mitigate potential recovery obstacles to human services recovery.
- Maintain essential functions, services, and programs necessary to support life-sustaining measures.
- Mobilize and deploy incident case managers.
- Identify and coordinate with local, county, state, and federal partners to assess basic human services and behavioral health needs to promote recovery.
- Establish communication and information-sharing forum(s) for Human Services/Behavioral Health RSF stakeholders and the public.
- Provide technical assistance in the form of impact analyses and support recovery planning of human services infrastructure systems.
- Coordinate and leverage applicable agency and partner resources for human services and behavioral health services.

Staff Positions

- Recovery Support Function Leader – Director/Deputy Director
- Housing Planner
- Education Specialist
- ADA Compliance Specialist
- Mental Health Coordinator
- Volunteer Agency Liaison

Unique Aspects

The City works in partnership with Seattle & King County – Public Health, King County Department of Community and Human Services, and private and non-profit providers to support behavioral health services.

The City Parks and Community Services Department is responsible for convening and leading the Mass Care Workgroup, as outlined in the City Comprehensive Emergency Management Plan (CEMP), as a mechanism for coordinating the delivery of human services during response and recovery.

Supporting References

- Kirkland Mass Care Framework 2021
- Kirkland Hazard Mitigation Plan
- FEMA National Disaster Recovery Framework Health and Social Services Recovery Support Function
- US Department of Health and Human Services; Office of the Assistant Secretary for Preparedness and Response – Health and Social Services Recovery Support Function

Recovery Support Function: Infrastructure

Lead Agency

Kirkland Public Works (PW)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Kirkland City Attorney's Office (CAP

Kirkland Finance and Administration

Kirkland Information Technology

King County Department of Natural Resources and Parks

King County Office of Emergency Management

King County Department of Transportation

Washington State Department of Ecology

Washington State Department of Transportation

Public & Private Transportation providers

Public & Private Utilities (Water, Wastewater, Gas, Telecommunication)

Washington Utilities and Transportation Commission

Federal Emergency Management Agency

Washington Military Department

Scope

The Recovery Support Function – Infrastructure core recovery identifies the key policies, roles and responsibilities, and capabilities associated with the recovery of infrastructure systems within the City. This includes infrastructure sectors and subsectors as identified in the National Infrastructure Protection Plan (NIPP) and applicable to the City: energy, water, communications, transportation systems, government facilities, utilities, sanitation, engineering, flood control, and operating systems that directly support the physical infrastructure of communities as well as physical facilities that support essential services.

The Infrastructure RSF promotes a holistic approach to incident recovery coordination, support, planning, and implementation for interconnected infrastructure systems that serve the community.

Recovery Priorities

- Assess incident impacts on infrastructure systems.
- Identify and establish alternate long-term transportation routes to critical facilities and locations.
- Prioritize restoration efforts and resources based on dependencies.

Roles and Responsibilities

- Road Maintenance – Road assessment, clearance, and repair.
- Engineering Services – Bridge & road assessment, design, construction management, utility coordination, geotechnical assessment, right-of-way, and property assessment.
- Transportation & Environmental Services – Traffic signal assessment and repair, environmental permitting, funding coordination & documentation.
- Solid Waste – Debris management for route clearance, restoration, and clean-up.
- Surface Water – Facility assessment and repairs.
- Energy – System assessment, restoration, and repairs.
- Communication – Capability assessment, restoration, and repairs.

Staff Positions

- Recovery Support Function Leader – Director/Deputy Director
- Debris Manager
- Transportation Planner
- Civil/Field Engineer
- Structural Engineer
- Utility System Manager
- Water System Manager
- Waste Water Manager
- Hydrologist

Unique Aspects

The interdependencies of infrastructure require a coordinated consensus approach to prioritization and restoration of systems.

Clearance and/or establishment of alternate transportation routes and repair of routes for access to critical facilities and locations may require coordination with local jurisdictions, utility providers, WSDOT, and federal agencies.

Supporting References

- Public Works Map of Emergency Routes
- Kirkland Bridge Inventory Map
- Traffic Signal Inventory
- Kirkland Comprehensive Emergency Management Plan (CEMP)
- Kirkland Hazard Mitigation Plan (HMP)
- Kirkland Debris Management Plan

Recovery Support Function: Natural/Cultural

Lead Agency

Kirkland Parks & Community Services Department (PCS)

Support Agencies

Kirkland Cultural Arts

KC Historic Preservation

Federal Emergency Management Agency (FEMA)

Washington Military Department

Scope

The Recovery Support Function – Natural and Cultural identifies the key policies, roles and responsibilities, and capabilities associated with the recovery of natural and cultural services and sites within the City. This includes the ability to protect natural and cultural resources and historic properties through appropriate recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-incident community priorities and in compliance with appropriate environmental and cultural resources laws.

Recovery Priorities

- Address impacts of the incident on natural and cultural resources including those which are essential to the history and livability of the City.
- Identify opportunities to leverage natural and cultural resource protection within hazard mitigation strategies.

Roles and Responsibilities

- Works to leverage resources and available programs to meet natural and/or cultural recovery needs.
- Coordinate cross-jurisdictional and/or regional natural and cultural resource concerns.
- Address government policy and agency program gaps and inconsistencies related to natural and cultural resources.
- Encourage responsible agencies at all levels of government and their private sector partners to support the City's recovery plan and priorities to meet the community's needs.
- Maintain communications between the City and invested stakeholders.

Staff Positions

- Recovery Support Function Leader – Director/Deputy Director
- Natural Resource Specialist
- Cultural Resource Specialist

Unique Aspects

- Incidents that disrupt social norms such as recreational activities, park visits, educational programs, and community events could have negative effects on the overall well-being of the community and the economics of the City.
- The City will partner with the King County Department of Natural Resources and Parks to coordinate recovery efforts and priorities for King County park land within the City limits.
- Enforcement or compliance with City, county, or state laws or regulations as they pertain to parks could be problematic in an incident.

Supporting References

- Kirkland Comprehensive Emergency Management Plan (CEMP)
- Kirkland Hazard Mitigation Plan (HMP)

Recovery Positions

Recovery Position to Recovery Support Function Matrix

Recovery Support Function	Focused Recovery	Catastrophic Recovery
Community Planning	RSF Leader	
	Building Code Specialist	
	Hazard Mitigation Manager	
		Community Planner
		Zoning/Land use Specialist
		Permit Processing Specialist
		Floodplain Specialist
		Housing Inspector
		Assessor Specialist
Economic	RSF Leader	
		Economic Planner
		Agricultural Planner
		Business Case Manager
Health	RSF Leader	
	Environmental Specialist	
		Epidemiologist
Human Services	RSF Leader	
	Volunteer Agency Liaison	
		Housing Planner
		Education Specialist
		ADA Compliance Specialist
		Mental Health Coordinator
Infrastructure	RSF Leader	
	Debris Manager	
		Civil/Field Engineer
		Structural Engineer
		Transportation Planner
		Utility System Manager
		Water Systems Manager
		Waste Water Manager
		Hydrologist
Natural & Cultural	RSF Leader	
		Cultural Resource Specialist
		Natural Resource Specialist

Recovery Support Function	Focused Recovery	Catastrophic Recovery
Support	Property Acquisition Specialist	
	Legal Advisor	
	Law Enforcement Advisor	
	Risk Manager	
	Financial Manager	
	Community Advocate	
	Public Relations Specialist	Public Relations Leader
		Volunteer Coordinator
		Donations Coordinator
		Grants Writer/Researcher
		Contracts Manager
		Public Information Specialist
Leadership	Disaster Recovery Manager	
	Recovery Team Lead	
	City Manager(s)	
	Elected Official(s)	

Recovery Position Descriptions

Local Incident Recovery Manager		
Mission Area:	**Recovery Activity:**	**Organization Level:**
Recovery	Leadership and Administration	Management
Position Description:	The Local Disaster Recovery Manager (DRM) oversees all aspects of recovery; establishes, implements, coordinates, and advocates for recovery goals, objectives, and outcomes. The DRM takes a holistic view of recovery activities, linking government activities with those of the community to facilitate progress and completion of outcomes identified in recovery goals, strategies, and objectives. The DRM reports to the Agency Administrator (City Manager or designee) or highest-ranking appointed official.	
Job Duties:	• Facilitates and supports effective decision-making and coordination across management and coordination levels for recovery objectives and activities, including Leadership and Administration, Policy and Oversight, Funding and Financial Management, Community Planning, Human Services Recovery, Infrastructure Recovery, Natural and Cultural Recovery, Economic Recovery, and Health Recovery. • Integrates recovery implementation with community recovery planning processes. • Facilitates a well-managed recovery, including development and coordination of partnerships and a well-administered financial acquisition and grants management process. • Fosters information sharing and manages proactive community engagement, public participation, and public awareness. • Encourages organizational flexibility. • Integrates resilient rebuilding into recovery projects. • Recruits, assigns, and manages appropriate staffing levels. • Communicates community recovery needs and priorities to federal and state agencies. • Works with Recovery Leaders in setting and managing priorities and budgets.	
Experience:	Expertise in municipal government and local incident recovery. Experience serving in a program management leadership capacity. Knowledge of local, state, and federal recovery policies, institutions, and officials. Demonstrated cooperative interaction with the public and government leaders.	
Education:	Post-secondary degree or coursework in areas such as public administration, business administration, political science, emergency management, or homeland security preferred.	
Licenses/ Certifications	None required.	

Recovery Team Leader		
Mission Area:	**Recovery Activity:**	**Organization Level:**
Recovery	Leadership and Administration	Management
Position Description:	The Recovery Team Leader (RTL) supports the Local Disaster Recovery Manager (DRM) and serves as their backup to oversee all aspects of recovery when the DRM is not available. The RTL takes a holistic view of recovery activities, linking government activities with those of the community to facilitate progress and completion of outcomes identified in recovery goals, strategies, and objectives. The RTL is the point of coordination for tracking the organizational transition from response to recovery and overall recovery progress, identifying and addressing gaps or problems. The RTL reports to DRM and/or the Agency Administrator (City Manager or designee) or highest-ranking appointed official.	
Job Duties:	• Serves as the DRM in absence of the appointed DRM. (See DRM position for details of duties). • Oversees individuals and teams supporting recovery. • Facilitates recovery team, elected official, and public meetings. • Advises the Local Disaster Recovery Manager on the current state and outcomes of the recovery and response phases, such as disaster assessment, key utilities, displaced populations, and ongoing response activities. • Coordinates with the DRM, Agency Administrator, and recovery leaders on recovery strategies and project progress. • Responds to inquiries by the public and/or media as the Recovery Team spokesperson. • Manages high-profile or acuity recovery projects. • Advocates for recovery support, resources, and funding with federal, state, and county agencies and officials. • Confirms documentation of all recovery activities, expenses, and efforts are retained following standard record retention practices.	
Experience:	Incident response and recovery expertise. Knowledge of recovery plans and policies at local, state, and federal levels with demonstrated experience in incident recovery operations. Familiarity with incident response/recovery transition planning is a plus.	
Education:	Post-secondary degree or coursework in areas such as public administration, planning/project management, emergency management, or homeland security is preferred.	
Licenses/ Certifications	None required.	

Infrastructure Recovery Leader		
Mission Area:	**Recovery Activity:**	**Organization Level:**
Recovery	Infrastructure Recovery	Coordination
Position Description:	The Infrastructure Recovery Leader oversees all infrastructure recovery activities and unifies expertise and support in this area. Coordinates with local recovery leaders as well as state and federal infrastructure recovery personnel. Reports to the Local Disaster Recovery Manager or Team Leader on all issues relating to Infrastructure Recovery.	
Job Duties:	• Supports infrastructure recovery and government functions that are critical to recovery. Confirms infrastructure is safe, sanitary, and secure; integrated with the rest of the community; designed with hazard mitigation principles; compliant with all applicable regulations and standards. • Coordinates with the local, state, and federal agencies on infrastructure planning, hazard mitigation, and quality assurance. • Works to implement effective information gathering and dissemination, compliance with relevant best practices and regulations, timely project resolution, project prioritization, quality assurance, and sound financial management. • Meets with relevant stakeholders, which include recovery leadership, state and federal infrastructure planning personnel, impacted members of the public, and key local employers to disseminate information and collect input. • Confirms that all infrastructure records, agency and contractor staff time, expense claims, procurement and management documentation, cost documentation, and other relevant documentation are maintained.	
Experience:	Knowledge of federal, state, and local laws, regulations, rules, policies, procedures, and methods governing infrastructure, utilities, public works, and related activities. Expertise in post-disaster infrastructure recovery, public works, utilities, transportation, or capital projects a plus.	
Education:	Post-secondary degree or coursework in areas such as public or business administration, infrastructure planning, and operation. A post-secondary degree in engineering is strongly recommended.	
Licenses / Certifications	None required.	

Natural and Cultural Recovery Leader		
Mission Area:	**Recovery Activity:**	**Organization Level:**
Recovery	Natural and Cultural Recovery	Coordination
Position Description:	The Natural and Cultural Recovery Leader protects, preserves, conserves, rehabilitates, and restores natural and cultural resources and historic properties. Capabilities to support this recovery activity include cultural, natural, and environmental resource management. Reports to the Local Disaster Recovery Manager or Team Leader on all issues relating to natural and cultural recovery.	
Job Duties:	• Supports natural and cultural resource recovery and the governmental functions that are critical to recovery and required to comply with all applicable regulations and standards. • Coordinates with the local, state, and federal agencies on natural and cultural resources planning, preservation, and restoration. • Coordinates with Hazard Mitigation Manager to develop strategies for long-term mitigation of resources. • Supports effective compliance with relevant best practices and regulations, timely project resolution, project prioritization, and financial management. • Identifies and pursues potential funding opportunities such as grants. • Meets with relevant stakeholders, including recovery leadership, impacted members of the public, and key local employers to disseminate and gather information. • Confirms that natural and cultural resource records, including contractor staff time, expense claims, procurement and management documentation, cost documentation, and other relevant documentation, are maintained.	
Experience:	Knowledge of federal, state, and local laws, regulations, rules, policies, procedures, and methods governing natural and cultural resources, restoration, and rehabilitation. Experience in natural and cultural resources recovery is a plus.	
Education:	Post-secondary degree or coursework in areas such as public administration, natural resources management, cultural resources management, or preservation preferred.	
Licenses/ Certifications	None required.	

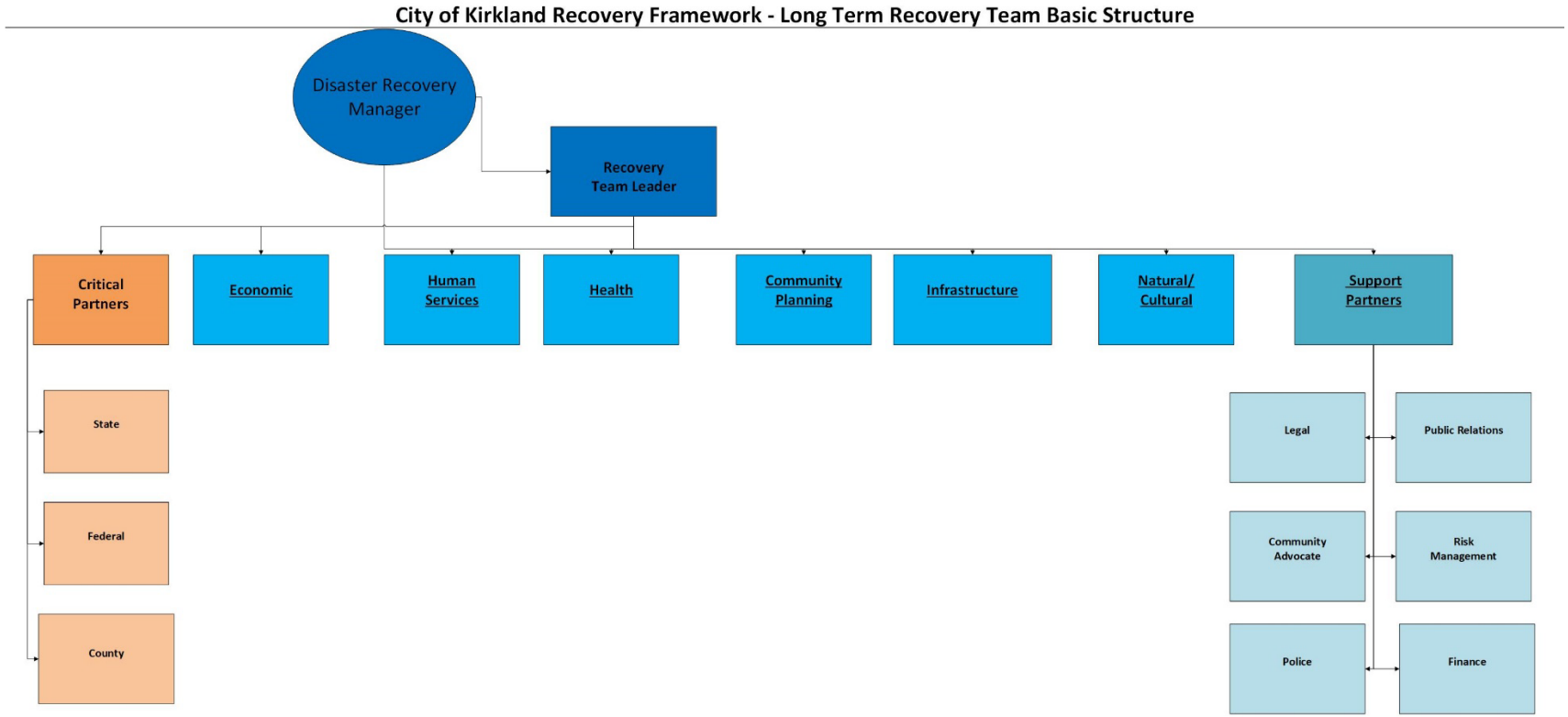
Economic Recovery Leader		
Mission Area:	**Recovery Activity:**	**Organization Level:**
Recovery	Economic Recovery	Coordination
Position Description:	The Economic Recovery Leader sustains or rebuilds businesses and employment and develops economic opportunities that result in a sustainable and economically resilient community. Reports to the Local Disaster Recovery Manager or Team Leader on all issues relating to economic recovery.	
Job Duties:	• Supports the overall economic recovery activity including economic planning and case management. • Identifies representatives from the private industry, local government, non-governmental organizations (NGOs), and community to help guide the economic recovery process. • Works with the Legal Advisor to develop or modify regulations to promote economic recovery. • Works with the Human Services Recovery Leader to fill individual needs. • Works to identify available economic grants. • Oversees the economic analysis of the financial disruption caused by the incident. • Oversees business assistance recovery centers and works with the Small Business Administration and private organizations to offer loans/grants to local businesses. • Coordinates with the Human Services Recovery Leader on issues relating to housing and workforce development. • Establishes workforce development initiatives to create or maintain jobs. • Works with the Infrastructure Recovery Leader on mitigation projects to rebuild businesses in a more resilient manner. • Manages issues inhibiting economic recovery, such as supply chain and physical infrastructure interdependency. • Tracks the economic recovery progress.	
Experience:	Knowledge of the federal, state, and local laws, regulations, rules, policies, procedures, and methods governing economic recovery-related activities. Expertise in post-disaster economic recovery, including business continuity planning and interfacing with the Small Business Administration, is a plus.	
Education:	Post-secondary degree or coursework in business, economics, public administration, or community planning preferred.	
Licenses/ Certifications	None required.	

Health Recovery Leader		
Mission Area:	**Recovery Activity:**	**Organization Level:**
Recovery	Health Recovery	Coordination
Position Description:	The Health Recovery Leader restores the public health, healthcare, and social service networks to promote the health and well-being of affected individuals and the community. Capabilities to support this recovery activity include public health management, public welfare management, and potentially case management. Reports to the Local Disaster Recovery Manager or Team Leader on all issues relating to health recovery.	
Job Duties:	• Supports public health recovery and the governmental functions that are critical to recovery, inclusive of all, and compliant with all applicable regulations and standards. • Coordinates with the local, state, and federal agencies on public health and welfare planning, mitigation, and implementation. • Supports effective information gathering and dissemination, monitoring of health hazards, compliance with relevant best practices and regulations, timely project resolution, client confidentiality, project prioritization, and financial management. • Meets with relevant stakeholders, including recovery leadership, impacted members of the public, and key local healthcare providers to disseminate and gather information. • Coordinates and monitors shelters, medical facilities, quarantine units, and welfare centers. • Supports the provision of basic health and medical services and supplies. • Support delivery of basic welfare and social services in partnership with the Human Services Recovery function. • Confirms that all public health and welfare records, agency and contractor staff time, expense claims, procurement and management documentation, cost documentation, and other relevant documentation is maintained.	
Experience:	Knowledge of the federal, state, and local laws, regulations, rules, policies, procedures, and methods governing public health and welfare, restoration, and rehabilitation. Experience in post-disaster public health recovery a plus.	
Education:	Post-secondary degree or coursework in areas such as community planning, public administration, medicine, public health, or social work preferred.	
Licenses/ Certifications	None required.	

Community Planning Recovery Leader		
Mission Area:	**Recovery Activity:**	**Organization Level:**
Recovery	Community Planning Recovery	Coordination
Position Description:	The Community Planning Recovery Leader supports community redevelopment, land use, and zoning activities. Capabilities to support this recovery activity include zoning and land use planning; Americans with Disabilities Act (ADA) compliance; and project management. Reports to the Local Disaster Recovery Manager or Team Leader on all issues relating to community planning recovery.	
Job Duties:	• Supports community planning and governmental functions that are critical to recovery, such as community operations (e.g., building codes, planning, zoning and land use), education systems, public safety, and other programs that provide support to local government and community systems to develop their recovery capacity. • Confirms community planning is consistent with long-term strategic goals. • Provides community leadership and subject matter expertise to execute long-term recovery planning activities. • Works with the implementation team to support effective information gathering and dissemination, compliance with relevant best practices and regulations, timely project resolution, appropriate project prioritization, and sound financial management. • Works with the Economic Recovery Leader to develop a community plan to restore the economy. • Facilitates zoning/land use legal discussions. • Verifies that sustainability is incorporated into the process. • Works to support community planning that adheres to all relevant laws and ordinances, including ADA. • Meets with relevant stakeholders, including recovery leadership, state and federal community planning personnel, impacted businesses and members of the public, and local employers. • Confirms that all community planning records, agency and contractor staff time, expense claims, procurement and management documentation, cost documentation, and other relevant documentation are maintained.	
Experience:	Knowledge of federal, state, and local laws, regulations, rules, policies, procedures, and methods governing community planning and related activities. Expertise in post-disaster community planning is a plus.	
Education:	Post-secondary degree or coursework in areas such as urban planning, business, social work, public administration, or community planning preferred.	
Licenses/ Certifications	None required.	

Human Services Recovery Leader		
Mission Area:	**Recovery Activity:**	**Organization Level:**
Recovery	Human Services Recovery	Coordination
Position Description:	The Human Services Recovery Leader facilitates the development of long-term human services support delivery and options. The Human Services Recovery Leader oversees human services recovery activities and unifies expertise and support in this area. Reports to the Local Disaster Recovery Manager or Team Leader on all issues relating to human services recovery.	
Job Duties:	• Supports human services recovery through coordination of planning, project, and workgroup management and oversight. • Supports human services recovery and governmental functions that are critical to recovery, including housing, individual assistance, mental/emotional services, food, legal, childcare, educational, and employment support in compliance with all applicable regulations and standards. • Meets with relevant stakeholders, including recovery leadership, state and federal personnel, impacted members of the public, and key local employers. • Facilitates housing needs for immediate sheltering, short-term or interim housing, and long-term replacement housing. • Supports identification of hazard mitigation projects that build a more resilient community. • Coordinates with the local, state, and federal agencies on available individual, non-profit, and public assistance programs. • Works with the Records Manager and Accountant to confirm all human services records, agency and contractor staff time, expense claims, procurement and management documentation, cost documentation, and other relevant documentation is maintained.	
Experience:	Knowledge of federal, state, and local laws, regulations, rules, policies, procedures, and methods governing human services and related activities. Expertise in post-disaster housing and community recovery and hazard mitigation planning is a plus.	
Education:	Post-secondary degree or coursework in areas such as human services, public administration, or community planning preferred.	
Licenses/ Certifications	None required.	

Recovery Team Organizational Chart



Assessment Template

Community Planning Support Function

Critical Tasks

-

Resources

-

Dependencies

-

Participants

-

Policy Decisions

-

Economic Support Function

Critical Tasks

-

Resources

-

Dependencies

-

Participants

-

Policy Decisions

-

Health Support Function

Critical Tasks

-

Resources

-

Dependencies

-

Participants

-

Policy Decisions

-

Human Services Support Function

Critical Tasks

-

Resources

-

Dependencies

-

Participants

-

Policy Decisions

-

Infrastructure Support Function

Critical Tasks

-

Resources

-

Dependencies

-

Participants

-

Policy Decisions

-

Natural/Cultural Support Function

Critical Tasks

-

Resources

-

Dependencies

-

Participants

-

Policy Decisions

-

Strategy Template

Introduction

Mission Statement

[Provide a short statement of the mission of recovery – consider the process, end goal, reason for doing recovery.]

Incident Description

[Provide a description of the incident that is requiring recovery. Provide facts about impacts, fatalities, injuries, economic loss, housing, or infrastructure damage. Document a picture of the scenario for a common understanding of why the recovery is necessary.]

Recovery Priorities

[These will be incident specific – they should be developed by the recovery team/office under the direction of the Disaster Manager and require the support/endorsement of City Government, be high-level bullet point list – details of efforts will be in each RSF section.]

-

Recovery Support Functions (RSF)

Each RSF documents the following information area demonstrating how they will achieve the priorities:

- Immediate needs
- Short Term recovery objectives
- Long Term recovery objectives
- Goals and process to meet each objective
- Resources required for recovery
- Dependencies (agencies and/or actions) to meet objectives

Infrastructure

Human Services

Health

Natural/Cultural

Economic

Community Planning

Support Agencies

In this section, each support agency provides information about their role and resources they bring to support the RSF's.

Kirkland Police Department (PD)

Kirkland City Attorney's Office (CAO)

Kirkland Human Resources (HR) – Risk Management

Kirkland City Manager's Office (CMO) – Communications

Kirkland Finance and Administration Department (F&A)

King County Agencies

Others as identified for the incident

Timeline

Recovery Milestones

[This section identifies the critical timeline of recovery, provides milestones, and endpoints. Consider weather-dependent activities, dependent efforts, federal grant requirements.]

Communications

Public Messaging

[This section identifies the method, tools, and approvals for public/media messaging related to recovery efforts.]

Affected Community Messaging

[This section identifies the method and author or messaging/communications with the affected community.]

New Reality Vision

[This section lays out the long-term future vision of the recovery effort – the end results 10, 15, 20 years later.]

Project Communication Template

[ENTER PROJECT TOPIC NAME] Communications Plan

Prepared by: Enter Name
Date of Document

Background

[Provide relevant background on the incident, the project, and any related efforts.]

Scope of Project/Overview

[Discuss the project as if explaining it to media or the public. Include timeline, financial information, community engagement, and other significant details.]

Key Media Contacts

Please refer all media inquiries to the following City representatives:

Staff Name	Staff Email	Staff Phone Number(s)

- ***Provide at least two names, emails, and phone numbers above**

Outreach to Affected Community

[Describe how those directly affected by the disaster will be informed and updated on the project status.]

Community Awareness

[Describe how the broader area community will be notified of the project and/or status as appropriate.]

Partner Awareness

[Describe how key stakeholders/partner agencies will be kept up to date on the project, if appropriate.]

Other

[Include any reference material, talking points, visuals, or other items that will benefit the plan.]

Approved by: Enter Name (Recovery Manager or Lead)
Approval Date

Template for developing a communication guide for recovery projects. Any project with potential media or public interest should have a plan before initiating the project.

Matrix of Related Plans

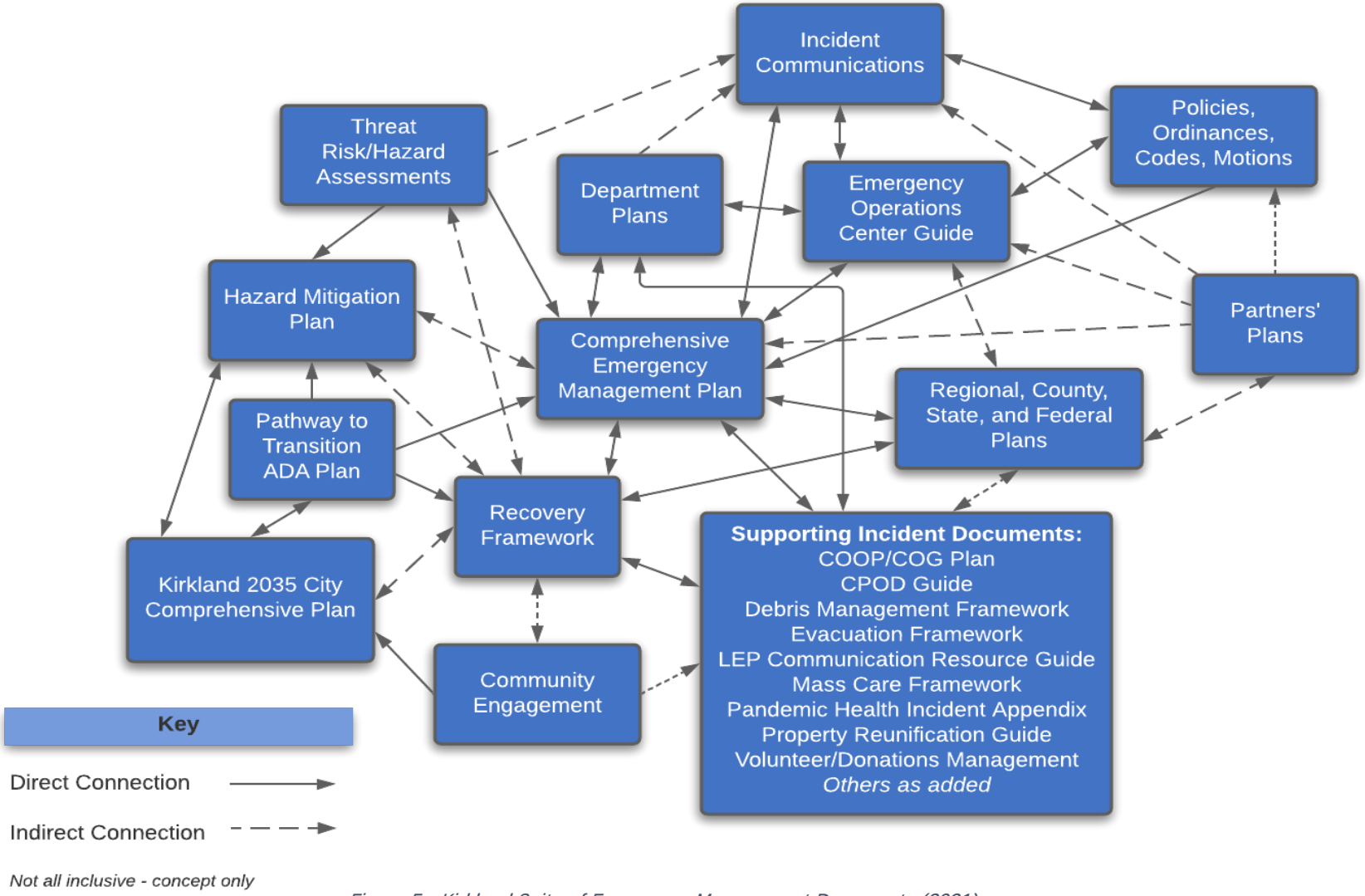


Figure 5 - Kirkland Suite of Emergency Management Documents (2021)

Examples

Land Use Agreement

AGREEMENT GRANTING THE TEMPORARY USE OF REAL PROPERTY
TO CITY OF KIRKLAND OFFICE OF EMERGENCY MANAGEMENT
FOR USE FOR EMERGENCY RESPONSE EQUIPMENT

THIS AGREEMENT, by and between CITY OF KIRKLAND and the CITY OF KIRKLAND OFFICE OF EMERGENCY MANAGEMENT ("OEM"), a political subdivision of the State of Washington, and _____, property owners ("OWNERS"), grants to OEM the use of the property described below, located in Kirkland, Washington, upon the following terms and conditions:

ARTICLE I – PREMESIS

1.01 Description of Premises. OWNERS hereby grants to OEM the use of the premises located at _____, Kirkland, Washington, hereinafter called the "premises" or "property."

1.02 Use of the Premises. OWNERS grant OEM access to the premises and use of the premises for emergency response personnel and related vehicles and equipment while the City is conducting emergency and recovery operations related to the _____ incident. OEM may make alterations, attach fixtures or signs, erect temporary structures, store equipment and materials in or upon the land/facilities, install temporary culverts, dredging, grading, and/or trenching for utilities, which all shall be property of the OEM. Alterations will be removed by OEM after the termination of the emergency use, unless agreed by OWNERS in writing.

ARTICLE II – TERM

2.01 Term. The initial term of this Agreement shall be from XX/XX/XXX to the end of emergency operations, as declared by the Kirkland City Manager, unless terminated in accordance with section 2.01.

2.01 Termination. This Agreement may be terminated by written notice from either party to the other party delivered in accordance with section 5.03, provided that termination shall become effective fifteen (15) days after receipt of such notice.

ARTICLE III – USER FEE

3.01 OWNERS will not charge OEM for the use of the premises but in consideration of the use of the property, OEM agrees to restore the property as set forth below.

EXAMPLE

ARTICLE IV – OEM'S OBLIGATIONS

4.01 Condition of Premises. OEM has examined the premises, including any structure, grounds, and access thereto, and accepts the same in the condition existing on the effective date of this Agreement.

4.02 Restoration. OEM shall restore the same in as good condition as reasonably practical. The OWNERS and OEM have documented and agreed to the following restoration work included at this time:

XXXXXXX

Reasonable costs incurred by OWNERS in restoring land/facilities to their prior condition shall be submitted to OEM for reimbursement, provided that prior to restoration OWNERS shall submit to OEM at least two quotes for the restoration work. OEM may obtain the quotes directly or request the OWNERS to obtain the quotes.

4.03 Condition Reports. A joint physical inspection occurred on XX/XX/XXXX and OEM documented the condition of the land/facilities at that time. A post inspection of the premises will occur immediately following the vacation of the property by OEM and said condition shall be documented to OEM.

4.04 Release of Claims Statement. In consideration of the restoration of the property, OWNERS hereby release OEM for all claims arising under the use by OEM of the property.

4.05 Laws and Regulations. OEM shall comply with all applicable laws, ordinance codes, rules, and regulations in use of the property.

ARTICLE V – GENERAL PROVISIONS

5.01 Headings. The article and section headings contained herein are for convenience in reference and are not intended to define or limit the scope of any provisions of this Agreement.

5.02 Notices. All notices may be delivered in person to the following respective addresses:

To OWNERS: _____

To City of Kirkland: _____

EXAMPLE

5.03 Modification. Any modification of this Agreement shall be in writing.

_____ Dated: _____
CITY OF KIRKLAND

_____ Dated: _____

_____ Dated: _____

EXAMPLE

Compensation

AGREEMENT GRANTING THE TEMPORARY USE OF REAL PROPERTY AT
_____ TO CITY OF KIRKLAND
FOR USE AS A STAGING AREA FOR EMERGENCY RESPONSE AND EQUIPMENT

THIS AGREEMENT, by and between CITY OF KIRKLAND and the CITY OF KIRKLAND OFFICE OF EMERGENCY MANAGEMENT ("OEM"), a political subdivision of the State of Washington, and _____, ("OWNERS"), a resident of the State of Washington, grants to OEM the use a portion of the property commonly known as the yard located on _____ in Kirkland, Washington, upon the following terms and conditions:

ARTICLE I – PREMESIS

1.01 Description of Premises. OWNERS hereby grants to OEM the use of the premises known as the yard, located at _____, Kirkland, Washington, hereinafter called the "premises" or "property."

1.02 Use of the Premises.

OEM:

a. Shall use the premises, for use and staging of emergency response and related vehicles and equipment including people, search and rescue animals while the City is conducting emergency operations related to the _____ incident. OEM will not sue the premises for any other purpose without the written consent of the OWNERS.

OWNERS:

a. Shall allow occupancy and use of the Premises in accordance with this Agreement.

ARTICLE II – TERM

2.01 Term. The initial term of this Agreement shall be from XX/XX/XXX to the end of emergency operations, as declared by the Kirkland City Manager, unless terminated in accordance with section 2.01.

2.01 Termination. This Agreement may be terminated by written notice from either party to the other party delivered in accordance with section 5.03, provided that termination shall become effective fifteen (15) days after receipt of such notice.

EXAMPLE

ARTICLE III – USER FEE, RESTORATION COSTS, AND RELEASE

3.01 User Fee. The OWNERS will charge OEM $200.00 (two-hundred dollars) per day for XX days for the use of the Premises by emergency responder for a total of $XX.XX

3.02 Restoration Costs. OEM will reimburse OWNERS for the restoration costs as set forth in paragraph 4.03 of this Agreement in the amount of $_____, as reflected by the bids attached hereto as Exhibit A, and by reference incorporated herein.

3.03 Release of Claims. In consideration of the user fee and restoration of the Property, OWNERS, individually and jointly, hereby fully and finally release, acquit and forever discharge OEM for any and all claims of every kind and nature whatsoever, past, present or future, whether known or unknown, or which may hereafter arise out of or result from any matter, fact or happening from or in connection with the use of the Property by OEM and emergency responders during the emergency response.

It is expressly understood and agreed by OWNERS that there are no claims or promises not expressed in this Agreement, and that payment of the use fee and restoration reimbursement are not and shall not be construed to be an admission of liability of OEM. OWNERS do hereby warrant and represent to OEM that they are the only persons and entities who are or may be entitled to claim and/or receive or share in any user fee or restoration reimbursement on account of or arising out of the occupancy and use of the Property for emergency response and OWNERS hereby covenant with OEM to indemnify and save them and each of them harmless from any and all claims, demands, damages and expenses resulting from any claim by third parties arising from any restoration related to said use and occupancy. This hold harmless shall include protection against claims of, but not be limited to, any subrogated or assigned rights any person or entity may claim by contract, implication, operation of law or operation of statute.

It is expressly understood and agreed by OWNERS that in the event any damage has been sustained by OWNERS in or as the result of the use and occupancy of the Property which is not now known or suspected, or in the event that the injury or damage to the property now known has consequences or results not now known or suspected, this shall nevertheless constitute a full and final release, as to the parties herein released, and this release shall apply to and include all such unknown or unsuspected consequences or results. The provisions of any local, state, federal or foreign law or statute providing in substance that releases shall not extend to claims, demands, injuries or damages which are unknown or unsuspected to exist at the time to the person executing such release, are hereby expressly, knowingly, and knowledgeably waived.

OWNERS hereby further declare and represent that in entering into this Agreement that they rely wholly upon their own judgment, belief and knowledge of the nature, extent and duration of their injuries and damages and that they have not been influenced to any extent whatever in making this release by any representations or statements regarding their injuries and

EXAMPLE

damages or regarding any other matters made by the OEM or its agents, or by any person or persons representing any of them.

ARTICLE IV – OEM'S OBLIGATIONS

4.01 Condition of Premises. OEM has examined the premises, including any structure, grounds, and access thereto, and accepts the same in the condition existing on the effective date of this Agreement.

4.02 Laws and Regulations. OEM shall comply with all applicable laws, ordinance codes, rules, and regulations in use of the property.

4.03 Restoration. OEM shall restore the same in as good condition as reasonably practical. The OWNERS and OEM have documented and agreed to the following restoration work included at this time:

XXXXXXX

OWNERS have provided to OEM at least two (2) quotes for the above restoration work and OEM has agreed to reimbursed based on the quotes attached to this Agreement as set forth in this Agreement.

ARTICLE V – GENERAL PROVISIONS

5.01 Headings. The article and section headings contained herein are for convenience in reference and are not intended to define or limit the scope of any provisions of this Agreement.

5.02 Notices. All notices may be delivered in person to the following respective addresses:

To OWNERS: _____

To City of Kirkland: _____

EXAMPLE

5.03 Modification. Any modification of this Agreement shall be in writing.

_____ Dated: _____
City Manager, City of Kirkland

_____ Dated: _____
OWNER

_____ Dated: _____
OWNER

EXAMPLE

STATE OF WASHINGTON)
) ss.
COUNTY OF _____)

I, the undersigned, a notary public in and for the State of Washington, hereby certify that on this ___ day of _____, 20XX, personally appeared before me _____, to me known to be the individual described and who executed the foregoing instrument, and acknowledged that they signed and sealed the same as their free and voluntary act and deed, for the uses and purposes therein mentioned.

Given under my hand and official seal the day and year last written.

_____

NOTARY PUBLIC in and for the State of Washington, residing at

_____

My Commission expires _____

STATE OF WASHINGTON)
) ss.
COUNTY OF _____)

EXAMPLE