City of Kirkland

Comprehensive Emergency Management Framework (CEMF)









City of Kirkland Office of Emergency Management 2026

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Cover Page Photo Descriptions (clockwise from top left): Kirkland staff members in the Emergency Operations Center during an exercise (2026), 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: 10/06/2026

Transmitted here is the City of Kirkland's Comprehensive Emergency Management Framework (CEMF). The CEMF provides a guide from which the City of Kirkland ("City") will mitigate, prepare for, respond to, and recover from disruptions, emergencies, and/or disasters.

This CEMF was prepared based on an analysis of the natural, technological, and human-caused hazards that could impact the City. Included within are the actions that may be taken by City departments prior to, during, and following incident management.

This CEMF supersedes any previous CEMP documents and has been approved by the City Council through Resolution. The CEMF 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 CEMF improvement. This CEMF will be updated and maintained in accordance with statutory requirements and internal maintenance processes.

Kurt Triplett 8/20/26
Kurt Triplett Date
City Manager
City of Kirkland

8/20/26
Heather Kelly Date
Emergency Manager
City of Kirkland

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FORWARD

The diversity and uniqueness of major incidents continue to shape the resources emergency management leverages to successfully mitigate, prepare for, respond to, and recover from disruptions and disasters. As such, the City of Kirkland has transitioned program documentation from “plans”, focusing on step-by-step operational tasks, to “frameworks”, providing guidance and strategies, allowing flexibility and adaption of concepts of operations to the specific needs of an incident.

The 2026 Comprehensive Emergency Management Framework (CEMF) replaces the 2021 Comprehensive Emergency Management Plan. As appropriate, actionable plans will be developed based on the common operating picture established for a given incident and guided by the content documented in the CEMF and supporting documents.

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WASHINGTON STATE CEMF 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

August 18, 2026

Heather Kelly
Emergency Manager
City of Kirkland
123 5th Avenue
Kirkland, WA 98033

Re: City of Kirkland Comprehensive Emergency Management Plan

Dear Ms. Kelly:

Thank you for submitting the City of Kirkland's Comprehensive Emergency Management Plan (CEMP) for our review as required under RCW 38.52.070. Congratulations on completing this significant accomplishment.

The enclosed documents provide a compilation of recommendations for your next planning and review cycle to meet the requirements of chapter 38.52 RCW and chapter 118-30 WAC. 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 the next iteration of the City of Kirkland's CEMP in five years.

CEMP development in Washington has undergone significant changes to better incorporate the use of core capabilities and make the CEMP a more operational document. If you would like additional information or assistance, please contact EMD's Planning Section at emdcempreview@mil.wa.gov.

Sincerely,

Robert Ezelle
Director

Enclosures (2)
EMD CEMP Evaluated Checklist – City of Kirkland 2026
CEMP Review and Recommendations – City of Kirkland 2026

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KIRKLAND RESOLUTION R-5746 – ADOPTING THE CEMF

RESOLUTION R-5746

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING THE CITY OF KIRKLAND 2026 COMPREHENSIVE EMERGENCY MANAGEMENT FRAMEWORK.

WHEREAS, the ability of a jurisdiction to manage an emergency, disruption, or disaster is critical to the protection of life, property, and the environment; and

WHEREAS, the emergency management staff for the City of Kirkland updated the City's Comprehensive Emergency Management Framework ("CEMF") to align with current planning and operational requirements; and

WHEREAS, the CEMF, which was previously referred to as the Comprehensive Emergency Management Plan, was developed in accordance with the Federal Emergency Management Agency ("FEMA") Comprehensive Planning guidance; and

WHEREAS, the Washington State Emergency Management Division reviewed the City's 2026 CEMF pursuant to RCW 38.52.070 and verified its consistency with the State's Comprehensive Management Plan; and

WHEREAS, the 2026 CEMF will serve as the City's guiding document to prepare for, respond to, and recover from emergencies, disruptions, and disasters; and

WHEREAS, the City Council now wishes to adopt the 2026 CEMF 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 2026 City of Kirkland Comprehensive Emergency Management Framework, attached hereto as Exhibit A.

Section 2. The City Manager is hereby authorized and directed to take whatever steps are necessary to help ensure successful implementation of the CEMF adopted in Section 1.

Passed by majority vote of the Kirkland City Council in open meeting this 6th day of October, 2026.

Signed in authentication thereof this 6th day of October, 2026.

Kelli Curtis, Mayor

Attest:

Anastasiya Warhol, City Clerk

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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 CEMF. An electronic version of the CEMF can be accessed by City employees on the internal Office of Emergency Management SharePoint site. A redacted version will be available to the public 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
10/07/26	1	Hard Copy	Darcey Eilers, City Attorney, City Attorney's Office
10/07/26	3	Hard Copy	Kurt Triplett, City Manager, City Manager's Office Tracey Dunlap, Deputy City Manager of Operations, City Manager's Office Jim Lopez, Deputy City Manager for External Affairs, City Manager's Office
10/07/26	7	Hard Copy	One for each member of the City Council
10/07/26	2	Hard Copy	John Olson, Presiding Judge, Municipal Court Erin Wheeler, Court Administrator, Municipal Court
10/07/26	2	Hard Copy	Michael Olson, Director, Finance & Administration Veronica Hsieh, Deputy Director, Finance & Administration
10/07/26	6	Hard Copy	Patrick LeDoux, Fire Chief, Fire Heather Kelly, Emergency Manager, Fire Seth Buchanan, Deputy Chief of Operations, Fire Gary Smith, Deputy Chief of Prevention, Fire Dave Nelson, Deputy Chief of Support Services, Fire Emergency Operations Center
10/07/26	2	Hard Copy	TBD, Director, Human Resources Erin Warner, Manager, Human Resources
10/07/26	3	Hard Copy	Smitha Krishnan, Director, Information Technology Chuck Saunders, Manager – Network and Operations, Information Technology Nathan Swanson, Manager – Enterprise Applications, Information Technology
10/07/26	3	Hard Copy	Lynn Zwaagstra, Director, Parks & Community Services John Lloyd, Deputy Director, Parks & Community Services David Wolbrecht, Deputy Director, Parks & Community Services
10/07/26	2	Hard Copy	Adam Weinstein, Director, Planning & Building Allison Zike, Deputy Director, Planning & Building
10/07/26	6	Hard Copy	Michel St Jean, Police Chief Todd Aksdal, Deputy Chief of Police, Police Phil Goguen, Deputy Chief of Police, Police Troy Knafla, Risk Manager Lieutenant, Police Clayton Slominski, Investigative Lieutenant, Police Lapaki Zablan, Operations Lieutenant, Police

Record of Distribution (Continued)

The record of distribution will be used to verify that department leaders have acknowledged the acceptance of the CEMF. An electronic version of the CEMF can be accessed by City employees on the internal Office of Emergency Management SharePoint site. A redacted version will be available to the public 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
10/07/26	2	Hard Copy	Cody Mann, Operations Lieutenant, Police TBD, Operations Lieutenant, Police
10/07/26	3	Hard Copy	Julie Underwood, Director, Public Works Chris Gavigan, Deputy Director, Public Works Sarah Olson, Deputy Director, Public Works

RECORD OF CHANGES

From the date of promulgation of the CEMF, 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.
1	All	June 2025 - June 2026	Heather Kelly, Carly Pacekonis, Eleanor Godzisz	Overall update of the CEMP to the CEMF. Changes made to maintain compliance with WA State requirements and to expand operational capabilities based on past activations and exercises.

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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, disruption, 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, bodily injury, or damage to property or the environment,
- Interfere with societal norms,
- Result in 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 CEMF establishes an understanding of authority, responsibilities, and functions within City government for incident management. The CEMF, including its appendices and supporting documents, provides for an all-hazards approach to incident management addressing response, recovery, mitigation, preparedness, and continuity activities.

Scope

The CEMF addresses the responsibilities of City departments and the coordination of support of partner organizations before, during, and after an incident. The CEMF 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 CEMF supports, and is compatible with, the National Planning Framework, the National Disaster Recovery Framework, the King County Comprehensive Emergency Management Plan (CEMP), and the Washington State CEMP.

The CEMF may be implemented for any incident that impacts the Kirkland community.

Statement of NIMS compliance

By Resolution R-4585 (2006) 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, prepare for, respond to, and recover from incidents (Figure 1). These documents may be referenced in the CEMF but they are considered standalone resources.

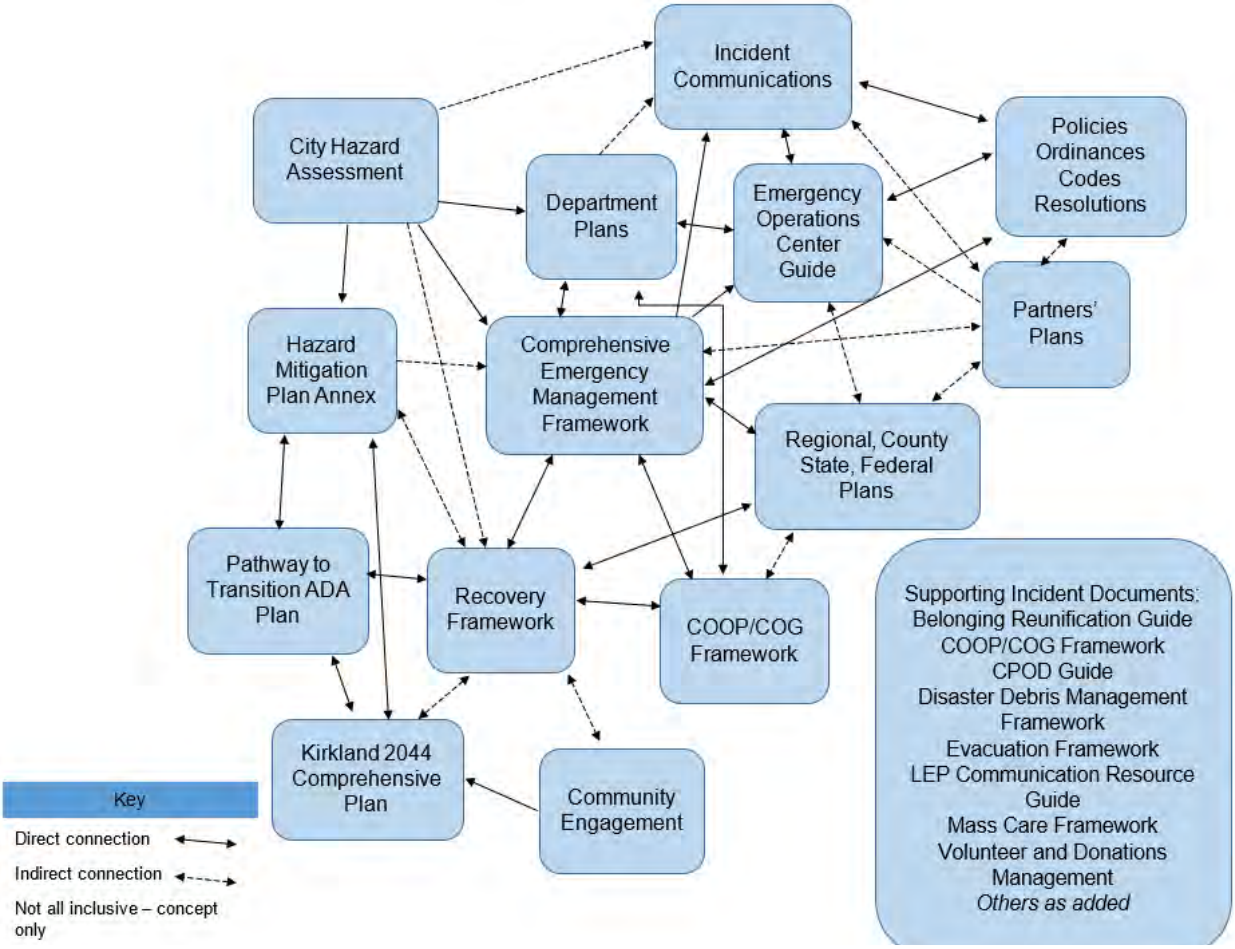


Figure 1 – City of Kirkland Suite of Emergency Management Documents

Authorities and References

Authorities

This CEMF has been developed to support implementation and/or compliance with City codes and policies, including:

- Kirkland Municipal Code (KMC) Chapter 3.15 – Access to Public Records
- 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, July 18, 2006
- Administrative Policy Manual, Chapter 1, Policy 1-2 – Severe Weather/Emergency Conditions
- Kirkland Comprehensive Plan (Kirkland 2044)
- Kirkland Title VI: Non-Discrimination Policy Statement

In addition, the CEMF supports the implementation of and compliance with applicable county, state, and federal legislation including, but not limited to:

- King County Code (KCC)
  - 12.52, Emergency Powers
- State Revised Code of Washington (RCW) Chapters:
  - 35A.33, Budgets in Code Cities
  - 35A.38, Emergency Services
  - 38.52, Emergency Management, including Limited English Proficiency (LEP) requirements
  - 38.56, Intrastate Mutual Aid System
  - 39.34, Interlocal Cooperation Act
  - 40.10.010, Essential Records
  - 40.14, Preservation and Destruction of Public Records
  - 42.30, Open Public Meetings Act
  - 42.56, Public Records Act
  - 49.60, Discrimination – Human Rights Commission
  - 49.60.400, Discrimination, Preferential Treatment Prohibited
  - 70.136, Hazardous Materials Incident
- Washington Administrative Code (WAC)
  - 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 93-288, 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 81-920, Federal Civil Defense Act of 1950, as amended
    - PL 101-336, Americans with Disabilities Act (ADA) of 1990
    - PL 113-2, Disaster Relief Appropriations Act (DRAA) of 2013

References

- City of Kirkland CEMF Supporting Documents
    - Belonging Reunification Guide
    - Communication Guide
    - Continuity of Operations/Government (COOP/COG) Framework
    - Commodity Points of Distribution (CPOD) Guide
    - Disaster Debris Management Framework
    - Emergency Operations Center (EOC) Emergency Operations Guide (EOG)
    - Evacuation Framework
    - Hazard Mitigation Plan Annex to King County Regional Hazard Mitigation Plan
    - Limited English Proficiency (LEP) Communication Resource Guide
    - Mass Care Framework
    - National Incident Management System (NIMS) Implementation Framework
    - Recovery Framework
    - Volunteer and Donations Management Framework
- City of Kirkland National Incident Management System (NIMS) Implementation Framework
- City of Kirkland Pathway to Transition Plan: ADA Compliance Plan
- America’s Water Infrastructure Act (AWIA): Kirkland Risk and Resilience Assessment 2026
- AWIA: Kirkland Response Plan 2026
- Emergency Management Assistance Compact (EMAC)
- King County Comprehensive Emergency Management Plan
- King County Regional Disaster Coordination Framework
- King County Regional EOC Credentialing Plan
- King County Regional Hazard Mitigation Plan (RHMP), including the City of Kirkland Annex
- King County Regional Inclusive Emergency Communications Plan
- Washington State Comprehensive Emergency Management Plan
- Washington Mutual Aid System (WAMAS)
- Homeland Security Presidential Directive (HSPD)-5
- Homeland Security Presidential Directive (HSPD)-8
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- National Disaster Recovery Framework (NDRF)

Situation Overview

Community Profile



Kirkland at a Glance

Founded	1888
Incorporated	1905
Population	96,710
Elevation	18 to 534 feet
Land Area	18 sq. miles
Miles of City Streets	252
Miles of City Sewers	125
Miles of Water Lines	174
Residential Dwellings	42,644
City Employees	762

Figure 2 – Regional Map of Kirkland and Kirkland statistics from the 2025-2026 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 and is bisected by I-405, which runs north to south and has four interchanges providing connections to Kirkland's arterials.



Figure 3 – A photo of Kirkland's waterfront Marina Park Pavilion in downtown Kirkland.

Local Land Acknowledgment

We acknowledge that the Southern Salish Sea region lies on the unceded, and ancestral land of the Coast Salish peoples, the Duwamish, Muckleshoot, Puyallup, Skykomish, Snoqualmie, Snohomish, Suquamish, and Tulalip tribes and other tribes of the Puget Sound Salish people, and that present-day City of Kirkland is in the traditional heartland of the Lake People and the River People. We honor with gratitude the land itself, the First People – who have reserved treaty rights and continue to live here since time immemorial – and their ancestral heritage.

Population

Since its incorporation in 1905, the population of the City of Kirkland has grown from approximately 530 people to an estimated 92,621 as of 2024[1], 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 the population growth can be attributed to the consolidation of the City of Kirkland and the numerous annexations from 1968 to 2011. Including the Town of Houghton in 1968, the Rose Hill and South Juanita areas in the 1980s, and the areas of Finn Hill, North Juanita, and Kingsgate in 2011. The latter of which increased the City's population and geographic area by over 60% (Figure 4).

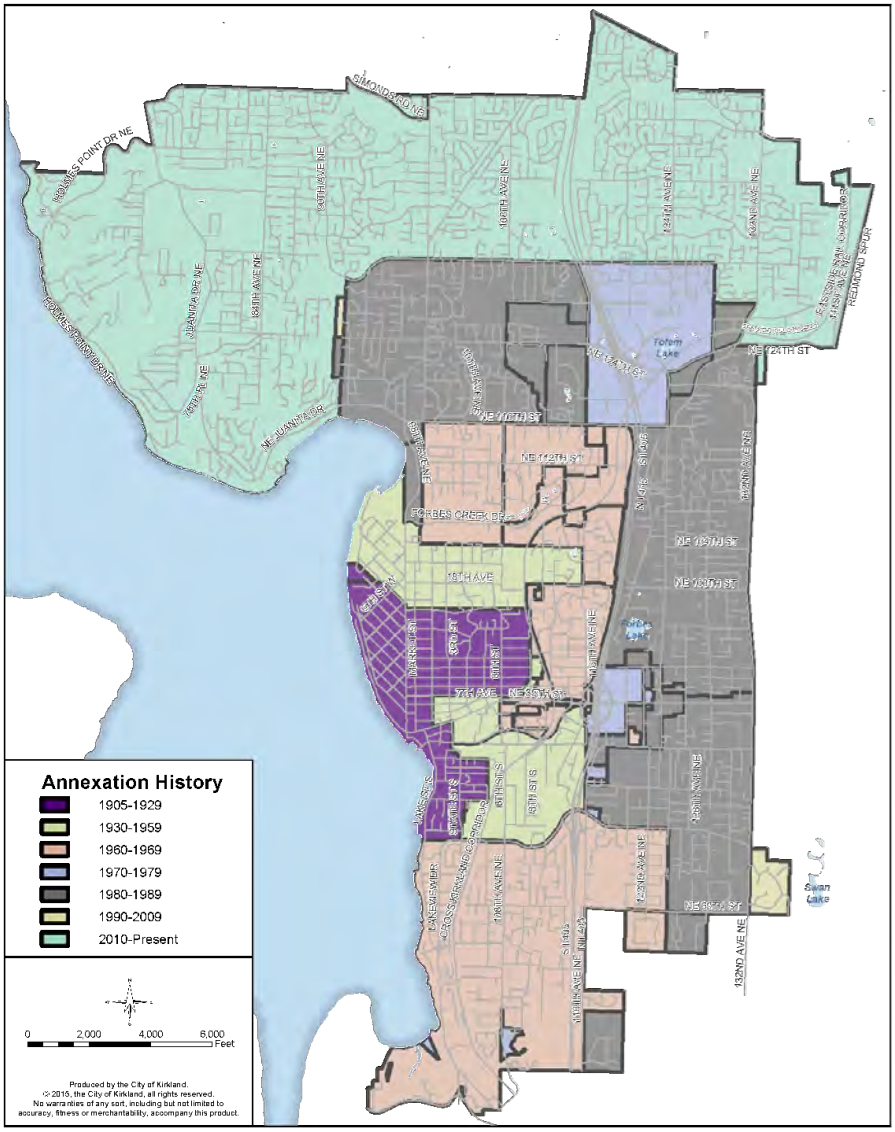


Figure 4 – Kirkland Annexation History

[1] 2024 American Community Survey 5-Year Estimates

Demographics and Culture

Kirkland's population continues to grow, especially with the development of mixed-use buildings and multifamily dwellings. The quick facts provided below present a "snapshot" of Kirkland, based on available census data (Table 1).

Population	
Total population estimate	92,621
Under 18 years	17,917
Age 65 and older	13,184
Median age (years)	38.3
Foreign born persons	24,323
Families and Living Arrangements	
Total households	38,771
Married-couple household	20,006
Cohabitating couple households	2,896
Average household size	2.35
Income and Poverty	
Median household income	$150,414
Persons in poverty	6.0%
Race and Hispanic or Latino Origin	
White	64.2 %
Black or African American	1.8 %
American Indian and Alaska Native	0.4 %
Asian	19.4 %
Native Hawaiian and Other Pacific Islander	0.1%
Two or more races	10.9 %
Hispanic or Latino	7.8%
White alone, not Hispanic or Latino	62.3%
Health	
Population percent with a disability	8.3%
With a hearing difficulty	2.6%
With a vision difficulty	1.3%
With a cognitive difficulty	4.3%
With an ambulatory difficulty	3.3%
With a self-care difficulty	1.6%
With an independent living difficulty	4.1%
Language Spoken at Home	
English only	70.0 %
Language other than English	30.0 %
Spanish	5.1%
Other Indo-European Languages	11.0%
Asian and Pacific Island languages	12.8%
Other languages	1.1%
Education	
High school graduate or higher, percent of persons age +25 years	97.4%
Bachelor's degree or higher, percent of persons age +25 years	66.3 %

Table 1 – Kirkland Population Demographics
Data Source: 2024 American Community Survey 5-Year Estimates

In the City of Kirkland 2024 Biennial Residents Survey, 95% of respondents rated Kirkland as a positive place to live. During community visioning meetings that occurred in 2023, 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 Word Cloud 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 and Welcoming, Sustainable and Resilient, and Connected and Inclusive. 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 2044 Plan:

> *Kirkland is a place where all people are valued. The city is dedicated to celebrating diversity and inclusion while combating racism and discrimination.*
> *Kirkland is accessible for people of all abilities to walk, bike, roll, utilize transit services, and new innovative modes of travel. Diverse housing accommodates residents in every stage of life and is accessible to shops, services, and job opportunities citywide.*
>
> *Kirkland is innovative and economically resilient, providing public services and capital infrastructure that accommodates growth. Kirkland is a sustainable city that preserves and enhances our natural and built environment for current and future generations. Kirkland is resilient and livable in the face of climate change.*

Development

Kirkland continues to grow through expansion of residential and non-residential projects within its existing boundaries. The community's growth ranges from mixed-use projects at Totem Lake and Kirkland Urban, to the NE 85th Street Station Area Plan that sets the vision for a more pedestrian friendly, mixed-use community near a future Bus Rapid Transit (BRT) stop. Once primarily a "bedroom community" where employment opportunities existed outside the city, Kirkland's commercial base has grown and is characterized by a mix of small businesses, corporate headquarters, light industrial and manufacturing, and a growing base of high-tech businesses including branches of Google and Microsoft. EvergreenHealth, the regional public hospital, 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 to preserve and enhance the function of streams, wetlands, and priority habitat. These areas vary throughout the City based on landslide potential, mapped floodplains, and the potential presence of critical areas. 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 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. Annual extremes can range from lows in the 20s to highs in the 90s.

The wet season occurs from October to March, with November typically seeing the most precipitation. On average, nearly 75% of the yearly precipitation falls during this 6-month period. The heaviest precipitation during this wet season is typically associated with atmospheric rivers; heavy precipitation events resulting from narrow plumes of moisture, typically with origins in the subtropics. The average annual rainfall for Kirkland is slightly more than 37 inches. Snowfall and ice storms in Kirkland are extremely variable due to complex local weather patterns and topography. Some winters see very little snowfall or ice, while others have significant snow and ice incidents.

High wind in the Kirkland area is most associated with strong storms moving northeast across the Pacific Ocean near Washington State during the fall and winter seasons. Strong northerly winds are also possible with severe winter storms and strong easterly winds can develop any time of year when high pressure is in place in eastern Washington and low pressure develops west of the Cascades. Easterly winds that typically occur during fire season in eastern Washington can result in high fire danger, the rapid spread of wildfires, and transport of smoke into western Washington.

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 continues to expand and maintain its fiber-optic network to support governmental facilities, traffic control systems, and internal connectivity needs. Kirkland participates in the publicly owned Community Connectivity Consortium (CCC), a 22-member regional collaboration that includes the University of Washington, Lake Washington School District, City of Bellevue, and other public sector entities.

The regional fiber ring provides redundant, high availability connectivity around Lake Washington for participating agencies. This infrastructure supports interagency service sharing, including internet access utilized by the City. King County also supplies participating agencies with internet services, telephone services, and transport connections to state resources and to regional network interconnection points. Access to these resources enables reliable connectivity to commercial partners, cloud platforms, and destinations across the state that are essential for government operations.

Internet

Most of Kirkland is served by two providers for cable television and internet services, currently Xfinity and Ziply Fiber. Residential high-speed digital subscriber line (DSL) services, cable-based internet, and fiber are available in most of the community. Broadband internet services are available in Kirkland via commercial providers. 96.3% of Kirkland households have a broadband internet subscription[2]. The City provides free wireless internet service in downtown Kirkland and certain parks (Figure 6).



Figure 6 – Kirkland Free Wireless Map

[2] Data Source: 2024 American Community Survey 5-Year Estimate

Natural Gas

Natural gas utilities for Kirkland are provided by Puget Sound Energy (PSE) through a franchise agreement[3]. 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.

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 immediate community.

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 wastewater collection system consists of 13 major sewer drainage basins, 40 minor sewer basins, 122 miles of sewer pipe, six lift stations and force mains, and approximately 3,184 manholes. Approximately 5% to 10% 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 the majority of the NUD's sewage is transported via the King County Interceptor that runs parallel to the Cross Kirkland Corridor for treatment at King County WTD's Renton treatment plant. The King County WTD Brightwater Treatment plant, located in Woodinville, supplies reclaimed water to the region. Small portions of NUD's sewage flow to the Brightwater Treatment Plant and the West Point Treatment Plant located in Seattle.

Water

The PW Water Utility Division provides water service to most Kirkland residents, except for a northern portion of the City that is served by the NUD or the Woodinville Water District. A small portion of the southeastern area of the City is served by the City of Bellevue.

The City's water system is primarily a gravity system consisting of 176 miles of water lines and 12.62 million gallons of storage capacity that includes 1.5 million gallons of fire protection storage. The system is estimated to have sufficient capacity to serve the growth anticipated through the Utilities Element of the Kirkland 2044 Comprehensive Plan and future water customers into the year 2035.

[3] Kirkland Ordinance No. 4060

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 water supply from SPU, CWA also has an agreement with Tacoma Public Utilities (TPU) for additional supply starting in 2041 and has the capability of developing Lake Tapps in east Pierce County if the need arises beyond 2063. According to CWA, based on current trends of water use, responsible plumbing codes, new supply contracts, and water efficient appliances, it is likely that Lake Tapps will not need to be developed for decades.

Surface Water

The City maintains conveyance, flow control, and water quality treatment systems in public rights-of-way and easements, in addition to flow control and water quality treatment facilities that serve single-family developments. These facilities are managed to reduce flooding and 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 inspect private 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 Creek 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.

Garbage, Recycling, and Compost

The City contracts Waste Management for curbside garbage, recycling, and food and yard waste composting services for Kirkland residents and businesses. Kirkland Conserves, part of PW, coordinates recycling and composting education and special events for customers and community members.

Hazard Assessment Summary

Like many cities, Kirkland is vulnerable to numerous natural, technological, and human-caused hazards. These hazards include, but are not limited to, extreme weather, earthquakes, landslides, flooding, search and rescue emergencies, civil unrest, terrorist activities, explosions, structural collapse(s), hazardous material incidents, major fires, infrastructure failure(s), health emergencies, cyber disruptions, environmental disturbances, and consequences of climate adaptation.

The City is committed to preventing, mitigating, and reducing risk whenever possible. Dense populations add to the volume and complexity of traffic flow, calls for emergency service, and infrastructure demands. 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 Planning and Building (P&B) regulations and requirements have lessened the risk of catastrophic impacts on human life, but the response demands and long-term recovery implications for a dense community remain. The proactive commitment to risk reduction, from a multi-focused perspective, builds the City's capacity to respond to and recover from an incident; supporting the City's mission to deliver essential services to the residents, businesses, and the whole community.

Community members and City staff were asked to provide input related to their concern for and perceived probability of occurrence of specific hazards that are known risks in the City. The public results are summarized in (Figure 7).

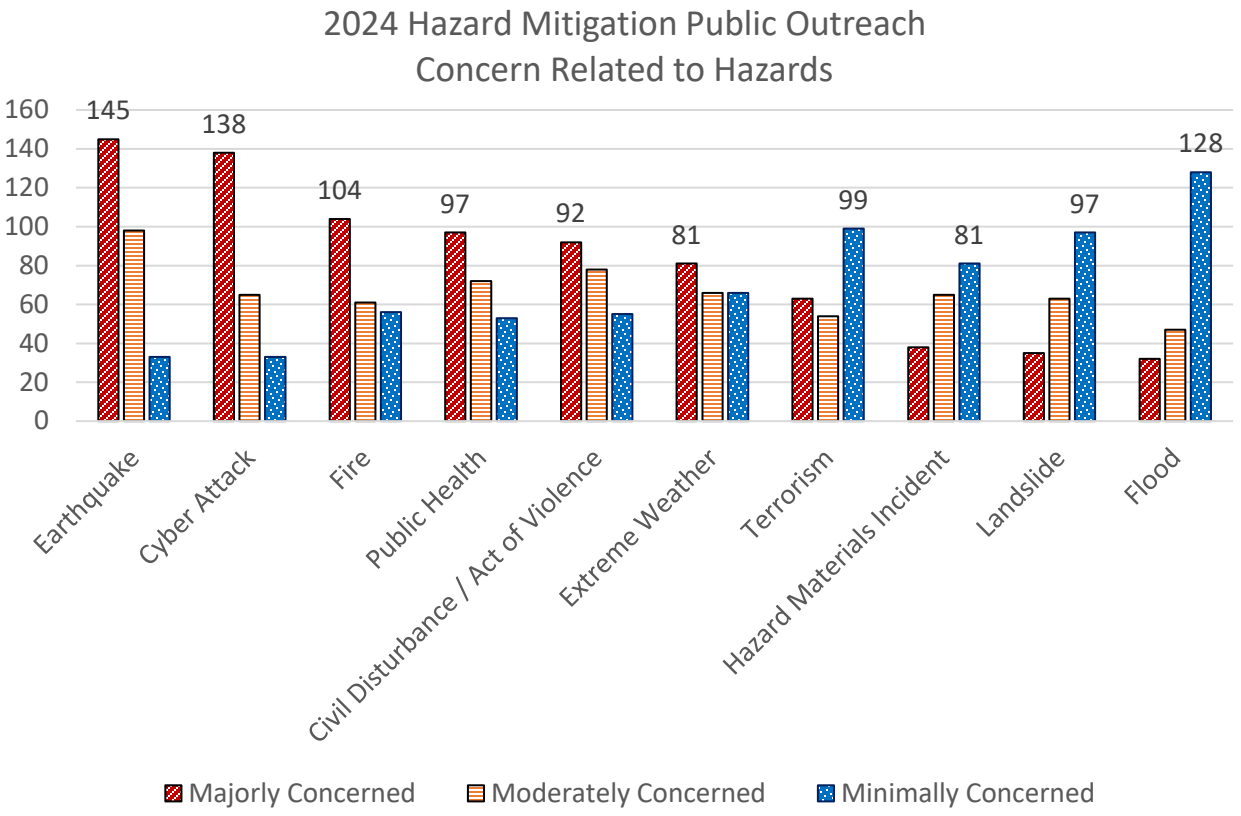


Figure 7 – Hazard Mitigation Public Concern Related to Hazards

For staff, the probability of the incident occurring in Kirkland was assigned a numerical value using the following approach:

1. Low Probability; could occur but unlikely
2. Medium Probability; might occur
3. High Probability; likely to occur

The incident concern was assigned a numerical value based on ranking hazards on a scale from (1) most concerned to (14) least concerned. To achieve the outlined scores for the Probability and Concern (Figure 8), survey participants' input for probability per hazard was multiplied by the outlined concern.

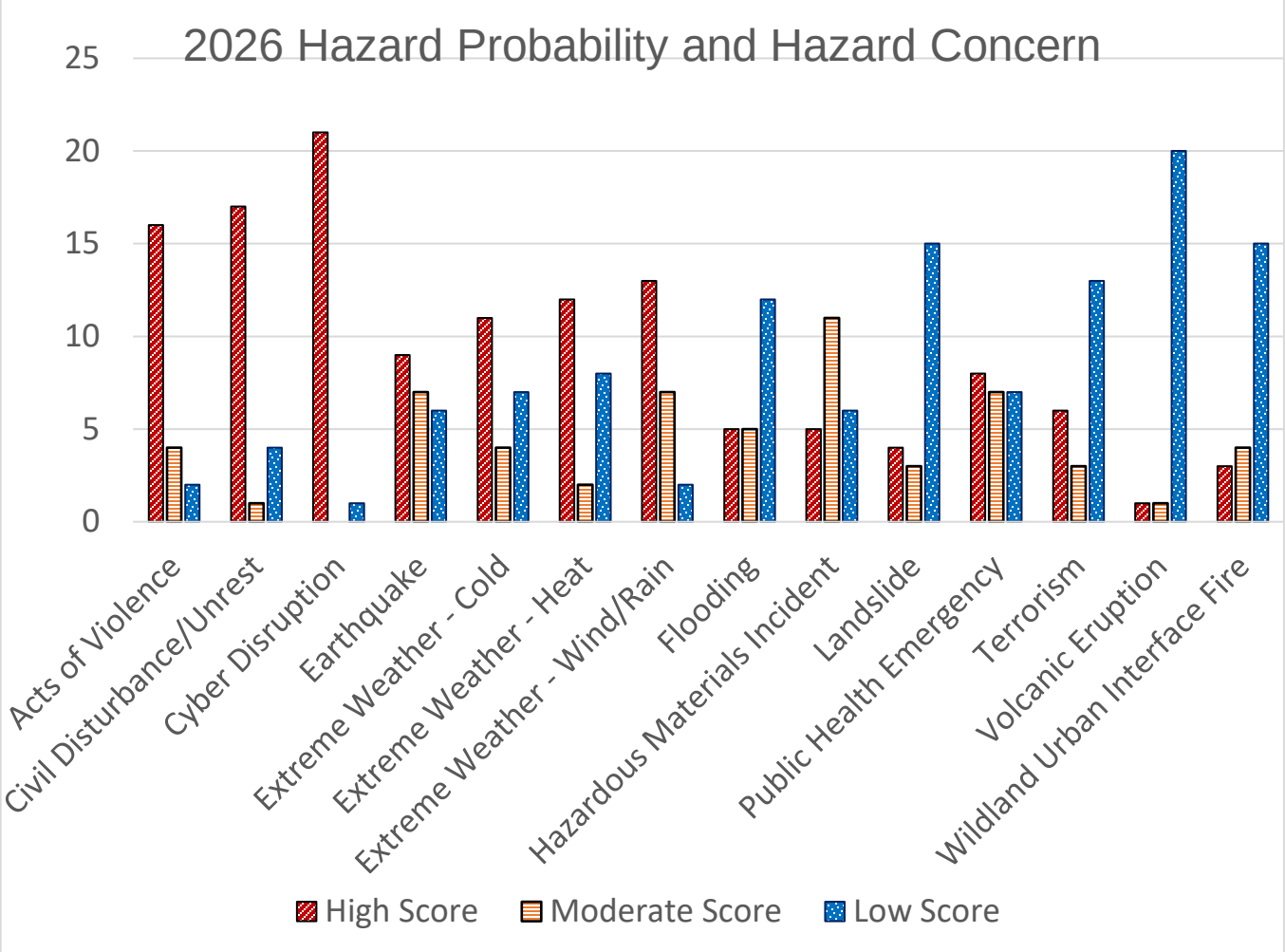


Figure 8 – Staff Hazard Risk Ranking

The figures demonstrate the commonality of increased concern for human caused incidents, particularly cyber disruption, and less concern for natural hazards, apart from the public's significant concern for an earthquake. The City recognizes that data can be influenced based on local and/or global activities, the time of year, and personal experience. Therefore, the hazard assessment process is repeated throughout the five-year CEMF update cycle to maintain awareness and responsiveness to City and public concerns and changing risk environments.

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 CEMF 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 receive no or only limited assistance from regional partners, including nearby communities, county, state, or federal 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 Emergency Operations Center (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 disruptions and 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 respond to work.
- 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 CEMF 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, delegated responsibility for 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 NIMS[4] 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 and organizations. This fosters 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 CEMF, and other associated documents, 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 Council[5].

[4] From the FEMA’s National Incident Management System Doctrine published October 2017
[5] Per Kirkland Municipal Code 3.20.090.

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 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.

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, Inclusive, and Welcoming City, and Resolution R-5434, Affirming that Black Lives Matter and Approving the Framework for Kirkland to Become a Safe, Inclusive, and Welcoming Community. Whole community has been incorporated throughout the CEMF, including all appendices and attachments.

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 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 City purposely and thoughtfully consider the unique needs of the whole community and work together while mitigating, planning for, responding to, and recovering from incidents. This approach supports the City's commitment to be inclusive and comply 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 public. In addition to direct partner engagement, the City provides multiple opportunities for community members to share their unique experiences, needs, and/or challenges. Events include, but are not limited to, community meetings such as the Kirkland Association of Neighborhoods (KAN), council meetings, City Hall for All, Farmer Markets, Coffee with a Cop, National Night Out, Ribbon Cutting Ceremonies, Coffee with Council, and a variety of other activities that facilitate conversations between City leaders and the community.

Identification of the Physical, Programmatic, and 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, people with lower socio-economic status, people experiencing homelessness, and those with Limited English Proficiency (LEP).

The City recognizes that various populations may require specialized support during an incident; therefore, the City's approach includes assessing the wholistic Kirkland population to identify needs, and based on findings for a given incident, creating plans to support general community needs and, as able and resources allow, the unique needs of specific individuals and/or populations.

The United States Census Bureau and the Washington State Office of Financial Management do not specifically identify LEP languages in the City; therefore, compliance with RCW 38.52.070 is based on local knowledge of the community as reported by KPD and KFD. First Responders have identified the most common LEP languages in Kirkland are Spanish and Chinese; however, Farsi, Hindi, Portuguese, Russian, Telegu, and Vietnamese are also frequently encountered. It is understood that providing properly translated alerts and emergency information is critical for life safety of LEP communities, therefore, every effort will be made to provide translated emergency information as soon as reasonably possible. The City prioritizes translation of messaging into Spanish and Chinese and as resources allow will translate content into other identified prominent languages. If a specific language population is identified as directly impacted by an incident, every effort will be made to support message translation into the identified language.

Tools that may be leveraged to communicate with the whole community include, but are not limited to, large print materials, technology based interpretation and translation services, braille (if available), translation and accessibility software programs for websites, pre-translated incident materials, pictorial representations of information, in-person assistance, text-to-speech readers, paper and pen/pencil, American Sign Language (ASL), basic language pocket guides, or other methods identified and available at the time of the incident. Additional information can be found in Emergency Support Function (ESF) 2: Communications, Information Systems, and Warning, the Kirkland Communication Plan, 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 and/or medical care for unaccompanied minors, mental/emotional health needs, limited communication capabilities, educational sustainment, appropriate nutritional supplies, and/or other identified unique aspects of supporting children during an incident.

The City maintains items in the mass care supply cache to support the needs of children and has established protocols for reunification and accessing medical support for minors. The City works closely with the local school district to understand and provide for the needs of children as guided by professional staff trained to support and care for minors.

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 service animals and/or household pets, as appropriate.

Trained service animals, per the ADA, are defined as a dog or a miniature horse that has been individually trained to do work or perform tasks for an individual with a disability, the task(s) performed by the dog or miniature horse must be directly related to the person's disability. Service animals will be allowed and supported to accompany their handler in all City facilities and/or sites consistent with daily ADA compliance.

The City will support the needs of companion animals/pets in City facilities and/or sites as outlined in Emergency Support Function (ESF) 6: Mass Care, Temporary Housing, and Human Services and the Kirkland Mass Care Framework.

Direction, Control, and Coordination

The City Manager directs and controls incident management and delegates responsibilities to the EM and department directors or Chiefs, as appropriate, for incident specific command. Coordination between departments and agencies is done daily as well as during incidents through department participation and fulfillment of established responsibilities.

City of Kirkland Organizational Structure

The City of Kirkland operates under the 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 Attorney's Office (CAO), City Manager's Office (CMO), Finance & Administration (F&A), Fire Department (KFD), Human Resources (HR), Information Technology (IT), Parks & Community Services (PCS), Planning & Building (P&B), Police (KPD), and Public Works (PW) (Figure 9). Each department is led by a director or Chief with a line of succession of at least three staff positions deep 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 living in Kirkland ultimately elect Councilmembers, the City strives to serve Kirkland's whole community.

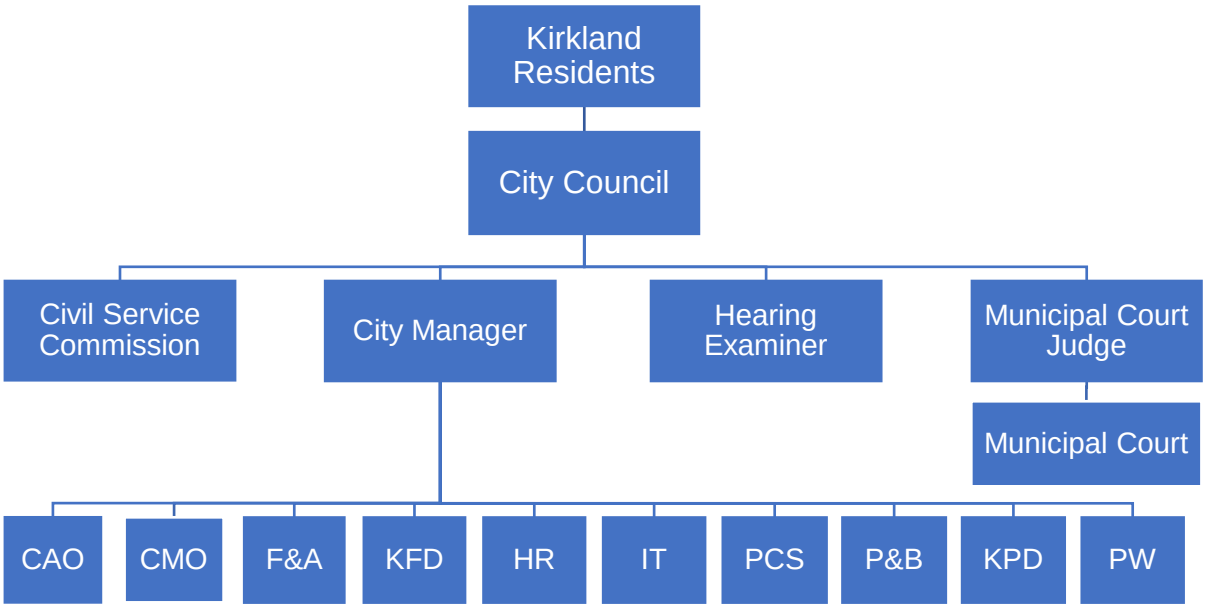


Figure 9 – City of Kirkland Organizational Chart

Responsibilities by Department

The following responsibilities relate directly to a department's unique high level 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 ESFs.

City departments are responsible for providing personnel and equipment in support of mitigation of, preparedness for, response to, and recovery from an incident as directed by the City Manager, or Acting City Manager, and as outlined in this CEMF. Incident operations are conducted by City personnel and may be supplemented, as necessary, by partners, 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.

Kirkland 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 City Manager signs the proclamation of emergency.
- The City Manager's Office (CMO) is responsible for internal and external public information related to City operations and in coordination with the Incident PIO and/or Joint Information Center (JIC).
- The CMO leads intergovernmental relations during incidents.
- The CMO dictates the recovery structure and appoints a Recovery Manager and/or Lead.
- Delegates risk management operations to the appointed risk manager.

Kirkland City Council

- The Council is responsible for adjustments and/or changes to City governance during an incident.
- The City Council ratifies 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.

Kirkland City Attorney's Office

- Provides legal counsel and direction before, during, and after an incident, including interpretation of county, state, federal and incident directives and/or legislation.
- Reviews and approves all contracts for services and/or supplies related to incident management.
- 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 Emergency Operations Center (EOC).
- Coordinates and provides fire, technical rescue, hazardous materials response, inspections, fire investigations, and emergency medical operations related to an incident.

Kirkland Human Resources

- Coordinates insurance claims related to the incident.
- Monitors incident activities for compliance with safety standards.
- Coordinates the Worker Compensation program.
- Manage 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.

Kirkland Information Technology

- Oversee 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

- Conduct administration of justice, in accordance with constitutional and statutory requirements and legal proceedings necessary to preserve individual rights and due process, as able and dependent on the nature of the incident.
- The Probation Department maintains supervision and monitoring of individuals under court jurisdiction to promote public safety, maintain compliance with court orders, and provide continuity of essential court-mandated services, as able and dependent on the nature of the incident.

Kirkland Parks & Community Services

- Leads implementation of mass care services for the Kirkland community, including coordination of the Mass Care Workgroup, when activated, and engagement with non-profit and partner organizations.
- Supports damage assessment, movement of supplies, and recovery missions, as requested.

Kirkland Planning & Building

- Coordinates and conducts damage assessment and/or inspection of structures during an incident.
- Performs permit review and enforce 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 transport, 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, including disaster debris management.
- 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 resources related to the movement of people and goods.
- 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 television.

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 City 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 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/Incident 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, county, state, and federal representatives and/or agencies.

Policy Group

The Policy Group provides subject matter knowledge 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, it 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 and/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 impact 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/incident public messaging and all 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. 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.

Emergency management is organized into four phases to facilitate an overall incident management capability (Figure 10). The phases are:

- 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

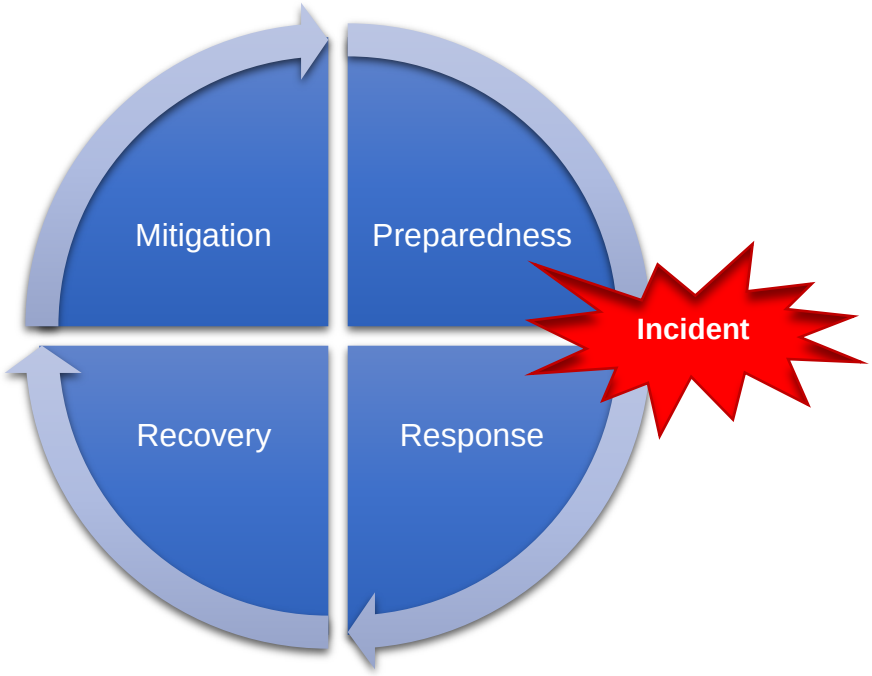


Figure 10 – Phases of Emergency Management

Mitigation Phase

Mitigation activities are proactive steps taken to reduce the impact of incidents. 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 department continuity positions.
- Identify and train staff to support EOC operations and facilitate implementation of frameworks, guides, and/or plans.
- Maintaining a surplus of basic operational and emergency supplies at City facilities.
- All Hazard Operational Readiness Strategy: Provide training and exercise opportunities for City staff. Develop and enhance City resources for Incident Management.

- Alternate Power Capability Strategy: Establish redundant electrical services for key City resources. Maintain continuity of operations to meet community needs during major power disruptions.
- Alternate Water Source Capability Assessment Strategy: Identify alternate water sources within the City and the authority and feasibility of utilization. Determine and document the requirements to leverage identified alternate sources, including purpose, limitations, cost, and legal obligations.
- Community Readiness Strategy: Provide education and training opportunities to the public. Engage community members and leverage City programs and partnerships to further develop resilience efforts.
- Climate Change Mitigation, Adaptation and Resilience Strategy: Build a sustainable healthy viable equitable community.
- Erosion, Landslide, and Flood Risk Reduction Strategy: Restore and maintain healthy forested and natural parklands to mitigate risk in natural areas.

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 continuity documents 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 and ICS training for all benefited employees.
- Participating in training, drills, and exercises to test department and City emergency frameworks, guides, documents, and procedures.
- Assisting and coordinating in the development of frameworks, guides, documents, operating procedures, and other resources 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.
- Implementing employee preparedness campaigns.

Response Phase

Response activities are actions taken to achieve incident stabilization. City-wide response activities include:

- Facilitating incident management.
- Coordinating communications across City departments, with partner agencies, and the community.
- Staffing the EOC.

- Conducting operational impact assessments and monitoring departmental operational capability for changes.
- Utilize the Continuity of Operations/Continuity of Government (COOP/COG) Framework to prioritize the restoration of essential City functions.
- Conducting community impact and needs assessment.
- Provide public messaging, in multiple formats and languages, to develop an informed community.
- Maintaining detailed documentation of response activities including personnel and resource costs.

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.
- Provide public messaging, in multiple formats and languages, to develop an informed community.
- Support community and economic recovery efforts.

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 components that the City prioritizes for implementation include ICS, EOCs, public messaging, 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 (KCOEM), and/or the Washington State Military Department Emergency Management Division (WAEMD).

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 KCOEM and/or WAEMD.

Emergency Operations Center

The EOC coordinates and supports incident management for the City. This role includes connection with government and non-government local, county, state, and federal agencies. See the City of Kirkland EOC Emergency Operations Guide (EOG) for more information.

The primary functions of the EOC are to support field operations and the coordination of continuity of operations and the government through the consolidation and dissemination of incident information, the identification, procurement, and allocation of requested resources, and the implementation of incident priorities and policy decisions as received from the Policy Group. The EOC coordinates City operations responding to the consequences of an incident, based on resource availability. Additionally, the EOC serves as a coordination point for local, county, state and federal 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 resource management.
- Establish and maintain situational awareness.
- Collect, evaluate, and disseminate incident information.
- Coordinate short-term recovery activities.
- Facilitate, develop, and support operational and public communication dissemination.
- Support continuity of operations and continuity of government actions.
- Brief City leadership on incident status.
- Implement policy decisions.
- Tracking finances and hours.
- Incident documentation.

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 extreme weather, or for planned events, such as the 4th of July Celebration.

The OEM uses email, phones, and an internet-based notification system to notify EOC staff, City leadership, KCOEM, WAEMD, and external organizations of an actual or anticipated EOC activation. For details on the EOC activation process reference the EOC EOG and EOC Opening Procedures. When informing WAEMD of an EOC activation, a Washington State mission number will be requested for incident documentation and tracking purposes.

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 KCOEM and 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 EOG.

EOC Organization

The Kirkland EOC is organized as a hybrid of the ICS (Figure 11). The Logistics and Finance functions have been combined into the EOC Resourcing Section to streamline efforts.

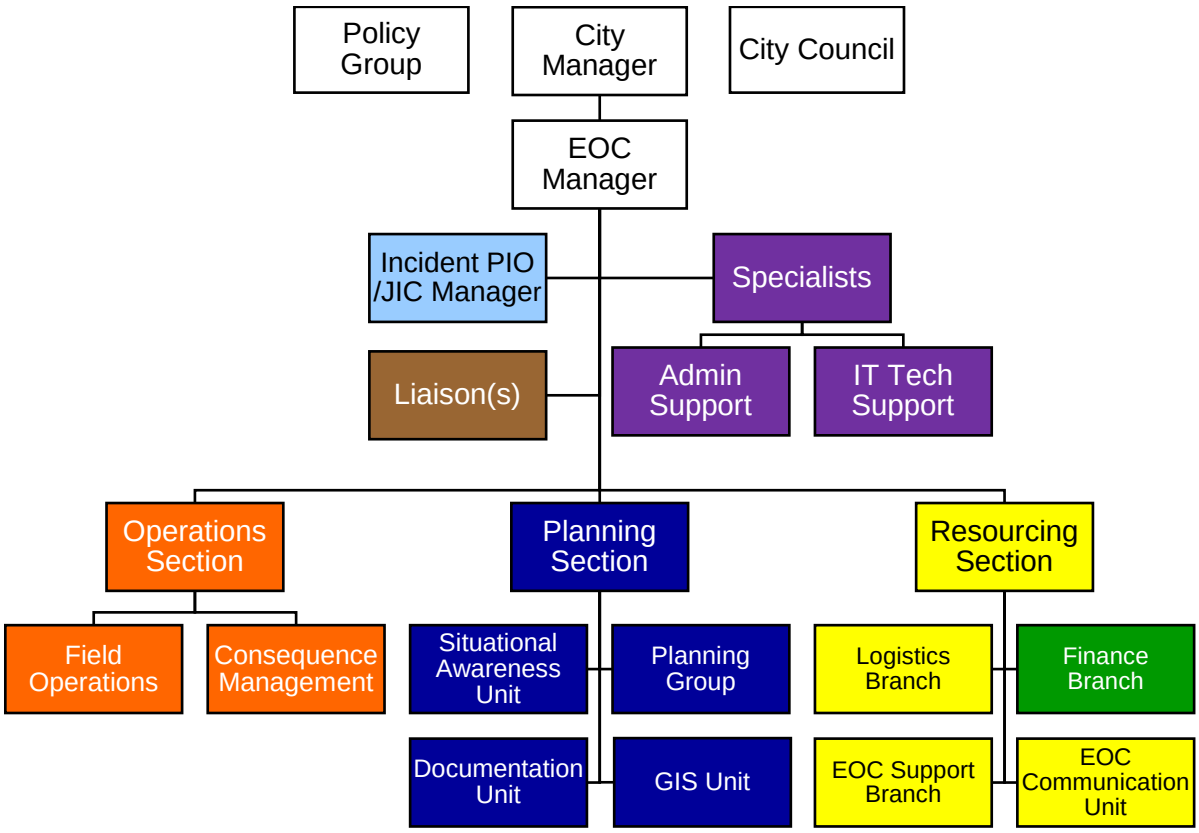


Figure 11 – Kirkland EOC Organizational Chart

Primary EOC Location

The primary EOC is located on the lower level of Kirkland City Hall (123 5th Ave, Kirkland, WA) (Figure 12).

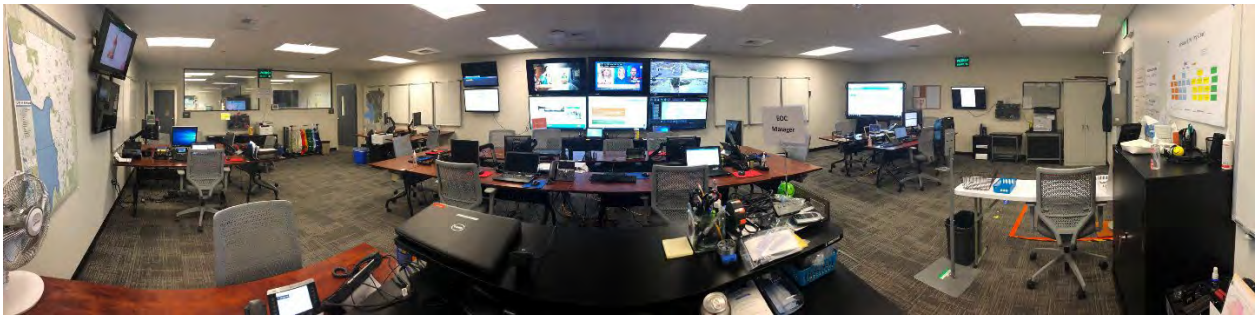


Figure 12 – A panoramic photo of the primary EOC.
Located at Kirkland City Hall as seen from the EOC Manager's desk.

Alternate EOC Location

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 13). 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.

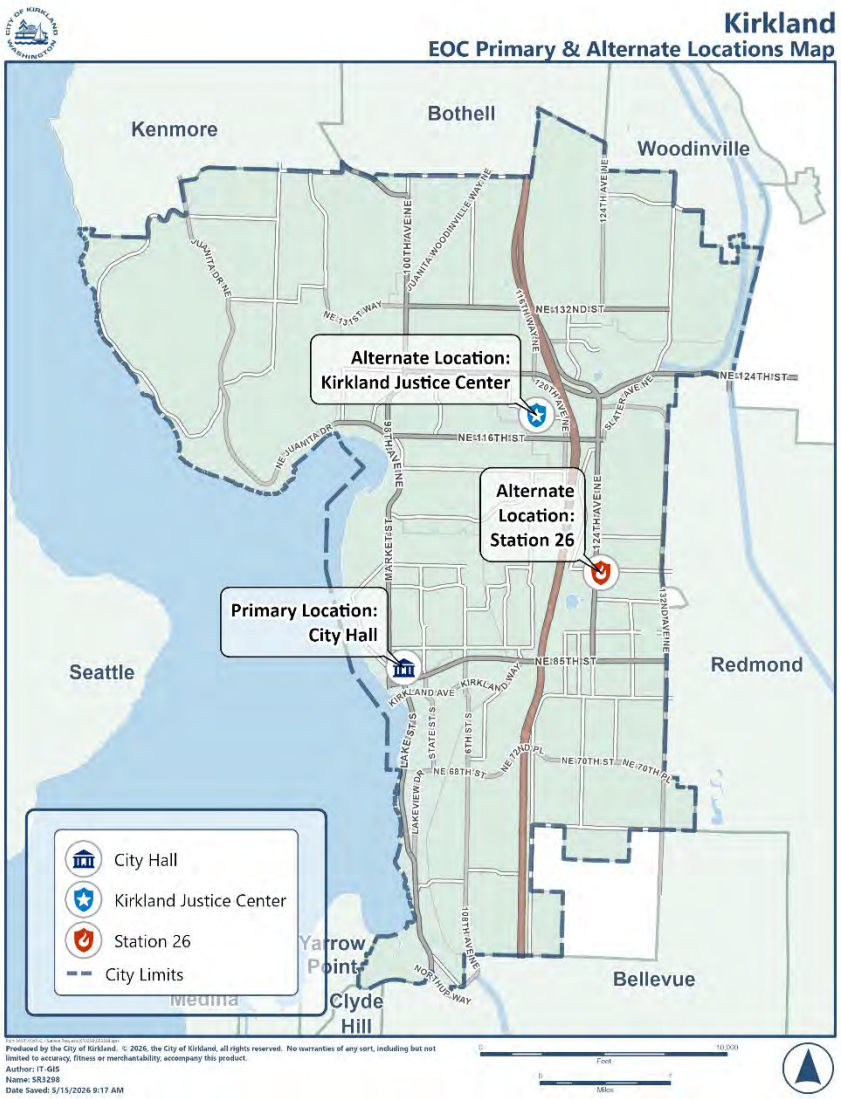


Figure 13 – Map of EOC Primary and Alternate Locations

EOC Activation Levels

The City uses a tiered approach to activation levels adjusting the EOC staffing and activities to match the needs of the incident or event. Table 2 provides an overview of the levels and associated support. For detailed information see the EOC EOG.

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	**Limited Monitoring**	OEM staff filling EOC functions and Operations Section staff, as needed. Mainly situational monitoring and maintaining readiness to call in additional staffing if needed. May operate for multiple operational periods but rarely include 24/7 activities. Onsite effort.
2	**Partial Activation**	Limited EOC staff positions filled: EOC Manager, Operations, Planning and JIC and, as needed, incident-specific EOC representatives. May operate for multiple operational periods but rarely include 24/7 activities. Onsite effort.
1	**Full Activation**	EOC Manager and all sections are 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 2 – Kirkland EOC Activation Levels

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 threats, risk, and/or incidents. This information is collected from various sources, including, but not limited to:

- City Departments (e.g. road closures)
- Northeast King County Regional Public Safety Communication Agency (NORCOM)
- National Weather Service (NWS)
- Washington State Fusion Center (WSFC)
- Neighboring jurisdictions, KCOEM, and WAEMD
- Utility providers
- Digital and broadcast media, and
- 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, allocation of resources, assistance to the community, and advanced planning for multi operational period response and short- and long-term 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 established communications and warning systems as much as possible during an incident. This may include, but is not limited to, opt in and push technology-based programs, the Emergency Alerts System/Wireless Emergency Alerts (EAS/WEA) capabilities, Public Address (PA) systems, email distribution lists, social media, and other resources as appropriate and available.

The City may leverage non-City partners to assist with information dissemination, including contacting KCOEM and/or WAEMD to issue EAS and WEA public alerts on behalf of the City.

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 leaders, staff, and regional partners, primarily by email, with direct phone or face-to-face contact as needed.

When the EOC is activated, the Joint Information Center (JIC) will develop and disseminate incident public messaging via press releases and/or conferences, digital media posts, City television 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 limited English proficiency (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 City public messaging 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. Additional information can be found in ESF 2: Communications, Information Systems, and Warning and ESF 15: Public Information and Affairs.

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, KCOEM, and WAEMD.

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, email 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 communication 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. The regional public safety radio network is supported by the Public Safety Emergency Radio Network (PSERN) agency and NORCOM is the contracted provider for incident radio traffic coordination for KPD and KFD. 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 Fire Stations, the Kirkland Justice Center, and the Parks and PW maintenance centers 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, KCOEM, and WAEMD as needed.

The primary and alternate EOCs are equipped with redundant communication resources, including telephones, amateur radio, and 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 provides public information through a variety of methods including, but not limited to, the City's website, digital media, email, flyers or mailers, reader boards, signs, bulletin boards, public safety vehicle (PA) systems, and in-person communication. The City Communications Manager and the JIC/Public Information Officer (PIO) will coordinate the distribution of City and incident communications. Details about the types of communication systems and resources available and the intended audience can be found in (Table 3).

Platform	Communication Type				Audience		
	Video	Digital	Print	Verbal	Internal (Staff)	Press	External (Public)
Flyers			x		x		x
Facebook	x	x			x	x	x
Nextdoor	x	x				x	x
X	x	x				x	x
Instagram	x	x			x	x	x
YouTube	x	x			x		x
Websites	x	x			x	x	x
City TV Channel(s)	x					x	x
Word of Mouth/ PA systems				x	x		x
Press Releases/ Conferences		x	x			x	x
Email		x			x	x	x
Reader Boards		x					x
Bulletin Boards			x				x

Table 3 – City Communication Platforms and Audiences

To provide quality communication to City audiences, the following matrix is used to assess messaging for use, content, and clarity (Figure 14).

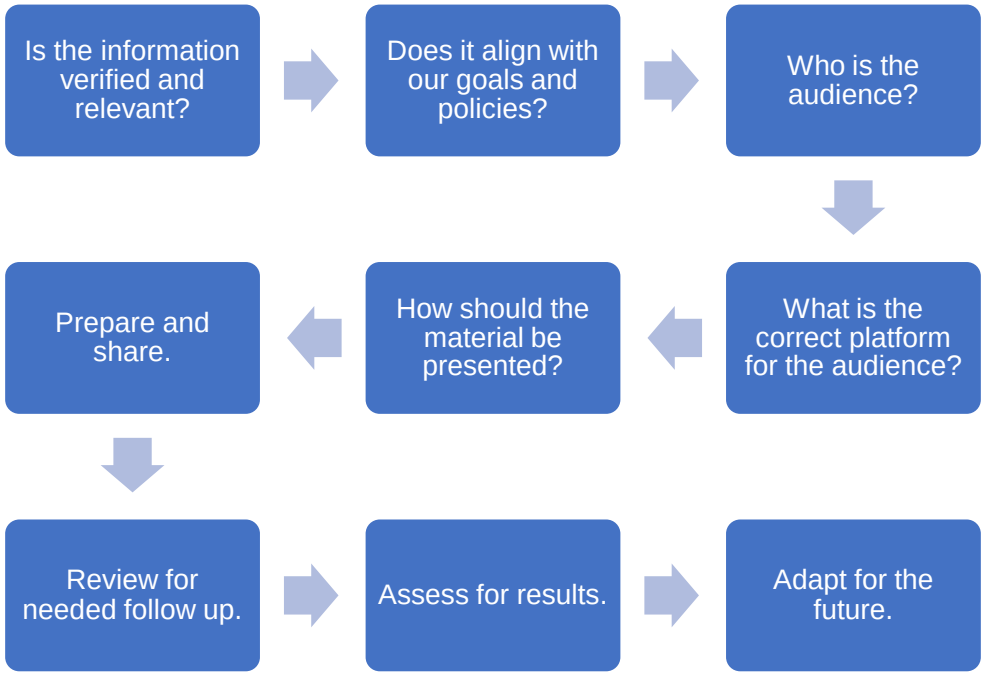


Figure 14 – Process of Delivery of Public Information

Administration, Finance, and Logistics

Administration and Documentation

EOC activation documentation will be maintained and archived in accordance with Washington State public records retention requirements. The City's archiving practices follow KMC 3.15, RCW 40.10.010, and RCW 40.14. 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 expenditures are coordinated and documentation for state and/or federal reimbursement and/or assistance programs are prepared and submitted to the appropriate county, state, and/or 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 KMC 3.20, RCW 35A.33.080-.100, RCW 35A.38, and RCW 38.52.070, which outline emergency expenditures. Financial records are kept in a manner that distinguishes them from 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 and leverages an established resource management process to document incident-related expenses. 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. The project code also facilitates verification of expenses for assistance and/or reimbursement programs.

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 expenses to facilitate cost recovery if that opportunity is presented. Depending on the nature and scope of an incident, the City may qualify for disaster relief. The most common support programs are Public and Individual Assistance which have defined eligibility requirements.

- **Public Assistance:** These programs are designed to provide funds to aid communities who are responding to and recovering from an incident that has resulted in major damage or disruptions. These programs provide temporary emergency assistance to help save lives and protect property, as well as to help restore public infrastructure that may have been damaged or otherwise disrupted by the incident.
- **Individual Assistance:** These programs are designed to help with individual, family, and business needs, which may include disaster housing assistance (temporary housing, repair, replacement), medical, funeral, cleanup, moving, or other expenses.

In addition to Public and Individual Assistance, there may be support resources available through programs such as “Other Needs Assistance”, Small Business Administration (SBA) programs, or incident specific opportunities.

During response and recovery efforts, City departments are responsible for tracking potentially reimbursable incident costs related to emergency actions and damages incurred to public facilities and infrastructure because of the incident. If incident impacts are perceived to potentially be eligible for support, the KCOEM 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 exceeds the department's capability and/or supply. When additional support is needed, the department contacts the OEM and/or EOC, if activated, to request assistance. The EM may work directly with the department to provide support or, if activated, the EOC Resourcing Section will facilitate resource management activities following established resource requesting procedures to respond to the needs of 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.

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

The OEM is responsible for the overall CEMF development and maintenance, and monitors legal changes related to RCW 38.52 and WAC 118 through updates from WAEMD. To support a collaborative and holistic planning process, the OEM engages internal and external partners during CEMF review and update efforts. In addition to City staff participation, the OEM leverages activation and exercise After Action Reports/Improvement Plans to inform the development and maintenance of the CEMF and its supporting documents.

Emergency Management Action Team (EMAT)

The EMAT is a City code-required group composed of the EM, the City Attorney, the City Communication Manager, and at least one representative from each City department. The purpose of the EMAT is to support OEM initiatives to help City departments and staff mitigate risk, prepare for, respond to, and recover from an incident at work and/or at home. EMAT department representatives identify a department point of contact to support planning and update efforts, including for the CEMF and supporting documents, as requested.

Public Engagement

Community input to the CEMF is encouraged and typically occurs through public discussions and engagement events. A redacted version of the CEMF is available on the City's website for public review and comment. The CEMF is adopted through Council resolution, which provides another opportunity for public engagement and comment, either directly at a Council meeting or by contact to a Councilmember. During the City's recent update to the Kirkland Hazard Mitigation Plan Annex to King County's Regional Hazard Mitigation Plan, community input was compiled during engagement opportunities, from the community and staff, to better understand concerns related to hazards. To the extent possible, the City seeks whole community input on concerns related to hazards within Kirkland.

After Action Reports (AARs)

After Action Reports (AARs) capture observations and identified gaps during exercises, EOC activations, and significant incidents managed at the department level. AAR's include an Improvement Plan (IP) which documents opportunities for improvement, responsible parties for implementation, and a timeline for completion. The OEM conducts an after-action review process following EOC activations and exercises by inviting representatives from City departments and involved partner organizations to provide feedback. The information provided, related to what went well, and areas for improvement, is incorporated into the AAR/IP and guides the development and implementation of recommended improvement actions. Improvements will be integrated into the OEM's CEMF planning and review process as appropriate. Since the last update to this document, the following after action reviews have been leveraged to develop additional capabilities, procedures, and/or guides for incident management (Table 4).

Drills and Exercises with AARs	
2022	4th of July EOC Activation
	Cascadia Rising Exercise Series
2023	April KECT Drill
	Flip the Switch Exercise
	July KECT Drill
	September KECT Exercise
2024	Dancing in the Dark Exercise
	City Hall Evacuation Drill
	Cyber Security Intrusion EOC Activation
	4th of July EOC Activation
	General Elections EOC Activation
	November Windstorm EOC Activation
2025	June 14 Assembly EOC Activation
	4th of July EOC Activation
	I-405 Closure EOC Activation
	City Hall Evacuation Drill
	Futbal Friction Exercise

Table 4 – Drills and Exercises with AARs

As part of the five-year CEMF update process, supporting documents also undergo review. The following documents have been updated as part of the CEMF update (Table 5).

Supporting Document Updates
Belonging Reunification Framework
Commodity Point of Distribution (CPOD) Framework
City Communications Plan
Continuity of Operations (COOP) / Continuity of Government (COG) Framework
EOC Emergency Operations Guide (EOG)
Evacuation Framework
Disaster Debris Management Framework
Hazard Mitigation Plan Annex to King County Regional Hazard Mitigation Plan
Limited English Proficiency (LEP) Resource Guide
Mass Care Framework
NIMS Implementation Framework
Volunteer and Donations Management Framework

Table 5 – Supporting Document Updates

Planning and Approval Process

Department representatives are responsible for providing input to the CEMF, its components, supporting documents, and department supporting documents. The OEM facilitates meetings with City staff to review content, provide guidance and templates, and make recommendations for requirement compliance during the planning and update process.

The OEM reviews and edits submitted content to produce a comprehensive draft document. The draft is provided to department directors/Chiefs, the City Attorney, and the City Manager, for review, input, and agreement prior to submission to WAEMD for review. After review of the CEMF by WAEMD, the EM presents the CEMF to the City Council for adoption by resolution.

CEMF Maintenance Schedule

The City completes a formal comprehensive CEMF 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 CEMF within the five-year revision process and will do so as appropriate.

Changes to the CEMF 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 five-year revision process and are approved by the EM. Substantive changes will be submitted to WAEMD for review and the updated document will be submitted to the City Council for adoption, regardless of where the CEMF is in the five-year revision process.

The status of the CEMF in the five-year revision process is outlined below (Table 6).

Section	Year Reviewed	Year Updated	Year Approved	Next Review	Next Update
CEMF	2021-2026	2025-2026	2026	2030	2031

Table 6 – Kirkland CEMF Maintenance Schedule

Training and Exercise Program

The City will train and exercise staff on the CEMF and support documents to improve readiness to mitigate, prepare for, respond to, and recover from incidents.

Training

The OEM facilitates a comprehensive continuous cycle of training activity for the public, employees, EOC staff, and City leadership.

The OEM provides public outreach and education to train the whole community on emergency preparedness through printed material, videos, public education training programs, presentations to community and neighborhood groups, hosting forums, staffing booths at public events, and leveraging outreach opportunities as they are presented.

The OEM conducts employee preparedness programs intended to educate City employees on personal preparedness at home and at work. These programs include new employee and Director/Chief/Councilmember orientation to incident management, requirement of all employees to view the NIMS for Kirkland Employees orientation video, participation in the Great ShakeOut, testing of the employee notification system, employee education campaigns, and engagement in regional, state, or federal preparedness programs and exercises when appropriate.

The EM, in partnership with the City Manager, facilitates training with Councilmembers and invited participants on emergency management topics including, but not limited to, City documents, elected officials' role in an incident, and crisis communications.

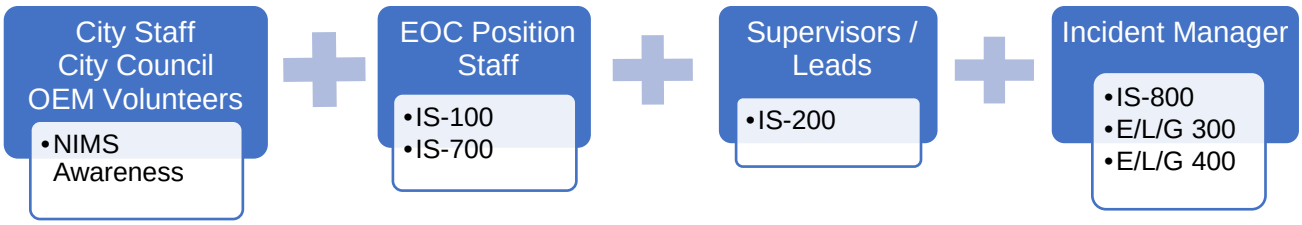
City staff are informed and trained on their incident responsibilities upon employment and/or promotion, including completion of the appropriate NIMS courses as outlined in the City of Kirkland NIMS Implementation Framework (Figure 16).

Training courses are available through the City's online Learning Management System (LMS) with links to FEMA curriculum, and through virtual and/or classroom delivery of additional courses. Staff are encouraged to take additional FEMA courses related to their incident roles and responsibilities.

Specific to the EOC, designated staff attend a one-hour position-specific training session at least twice a year. This biannual training includes review and discussion of the topics in the CEMF, incident management, and supporting documents.

NIMS Training by Role

City and EOC Staff:



First Responders:

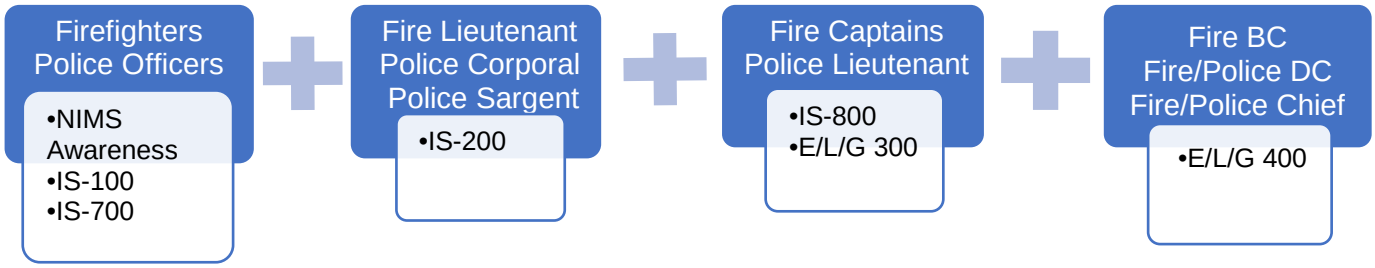


Figure 16 – Training Progression for City Staff

Exercise

The OEM designs and conducts Homeland Security Exercise Evaluation Program (HSEEP) compliant exercises to test the CEMF and supporting documents, equipment, processes, staff, and policy capabilities. Exercises consist of drills, games, tabletops, functional, and full-scale activities.

OEM facilitates evacuation, fire extinguisher, and notification staff drills, in addition to games related to identification and location of preparedness supplies.

At least one multi-day functional EOC exercise occurs annually; during years with real-world activations, exercises may be altered or suspended to allow for the implementation of and training on AAR/IP items.

The annual EOC exercise includes participation from internal staff and external stakeholders, including OEM volunteers. External partners often serve as evaluators, resulting in unbiased feedback and observations. Partners and volunteers also fill the positions of role players and the simulations cell staff.

Full-scale exercises for City staff, the KECT, and/or as part of public education programs often include the participation of City volunteers and/or community members, as appropriate.

The City Policy Group gathers for an annual tabletop exercise. Every three to five years, the City Council participates in a tabletop exercise and/or scenario-based seminar to review their role and responsibilities during an incident and the contents of the CEMF and/or supporting documents.

City operations level exercises that have occurred since the publication of the 2021 CEMP are outlined below (Table 7).

Year	Date	Title	Exercise Type
2022	Various	Cascadia Rising Exercise Series	Various, see below
2022	June 13 – 16	Damage Assessment Windshield Survey	Full Scale
2022	June 13	City Council	Tabletop
2022	June 14	Commodity Point of Distribution (CPOD)	Full Scale
2022	June 14	City Policy Group	Tabletop
2022	June 15	Cascadia Rising EOC	Functional
2022	June 16	Mass Care	Full Scale
2023	April 25	Flip the Switch EOC	Functional
2023	April 27	Flip the Switch EOC	Functional
2023	May 10	City Policy Group	Tabletop
2024	May 21	Dancing in the Dark EOC	Functional
2024	May 23	Dancing in the Dark EOC	Functional
2024	June 5	City Policy Group	Tabletop
2025	May 13	Futbal Friction EOC	Functional
2025	May 15	Futbal Friction EOC	Functional
2025	May 16	City Policy Group	Tabletop
2026	May 12	Goat Hill Slide EOC	Functional
2026	May 13	City Policy Group	Tabletop
2026	May 14	Goat Hill Slide EOC	Functional

Table 7 – Kirkland Exercises List

EMERGENCY SUPPORT FUNCTIONS (ESF)

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 8). 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: Firefighting	Fire
ESF 5: Emergency Management	Office of Emergency Management
ESF 6: Mass Care, Temporary 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: Public Safety and Security	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 8 – ESF Responsibility Matrix by City Department

ESF Scope

The ESF scope of responsibilities are outlined below (Table 9). The City's ESFs align with the 32 Core Capabilities identified in the FEMA National Preparedness Goal and the Washington State's Core Capability Development Sheets.

ESF	Scope of Responsibilities	Key Response Core Capability
ESF 1: Transportation	• 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	• 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	• Infrastructure protection and emergency repair • Infrastructure restoration • Engineering services and construction management • Debris removal and disposal coordination	Infrastructure Systems; Critical Transportation; Logistics and Supply Chain Management
ESF 4: Firefighting	• Coordination of firefighting activities • Fire mobilization	Fire Management and Suppression
ESF 5: Emergency Management	• 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, Temporary Housing, and Human Services	• Mass care • Emergency assistance • Temporary sheltering and intermediate disaster housing • Human services • Service animals and pets • LEP services	Mass Care Services
ESF 7: Logistics Management and Resource Support	• Comprehensive incident logistics planning, management, and sustainment capability • Resource support (facility space, office equipment, supplies, contracting services, etc.)	Logistics and Supply Chain Management; Critical Transportation; Infrastructure Systems; Operational Communications
ESF 8: Public Health and Medical Services	• Prevent and limit the spread of illness and injury • Support healthcare and medical response • Behavioral health services • 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	• Live-saving assistance • Search and rescue operations (air, land, water, urban, and technical rescue)	Mass Search and Rescue Operations
ESF 10: Hazardous Materials	• 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	• 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	• Energy and utility infrastructure, assessment, repair, and restoration • Energy industry and utility coordination • Energy and utility supply monitoring	Infrastructure Systems; Logistics and Supply Chain Management; Situational Assessment
ESF 13: Public Safety and Security	• 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	• Recovery Planning • Coordination of critical infrastructure systems • Housing recovery • Natural and Cultural Resources recovery • Economic, 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	Operational Coordination; Situational Assessment;
ESF 15: Public Information and Affairs	• 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 9 – ESFs and Core Capabilities

EMERGENCY SUPPORT FUNCTION 1: TRANSPORTATION

Lead Agency

Kirkland Public Works Department (PW)

Support Agencies

Kirkland Parks & Community Services Department (PCS)

Kirkland Police Department (KPD)

Kirkland Fire Department (KFD)

Public Transit Agencies

King County Department of Local Services (KCDLS)

Puget Sound Energy (PSE)

Washington State Department of Transportation (WSDOT)

Introduction

Purpose

The purpose of Emergency Support Function (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 Strategic 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) 35A.47.020 – Streets—Acquisition, standards of design, use, vacation and abandonment—Funds; direct policies for City streets, sidewalks, and other transportation infrastructure.

RCW 35.68 through 35.73 direct policies for City streets, sidewalks, and other transportation infrastructure.

RCW Title 47 Public Highways and Transportation; directs policies for public highways and transportation, including establishing policies for the planning, maintenance, and recovery following an incident. This includes the 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 – Policy on the construction, improvement and maintenance of intersections of state highways and city streets; 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 extreme 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 poses significant threats of damage to surface transportation infrastructure. Extreme 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 of 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 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 increase 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) 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 utilize 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 inhibit 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: Transportation 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, Grounds, Water and Wastewater, and/or Transportation Operations 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 Centers, Peter Kirk Community Center (PKCC), North Kirkland Community Center (NKCC), and other City facilities as necessary.

Procedures

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 with partner utility providers and agencies, and escalating incidents as necessary per the PW Standby Manual.

PW staff verifies streetlight operational status monthly 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. 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. Priority for response and restoration is given to high traffic routes and key intersections.

The initiation of response procedures is determined by the PW Director and/or Deputy Director(s). When standby staff become 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 rights-of-way, PW will assign a 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), KCDLS, 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 transportation options including bicycles, pedestrians, and watercraft.
- Apply de-icing chemicals to 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 and/or 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 and/or private contractors 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, KCDLS, and adjacent city agencies to support an integrated approach to system restoration.

Responsibilities

Lead Agency – Kirkland 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 partners of road closures and detours.
- Remove debris from roadways and/or rights-of-way 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.
- Respond to reports of roadway hazards, outages and/or reports of other damage to City infrastructure.
- Maintain the City's traffic signals and streetlights, public sidewalks, paths, trails, and vehicles (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 – Parks Management

- Conduct debris, snow, and/or ice removal at City facilities.
- Assist with debris clearing and/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 or 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 vehicle removal from priority snow plowing routes.

Kirkland Fire Department

- Assist with assessment and reporting of transportation infrastructure failure or damage.
- Assist in implementing street closures and/or detours.

Public Transit Agencies

- Implement the use of alternate transportation routes.
- Remove stranded and/or disabled transit vehicles, buses, and/or vans, from streets.
- Coordinate community outreach regarding transit operations.

King County Department of Local Services

- 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 due to 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 Strategic Plan (2024)
City of Kirkland Snow and Ice Response Plan, updated annually
WSDOT City Streets as Part of State Highways Guidelines (2013)

Attachments

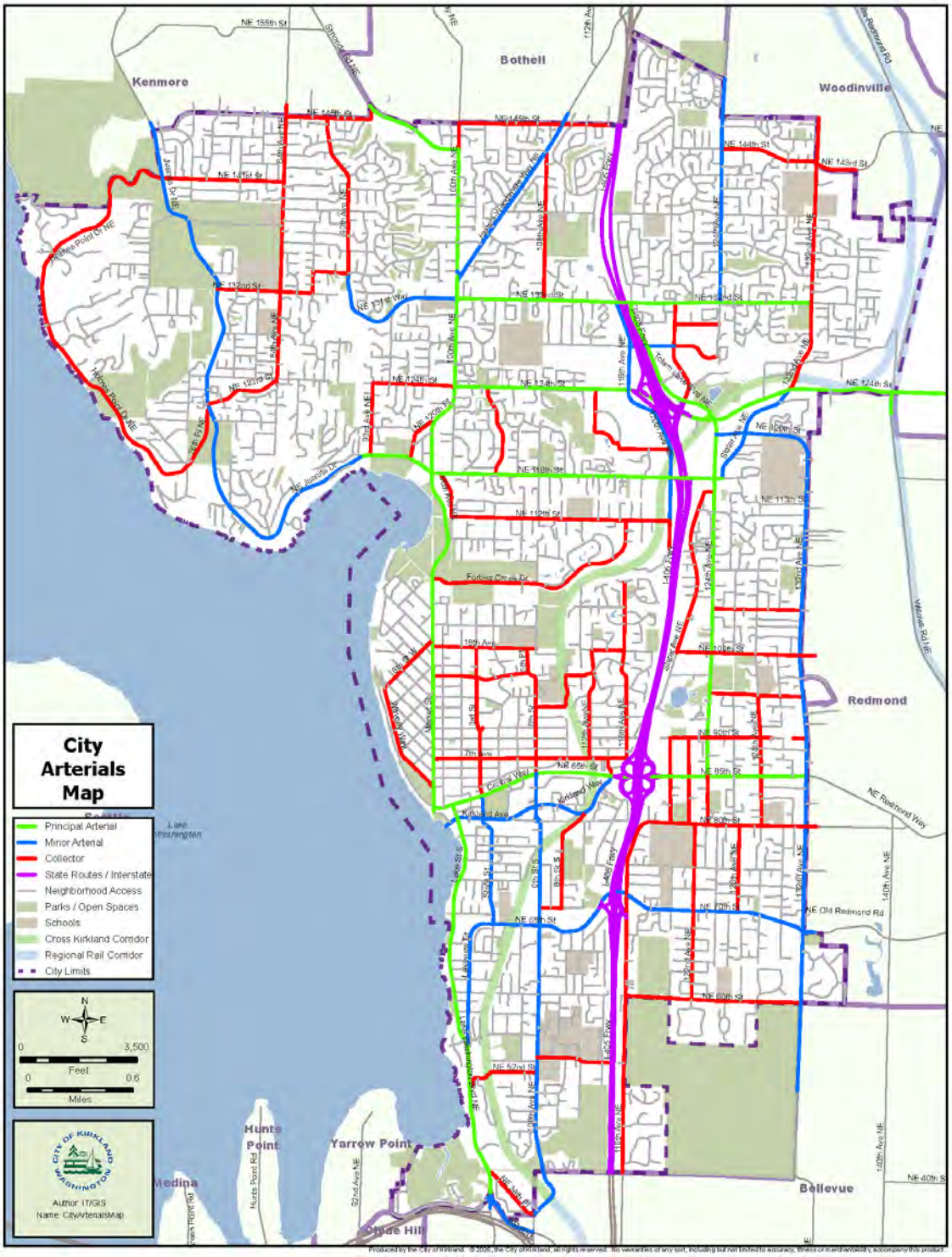


Figure 16 – Kirkland Arterial Routes Map

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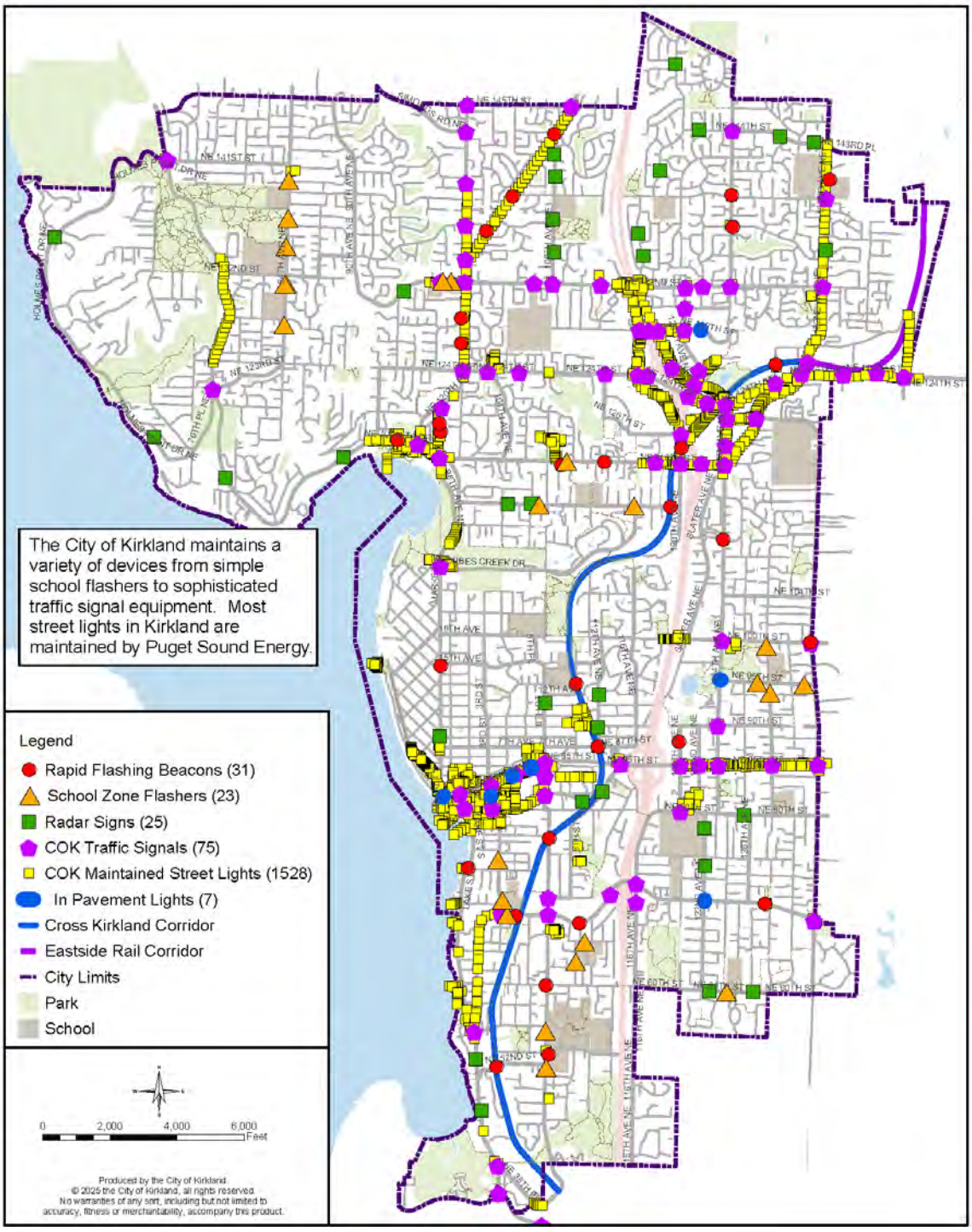


Figure 17 – Traffic Signals and Other Devices Maintained by the City

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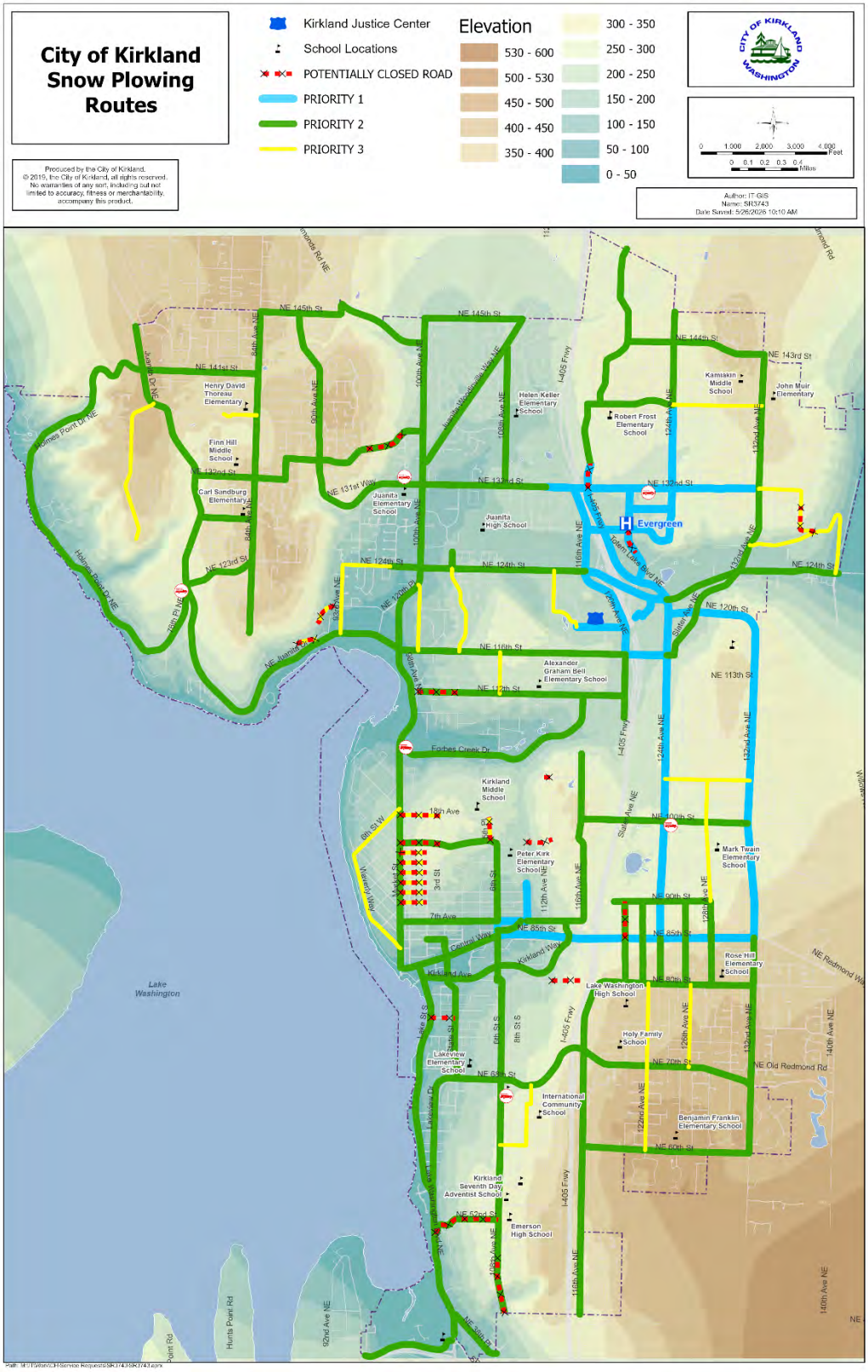


Figure 18 – Kirkland Snowplow Prioritization Map

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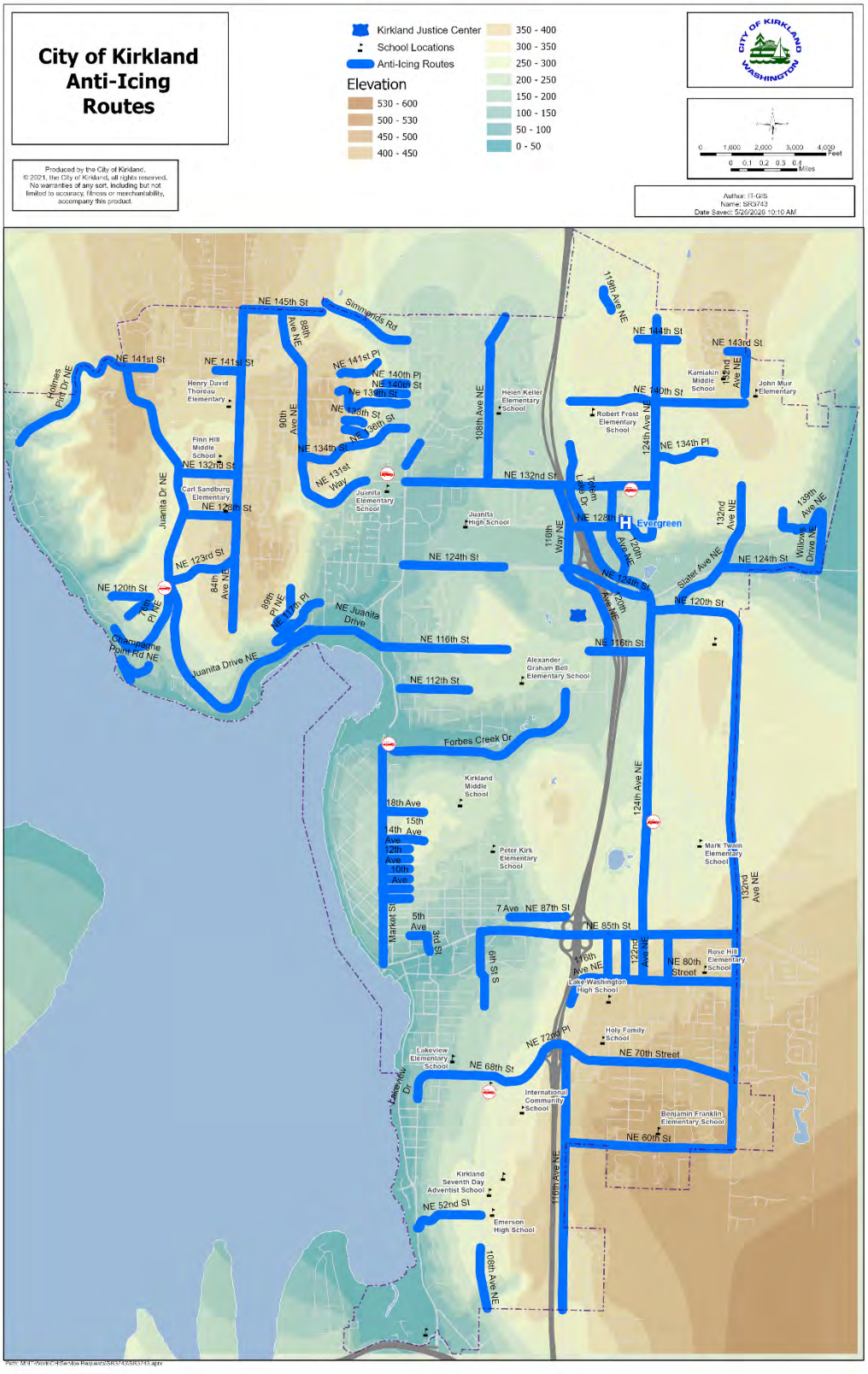


Figure 19 – Kirkland Anti-Icing Routes Map

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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 Department (IT)

Kirkland City Manager's Office (CMO)

Kirkland Fire Department (KFD)

Kirkland Police Department (KPD)

King County Office of Emergency Management (KCOEM)

King County Sheriff's Office (KCSO) – Communications Center

Northeast King County Regional Public Safety Communication Agency (NORCOM)

Puget Sound Emergency Radio Network (PSERN)

Washington State Military Department Emergency Management Division (WAEMD)

Washington State Patrol (WSP)

Washington State Fusion Center (WSFC)

Contracted Translation Services

Internet Providers

National Weather Service (NWS)

Telecommunication Providers

Introduction

Purpose

The purpose of Emergency Support Function (ESF) 2: Communications, Information Systems, and Warning is to describe the coordination of communications, information systems, and warnings particularly related to emergency messaging for 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, 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 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 access and functional needs.

Policies

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) 13.60 – Missing Children Clearinghouse; the Washington State Patrol (WSP) is responsible for issuing America's Missing Broadcast Emergency Response (AMBER) alerts, Endangered Missing Persons Advisories, and Silver Alerts.

RCW 38.52 – Emergency Management; 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 and Chinese.

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, extreme 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 disruptions.

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 communications difficulties.

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 incident size, type, impact, and the amount of funding available.
- In a large wide area incident, NORCOM may be overwhelmed with calls and/or text messages from the public.
- 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 number 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 staff 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/WEA warning point and does not have the ability to directly issue an EAS/WEA alert.
- 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: Communications, Information Systems, and Warning 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 has access to the following communications resources:

- Integrated Public Alert & Warning System (IPAWS) through KCOEM and WAEMD
- VOIP telephone services
- Cellular telephone services
- PSERN two-way radio services
- 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 communication equipment and volunteers
- Public access television channels broadcast on Channels 21 and 75 on Xfinity cable, and Channels 31 and 32 on Ziply cable
- Internet resources including email, the interactive City website, mailing and distribution lists, and digital media
- Mobile loudspeakers, reader boards, road signs, and a recorded message line
- Telecommunication Relay Service (TRS) is provided through the Federal Communications Commission (FCC)
- Teletypewriter (TTY) service

The resources listed are leveraged based on the incident, providing the most appropriate and available options to reach the intended audience as efficiently as possible. The Incident Commander (IC), or Emergency Manager (EM) will contact the designated agency to initiate and deliver messaging via the identified resource(s).

Life-threatening situations requiring immediate public action for the protection of life justify issuing an EAS/WEA notification requested by the IC or the EM directly to KCOEM, or alternate alerting points WAEMD and KCSO Communications Center.

City-owned emergency communications technology will be managed by IT except for department radio equipment, which is managed by each department, the OEM, and/or contracted service provider(s).

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 registration and distribution of GETS/WPS services 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 also provide their personal contact information to receive notifications on personal devices. A notification can be initiated by the OEM staff or KCOEM on behalf of the City.

Organization

Internal

Incident communication (notification, updates, requests for support) typically occurs from the "bottom up". Communications start at the operational level with priority consideration for public safety messaging, followed by notification to City leadership and/or staff as determined by the IC and/or EM (Figure 20).

Communications may occur from the "top-down" as well, particularly during planned or expected incidents requiring a significant response.

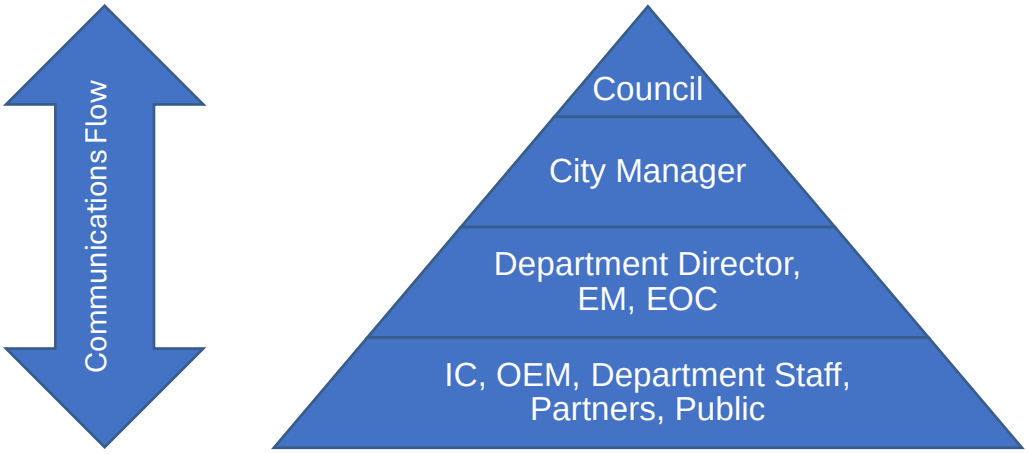


Figure 20 – Incident Communications Flow Chart

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 provided by the CMO.

When the EOC is activated, a PIO position is staffed and/or a City JIC is activated to support public messaging. The JIC is responsible for incident-related messaging, which may include sharing agency information provided by the CMO.

The goal of the Incident PIO/JIC and CMO is consistent, coordinated, and accurate messaging related to the incident and agency actions and status. Communication and cooperation between the Incident PIO/JIC and CMO are vital to alert and warning, public messaging and transparency (Figure 21).

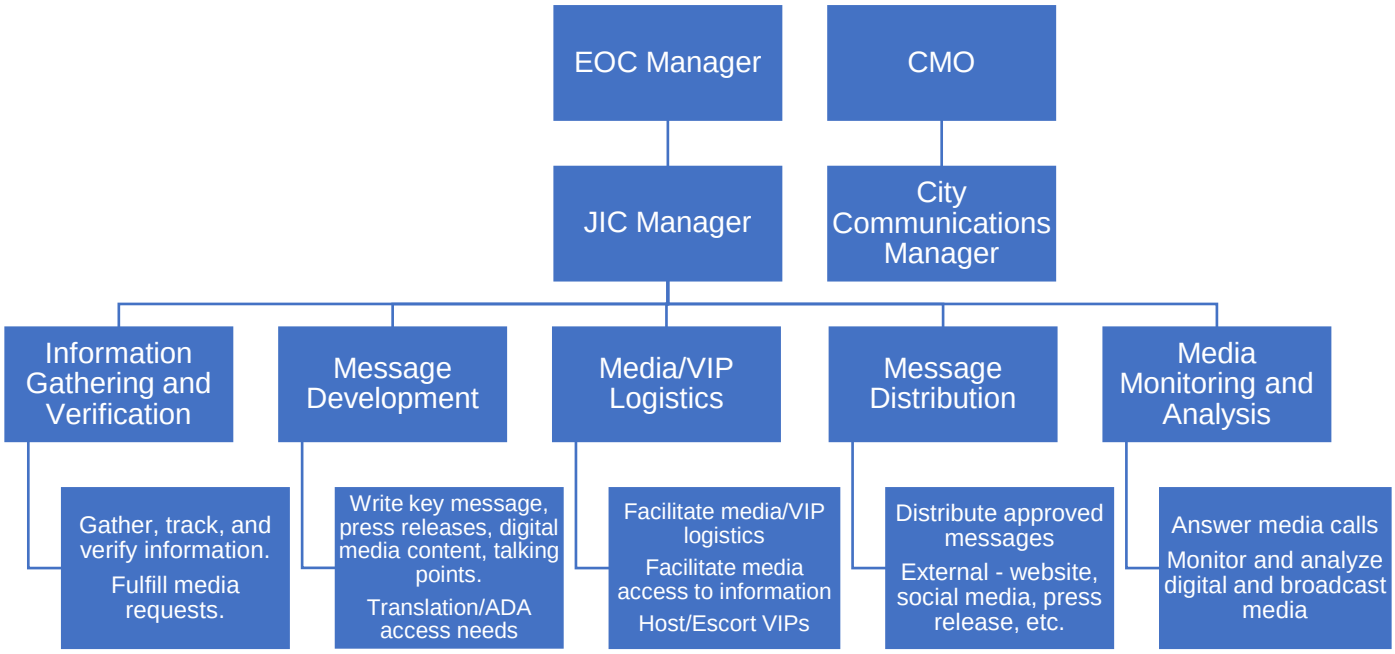


Figure 21 – Kirkland JIC Organizational Chart

IT 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 IC, EM, or City Manager, or their designee as needed.

NORCOM is a 24-hour Public Safety Alerting Point (PSAP) that provides 911 telephone answering, dispatch, and communications support for KPD and KFD.

KCOEM, WAEMD, KCSO, NORCOM, NWS, WSP, and the United Stated Geological Survey (USGS) send notifications and warnings of incidents to the City and may also communicate the information directly to the public.

The WSFC supports public safety by coordinating information to detect, deter, and prevent terrorist incidents and significant criminal activity. The WSFC leverages the Homeland Security Information Network (HSIN) and email to share information with KPD and OEM, as appropriate.

The NWS provides weather advisories, watches, and warnings to KCOEM that serves as a relay point to local jurisdictions, including Kirkland. Notification is received via email, text, or voice messaging.

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.

The City receives notification of actual or expected incidents from several sources (Figure 22). For incidents that exceed daily operational capability, the primary notification point is the OEM, with information either directly from partners or through City departments, such as KFD or KPD.



Figure 22 – City Information Sources Diagram

The OEM gathers and analyzes information to disseminate to City leaders, departments, and 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.

The 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 digital media, updating fire station reader board messaging, or coordinating deployment of electronic road signs.

KCOEM operates a regional opt-in information and notification system for non-life-threatening situations in a geographic area. The City can request notification be sent to Kirkland community members who have opted into the system by calling the KCOEM Duty Officer.

The NWS Seattle Office issues weather forecasts, alerts, and hazard outlooks through an email distribution list and their website. OEM monitors these messages and forwards emails to City personnel and/or partner agencies when inclement and/or extreme weather is forecasted to impact the City. The NWS is also capable of sending non-weather-related emergency messages 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 Seattle forecast office.

Notification to Kirkland community members, visitors, and businesses regarding emergency information and/or instructions will be facilitated at the incident scene via the EAS/WEA system, door-to-door notification by City personnel, digital media, mobile public address systems, or any other means available to the City.

The OEM or an IC may request an EAS/WEA be issued by KCOEM, or WAEMD, when an immediate life safety threat is occurring and action is required to protect the public. OEM or the IC provides 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.

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.

KPD may receive threat intelligence intended for law enforcement situational awareness. KPD notifies key City staff via email and/or phone including, but not limited to, OEM and CMO, of the situation so 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, via email and/or phone, in the community, such as schools or healthcare, as necessary based on the threat.

When the EOC is activated, OEM distributes a notification of activation via email, phone, and/or text, as appropriate, to City leaders, and EOC staff. Additionally, notification is made to KCOEM, WAEMD, and other support agencies, as appropriate.

Mitigation Activities

- Manage City functions and data in multiple storage areas 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, software programs, and public safety radios.
- Maintain a stock of backup hardware such as spare radios, phones, mobile devices, Wi-Fi access points, power cords, and computers for response use.
- Subscribe to the GETS/WPS.
- Maintain Kirkland Government Television channels, reader boards, and mobile road signs.
- Maintain the public safety radio equipment and system.
- Subscribe to mobile hotspot capability for designed City managed cellular phones.

Preparedness Activities

- Conduct tests of the 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.
- Verify status of public safety radio equipment, making updates if needed.
- Participate in radio tests with the KCOEM.
- Participate in regional meetings with communications partners, including PSERN, KCOEM 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 communication leads.
- Identify compatible communications methods and frequencies to be used by responding organizations during the incident.
- Issue alert and warnings, as appropriate. This may include notifying partner agencies, surrounding jurisdictions, KCOEM, WAEMD, 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 partner communication staff.
- Activate amateur radio support if needed.
- Establish and facilitate the JIC to support and coordinate public messaging and/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.
- 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 IT.
- Oversee implementation of LEP requirements as described in RCW 38.52.

Support Agencies

Kirkland Information Technology Department

- Monitor status and capability of communication technology.
- Facilitate the acquisition and implementation of additional communications capabilities as needed during an incident.
- Coordinate repair and restoration of technology-based communication systems.
- Provide data security for City systems.
- Maintain applications supporting City social media accounts, website, government television channels, and other communications capabilities.

Kirkland City Manager's Office

- Develop and disseminate employee and public updates and messaging.
- Coordinate agency messaging with incident messaging.
- Facilitate the use of City public messaging resources.
- Monitor messaging for a consistent City "voice".
- Serve as the media point of contact if JIC is not activated.

Kirkland Fire Department

- Request incident-related alert and warning per Standard Operating Procedures (SOPs).

- Serve as Incident PIO for Fire related communications.
- Assist in staffing the Incident PIO and/or JIC for non-fire led incidents.
- Perform door to door and/or leverage mobile public address systems to provide alerts and warnings.

Kirkland Police Department

- Request incident-related alert and warning per SOPs.
- Serve as Incident PIO for law enforcement-related communications.
- Assist in staffing the Incident PIO and/or JIC for non-law enforcement led incidents.
- Perform door to door and/or leverage mobile public address systems to provide alerts and warnings.

King County Office of Emergency Management

- Provide incident alerts and warnings to Kirkland OEM, KPD, and/or KFD, as appropriate.
- Issue EAS/WEA alerts, as requested.
- Issue non-emergent notifications via the opt-in system, as requested.
- Facilitate a King County level JIC and/or Joint Information System (JIS), as needed.
- Share regional messaging as appropriate.
- Assist with filling staff resource requests for the City JIC, as able.

King County Sheriff's Office – Communications Center

- Provide incident alerts and warnings, as requested.

Northeast King County Regional Public Safety Communication Agency

- Manage the 911 system and emergency dispatch for KFD and KPD.

Puget Sound Emergency Radio Network

- Provide radio communication infrastructure and manage the emergency radio network.

Washington State Military Department Emergency Management Division

- Provide incident alerts and warnings to City OEM, KPD, and/or KFD, as requested.
- Issue EAS/WEA alerts, as requested.
- Facilitate a State level JIC and/or JIS.
- Assist with filling staff resource requests for a City JIC.

Washington State Patrol

- Provide incident alerts and warnings, as appropriate.
- Issue alerts for endangered missing people, as appropriate.

Washington State Fusion Center

- Provide information regarding threats and hazards relevant to Kirkland to OEM and KPD through the Homeland Security Information Network (HSIN), email, or phone.
- Maintain situational awareness of threats in or to locations within Washington State.

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.

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.

Telecommunication Providers

- Monitor their own telecommunications systems, provide operational status updates and restoration timelines, as able.
- Maintain continuity plans and resources to facilitate service delivery during incidents.

Resource Requirements

Resource needs may include IT staff trained in support of incident management systems and tools; redundant technology systems; communication hardware and/or equipment; technical service providers for setup and/or repair of 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 Joint Information Center (JIC) Position Action Sheets
Kirkland Emergency Communications Team (KECT) Administrative Guide
Washington State Amber Alert Plan, July 2022

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 Police Department (KPD)

Cascade Water Alliance (CWA)

Northshore Utility District (NUD)

Seattle Public Utilities (SPU)

Woodinville Water District (WWD)

King County Department of Natural Resources and Parks (KCDNRP)

Waste Management (WM)

Introduction

Purpose

The purpose of Emergency Support Function (ESF) 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) 15.16 – General Rules and Conditions of Service; grants authority to the City to develop and enforce water shortage measures.

KMC 15.52 – Surface Water Management; prohibits pollution in the City storm drain system and/or surface and ground waters. This is enforced under 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).

Public Law (PL) 93-523 – Safe Drinking Water Act (SDWA)

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 or 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.
- Residents with health vulnerabilities may face a greater impact from the loss of utility system service than others.
- The City is dependent on utility service providers for critical resources and does not control all utility services delivered to the community.
- Potable water is a critical resource for response and recovery.
- Damage to the utility system has the potential to cause environmental damage.
- Debris clearance and emergency road repairs will be given priority to support immediate lifesaving emergency response activities, in accordance with the Disaster Debris Management Framework (DDMF).

- Individuals with access and functional needs are likely to be more dependent on utility systems than others.

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 utility providers including NUD, WWD, and the cities of 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, as identified in 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 PW 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 after hours.

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, construction management resources, debris management, 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 23).

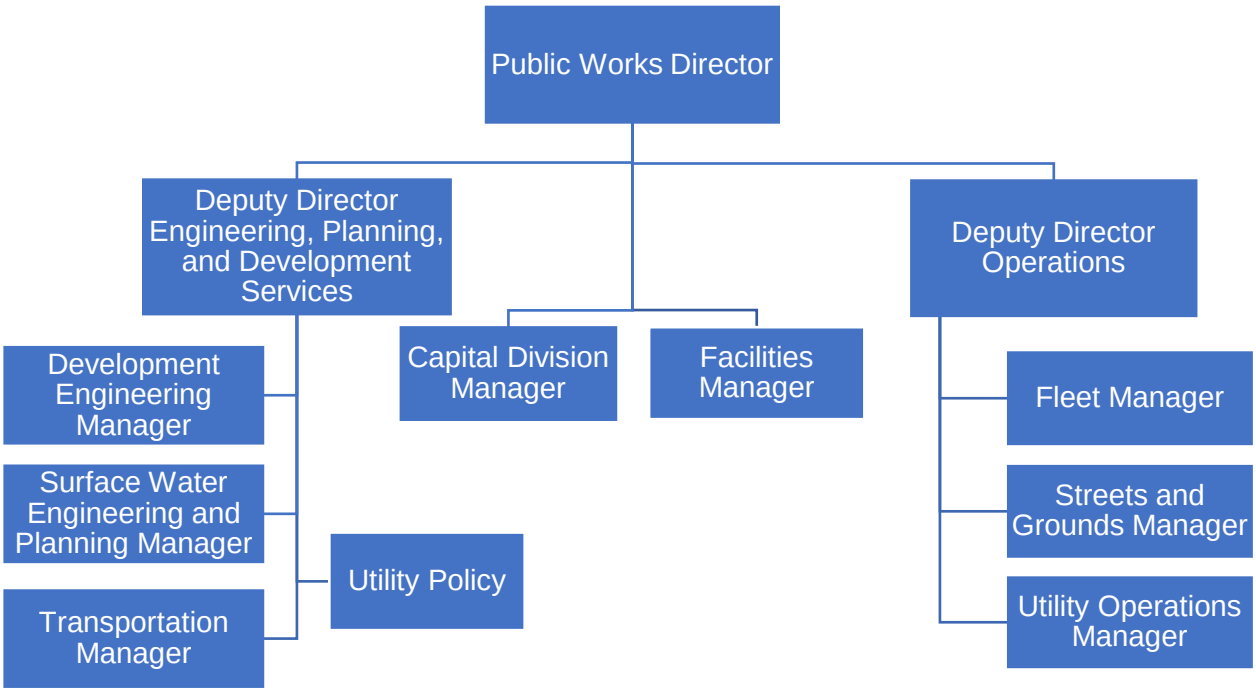


Figure 23 – Public Works Department Leadership Organizational Chart

The Development Engineering Division oversees transportation and utility infrastructure projects initiated by private development and franchise utilities and the City's water, sewer, storm drainage, and transportation infrastructure.

The Surface Water Engineering and Planning Division provides strategic planning, engineering knowledge, education and outreach, regulatory compliance, environmental monitoring and assessment, and pollution prevention assistance. This division coordinates the NPDES Permit referenced in the policies section.

The Utility Policy Division provides policy guidance, strategic planning, regulatory compliance, and support to regional utility committees. This division oversees the Solid Waste Division which manages the City's collection service contract and operations, City waste reduction programs, solid waste policies, community education and outreach coordination, and debris management within the Public Works Department.

The Transportation Division plans, conducts development reviews, analyzes safety risk, 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 Capital Division oversees the development and construction of infrastructure projects for City water, wastewater, and surface water utilities, and transportation projects.

The Facilities Division provides maintenance for City facilities including emergency power generation, and asset updates, sustainment, and replacement.

Fleet Management facilitates City vehicle maintenance, purchasing, and the City petroleum program, as described in ESF 12: Energy and Utilities.

The Street and Grounds Division manages 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 Utility Operations Division operates and maintains the City's water, wastewater, and stormwater infrastructure and coordinates the purchase of drinking water from SPU through CWA. SPU performs sampling and treatment for Kirkland's drinking water. The stormwater division provides first response to spills, as described in ESF 10: Hazardous Materials.

PW coordinates with KCDNRP Wastewater Treatment Division and Water and Land Resources Division, SPU Water Department, and adjacent local agencies to coordinate local and regional system issues impacting Kirkland.

During drinking water quality or quantity emergencies, Public Health Seattle & King County (PHSKC) conducts water testing and assessment to help guide City 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, email, or the City's website.

The City utilizes the National Weather Service (NWS) weather forecast data for situational awareness and planning related to potential, or occurring, extreme weather. Per the Snow and Ice Response Plan, City departments with response roles use the information to proactively ready staff, field crews, and/or equipment, as needed.

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 deployment. If scene support from PCS is needed, the PW Standby Manager will call the on-call PCS Manager 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 and City leadership and OEM by email or phone as the situation dictates.

As the City's main water provider, SPU conducts water monitoring and sampling according to the SDWA. The results of these tests are emailed to the City on a weekly basis 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 monthly. PW staff conduct 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.

In coordination with PHSKC, PW may issue a "boil water" notice. 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 made available to the public. Additional details are outlined in the Kirkland Disaster Debris Management Framework.

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 of 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 every other year.
- Pursue grant funds to supplement City funds to support projects designed to improve utility system resilience.
- 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 Supervisory Control and Data Acquisition (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 facilities, pump, and lift stations.
- Maintain AWIA compliance plan.

Preparedness Activities

- Establish and publish standby staff contacts for PW operations and water/sewer telemetry.
- Establish and publish PW staff rosters for emergency call back.
- 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.
- Educate staff on roles and responsibilities during incidents, disruptions, and/or disasters.

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, when appropriate and resources allow.
- Monitor water pressure and advise KFD of issues or concerns.
- Make emergency repairs as prioritized by the EOC and/or City Manager.

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, equipment, and/or private utility systems.
- Replace and/or restock used supplies to pre incident levels.

Responsibilities

Lead Agency – Kirkland Public Works

- Coordinate operation, assessment, and repair of City-owned utility systems.
- Provide training for 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.
- 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 impacting 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 impacting 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 impacting 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 impacting the City's service area.

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 impacting the City's service area.

Waste Management

- Provide trash, recycling, and compost services for the City as its vendor.
- Assist with debris management, removal, storage, and disposal, as requested.

Resource Requirements

Resource needs may include technical and skilled public works personnel, heavy equipment, system parts and supplies, and bottled or alternate water sources to support incident management and community needs.

References

Kirkland PW Standby Manual
Kirkland Comprehensive Water System Plan (2015)
Kirkland Water System Contingency Plan (2015)
Kirkland Disaster Debris Management Framework (2026)
Kirkland Surface Water Strategic Plan (2023)
Kirkland's 2025-2030 Capital Improvement Program Plan
Kirkland National Pollutant Discharge Elimination System (NPDES) Stormwater Management Program Plan
America's Water Infrastructure Act: Kirkland Risk and Resilience Assessment 2026
America's Water Infrastructure Act: Kirkland Response Plan 2026

Emergency Support Function 4: Firefighting

Lead Agency

Kirkland Fire Department (KFD)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Kirkland Public Works Department (PW)

Kirkland Police Department (KPD)

Northeast King County Regional Public Safety Communication Agency (NORCOM)

Mutual Aid Agencies

Northshore Utility District (NUD)

Introduction

Purpose

The purpose of Emergency Support Function (ESF) 4: Firefighting is to describe the coordination of fire operations within the City of Kirkland (City).

Scope

This ESF addresses the coordination of fire operations including, but not limited to, fire suppression, fire prevention, and specialized response. 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 incidents when local resources may be overwhelmed. While ESF 4: Firefighting focuses on fire suppression-related topics, there are several other fire services that may be 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 – Other departments; legally establishes the KFD as a city department.

Kirkland Ordinance O-4899 (KMC 21.20) adopts the International Fire Code (IFC) as part of the Kirkland Fire Code.

Revised Code of Washington (RCW) 39.34 – Interlocal Cooperation Act.

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 firefighter safety standards for the State of Washington.

Situation

Incident Conditions and Hazards

Firefighting operations are often complex and routinely involve staff support and coordination with partner agencies. During a wide area incident, there may be an increased demand for resources and logistical support overwhelming local capability and limiting mutual aid or partner organization support.

Structures in the City are increasing in size, complexity, and density, which elevates the importance of integrated fire and life safety response systems. Certain occupancy types pose an increased risk to both occupants and emergency responders including, but not limited to, public and private schools, healthcare facilities, dense office buildings, and multifamily residential dwellings.

Emerging Considerations:
The growing presence of electric vehicles (EVs) introduces unique hazards, including high-energy battery fires, rapid heat release, toxic smoke, and potential for re-ignition. These risks require specialized suppression tactics and responder training.

The City also has characteristics that may require a unique fire service response. The presence of Lake Washington and several smaller ponds and lakes may present a threat to life-safety if recreational boaters, swimmers, or other users are unable to safely navigate the waterways. The City has parks and hiking trails which may necessitate search and rescue techniques to locate missing or injured people. Ongoing construction within the City may present a threat of structural collapse or damage that may necessitate technical rescue capabilities.

In addition, fire may be used as a weapon to damage buildings or infrastructure, or to cause direct harm to community members.

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, landscape supply storage facilities, or gas stations.

There are numerous fuel stations within the City that, due to the concentration of fuel, may present a fire or explosion hazard. In addition to commercial gas stations, there is also an oil wholesale site in the Norkirk Neighborhood. The City owns and operates two refueling sites for City use. There are also marine refueling sites along the shores of Lake Washington.

The Olympic Pipeline crosses a portion of the Kingsgate Neighborhood near Kamiakin Middle School and John Muir Elementary School and if damaged or disrupted, presents the risk of significant fire, explosion, and/or a hazardous materials release.

Planning Assumptions

- Fire operations activities include an element of risk; the City will take a measured approach to acceptable risk when conducting incident activities; there is no way to remove all risk from first response actions.
- 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.
- Prioritization of calls for service may change throughout an incident.
- NORCOM will provide dispatch and incident radio communications support.
- Automatic aid may not occur in large-scale incidents or regional disasters.

Concept of Operations

General

KFD is the lead agency for fire operations within the City and works in coordination with other City departments and outside agencies.

The Fire Chief provides direction and control over KFD resources. KFD personnel 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.

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 Resource Mobilization Plan.

King County is divided into three (3) Fire Zones. Kirkland is located within Fire Zone 1. The King County Fire Resource Plan 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.

SOPs 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 KFD's response capabilities are overwhelmed, the on-duty Battalion Chief (BC) may request a Resource Emergency. This allows the City to manage available resources and focus on priority calls.

The OEM will support fire operations, as requested by the BC or other Chief, which may include activating the Emergency Operations Center (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 may activate to support response efforts. Field operations will share situation and damage information through the EOC Operations Section.

If an incident occurs that leverages fire as a weapon, a Unified Command (UC) including KFD and KPD will be established.

Organization

Fire and rescue services are provided from six fire stations strategically located throughout the City (Figure 24). Overall supervision of fire resources is provided by the Fire Chief. Through delegation of authority, the Deputy Chief (DC) of Operations assigns station level resource management to the on-duty BC (Figure 25).

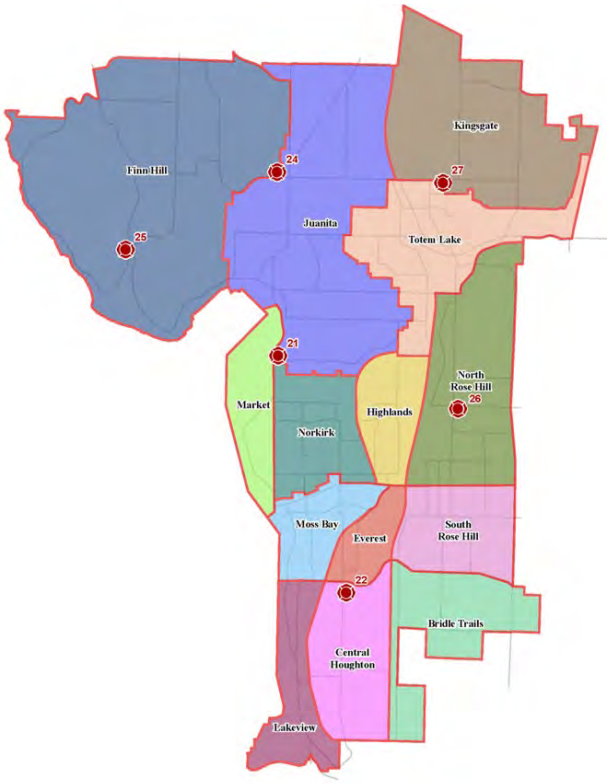


Figure 24 – Map of Kirkland Fire Stations

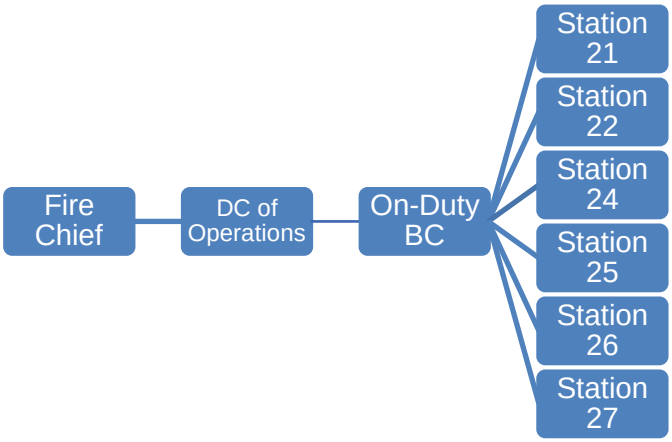


Figure 25 – KFD Fire Operations Organizational Chart

An Incident Command Post (ICP) will be established for the management of field operations. An IC or UC structure will be established to facilitate incident leadership, as 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.

KFD operations personnel assigned to Fire Prevention, the Training Division, and Mobile Integrated Health (MIH) maintain their operational status as Firefighter/Emergency Medical Technicians and may be temporarily reassigned in support of incident operations.

The OEM is within KFD and provides daily and incident support to fire personnel, as requested. The OEM will activate the EOC in support of incident management, as appropriate.

KPD investigates potential criminal elements and/or acts involved with fire response. In such circumstances, KPD and KFD will establish a UC.

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, amateur 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 partner agencies when assistance is needed, notifying fire 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 technology tools such as short messaging service (SMS), email, and voice calls to contact staff.

Incidents that expand beyond KFD capability will activate mutual aid from Zone 1 fire resources via NORCOM. The Zone 1 Fire Coordinator may facilitate zone-wide allocation of fire and rescue resources, as needed.

The King County Fire Resource Coordinator coordinates the distribution of fire and rescue resources in incidents involving areas greater than a single fire zone. The King County Fire Resource Coordinator staffs the ESF 4 Firefighting desk at the King County Emergency Coordination Center (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 SOPs for Resource Emergency and make appropriate notifications. The on-duty BC will also contact the Emergency Manager (EM) by phone or request that NORCOM page the Emergency Manager (EM) to activate the EOC.

If there is an indication of criminal activity related to the cause or source of a fire, KPD will be notified by NORCOM, and appropriate investigative personnel will report to the scene. Through UC, 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 businesses and multifamily structures, per Ordinance O-4899 (KMC 21.20).
- Partner with City Planning and Building services to review plans prior to issuance of construction/building permits.
- Maintain fire operations supplies and apparatus.
- Maintain residence address of responders assigned a take home vehicle.
- Maintain automatic aid, mutual aid, and Washington State Fire Mobilization agreements.
- Provide educational materials related to reducing community fire risk to residents and businesses.

Preparedness Activities

- Conduct training and exercises to test staff, equipment, and review and refine fire operations.
- Support community fire protection education efforts through station tours, public

engagement and outreach, and participating in community safety activities.
- Participate in school and business fire and/or evacuation drills, as resources allow.

Response Activities

- Prioritize and conduct fire responses, suppression, rescue, and life safety activities.
- 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 Emergency Medical Services Captain and the EOC, if activated.
- Support EOC operations.
- Share situational awareness for incident response and in support of EOC operations.
- Establish communication with and gather situational status from fire stations, departments, and partner agencies that support ESF 4: Firefighting.

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 and rescue operations.
- Support urban search and rescue, as requested and available.
- Implement the King County Fire Resource Plan and the Washington State Fire Services Resource Mobilization Plan, as appropriate.
- Maintain departmental SOPs.
- Maintain fire operations supplies, apparatus, and equipment.
- Investigate fires to determine cause and origin.
- Issue operational permits for specific activities that may pose fire or life safety risk.
- Provide fire protection assessment for mass care and/or temporary City 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 impacted or supporting fire operations, as appropriate.

Kirkland Public Works Department

- 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 fire(s) to determine origin and/or criminal activity.

Northeast King County Regional Public Safety Communication Agency

- Receive and process 911 calls from the public.
- Dispatch fire resources to calls for service.
- Notify move-ups of fire units to provide coverage during an incident.

Mutual Aid Agencies

- Provide firefighting operational support per 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; personal protective gear; and access to sufficient water supply.

References

KFD Standard Operating Procedures
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 Resource Mobilization Plan

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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 Military Department Emergency Management Division (WAEMD)

Federal Emergency Management Agency (FEMA)

Local, County, State and National Non-Profit Organizations

Introduction

Purpose

The purpose of Emergency Support Function (ESF) 5: Emergency Management is to provide guidance for the direction and control of emergency management activities in the City of Kirkland (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.

Policies

Kirkland Municipal Code (KMC) 3.20 – Emergency Management; establishes the OEM and outlines its duties, including the creation of the CEMF, 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 State continuity planning.

Washington Administrative Code (WAC) 118-30 – Local Emergency Management Organizations, Plans, and Programs; outlines the authority, purpose, definitions and additional details for emergency management programs in the State.

FEMA National Incident Management System (NIMS) Doctrine outlines operational systems that guide how personnel work together during incidents.

Homeland Security Presidential Directive (HSPD)-5, Management of Domestic Incidents

HSPD-8, National Preparedness

Situation

Incident Conditions and Hazards

Daily

The City frequently experiences situations that may create the need for short-term incident support. Examples include, but are not limited to, technology failures, multi-car collisions, civil unrest, industrial site injuries, isolated power outages, weather, water distribution disruptions, or structure fires. For these situations, 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 Emergency Operations Center (EOC).

Planned Events

The City hosts planned events, such as parades and community outreach, that may require proactive planning for mitigation, prevention, and response coordination and activities. In addition to City hosted events, Kirkland experiences spontaneous and planned public first amendment events that often require City engagement to support safety for participants and the community. For these events, the OEM may provide planning support, coordination of logistics, situational awareness, event monitoring, and communication messaging to City staff, the public, and/or partners, as part of OEM operations and/or through a limited EOC activation.

Incident

The City may experience an incident that disrupts routine City operations or alters the community's ability to go about daily activities, and/or necessitates 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, extreme weather, or significant 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 planned events or no notice 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.
- The City's Continuity of Operations (COOP) / Continuity of Government (COG) Framework identifies essential services and staff positions required to deliver services.
- 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 local, county, state, or federal organizations.

Concept of Operations

General

The OEM facilitates multiple projects and duties to administer a comprehensive emergency management program. Activities include, but are not limited to, mitigation, prevention, preparedness, response, and recovery planning, resourcing, training, exercising, and documenting as they relate to the management of daily situations, planned events, and notice and no-notice incidents.

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 documentation, performing grants management, monitoring situational awareness, maintaining basic disaster supplies, sustaining EOC readiness including EOC staff trainings and exercises, volunteer management, and participating in regional coordination efforts.

Planned Event

The OEM serves as a coordinator, lead, and/or participant during the planning phase of City hosted events. For non-city hosted planned events, the OEM may participate in planning and/or risk assessment efforts with City departments and/or the hosting entity. When appropriate the OEM will activate the EOC, typically at a reduced staffing level, to monitor an event for situational awareness and to be in a proactive position for implementation of incident management should an incident occur within or as a result of the event.

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 (IC), internal and/or external information gathering and sharing, or other efforts identified to assist with incident management. The EOC may activate when a field Incident Command Post (ICP) is insufficient to support field staff or when the incident is City-wide resulting in multiple ICPs or the absence of any.

When the EOC is activated, OEM staff fill positions in the EOC and most, if not all, non-incident related emergency management duties are suspended until such a time that the EOC has demobilized.

Organization

The OEM is a division of the Kirkland Fire Department (KFD). Per KMC 3.20.040, the Fire Chief is the designated Director of Emergency Services and delegates the responsibilities of the OEM to the appointed Emergency Manager (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 is staffed by the EM, the Emergency Preparedness Coordinator, and the OEM Office Specialist. The OEM leverages grant funds to support preparedness initiatives in the community, and complete one-time projects for technology, or equipment improvements to build operational capability. There are also limited volunteer positions that support the OEM program. Specific roles include Kirkland Emergency Communications Team (KECT) Members and OEM Support Volunteers.

Activation of the EOC is authorized by the EM, Fire Chief, Police Chief, City Manager, the Acting City Manager, or at the request of a department director in need of support. The EM, or their designee, oversee EOC management and operations.

The EOC may be partially or fully activated based on the nature and extent of the incident or planned event. Designated City will staff report to the EOC to coordinate response efforts and support field operations.

The EOC is organized as a hybrid of the Incident Command System (ICS) (Figure 11). For efficiency, the Logistics and Finance functions have been combined into one EOC Resourcing Section.

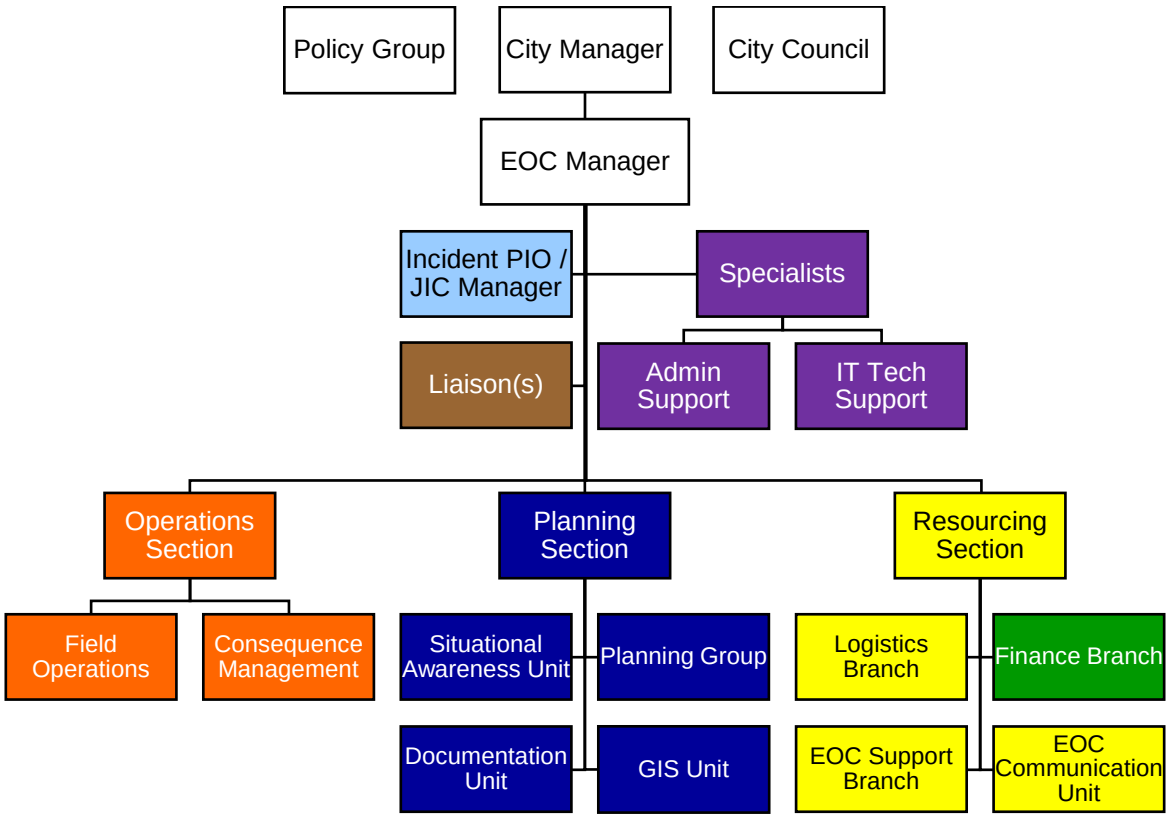


Figure 11 – Kirkland EOC Organizational Chart

Incident Management

The EOC is facilitated by the EOC Manager. The EOC Manager serves as the connection between the EOC and/or the ICP, the Policy Group, and private, local, county, state, and/or federal emergency management organizations. The EOC Manager represents the City for coordination of incident efforts with stakeholders and/or partners, approves incident expenditures, and in coordination with IC, when appropriate, approves public messaging.

The Policy Group, led by the City Manager, includes the City's department directors, the EM, the Communications Manager, and as needed, technical staff. The group addresses policy issues brought about by the circumstances of the incident as identified by Councilmembers, the City Manager, 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) products. 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 procuring 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, contracting, and preparation of 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 ICP, and coordinates incident messaging with the IC, EM, and City Manager's Office (CMO). Additional 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 Kirkland City Hall as part of KFD Administration.

Planned Events and/or 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 a planned event, incident, or other situation. The OEM may also use the City's technology notification system to send information to City staff.

When an IC and/or City department contacts the EM seeking incident support, the EM, or designee, may provide support remotely, directly on-scene, or through an activation of the EOC.

EOC Activation

The EOC may be activated by the 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, an ICP capability, or for planned event support. The EM will assess the information available and determine the appropriate EOC activation level (Table 2). Activation is defined as City staff onsite in the EOC performing incident management tasks. The City has the technical capability to operate a virtual EOC; standard procedure is for personnel to be onsite. Activation includes notification to City leadership, KCOEM, WAEMD, and appropriate partner agencies. Additional information can be found in the EOC Emergency Operations Guide (EOG).

EOC Activation Levels		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	**Limited Monitoring**	Proactive onsite situational awareness monitoring of a situation with the potential to require action or support. Staffing includes EOC Manager, Planning Section Lead, and others available for call in as identified based on the activation need. May operate for multiple operational periods but rarely includes 24/7 activities.
2	**Partial Activation**	Onsite monitoring and coordination of actions and/or support for a situation with the potential or actual disruption to City operations or the community. Staffing includes EOC Manager, Planning Section Lead, PIO, and Operations representatives from Police, Fire, Public Works, and Parks and Community Services. May operate for multiple operational periods but rarely includes 24/7 activities.
1	**Full Activation**	Onsite operations in response to an occurring incident disrupting City operation and/or the community. Staffing includes EOC Manager, JIC Manager and PIOs, and all sections. Operations typically occur 24/7 for multiple operational periods.

Table 2 – Kirkland EOC Activation Levels

Proclamation of Emergency

A 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, when activated, prepares the Proclamation of Emergency using the approved proclamation template. The OEM is responsible for notifying, via email and/or phone, appropriate local, county, state, and federal 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 official(s) by phone, face to face, or email. The OEM facilitates the request for support by email and/or phone through 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 official(s) by phone, face to face, or email. The OEM facilitates the request for support by email and/or phone through WAEMD in coordination with 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 ICP. 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 status before closing the facility. Closing the EOC includes notification to KCOEM and 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 EOG.

Mitigation Activities

- Identify and maintain alternate and mobile EOC capabilities.
- Maintain City emergency and incident management documentation including, but not limited to, the CEMF, EOC EOG, Continuity of Operations (COOP) and Continuity of Government (COG) Framework, City of Kirkland Hazard Mitigation Annex to King County Regional Hazard Mitigation Plan (RHMP).
- Support City mitigation projects and grant requests.
- Participate in regional planning efforts and projects.
- Crosstrain City staff on incident management and support roles.
- Establish and maintain redundant technology, staffing, and equipment to facilitate the essential functions of the OEM and EOC.

Preparedness Activities

- Maintain operational readiness of the primary, alternate, and mobile EOCs.
- Designate staff to serve as the EOC Manager.
- Train and exercise individuals identified to staff EOC positions.
- Conduct an annual EOC exercise to test operational readiness. Note: this may be waived if significant activation occurs within the year.
- Monitor ongoing situational awareness and share alert and warning and/or information with City departments and response partners, as appropriate.
- Coordinate with neighboring jurisdictions, the county, and the state on emergency management for planning, training and exercises, and activation coordination and support.
- Maintain working relationships with and updated contact information for partner agencies.
- Identify and apply for grants or other funding opportunities.
- Facilitate the City's Emergency Management Action Team (EMAT).
- Maintain the OEM public website, conduct preparedness presentations, and distribute emergency preparedness information through City communication channels.
- Provide updates to the City Manager on emergency management activities and preparedness efforts.
- Facilitate workplace and personal preparedness education opportunities for City staff.
- Conduct outreach and/or training events to educate community members on emergency preparedness including, but not limited to, participating in and/or hosting business outreach, attending public markets, neighborhood gatherings or meetings, faith-based or school functions, and other opportunities as identified.
- Manage the KECT.
- Maintain a resource of pre-translated basic emergency messaging.

Response Activities

- Establish and maintain situational awareness.
- Manage all aspects of EOC activations, as outlined in the EOC EOG.
- Make notifications to City leadership and key staff, the county, the state, and pertinent partners when the EOC is activating.
- Provide on-scene support, coordination, information, and/or resource management to field responders, when requested.
- Share event/incident information with City leadership, key staff, and partners, as appropriate.
- Establish and maintain a connection between the OEM and/or EOC and the City Manager and/or Policy Group.
- Coordinate incident management with county, state, and federal agencies, and/or local partners, and/or EOCs, as appropriate.
- Request Integrated Public Alert & Warning System (IPAWS) emergency notifications including, but not limited to, Emergency Alert System (EAS) / Wireless Emergency Alerts (WEA), and/or alerts for endangered missing people, as appropriate, via KCOEM, as needed.
- Gather and document reports of damage(s) and/or operational disruption(s) to City assets and services.
- Track incident financial information.
- Plan for and implement demobilization of staff, equipment, and resources to facilitate transition to recovery.

- Return EOC to operational readiness prior to demobilization.
- Facilitate the method to capture lessons observed and improvement opportunities for the after-action report.

Recovery Activities

- Assist with transition from short term to long term 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.
- Facilitate after-action and improvement plan development and implement OEM/EOC improvement items.
- Report technology communication challenges related to emergency messaging to WAEMD per RCW 38.52.
- Support replenishment of city stock and disposition of assets that were consumed and/or acquired during an EOC activation.
- Participate in and/or support recovery activities related to, but not limited to, Continuity of Operations (COOP)/ Continuity of Government (COG), debris management, mass care, and others, as requested.

Responsibilities

Lead Agency – Kirkland Office of Emergency Management

- Facilitate emergency management programs including, but not limited to, planning, training and exercise, resource management, alert and warning, and public information/education.
- Coordinate and/or lead incident management and EOC operations.
- Determine EOC activation level and serve as the EOC/Incident Manager. Establish EOC operational objectives, approve EOC resources requests, and oversee the PIO/JIC functions, including serving as an incident spokesperson when needed.
- Participate in the Policy Group.
- Coordinate with local, county, state, and federal organizations, and/or support partners.
- Provide updates on incident progression and/or status to City leadership and identified key staff.
- Lead the development, approval, and dissemination of the City Proclamation of Emergency.
- Develop City emergency and/or incident management documents including, but not limited to, the CEMF, the COOP/COG Framework, the RHMP Kirkland Annex, and the EOC EOG.
- Provide training to City staff on incident response roles and personal preparedness.
- Conduct community outreach and training to the Kirkland community.
- Participate in and/or lead the Recovery Team.
- Manage OEM volunteers and approve incident emergency worker applications.
- 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.
- Assist in tracking costs and documentation related to incident response efforts.
- Facilitate the development of After-Action Reports (AARs) after EOC activations and exercises.
- Implement EOC demobilization and oversee the return of the EOC to an operational ready state.
- Maintain appropriate protection of sensitive information.

Support Agencies

All Kirkland City Departments

- Carry out responsibilities as outlined in the CEMF and supporting documents.
- Identify department representatives to fill EOC positions, including directing their attendance at EOC training and exercises.
- Make employees aware of their incident specific work duties and identify and support the training of incident roles.
- Provide staff to assist with the creation and updating of event/incident documents.
- As requested, department directors, or their designee, will report the following information: department situation, operational capability of essential services, resource needs, staffing status, partner/vendor dependencies, community engagement, if any, and operational intentions.
- Establish and maintain internal lines of succession for leadership and essential function positions and train line of succession staff in the responsibilities of the position, department operating procedures, and policies.
- Provide one primary and at least one alternate staff member to attend EMAT monthly meetings and commit to sharing EMAT information throughout the department.
- Provide subject matter context, when requested, for planning, response, and/or recovery.
- 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.
- Maintain appropriate protection of sensitive information.

King County Office of Emergency Management

- Coordinate regional planning efforts.
- Convene meetings of regional emergency management professionals.
- Maintain the King County and regional emergency management documents.
- 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 incidents.
- 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 an opt-in notification program for non-life-threatening emergency notifications.
- Provide training and exercise opportunities to the City.
- Issue EAS/WEA alerts for the City.

- Notify the City of National Response Center (NRC) reports and National Weather Service (NWS) briefings, alerts, advisories, warnings, watches, and changes or cancellations of any of these items.
- Host a technology-based alert and notification system for City use.

Washington State Military Department 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 NRC reports, when appropriate.
- Facilitate the requisition of resources under Washington Mutual Aid System (WAMAS) or from other states through the Emergency Management Assistance Compact (EMAC).
- Support City engagement in disaster assistance programs.
- Request and coordinate federal resources through FEMA.

Federal Emergency Management Agency

- Coordinate resource request fulfillment that cannot be met at the State or lower government level.
- Support City engagement in assistance programs made available by a Presidential Declaration of Emergency.
- Facilitate the EMAC process for resource deployment and acquisition.

Local, County, State, and National Non-Profit Organizations

- Provide specialized services, resources, and technical knowledge to support response and recovery operations, as requested.
- Assist with information sharing and engagement to support situational awareness and coordination.
- Offer supplemental personnel, volunteers, or organizational resources to assist with incident coordination, as requested.
- Participate in response and recovery coordination by serving as partners in planning meetings, workgroups, or emergency management activities, as appropriate and requested.

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, workstations, and general office supplies. Preferred EOC capability resource requirements include the above as well as technology hardware and software solutions, nutrition capabilities, and documents to support incident management. Additional information can be found in the City of Kirkland COOP/COG Framework.

EOC staff will need to bring appropriate resources based on the location and type of EOC established, which may include computers, communications devices (such as mobile phones and/or radios), and appropriate support materials and documents for their role in the EOC.

References

City of Kirkland EOC Emergency Operations Guide (EOG)
City of Kirkland Continuity of Operations/Continuity of Government (COOP/COG) Framework
City of Kirkland Emergency Proclamation Template
Kirkland Annex to King County Regional Hazard Mitigation Plan (RHMP)
King County Comprehensive Emergency Management Plan (CEMP)
2025 – 2030 King County Regional Hazard Mitigation Plan (RHMP)
Washington State Comprehensive Emergency Management Plan (CEMP)
Washington Mutual Aid System (WAMAS)
Emergency Management Assistance Compact (EMAC)
National Incident Management System (NIMS)
National Response Framework (NRF)

Emergency Support Function 6: Mass Care, Temporary 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)

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 (ESF) 6: Mass Care, Temporary Housing, and Human Services is to describe the coordination of non-medical mass care services for the City of Kirkland (City) community impacted by an incident.

Scope

This ESF addresses the coordination and implementation of mass care services, during disruptions and/or disasters that may include, but are not limited to:

- Temporary disaster housing
- Human services
- Human and pet sheltering
- Community feeding
- Sanitation
- Warming, Cooling, Power, and/or Clean Air Centers
- Basic first aid
- Mental/emotional support
- Distribution of basic needs supplies
- 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 (PL. 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 of Kirkland 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 state and federal laws related to access and functional needs whenever possible based on the incident.

Kirkland Municipal Code (KMC) 8.09 – Animal Control Authority; animal care and control services in Kirkland are provided by Animal Control through the 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.

Kirkland Resolution R-5693; reaffirms the City's commitment to being a safe, inclusive, and welcoming community where all people belong and are treated with respect and dignity.

Revised Code of Washington (RCW) 38.52.610 – Emergency Shelters – Accommodation of companion animals; requires local emergency plans to provide for companion animal co-sheltering and identify pet-friendly sheltering options.

Washington Administrative Code (WAC) 118-04 – Emergency Worker Program; outlines the classification and requirements for emergency worker volunteers.

The National Pets Evacuation and Transportation Standards (PETS) Act of 2006 (PL 109-308) 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.

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

The hazard that places the Kirkland community at the highest risk for significant impact to housing and disruption of access to basic needs is an earthquake. The City is geographically located between the South Whidbey Island Fault and the Seattle Fault earthquake zones. The proximity to Lake Washington and the significant shoreline slopes also makes the community suspectable to disruption of daily life due to landslides. In addition to natural hazards, 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, communication, medical, transportation, and food service systems simultaneously. Such impacts may result in an unmet community need for food, shelter, housing, mental health support, and/or other mass care services.

The extent of structural damage or service disruption may force Kirkland residents to seek alternative shelter outside of their regular housing situation. In addition, there may be a transient population consisting of tourists, visitors, students, people experiencing homelessness, and people working in Kirkland but that live elsewhere that 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 or transit to options.

Although structures may be undamaged, the absence of utilities could 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, 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, or be unable to leave or access their home.
- Disaster assistance may be provided by individual insurance, local disaster organizations, and various federal, state, and government agencies.
- Impacted individuals may prefer to remain with 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 City Hall or 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 resources may be limited or fail due to the incident, reducing the level of service the City may be 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 custody of KPD Corrections Division may require additional or specialized mass care services.
- Resources from nonprofits 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 reasonable effort to utilize facilities that are compliant with applicable accessibility laws.
- 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 Acting City Manager. All available methods of notification will be used to support information sharing and outreach to the whole community.

The City has developed a Mass Care Framework (MCF) to guide delivery of services. The following is general information, for more detailed information reference the MCF. PCS will lead coordination and delivery of mass care services with the support of City departments and partner agencies, as appropriate. Mass care services include, but are not limited to, the provisions for human and animal sheltering, temporary disaster housing, community feeding, sanitation, mental/emotional support, basic medical first aid, distribution of basic needs supplies, and disaster assistance.

Mass care services are typically accomplished in coordination with regional mass care service providers available through the county, state, or federal 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 based on the incident, community needs, and services available. Sheltering, warming, cooling, power, or clean air centers typically occur at City facilities. Feeding and disaster assistance may be provided in-person, via a drive-through system, or by virtual access.

The City may establish a Disaster Resource Center (DRC) independently or in partnership with the state and/or other government agencies, as appropriate to the incident, to assist with the delivery of disaster assistance programs.

General population shelter type and size determination will be guided by the City's MCF. 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 has procured and strategically placed mass care supplies throughout the City, including supplies for sheltering City staff, general populations, pets, and individuals in custody.

KPD will take the lead in managing unaccompanied minors and/or vulnerable adults in mass care settings. KPD will leverage the National Center for Missing & Exploited Children (NCMEC) protocols to facilitate the identification and reunification of minors and/or vulnerable adults with their family, guardian, and/or care provider.

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 may be requested to assist the City to deliver sanitation and/or basic first aid services, as appropriate.

The City endeavors to accommodate the specific needs of unique populations when providing mass care services. This may include the needs of people 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 temporary 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 shelter with their handler.

There are a limited number of horses and livestock that reside within the City. If large animal owners need mass care support for their animals, the City may coordinate support with King County or non-government organizations.

The City may 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 supplies to the community, as guided by the City's CPOD Guide.

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, the City's website, 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 (JIC), in coordination with ESF 2: Communications, Information Systems, and Warning.

Organization

The City intends to establish a Mass Care Workgroup (MCW) 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 MCW will be adaptable and flexible to address the specific needs of a given incident and may include representatives coordinating ESF 6: Mass Care, Temporary Housing, and Human Services and/or ESF 11: Agriculture and Natural Resources missions.

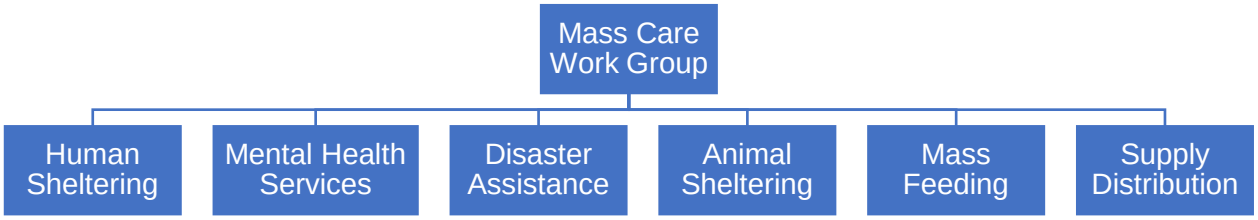


Figure 26 – Kirkland Mass Care Workgroup Functional Areas

Core functions and participation in the MCW will be dictated by incident-specific needs and may include mass care services not shown in Figure 26. The MCW may transition to recovery efforts in coordination with ESF 14: Short-Term and Long-Term Community Recovery as mass care needs may carry over into 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 Animal Services will coordinate with PCS to provide animal sheltering.

Procedures

The need to implement mass care services in Kirkland will initially be assessed by the Emergency Manager (EM) and/or EOC, if activated, as part of incident situational awareness. If a needs assessment determines the community would benefit from mass care support, the EM/EOC will notify, via phone or in person, the City Manager of the need to implement part or all aspects of the MCF and, if appropriate, activate the MCW. The EM and/or City Manager will inform the Director of PCS of the decision to provide mass care services.

The overall procedures for implementing mass care in Kirkland will include five key steps:

1. The PCS Director will designate a Mass Care Lead, and if appropriate activate and lead the MCW. The Mass Care Lead will invite incident-appropriate support partners via phone, email, or face to face to support mass care efforts. The MCW will make the effort to include as many partner agencies as necessary, reasonable, and manageable. The MCW will 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 MCW 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/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 MCW. Ongoing assessment of needs will occur throughout the incident.
3. The MCW 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 MCW will implement the plan(s) developed to meet the needs of the community.
5. The MCW 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 MCW 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, KFD, KPD, and City Facilities staff will assess the structures for safety and use. This team will use documented procedures and checklists for evaluating the potential locations.

Mass care operations are performed onsite by City staff, partner agency staff, and at times volunteers. Mass care 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 mass care site
- 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 mass care operations using the standard resourcing process. Detailed procedures are outlined in the MCF.

Public information regarding mass care service availability and locations will be coordinated by the Joint Information Center (JIC), City Communications Manager, and other City staff, as appropriate. Messaging will be provided using multiple resources, including, but not limited to, the City's social media accounts, website, press releases or conferences, reader boards, print material, and community signage. 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 services will be delivered at identified sites by the PCS Recreation Division utilizing the onsite kitchen space, oven, and stove. Food and needed supplies for feeding will be obtained in coordination with ESF 7: Logistics Management and Resource Support. Additional details are available in the MCF.

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.

The Human Services Division will coordinate the DRC, which may be staffed by City staff, emergency worker volunteers, or representatives from partner organizations. A DRC may be in-person or virtual and established to coordinate the delivery of and/or connection to mass care services including, but not limited to, individual assistance, long-term housing assistance, medical assistance, or other resources. The decision to implement a DRC will be made based on identified opportunities for support by the EM/EOC with the support of the City Manager and in coordination with ESF 14: Short-Term and Long-Term Community Recovery.

Local, county, state and/or federal government agencies may provide support for individuals and households through available assistance programs, at the time of incident, which may include:

- 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).

The KPD Animal Control Officer 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. Due to limited onsite animal containment and care options, the KPD Animal Control Officer may partner with local veterinarians, animal rescue organizations, and/or individuals that can assist in providing animal care and/or housing. City resources and the MCF will be used whenever possible. Additional details for pet sheltering can be found in the MCF.

Mitigation Activities

- Maintain the MCF.
- 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.

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 MCW.
- 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 for the community during the transition to long-term recovery.
- Conduct assessment of community mass care needs for planning transition to long-term recovery.
- Demobilize 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 access and information to assistance programs.

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 PHSKC and/or other medical services agencies, as needed.
- Coordinate animal care and services with the KPD Animal Control Officer.
- 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 long-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 county, state, and federal 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.
- Assist with employee communications via email, mail, phone, text messaging and other available methods at the time of an incident.

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 in custody of KPD.
- Support reunification of unaccompanied minors and/or vulnerable people.
- Provide guidance and direction for the care of deceased shelter clients.
- Animal Control
    - Coordinate reunification of pets with owners.
    - Assist in placing stray or injured pets and animals with local veterinarians, shelters, and/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 Department

- Assist in providing logistical resources including, but not limited to, potable water, traffic management, 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
- 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.

Kirkland Planning & Building Department

- Provide structural building safety inspections of potential mass care sites.

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 and large animals.

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 (PL 93-288, as amended by the Stafford Act).
- 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, as requested.
- Provide health and mental health professionals to assist with emergency first aid, medical and mental health assessment, and crisis intervention, as requested.

Non-Profit Organizations

- Participate in the MCW as incident needs necessitate.
- Provide resources and services to support the community, as requested and able.

Resource Requirements

Resource needs may include physical space; mass care trained staff; licensed providers, technical guidance particularly related to assistance programs, funding, and equipment and supplies to care for human and pet needs during response and recovery.

References

Kirkland Mass Care Framework (2026)
King County Regional Mass Care Plan
American Red Cross (ARC) Shelter Operation Workbook

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 (ESF) 7: Logistics Management and Resource Support is to describe the coordination for fulfillment of requests for goods, services, and personnel resources for an incident.

Scope

This ESF addresses the coordination and process of resourcing including, but not limited to, procuring 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 (2026)

City of Kirkland Purchasing Card Program & Policy Manual (2026)

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 – Emergency worker program; 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.

Revised Code of Washington (RCW) 35.21.100 – Donations—Authority to accept and use; grants the City authority to accept donations.

RCW 38.52.020 – Declaration of policy and purpose; 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 – Local organizations and joint local organizations authorized—Establishment, operation—Emergency powers, procedures—Communication plans; 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 – Intrastate mutual aid system; 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 39.04.280 – Competitive bidding requirements – Exemptions; outlines exemptions for competitive bidding requirements when awarding contracts for public works and contracts for purchases in the event of an incident.

44 Code of Federal Regulations (CFR) 13.36 – Procurement; guides the City's procurement processes and will be followed as required based on the incident.

Executive Order 12549 – Debarment and suspension; no purchases using federal funds shall be made with agencies that are federally debarred.

Public Law (PL) 104-321 – Joint resolution granting the consent of Congress to the Emergency Management Assistance Compacts; establishes the Emergency Management Assistance Compact (EMAC) 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 impact employment, service delivery, and/or the City's financial reserves. Hazards such as earthquakes or extreme 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. Significant economic or public health incidents may create a sudden and ongoing demand for resources and/or a lack of finances to procure needed resources.

The City, in some cases, rents rather than purchases 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 risks for which the City does not have internal teams, including Hazardous Materials (HAZMAT), Special Weapons and Tactics (SWAT), and Urban Search and Rescue (USAR). These teams may have limited availability to respond 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 is dependent on private providers for basic utilities, including power and internet, to process the City's primary method of payment for goods and services.
- The City cannot anticipate nor plan for all potential resource needs for all incidents.
- The City is dependent on outside vendors and sources for a variety of critical resources and may be in competition with other jurisdictions, private sector entities, and customers for critical resource needs during an incident.
- 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 individual expenditures over $75,000.
- Incident staff will follow KMC 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 lacks an extensive collection of on-hand incident response and recovery supplies for public consumption, such as potable water, food stocks, and construction material.
- Acquisition of supplies is dependent on the vendors' stock and operational capability.

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 Proclamation of Emergency has been signed 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 and/or the Emergency Operations Center (EOC) spending approval as determined by the incident. Unless otherwise stated, Department Directors and/or Chiefs retain their daily spending approvals during a proclamation.

When the City issues a Proclamation of Emergency, the competitive purchasing processes may be waived or adjusted for the duration of the proclamation. The EOC Manager and Finance Branch staff 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.

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 using the Incident Command System (ICS) 213RR form and tracked using the EOC Resource Request Tracking Log.

Resource management is achieved through a tiered system from the local level up to the national level if needed. 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, the request will be elevated to WAEMD.

If WAEMD cannot fulfill the request with state resources, the City can leverage the Washington State Mutual Aid System (WAMAS), which facilitates mutual aid among Washington State jurisdictions, as coordinated by WAEMD.

If WAEMD is unable to fulfill a request, the request will be elevated to FEMA for the identification of 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 and/or cooperative contracts whenever possible.

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.

The City’s primary procurement method is via Purchasing Card (P-Card), with vendor accounts established for a few specific needs. The EOC has a list of P-Card data to leverage, with the primary card for purchases belonging to the EM. Information related to P-Card use is outlined in the City Purchasing Card Program & Policy Manual and the Kirkland Procurement Manual.

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. HR may assist other departments in identifying and assigning employees working alternative assignments and managing 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 supplies such as food, water, blankets, first aid supplies, and small generators.

When contacting vendors, the City will request pricing based on cooperative contracts. As a procurement option, the City will utilize vendors associated with the following 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)

Utilization of the GSA contract must comply with program requirements as the City is limited to GSA Schedules 70 and 84, which include information technology and law enforcement 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. Additional information can be found in the CPOD Guide.

The City has established the 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 may direct financial donors to non-profit donation management organizations. Additional information can be found in the Volunteer and Donations Management Framework.

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 process is for City registered OEM Support Volunteers and for members of the Kirkland Emergency Communications Team (KECT) that hold State EW status. Additional information can be found in the Volunteer and Donations Management Framework.

The City maintains an inventory of resources and, when appropriate, uses the National Incident Management System (NIMS) Resource Typing categories to support resource deployment. The City is implementing an EOC position credentialing program leveraging the King County Regional EOC Personnel Credentialing Plan.

Disposition of non-consumable goods will follow the City surplus requirements 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 EOC activation, the OEM will support resource requests as able. When the EOC is activated, the EOC Resourcing Section, a combination of the ICS Logistics and Finance and Administration sections, will coordinate and facilitate resource management.

The EOC Resourcing Section reviews, evaluates, identifies, obtains and/or procures, assigns and/or allocates, tracks physical assets and cost, 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)

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 in coordination with ESF 6: Mass Care, Temporary Housing, and Human Services.

The EOC Communications Unit provides coordination and support of technology-based assets including, but not limited to, email, text messages, cellular and VOIP phone service, Wi-Fi networks, public safety radios, and the use of amateur radio support. These options are managed by various City departments and regional service providers and made available to the City through contract services.

The Logistics Branch is responsible for processing resource requests.

The Finance Branch is responsible for projecting, monitoring, and documenting financial aspects of the incidents, including timekeeping, incident injury or loss claims, and preparation of contracts, reimbursement forms, and supporting documentation.

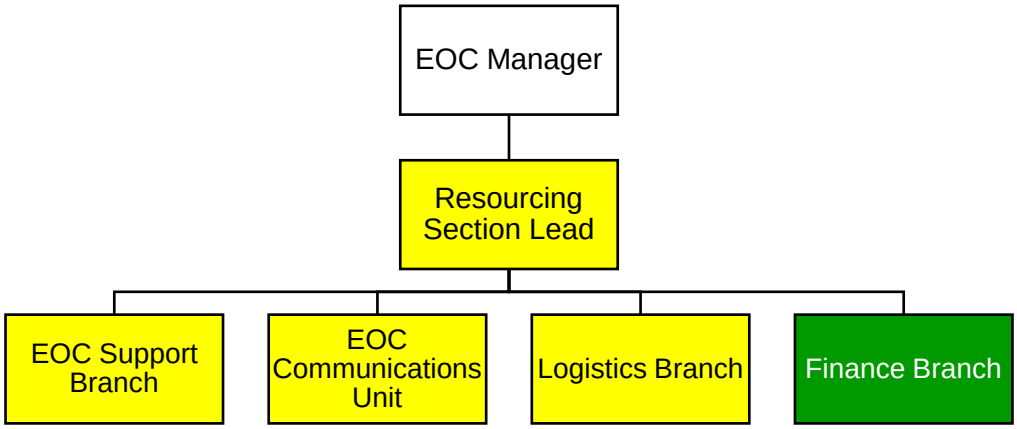


Figure 27 – Kirkland EOC Resourcing Section Organizational Chart

External

The external organizational flow of resource management follows a tiered system from the lowest level to the federal level. Including the FEMA National Resource Coordination Center (NRCC), if needed (Figure 28).



Figure 28 – External resource request flow process

Procedures

Resource Requests

Resource requests beyond department capability should be coordinated through the OEM or EOC, if activated.

The ICS 213RR form will be initiated by a requesting department and/or the EOC Operations Section and given 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 resource request. The Logistics Branch will then obtain the resource(s). Tracking numbers are assigned to the ICS 213RR form and included in the Resource Request Tracking Log.

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 Finance Branch and/or EOC Manager to determine if a contract exists or is needed. The Finance Branch will log the ICS 213RR form information in the expense tracking spreadsheet.

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, the EOC Resourcing Section will attempt to research multiple sources for the best value. Staff will confirm vendors are not debarred before making purchases.

The ICS 213RR form will be used to submit resource requests to KCOEM via email, telephone, or other communication 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 requirements 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:

- Identify a resource need
- The requestor completes an ICS 213RR form
- The EOC Resourcing Section Lead reviews the request and assigns the resource request to the Logistics Branch for processing, if appropriate
- The Logistics Branch researches and identifies options for procurement
- Before acquiring, the ICS 213RR form is routed to the EOC Manager for approval

The Logistics Branch purchases resources utilizing the How to Buy Chart from the Kirkland Procurement Manual. The Logistics Branch coordinates the delivery of the resource after purchasing.

The primary purchasing payment method is the use of City P-Cards. Monthly, 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) Senior Procurement Specialist
3) Procurement Specialist
4) P-Cards per available list

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 through a public safety alerting point, by direct contact via phone or email to potential supporters, or via an ICS 213RR form submitted to KCOEM. If assistance cannot be obtained through KCOEM, KCOEM will submit a formal request via email, phone, and/or WebEOC to WAEMD. If WAEMD is unable to meet the requests, with state resources or WAMAS, WAEMD will request assistance from federal agencies via FEMA. FEMA may leverage the EMAC for state-to-state assistance.

Emergency Worker Program and Liability Protection

Volunteers 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 criminal background checks on volunteers. The Emergency Worker 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 personal protective equipment (PPE) to help safely perform 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.

Financial Tracking

Financial tracking is facilitated using routine 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 materials, personnel, time, and cost.

For incidents that require 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 code(s) will be noted on all ICS 213RR forms and department financial tracking documents.

The Finance Branch tracks pending and completed resource requests in the Incident Cost Log and uses the EOC sign-in sheets to track staff participation 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.

ICS 213RR forms, with attached receipts, are scanned and saved electronically, and the hard copy retained for reference and records retention. During reconciliation of P-Cards or invoices staff will attach a detailed receipt along with the scanned ICS 213RR form or department tracking documentation into the City's financial tracking system.

A report will be created and maintained by the Finance Branch combining the EOC and department costs. This information will be provided to the EOC Manager and appropriate City leaders and included in the City's financial tracking software for overall budget considerations.

Donations Management

Donors will be requested to submit details of the donation they are interested in making to the 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. It is the City's position to not accept food donations, for responders or the public, unless they are commercially packaged for consumption. 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 and/or EOC will request support from KCOEM and/or WAEMD via email, completion of an ICS 213RR form, or phone call. Additional information is available in the Volunteer and Donations Management Guide.

Commodity Points of Distribution (CPOD)

The CPOD Guide contains a pre-determined list of potential 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 Logistics Branch will identify and assign City staff to facilitate the setup and operation of a CPOD and, if needed, may make a request for community volunteers to assist in supporting a CPOD. The Operations Section will develop a traffic plan and complete a site safety review before implementation of the site. The JIC and/or City Communications staff will disseminate information about the site including location, hours of operations, and type of support available via multiple platforms and methods. The Logistics Branch 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 P-Cards with increased limits for use during incidents.
- Maintain active accounts with key vendors for incident supplies.
- Maintain City Attorney's Office approval for service contract templates.
- Maintain a reserve fund for EOC activations and incident expenses.
- Maintain City vendor list and contact information.
- Maintain access to State contract lists and vendors.
- Select vendors that have defined continuity plans to support access to supplies.
- Maintain a cache of critical supplies for delivery of essential services.
- Maintain stock of paper checks for printing and/or handwriting payments.

Preparedness Activities

- Maintain a printed supply of ICS Form 213 RR forms and tracking logs.
- Pre-purchase and stock up on supplies, when possible, for expected hazards, such as extreme weather.
- Maintain and update annually, lists of City assets and inventory for use during incidents.
- Update P-Card information at least quarterly and before known events and/or expected incidents.
- Update staff list, including salary information, at least monthly, and before known events and/or expected EOC activation.
- Perform a communications check of EOC phones and public safety radios at least monthly, and before known events and/or expected EOC activation.
- Verify adequate nutritional stocks in the EOC monthly, and before known events and/or expected EOC activation.

Response Activities

- Process resource requests, including documentation of all purchases.
- Anticipate incident resource needs and identify procurement sources as able.
- Support demobilization and/or disposition of resources.
- Manage donation requests/offers to the City.
- Provide support services for incident personnel, including food, housing, communications, and transportation.
- Facilitate implementation of technology to support responder communications.
- 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.
- Coordinate the logistical support of essential services, CPOD, and Mass Care sites, as appropriate.

Recovery Activities

- Support logistical needs of a Disaster Resource Center (DRC), if established.
- Support replenishment of City incident response supplies.
- Assist in the disposition of donations, resources, and/or locations.
- Verify completion of Volunteer Emergency Worker documentation.
- Coordinate the transition of the Public Assistance process into long-term recovery operations, including support for reimbursement.
- Support community and business recovery opportunities, as identified.

Responsibilities

Lead Agency – Office of Emergency Management

- Facilitate EOC operations including approval of resource requests and/or support to the EOC Resourcing Section.
- Coordinate with local, county, state, and/or federal agencies, and regional partners for resource management support.
- Support resource requests for field operations.

Support Agencies

Kirkland Finance & Administration Department

- Assist in procurement of resources for incident management, regardless of EOC activation status.
- Issue incident cost tracking project code, as requested.
- Staff EOC Resourcing Section, specifically the Finance Branch.
- Prepare documentation for incident cost/funding reports.
- Lead the processing of reimbursement requests.

Kirkland Human Resources Department

- Coordinate incident volunteer management, including registration, background checks, assignment, tracking, and documentation of personnel.
- Coordinate reassignment of current City staff and/or hiring of temporary personnel.
- Facilitate labor relations.
- Process incident-related worker compensation claims.

Kirkland City Manager's Office

- Facilitate resource prioritization and allocation, if needed.
- Engage legislative resources to advocate prioritization of federal, state, and county resources to the City.

Kirkland City Attorney's Office

- Review and 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 a request to the WAEMD.
- Lead the local process of implementation of public, individual, and/or business assistance programs.

Washington State Military Department Emergency Management Division

- Support mutual aid requests by coordinating the WAMAS and/or EMAC process.
- Facilitate the fulfillment of resource requests that cannot be accomplished at the county level, either with State resources or by making requests to FEMA.
- Deploy specialized State teams/resources to support local response and recovery.
- Lead the overall process of implementation of public, individual, and/or business assistance programs.

Federal Emergency Management Agency

- Coordinate resource request fulfillment that cannot be met at the State level.
- Deploy specialized Federal teams/resources to support local response and recovery.
- Facilitate the overall process of implementation of public, individual, and/or business assistance programs.

Resource Requirements

Resource needs may include inventory of City assets; resource transportation capabilities; vendor lists; contract lists; contract templates; communication equipment and supplies; staff trained in City procurement and acquisition processes; and financial means to support incident management.

References

City of Kirkland Procurement Manual (2026)
City of Kirkland Purchasing Card Program & Policy Manual (2026)
City of Kirkland Purchasing Basics for EOC (2024)
City of Kirkland "How to Buy Chart" (2024)
City of Kirkland Resource Request Form (ICS 213RR)
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 Guide

City of Kirkland P-Card Holder List
Washington State Mutual Aid System (WAMAS)
Emergency Management Assistance Compact (EMAC)
Municipal Research and Services Center (MRSC) Vendor List

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Attachments

City of Kirkland Resource Request Form (ICS Form 213 RR)

COK RESOURCE REQUEST FORM (ICS 213 RR)

Requestor

1. Mission Number & Incident Name:	2. Requesting Department:	3. Date & Time: (mm/dd/yy - 00:00)	4. EOC 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: (***Vital characteristics, brand, specs, experience, size, etc.***) and, if applicable, purpose/use, diagrams and other info.	**Needed Date & Time** e. Requested	f. Estimated	g. Cost
	X	X				

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: ☐ Life Saving ☐ Incident Stabilization ☐ Property Preservation
12. a. Have all commercial resources been exhausted: ☐ Yes ☐ No b. Have all local resources been exhausted: ☐ Yes ☐ No c. Have all mutual aid resources been exhausted: ☐ Yes ☐ No	13. Requestor is willing to provide Funding: ☐ Yes ☐ No If "No", explain:
14. Requested by Name/Position & phone/email:	15. Request Authorized by: EOC Manager

Logistics

16. Entered Into Tracking Log Date: Time:	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): ☐ ORD UNIT ☐ PROC UNIT ☐ OTHER_____	

22. Elevate to County: ☐	23. County Tracking #:	24. Date/Time of elevation:

Finance

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**

Updated February 2026

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City of Kirkland Resource Request Tracking Log

Mission# _____ Incident Name: _____ Page ___ of ___

City of Kirkland Resource Request Tracking Log										
							Call Status			
Tracking # (COK-mm/yr-000)	Requestor's Name/Department	Contact number	Requested Item	Priority LS = Life Safety U = Urgent R = Routine	Date/Time of submission	Status call due	Call Placed	Caller Intials	Call Received Y/N	Resource order Complete (Leave Blank / Y)

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How to Buy Chart

"How to Buy Chart" – 9/2024						
	Competitive Pricing Desirable		Quotes/Informal Proposals		Formal Competitive Process	
Type of Purchase	**Estimated Amount**	**Director executes contracts less than $75K. CMO executes contracts >$75K**	**Estimated Amount**	**Dept. Director can execute contracts less than $75K. CMO executes contracts >$75K. Council approval not required.**	**Estimated Amount**	**Contracts awarded by Council or City Manager and signed by CMO.**
Public Works (e.g. building repairs, road improvements, facilities construction, etc). RCW 39.04.152 KMC 3.85.085	Under $150,000	Contractor must be selected from Small Works Roster. Direct hire without competition allowed, but certified business must be selected if there are more than six contractors in the small works roster category. Must follow City's rotation policy and not repeatedly award to same contractor. Small Works Roster solicitation may be used. All firms listed in roster category list must be invited to bid. No shortlisting of firms is allowed. Dept. Director can execute contracts less than $75,000. City Manager executes all contracts $75,000 or more. Prevailing wages required.	$150,000-$350,000	Small Works Roster Competitive solicitation may be used, and all firms listed in small works roster category list must be invited to bid. No shortlisting of firms is allowed. An open invitation to bid can also be used. No City Council award is required. JOC can be used up to $500,000. Prevailing wages required.	Over $350,000	Open Invitation for Bid must be used for all contracts over $350,000. Council awards contracts over $350,000. City Staff can request Council award in advance of bid opening for projects between $350,000 and $2,000,000. Bids must come in within budget. JOC can be used up to $500,000. Prevailing wages required.
Equipment, Supplies, & Routine Services (includes furniture, computer hardware, office equipment, equipment maintenance contracts, etc.) KMC 3.85.080	Under $10,000	Written quotes are required. Competitive pricing should be sought in the best interest of the City. Computer hardware or software require IT approval. Prevailing wages required for maintenance and landscaping services.	$10,000 - $75,000	At least three written quotes should be obtained, if possible. Computer hardware or software require IT approval. City Manager may waive competitive process. *At least one quote should be from an OMWBE certified firm.*	Over $75,000	Invitation for Bids or Request for Proposals can be used. RFP is appropriate if award decision is subjective (KMC 3.85.090). City Manager may waive competitive process, reported to City Council at their next meeting. IFBs <$100K can be awarded by City Manager. Council will award all other IFBs.
Professional Services (Consulting services other than Architects & Engineers) KMC 3.85.110 KMC 3.16.065	Under $10,000	No competition required, but competitive pricing should be sought in the best interest of the City.	$10,000 - $75,000	Department Director determines the need for competition, with documentation to Purchasing Agent if waived. *At least one quote should be from an OMWBE certified firm.*	Over $75,000	RFP or RFQ process used to assure competition. City Manager executes agreement. City Manager may waive competitive process, reported to City Council at their next meeting.
Architects & Engineers Chapter 39.80 RCW governs selection process for all categories.	Under $10,000	Select from A&E Roster (consider minimum of 3). Contract awarded based on qualifications.	$10,000 - $75,000	Select from A&E Roster (consider minimum of 3). Contract awarded based on qualifications. Department Director may require RFQ process to ensure competition (for example, if specialty is not in A&E Roster). *At least one qualification should be from an OMWBE certified firm.*	Over $75,000	Select from A&E Roster or conduct RFQ process. Contract awarded based on qualifications. *At least one qualification should be from an OMWBE certified firm.*
Emergency Purchase of Goods, Services, or Public Works RCW 39.04.280 KMC 3.85.210	Under $10,000	Make purchase without competition. If public work, prevailing wage requirements still apply.	$10,000 - $75,000	Requires City Manager's approval. Reported to City Council at the next meeting or individually, within two weeks of the emergency purchase.	Over $75,000	Requires City Manager's approval. Reported to City Council at the next meeting or individually, within two weeks of the emergency purchase.
Sole Source Purchase (Goods & routine services for which only one source exists. RCW 39.04.280 KMC 3.85.210	Under $10,000	No competition required, but competitive pricing should be sought in the best interest of the City.	$10,000 - $75,000	Consult with Purchasing prior to purchase. City Manager may waive competitive bidding. Can only be waived if there is legitimately only one source, life/property emergencies, bonds/insurance, or special market conditions.	Over $75,000	Requires City Manager's waiver and contract approval. Reported to City Council at their next meeting. Can only be waived if there is only one source, life/property emergencies, bonds/ insurance, or special market conditions.

How to Buy Chart

Cooperative Purchasing Chapter 39.34 RCW KMC 3.85.180	There is no requirement for competition or for Council approval when purchasing from the Washington State Department of Enterprise Services (DES) or through other piggybacking contracts covered by an interlocal purchasing agreement. However, for other than DES, Purchasing needs to be consulted to assure compliance with chapter 39.34 RCW. Director of Finance and Administration (F&A) can approve new interlocal purchasing agreements.
***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. All businesses registered within a work category must be invited to provide quotes. We are no longer permitted to get quotes from a limited shortlist of 3-5 vendors. *By inviting all businesses on a list, all OMWBE certified firms will be invited to bid.*
Repairs to Equipment KMC 3.85.210(b)	The competitive bidding process for repairs of vehicles, machinery, and equipment can be waived by the Director of F&A (memo and documentation to F&A Director required). Staff should make sure that businesses utilized for repairs offer fair rates for parts and labor prior to engagement.
Existing Software Services KMC 3.85.210(c)	Competitive procurement for renewal contracts with existing software vendors can be waived by Director of F&A with approval of the I.T. Director for existing software services for mission-critical applications, as defined by standard operating procedures of the IT department.

Definitions:

"Direct Hire" – Selecting a contractor for a public works project that costs less than $150,000 without competition. You must rotate the selection of contractors, and only certified firms can be selected from the small works roster if more than 6 certified firms are registered within the relevant work category. If there are less than 6 certified firms, you can select any contractor within that roster category.

"OMWBE" – State of Washington Office of Minority and Women's Business Enterprises. This organization provides certifications for small and mid-size businesses owned by minorities, women, social and economically disadvantaged individuals, and a new certification for Public Works Small Business Enterprises which can be owned by any gender or race.

"Public Works" – When used in this chart, the phrase "public works" refers to construction, demolition, or repair projects. These can be performed by all City departments besides just the City's Public Works Dept. (I.e. Facilities, Parks and Community Services, etc.)

"Rotation Policy" – The City's policy for public works direct hires and for architect and engineers that ensures that the same firms aren't repeatedly being sought for work opportunities with limited or no competition.

"Shortlist" -Requesting quotes from a limited number of consultants/contractors. This is allowed for Architects and Engineers procurement utilizing the MRSC Consultants Roster but is no longer allowed for public works projects. The entire Small Works Roster work category must be invited to bid.

"Small Business" – The State of Washington OMWBE provides certifications for small businesses for public works projects. Limits are based on a business' gross receipts per year, their owner's personal net worth, and other factors. Please refer to the OMWBE website for more information. A small business certification allows a business to be considered as "certified" within a Small Works Roster work category.

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 (PCS)

Bellevue Fire Department (BFD)

Eastside Fire and Rescue (ESFR)

Redmond Fire Department (RFD)

Shoreline Fire Department (SHFD)

Northeast King County Medic One

EvergreenHealth

Northeast King County Regional Public Safety Communication Agency (NORCOM)

Public Health – Seattle & King County (PHSKC)

Regional Crisis Response Agency (RCR)

Washington State Department of Health (DOH)

Washington State Department of Ecology (ECY)

Federal Emergency Management Agency (FEMA)

Federal Health and Human Services (HHS)

Introduction

Purpose

The purpose of Emergency Support Function (ESF) 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 (City).

Scope

This ESF addresses public health and medical services activities including, but not limited to, emergency medical services (EMS), mental health, fatality management, emergency worker health and safety, nutrition and pharmacology safety, vector control, wastewater and solid waste disposal, 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.

KFD Policy 507 – Health Care Information Privacy and Security of Records

Kirkland Municipal Code (KMC) 5.75 – Emergency Medical Services Transport Fees; establishes the Fire Department Basic Life Support Transport User Fee program, adjusted annually to reflect inflation.

KMC 8.09 – Animal Control Authority; establishes animal control authority in the police department to provide animal services and enforce animal control laws.

Kirkland Ordinance O-4896; updates the City Comprehensive Plan, including the Capital Facilities chapter which outlines policies for capital facilities and utilities including water and wastewater service.

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 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.

WAC 118-04 – Emergency Worker Program; 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 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. In a major incident, reliance on one regional resource poses a very real risk of the facility being quickly overwhelmed. 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.

Prehospital Advanced Life Support (ALS) services are provided by the Medic One Program, administered through Northeast King County Medic One. Although this approach works well in daily situations, during a medical incident this dependent relationship limits the ability of KFD to surge delivery of ALS services to the community.

The City has a limited number of skilled commercial nursing facilities. However, there are numerous residential home care centers and senior housing facilities. The needs of these often medically or mobility challenged residents 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 general community mental health as City resources primarily focused on crisis response. During an incident the City will need to rely on partnerships with providers for mental health services. The City has a small team of volunteer chaplains 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 who may have limited ability to provide animal services during an incident. The City may be reliant upon partner agencies and outside resources to meet incident needs related to animal care 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 the 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 may 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 communication 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.
- Hospitals, skilled nursing facilities, pharmacies, and other medical or health care facilities may be structurally damaged, destroyed, or unusable due to lack of utilities (power, water, sewer), or the inability of staff to report for duty.
- Survivors who require medication may have difficulty in obtaining prescriptions because of damage or destruction of supply locations, lack of pharmacy staff or stock, 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 or 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/or response personnel.
- An incident may produce a greater need for mental health counseling for survivors and emergency responders.
- Disruption of sanitation services, 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.
- 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

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.

ESF 8: Public Health and Medical Services encompass several areas of responsibility that integrate with multiple ESFs within the CEMF. 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 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: Public Health and Medical Services will work with the staff of these ESFs to support coordinated incident management and minimize duplication of efforts.

PHSKC is the lead agency in providing health, medical, and mortuary response within King County and thus within the City of Kirkland. In King County, PHSKC coordinates all aspects of emergency medical services with local, state, and federal governments, other counties, municipalities, and special purpose districts. PHSKC assigns Emergency Medical Services (EMS) duties to the local fire department or service agency. When PHSKC activates the Disaster Medical Control Center (DMCC), KFD follows the direction of the DMCC for the determination of hospital transportation destinations.

KFD provides prehospital Basic Life Support (BLS) services to the Kirkland community and portions of the surrounding communities through mutual and automatic aid. Prehospital Advanced Life Support (ALS) services are managed by the King County Medic One program through Northeast King County Medic One, BFD, RFD, and SHFD.

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, Temporary Housing, and Human Services and/or ESF 11: Agriculture and Natural Resources.

PW Water Division, Northshore Utility District (NUD), and Woodinville Water District (WWD), operate and maintain water infrastructure that supplies potable water to Kirkland customers. Additional details are found in ESF 3: Public Works and Engineering.

PHSKC, in partnership with the Northwest Healthcare Response Network (NWHRN), coordinates the health care services of King County Hospital District 2 operating as EvergreenHealth, 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 King County Fire Chiefs' Model Procedures, in coordination with the PHSKC MCI Plan to guide response efforts. PHSKC also has a Mass Fatality and Family Assistance Operations Response Plan that details operational concepts and responsibilities for fatality management. These plans address efforts to contain and stabilize incident impacts, track patients through the course of their care, coordinate additional support, establish treatment or collection centers, and overcome resource gaps. If local, county, and state resources are exceeded, the City may request specialized medical teams from federal health agencies.

The City complies with the Health Insurance Portability and Accountability Act of 1996 (HIPPA), as described in the KFD Privacy Practices and leverages 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 KFD, KPD, and PCS in partnership with and/or under the direction of the PHSKC based on legal authorities.

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. PHSKC coordinates these services within the county in cooperation with local jurisdictions. Environmental Health Services focuses on disease prevention and issues a "boil water" order for areas within the City, as needed.

In the event of an MCI, on scene incident command will activate MCI Procedures with the support of NORCOM and PHSKC.

The Kirkland Mobile Integrated Health (MIH) program is an alternative EMS response and referral model designed to bridge emergency response, healthcare, and social service systems. The program's primary objective is to connect vulnerable community members to appropriate health and social services while preserving KFD emergency response capacity for high-acuity incidents.

KFD staffs an EMS Captain to coordinate EMS protocols and procedures, and MIH resources for the City (Figure 29).

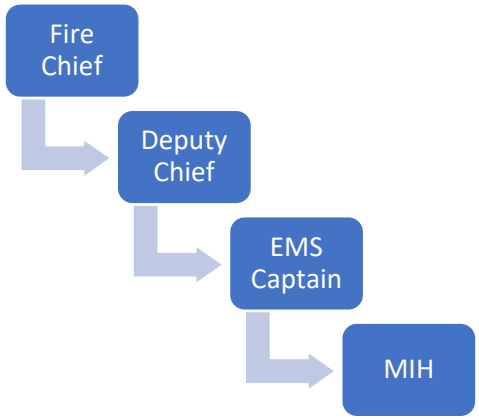


Figure 29– Kirkland Fire Department EMS and MIH Organizational Chart

KPD Animal Services Program coordinates care for found lost or missing domestic animals and disposal of deceased animals. Managing wildlife-related issues is under the jurisdiction of the Washington State Department of Fish and Wildlife.

The PCS Human Services Division will coordinate assistance for vulnerable community members and is the primary point of contact for community mental health services in the City. Human Services will provide resources in coordination with response partners, non-profit organizations, and other community service providers.

The City of Kirkland has access to Mental Health Professionals (MHPs) to assist with acute behavioral health needs through the City's MIH program and as a principal member of the

Regional Crisis Response (RCR) Agency. During operational hours, RCR Crisis Responders, who are Washington State licensed MHPs trained in post-trauma mental health interventions, respond to in-progress 911 calls and acute behavioral health emergencies alongside of KFD and/or KPD.

Water supply, quality, and safety oversight are provided by multiple agencies with various authorities and requirements. Agencies include, but are not limited to, PW, PHSKC, Washington State DOH and ECY, Seattle Public Utilities, NUD, and WWD.

Procedures

The City will coordinate with PHSKC through the PHSKC Duty Officer and/or HMAC by phone, radio, liaison, or other methods as dictated by the incident.

The City will declare an MCI when local EMS resources are overwhelmed. The on-scene Incident Commander (IC) will request, via radio or phone, NORCOM dispatch pre-determined resources to support the response. During MCIs, KFD will follow the King County Fire Chief's MCI Model Procedure and the PHSKC MCI Plan to document patient care and transport information.

The City maintains privacy and security of personal health care information and medical records by limiting access to incident paperwork, forwarding public records requests to the Public Records Custodian or designee for appropriate redaction and practicing professional conduct when discussing patient information including limiting use of identifying information to only when necessary for operational purposes.

The City will request MIH and/or PCS Human Services support via phone call or email for community non-emergency health support. PCS Human Services 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 engage a member of the regional volunteer chaplain group and/or City Peer Support Team members. If additional support is needed, the EOC/Emergency Manager (EM) will request support from partner agencies with Critical Incident Stress Management (CISM) teams. In addition to chaplains and CISM teams, the City has an Employee Assistance Program (EAP) that provides mental health and/or management 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 Seattle Public Utilities 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 (PPE) stockpiles.
- Offer vaccinations to City personnel for communicable diseases/viruses.
- Participate in PHSKC incident planning efforts.
- Monitor information about communicable diseases that may impact the City.
- Maintain KFD staff training and credentials as BLS care providers.

- Provide community mental health screening and social determinants of health assessments.
- Provide community suicide risk screening and safety planning.
- Support delivery of public education programs.

Preparedness Activities

- Conduct exercises to test disaster medical 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.
- Develop individualized care plans and provide pre-crisis behavioral health safety planning to clients.
- Provide integrated coordination with behavioral health crisis systems.

Response Activities

- Provide BLS level care to ill and/or injured people.
- Coordinate ALS level care delivery to ill and/or injured persons.
- Coordinate response to and/or transport of ill, injured, and/or medically dependent people.
- Assist the medical examiner with death investigations and next of kin notifications.
- Investigate disease outbreaks.
- Support testing and, if needed, treatment of water systems.
- Perform behavioral health responses or co-response, as able.
- Conduct welfare checks, as able.
- Coordinate response efforts and requests for additional services.
- Support evacuation of medical facilities and/or medically fragile community members, as able.
- Coordinate with PHSKC for support and/or direction.

Recovery Activities

- Replenish supplies and provide for the operational readiness of City-owned equipment and facilities.
- Reassessment of risks and updating individualized care plans of community members.
- Assist with the relocation of medically dependent residents, as able and resources allow.
- Arrange for CISM support for first responders, as needed.
- Support mental health services for the community, as needed and able.

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 King County Fire Chiefs' MCI Model Procedures.
- 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, if able.
- 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 related to food and/or water safety.
- Enforce local and/or State health orders.
- Coordinate quarantine enforcement with PHSKC, if requested and as resources allow.

Kirkland Public Works Department

- Monitor water infrastructure for sustainment of the potable water supply.
- Coordinate with PHSKC for safety testing of the water supply.
- Monitor transportation infrastructure to maintain access for emergency services.
- Maintain operational capability of EMS vehicles.

Kirkland Parks and Community Services Department

- Human Services Division facilitates access to mental health services.

Bellevue Fire Department

- Through mutual aid, provide BLS and ALS level care and/or transport services to the City.

Eastside Fire and Rescue

- Through mutual aid, provide BLS and/or transport services to the City.

Redmond Fire Department

- Through mutual aid, provide BLS and/or transport services to the City.

Shoreline Fire Department

- Through mutual aid, provide BLS and ALS level care and/or transport services to the City.

Northeast King County Medic One

- Provide ALS level care and/or transport services to the City.

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.
- Request additional health and mortuary service resources from DOH or HHS.
- Plan for and coordinate transportation of hospital decedents.
- Track incident-related hospital deaths.

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.

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, and implementation of disease control measures including examination, testing, treatment, vaccination, isolation, and quarantine.
- Coordinate with Washington State ECY 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.
- Activate the Health and Medical Area Command (HMAC) Center, as appropriate.
- Support assessment and response to disaster consequences affecting food safety, water quality, and/or sanitation.
- Support the City with implementing altered standards of medical care as directed by the Local Health Officer.
- Provide death investigation 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 and/or mortuary services, as needed.
- 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 medical support and the 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.

Regional Crisis Response Agency

- Provide deployable Crisis Responder MHPs, as requested and able.
- Respond with first responders to behavioral health-related 911 calls, as requested and able.

Washington State Department of Health

- License EMS providers to deliver care.
- Support requests for health and medical resources.
- Request health and medical resources from federal agencies.

Washington State Department of Ecology

- Oversee water safety standards and supply in Washington.
- Conduct water quality or safety testing, as needed.

FEMA

- Activate and/or deploy Disaster Medical Assistance Team (DMAT), as available and requested.
- Activate and/or deploy Disaster Mortuary Operational Response Team (DMORT), as available and requested.

Federal HHS

- Staff and manage DMAT and/or DMORT programs.

Resource Requirements

Resource needs may include licensed medical providers; transportation vehicles; medical equipment and supplies; and locations to facilitate health and medical needs during incident management.

References

City of Kirkland COOP/COG Framework
City of Kirkland Fire Department Authorization to Transport Form
City of Kirkland Individual Written Notice of Financial Assistance
King County Fire Chiefs' MCI Model Procedure
PHSKC Mass Fatality and Family Assistance Operations Response Plan
PHSKC Pandemic Plan

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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 (BPD) – Bomb Squad

Northeast King County Regional Public Safety Communication Agency (NORCOM)

King County Sheriff's Office (KCSO)

Washington State Military Department Emergency Management Division (WAEMD)

Washington State Department of Transportation (WSDOT) – Aviation Division

Federal Emergency Management Agency (FEMA) Urban Search & Rescue (USAR) Teams

United States Coast Guard (USCG)

Introduction

Purpose

The purpose of Emergency Support Function (ESF) 9: Search and Rescue is to describe the coordination of resources in conducting Search and Rescue (SAR) operations in the City of Kirkland (City).

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 endangered missing people, maritime rescue or recovery, and aviation rescue.

Policies

KPD operates under the department's standard operating procedures, to the extent possible, found in the Kirkland Lexipol Policy Manual.

KPD Lexipol Policy 201 – Emergency Management Framework; describes how the KPD 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.

KPD Lexipol Policy 613 Unmanned Aircraft System (UAS) Operations

Washington Administrative Code (WAC) 118-04 – Emergency Worker Program; outlines the requirements regarding issuing mission numbers and emergency worker classifications for search and rescue incidents.

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 68.50.020 (notification to Coroner).

RCW 38.52.010(37) – Emergency Management – Definition; “Search and rescue” means the acts of searching for, rescuing, or recovering by means of ground, marine, or air activity any person who becomes lost, injured, or is killed while outdoors or as a result of a natural, technological, or human-caused disaster, including instances involving searches for downed aircraft when ground personnel are used.

RCW 47.68.380 – Aerial search and rescue—Liability—Definition; the aviation division of WSDOT is responsible for the conduct and management of aerial search and rescue activities within the State.

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 green space in which people may become disoriented and/or lost. Private aircraft are used in and around the City, which could result in a SAR situation on the ground or 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.

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, act of terrorism, or another incident.
- The type of SAR mission may vary from an incident where one person is lost or trapped to a multi casualty incident.
- SAR may require heavy and/or technical rescue resources.

- 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.
- 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, fixed-wing aircraft, and unmanned aircraft vehicles (UAVs), 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, 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 missing or distressed people search and rescue operations.

During an incident, the KPD performs functions that include, but are not limited to, search and rescue of single person or multiple people, recovery and identification of deceased individuals, human remains management, and coordination of wide-area search efforts.

All available resources will be leveraged for the identification of the location, extraction, and/or evacuation of injured persons or survivors.

Mutual aid agreements exist between KPD and the KCSO as well as neighboring law enforcement agencies for assistance in managing incidents within the City.

KPD will establish Unified Command (UC) with KFD for coordination and/or operations of USAR or technical rescue activities.

P&B supports SAR operations with structural integrity assessment and technical knowledge in cases of structural damage or collapse.

The KPD may request KCSO and/or BPD Bomb Squad investigate for and respond to explosives during SAR operations.

The KPD may request KCSO or another local law enforcement partner to provide canine search support to SAR.

In King County, the primary resource for wilderness area search and rescue is the KCSO Search and Rescue Unit, which oversees a group of trained volunteers to assist with operations.

SAR operations for missing aircraft are the responsibility of the WSDOT Aviation Division. KPD will be responsible for coordinating ground support for these operations, as requested and able.

KPD will leverage their standard practices of monitoring and responding to distress levels of people involved in a SAR incident. This may include support for 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 their delegate while operating within the City.

KPD will coordinate with local, county, state, federal agencies 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).

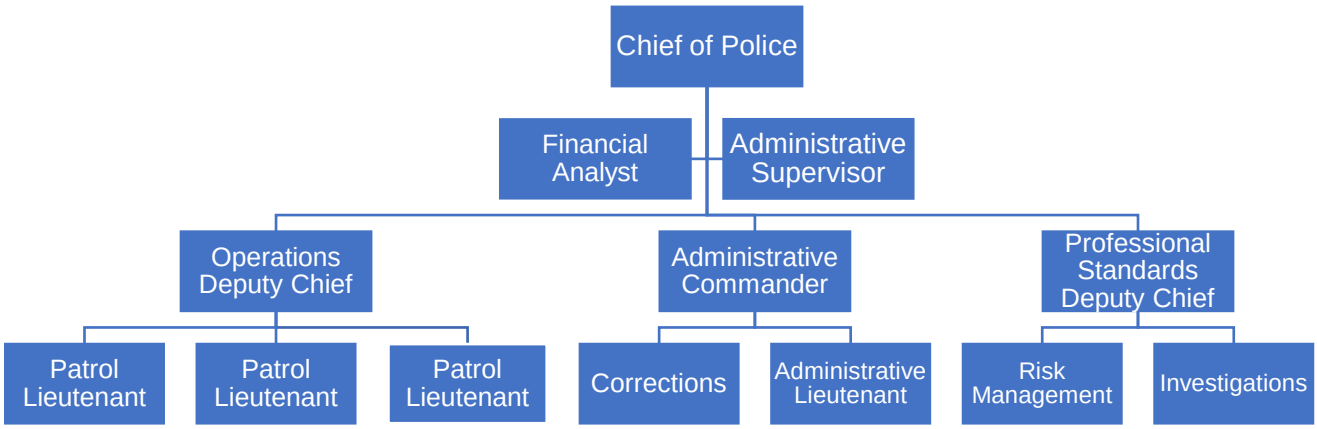


Figure 30 – KPD Administrative Structure Organizational Chart

The City contracts with the KCSO Marine Unit for marine patrol, enforcement for marine infractions, responding to distressed watercraft operators and/or water recreators, and other calls for assistance. The KCSO Marine Unit contributes to swimmer rescues, drowning victim body recovery, and documenting and recovering evidence underwater.

The King County Search and Rescue Association (KCSARA) assists with SAR activities under the oversight of KCSO. Dispatch of KCSARA resources is facilitated by the KCSO Communications Center.

KFD has the capability to deploy rescue watercraft (skis) and surface water rescue technicians.

For technical rescue and/or Urban SAR (USAR) operations KFD will follow existing organizational policies and procedures to facilitate operations. A USAR taskforce provides specialized technical knowledge to support SAR missions.

WSDOT Aviation Division is responsible for the conduct and management of aerial search and rescue, including search and rescue efforts involving aircraft.

Procedures

KPD will follow departmental policies and procedures during SAR operations.

IC will facilitate requests for additional SAR resources and/or supplemental assistance, when necessitated by an incident, through NORCOM, OEM, and/or the EOC, as appropriate, by radio and/or phone. County and/or state resources will be requested, by phone and/or email, from KCOEM or WAEMD as appropriate.

KPD IC or the EM will request a SAR mission number from WAEMD, 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.

During SAR incidents KPD will focus on the law enforcement mission while KFD conducts technical rescue operations.

If assistance from P&B is needed to assess the stability of structures, IC/UC will request OEM and/or the EOC to coordinate P&B 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, maps, and light sources.
- Engaged with King County and Washington State Park Rangers.

Preparedness Activities

- Train officers and supervisors on activation of alerts for endangered missing persons 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 officers will visit high frequency SAR operational areas, such as parks, to build area familiarization with the locations before an incident.
- KFD and KPD will maintain UAV skills in support of SAR efforts.

Response Activities

- Coordinate SAR activities, including joint efforts with response partners.
- Search last known area/residence for endangered missing 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.
- Fly the UAV in support of SAR operations.
- 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 expended SAR supplies, 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, as appropriate and resources allow.
- Notify WAEMD of the termination and disposition of SAR missions.
- Store UAV captured data per the UAS program requirements.

Responsibilities

Lead Agency – Police Department (KPD)

- Lead SAR missions, including serving as IC 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.
- Pilot UAVs in support of SAR operations.

Support Agencies

Kirkland Office of Emergency Management

- Obtain a SAR mission number from WAEMD, if requested to do so by IC/UC.
- Facilitate coordination of SAR mission support resources.
- Activate the EOC as appropriate to support SAR incident(s).
- Approve registration of spontaneous volunteers in accordance with Washington 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 operations.
- Provide medical care, and extrication of located/rescued survivors, as resources allow.

Kirkland Planning and Building Department

- Provide engineering personnel for technical support in the assessment of structural damage or stability of involved structure(s).

Kirkland Public Works Department

- 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 IC, OEM, or the EOC.

Bellevue Police Department – Bomb Squad

- Support the clearing and securing of 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 including, but not limited to, personnel, air assets, and affiliated volunteers.
- Support water SAR efforts with Marine Division personnel and equipment, as requested and resources allow.
- Support land-based SAR efforts with canine resources, as requested and resources allow.
- Support the clearing and securing of 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.

FEMA

- Provide technical resources and support for USAR operations, as requested and able.

United States Coast Guard

- Provide technical resources and support for water-based SAR operations, as requested and able.

Resource Requirements

Resource requirements may include specialized responders paid and/or volunteers; Personal Protective Equipment; heavy equipment and operational supplies; communications equipment; public safety radio hardware to address incident needs.

References

Kirkland Unmanned Aircraft System (UAS) Program Guide
King County Comprehensive Emergency Management Plan
Washington State Comprehensive Emergency Management Plan
National Response Framework
Memorandum of Understandings with BPD and KCSO

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Emergency Support Function 10: Hazardous Materials

Lead Agency

Kirkland Fire Department (KFD)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Kirkland Public Works Department (PW)

Kirkland Police Department (KPD)

King County Zone 1 Eastside Hazardous Materials Consortium (EHMC)

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 (ECY)

Washington State Department of Health (DOH)

Washington State Patrol (WSP)

Washington State Military Department 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 (ESF) 10: Hazardous Materials (HazMat) is to describe the coordination of HazMat incidents within, or that may impact, the City of Kirkland (City).

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 HazMat response plans used by the PW Spill Response Team, KFD, and EHMC.

Policies

KFD Policy 319 – Hazardous Materials Response; outlines the Department's response plan 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.

KMC 21.20 – Internation Fire Code; City's adoption of Section 105 of the International Fire Code, states that the City's Bureau of Fire Prevention is responsible for administering hazardous materials permit and inspection programming.

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.

Revised Code of Washington (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.

RCW 70.136 – Hazardous Materials Incidents; outlines requirements for HazMat incident response.

Washington Administrative Code (WAC) 118-40 – Hazardous Chemical Emergency Response Planning and Community-Right-To-Know Reporting.

WAC 173-303-145 – Spills and Discharges 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.

2024 Washington State Building Code – Chapter 3 Occupancy Classification and Use; 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 the City.

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).

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.

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 can lead to responders not having 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 the City primarily within the City of Redmond. The pipeline turns west and runs through the northeast corner of the City. The Olympic 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 activity 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 impact to the population.
- 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 incident.
- HazMat incident that occurs outside the City can 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.
- 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 impacted population, weather, and/or 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 EHMC. The EHMC is a regional specialized mutual aid response group made up of HazMat trained fire personnel from King County Zone 1 fire departments, including KFD staff. Members are trained at the HazMat Technician Level and/or the HazMat Incident Commander (IC) level. The primary response vehicle for the EHMC rotates between Zone 1 fire stations throughout the year; radiation survey meters and dosimeters are stored on the vehicle.

PW Spill Response Team staff support hazardous material incidents that do not require the use of Personal Protective Equipment (PPE) and 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, flammability, or threat to life and safety, KFD and/or the ECY lead the response with assistance from PW.

Response efforts may include warning the public, containment and stabilization of a site, requests for local responders, 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 the LEPC is responsible for planning and coordinating HazMat information. The King County 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 uses the King County LEPC to coordinate and share HazMat information.

SARA Title III requires that all facilities with HazMat report specified types and quantities of the product 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 inventory of HazMat, and provides the public with related information, as requested.

Legislation defines several 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 (UC). WSP is the designated IC for HazMat incidents occurring on state roadways, USCG is lead for incidents on Lake Washington, and 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, technical

assistance with sample collection, laboratory analysis, risk assessment, and/or control and clean-up measures for incidents.

The ECY 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 Washington State require notification to the ECY. The KCSO Marine Unit may be called upon for assistance with water spill response.

PHSKC and the ECY are the lead agencies for recovery from HazMat incidents. It is the obligation of the party responsible for arranging 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 ECY and/or the EPA will take the lead on-site cleanup. PHSKC is the lead agency for screening hazardous and non-regulated small quantity HazMat for proper disposal.

Organization

KFD and PW have responsibility for responding to HazMat incidents, often in partnership with external agencies. It is the practice of the City to establish a UC structure when more than one agency is involved in incident management; however, the City recognizes legal authorities designate representatives from specific agencies as IC and will partner as necessary to respond to and recover from HazMat incidents.

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 King County Zone 1 Eastside Hazardous Materials Consortium comprised of equipment and personnel from KFD along with the Bellevue, Bothell, Eastside Fire and Rescue, Redmond, and Shoreline 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 Kirkland 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 the Emergency Alert System (EAS), and/or Wireless Emergency Alert (WEA) system, mobile loudspeakers, local news reports, or door-to-door contact. The IC, via radio and/or phone, makes the request for KCOEM, 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 2: Communications, Information Systems, and Warning.

The OEM receives incident reports from the National Response Center (NRC) via email from KCOEM and/or WAEMD. Reports are shared with the PW Spill Response Team and/or KFD, as appropriate.

Non-emergent spills may be reported by City staff or members of the public through the 24/7 Kirkland Spills Hotline at 425-587-3900 or by emailing erts@kirklandwa.gov. Emergent spills such as hazardous, flammable, or unknown substances are reported to 911 for a HazMat response. Water quality concerns, spills, and illicit discharges to municipal storm system should be reported to the Kirkland Spill Hotline, 425-587-3900 and documented per the NPDES Western Washington Phase II Municipal Stormwater Permit. The PW Spill Response Team may notify KFD as appropriate to the level of response.

The City notifies external response partners of spills including, but not limited to, ECY's Environmental Report Tracking System (ERTS), the National Response Center (NRC), Washington Department of Fish and Wildlife, WAEMD, and/or the Puget Sound Clean Air Agency directly via phone per the PW Standby Response Procedures and the PW 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 Transportation 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 HazMat 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.

PHSKC will perform testing and clearing of water and/or soil for identification of contamination related to HazMat incidents, this may be coordinated with ECY and/or DOH.

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 King County LEPC.
- Stock supplies for response, containment, and basic cleanup of HazMat incidents.

Preparedness Activities

- Train City staff, to an appropriate level, on HazMat response operations based on their position.
- Participate in regional HazMat response team planning efforts.
- Conduct exercises to test HazMat plans, training, equipment, and procedures.

- Maintain a working relationship with HazMat partner agencies.
- Maintain updated contact information for HazMat trained personnel and support agencies.
- Verify HazMat and spill response supplies are stocked on KFD and PW units.

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 of spills.
- 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) for HazMat specific incidents.

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 of exposed persons, control and containment of a HazMat release or fire involving HazMat, and other operations that may be necessary to manage the incident.
- Investigate and determine cause of HazMat spills.
- 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 – Hazardous Materials Response.
- Coordinate response activities with the EHMC and/or partner agencies, if the incident exceeds the capability of initial responders.
- Issue alert and warning of risks and actions to the public as necessitated by the incident.
- Notify the agencies responsible for clean-up and disposal of HazMat incidents.
- Identify HazMat risks during incident response.
- Initiate and facilitate evacuation and/or shelter in place orders as appropriate for a HazMat incident.

Support Agencies

Kirkland Office of Emergency Management

- Forward incoming NRC reports to appropriate departments.
- Assist with issuing alert and warnings in support of HazMat response, as requested.
- Support coordination of evacuation orders.
- Participate in LEPC meetings and review meeting notes for items of interest to the City.

Kirkland Public Works

- Respond to spills as notified by the community, OEM, KFD, and/or KPD.
- Provide equipment and personnel to assist in the containment of a HazMat incident 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 temporary storage and/or disposal of response materials and hazardous substances.

Kirkland Police Department

- Assist with community notification, and/or evacuation, and crowd and traffic control on/or near a 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.

King County Zone 1 Eastside Hazardous Materials Consortium

- Respond and operate in accordance with EHMC Operating Guidelines.
- Maintain operational readiness of Zone 1 HazMat vehicle(s) and response equipment stored on the vehicle.
- Identify the need for additional personnel and agency support; coordinate requests for assistance.

Northeast King County Regional Public Safety Communication Agency

- Dispatch first responders to HazMat incidents.

King County Local Emergency Planning Committee

- Provide information about chemicals in the community to residents, when requested.
- Process EPCRA reports.
- Facilitate LEPC local jurisdiction meeting and involvement.
- Maintain records of annual Tier II reports and Clean Air Act documents provided by facilities.
- Provide material and contact information on HazMat regulated facilities, as requested and able.

King County Office of Emergency Management

- Manage the King County LEPC.
- Disseminate alerts and warning for HazMat incidents, as requested and able.
- Provide NRC reports involving Kirkland to OEM within 30 minutes of receipt.

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.
- Provide information to the public on the health effects of, and how to avoid contamination from, HazMat.
- Support testing of water and/or soil for identification of contamination.

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 KFD.
- Submit Tier II-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 spill or release 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

Kirkland PW Spill Response Manual

KFD Daily Rig Check Forms

King County Eastside Hazardous Materials Team Standard Operational Guidelines.

King County Fire Resource Plan

King County Fire Chiefs' Interlocal Agreement

King County Fire Chiefs' Model Procedures

King County Local Emergency Planning Committee Operating Guidelines

King County Local Emergency Planning Committee Hazardous Materials Plan

King County Zone 1 Technical Rescue Interlocal Agreement

Washington State Fire Services Resource Mobilization Plan

US Department of Transportation and Transport Canada, *Emergency Response Guidebook*

Emergency Support Function 11: Agriculture and Natural Resources

Lead Agency

Kirkland Parks & Community Services Department (PCS)

Support Agencies

Kirkland Public Works Department (PW)

Kirkland Police Department (KPD)

Kirkland Planning and Building Department (P&B)

Kirkland City Manager's Office (CMO)

King County Department of Natural Resources and Parks (DNRP)

King County Historic Preservation Program (HPP)

Cascade Water Alliance (CWA)

Northshore Utility District (NUD)

Seattle Public Utilities (SPU)

Woodinville Utility District (WWD)

Public Health – Seattle & King County (PHSKC)

King County Office of Emergency Management (KCOEM)

Washington State Department of Health (DOH)

Washington State Department of Agriculture (WSDA)

Washington State Military Department Emergency Management Division (WAEMD)

Washington State Department of Archaeology and Historic Preservation (DAHP)

United States Department of Agriculture (USDA)

Federal Emergency Management Agency (FEMA)

Non-Governmental Organizations (NGOs)

Introduction

Purpose

The purpose of Emergency Support Function (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 the City of Kirkland (City) during an incident.

Scope

This ESF addresses the safety, procurement, and distribution of food and water supplies, response 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 Administrative Policy Manual (APM) Policy 6-8 – Public Artwork Decorations Policy.

Kirkland Resolution R-4986 adopted the 2013 Kirkland Urban Forestry Strategic Management Plan.

The Kirkland Sustainability Strategic Plan, as adopted in Resolution R-5457 and updated in Kirkland 2044, outlines actions for the care and sustainability of the natural environment and ecosystems based on adopted Comprehensive Plan policies.

Kirkland Cultural Arts Commission Bylaws outlines the purpose and guiding principles for the Kirkland Cultural Arts Commission (KCAC).

Kirkland Zoning Code (KZC) 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.

KZC 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).

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 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 the Act.

RCW 68.50 – Human Remains; requires notification of the County Medical Examiner when human remains are discovered.

WAC 16 – Department of Agriculture; guides agricultural protocols and responses related to animal and crop diseases and pests.

WAC 246-215 – Food Handling; guides best practices for handling, preparing, and distributing food to community members. Prepared and distributed food will be done in compliance with the standards laid out in the WAC.

Public Law 115-270 – America’s Water Infrastructure Act of 2018

Situation

Incident Conditions and Hazards

The City is a vibrant recreational community that values the environment, open spaces, and cultural and historical assets. Hazards that could cause damage to infrastructure, or loss of power, may result in a lack of ability to maintain food safety and distribution. The presence of domestic and wild animals places the City at risk for possible disease outbreaks. In addition to Lake Washington, the small lakes in the City 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, sabotage, or other criminal activity.

Although the City is not “old” by historical measures, there are some cultural and historical sites, such as Heritage Hall, the Peter Kirk Building, and several other historic homes and private properties that could negatively impact the community if they were to be damaged or destroyed by an incident. P&B has documentation that the land comprising present-day Kirkland was home to many Native American people, and any land disturbance may result in inadvertent discovery or direct or indirect damage to cultural artifacts. Direct damage may be caused by ground movement, severe weather, or terrorism. Indirect impacts may occur during repair or replacement of adjacent non-historic sites.

Kirkland does not have any designated agricultural land or farms within the City. There is a limited amount of livestock, primarily horses for recreational purposes, within the City.

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 WSDA, 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 may become vehicles for illness or disease transmission.
- Unsolicited donations of food and goods may be presented to the City which 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, or 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, local, county, state, and/or federal agencies may take lead for the incident.
- Equestrian owners are expected to have the resources to manage the needs of their animals.

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 will be represented in that workgroup by one or more City staff. Based on the incident, the MCW may 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 potable 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 commodities. Resource acquisition will be conducted in coordination with ESF 6: Mass Care, Temporary Housing, and Human Services, and the delivery of supplies will be coordinated with ESF 1: Transportation.

DNRP Water and Land Resources Division conducts water quality testing at swimming beaches and provides weekly water quality data, which PHSKC may use to recommend beach closures. DNRP may be leveraged during an incident to support environmental assessments. The City follows the guidance of PHSKC for the closure of swimming beaches.

The Kirkland Cultural Arts Commission (KCAC) is a volunteer advisory board that helps implement public art vision and installation in the City, manages and curates the City's public art collection, and reviews proposed public art and cultural acquisitions. 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 Parks Management Division oversees maintenance, care, and repair of City-owned public artworks.

The City contracts with the King County 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 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 King County HPP assists the City with the identification and recognition of historic and cultural sites and helps guide planning to make needed repairs or restoration to those sites without affecting their cultural or historic significance.

PCS will coordinate activities related to animal disease outbreak investigation and response activities with the KPD Animal Control Officer, PHSKC, DOH, and USDA, as appropriate.

Organization

The MCW will invite the appropriate representative(s) with responsibility for agriculture and natural resources to work with the City to create incident specific plans to coordinate response actions and resource needs.

PCS maintains parks and open spaces within the City, including the management and restoration of City-owned natural areas. PCS works with KPD, PHSKC, DOH, WSDA, and USDA and other response partners to respond to incidents of animal, zoonotic, or plant disease(s).

P&B contracts with the King County HPP to identify, evaluate, and protect historic and archaeological resources. P&B is responsible for leading coordination of urban forestry and related response efforts for the City.

Procedures

PCS staff maintain and clean waterfront parks and will coordinate with the appropriate agency for incident response, which may include City departments, DNRP, Washington State Department of Ecology (ECY), or the Washington Department of Fish and Wildlife.

PCS leverages daily operational procedures to manage incidents, expand capability, and request additional support. PCS management calls in staff based on which position/team is needed or based on a pre-planned volunteer list of staff willing to work additional hours.

Through the EOC and MCW, the Kirkland CPOD Guide may be used to distribute food, potable water, or other supplies to the public.

The PW Water Division operates and maintains the City's water infrastructure daily and will leverage these processes to manage and respond to an incident impacting the water system. SPU performs most of the sampling and treatment for Kirkland's drinking water as part of their service delivery contract. Reports of water quality are provided to PW staff 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 the City leverages local, King County HPP, and state databases 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 within the parameters of legal protections allowed.

DNRP Water and Land Resources Division notifies the City, via phone or email, if they identify a population of noxious weeds that the City is required to address. When notified by DNRP, the City Information Technology Geographic Information System (GIS) staff adds the location and population information to the City GIS interactive mapping portal on the City's website. Depending on the location, either PW or PCS 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 WSDA and using herbicides pre-approved by ECY.

DNRP notifies City staff, via phone or email, if a beach exceeds normal contaminant amounts and needs to be closed for public health and safety. PCS staff place pre-printed closure signs, provided by DNRP, on the affected beach. PCS staff monitors the situation and removes the signage reopening the beach when DNRP advises it is safe to do so.

PCS will coordinate animal disease outbreaks with appropriate City, county, state, and federal agencies via email, phone, video conferencing, and/or in person.

King County HPP facilitates preparedness for landmarks and may inform, via mail, email, or phone property owners and the City about best practices for protection, preservation, and avoiding unnecessary damage or demolition following an incident.

The City Manager's Office will serve as a liaison to the KCAC and leverage email, phone, or in-person or virtual meetings for coordination.

Mitigation Activities

- Maintain limited supplies of emergency food and potable 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.
- Conduct an assessment of the water system every 5 years per the American Water Infrastructure Act.
- Implement the City of Kirkland Urban Forest Management Plan to protect and maintain Kirkland's urban forest.
- 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 SMP at least every 10 years and make updates as needed.
- Maintain stock of pre-printed, multi-language signage for beach closures due to water quality issues or concerns.
- Provide public education related to mitigating and preventing animal disease outbreaks.

Preparedness Activities

- Identify local resources for the acquisition of food and potable water.
- 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.
- Encourage community members to maintain animal vaccinations and veterinary care.

Response Activities

- Assess, stabilize, and/or protect City-owned natural, cultural, and/or historical assets.
- Participate in the MCW.
- Establish CPODs.
- Monitor and contain animal disease or noxious plant outbreaks.
- Minimize adverse effects of incident response efforts impacting historical or cultural sites, as much as possible.
- Assess and make efforts to meet the nutritional needs of the community when standard 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 diseased and/or deceased animals.
- Restock expended supplies.

Responsibilities

Lead Agency – Parks & Community Services Department

- Coordinate procurement, delivery, and distribution of nutritional services including food and potable water through the MCW.
- Support and/or lead CPOD implementation and operations.
- Coordinate with PHSKC, KPD Animal Control, and the Department of Agriculture related to a plant or animal threat or disease outbreak.
- Coordinate protection, repair, and/or restoration of City-owned public art.
- Coordinate response and recovery efforts related to natural areas.

Support Agencies

Kirkland Public Works Department

- 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 and potable water, when possible.
- Investigate damage to and/or destruction of historical, cultural, or natural assets when human-caused impacts are suspected.
- Investigate and support response to animal disease outbreaks.

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.

Kirkland City Manager's Office

- Coordinate with KCAC and the National Parks Service (NPS) for incident memorial acknowlement projects.

King County Department of Natural Resources and Parks 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 permit conditions for 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.

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.

Woodinville Utility District

- Provide for the management and operation, disruption assessment, and repair/restoration of their 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.

King County Office of Emergency Management

- Assist with procurement, delivery, and distribution of nutritional services including food and water, as requested and able.

Washington State Department of Health

- 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 illnesses and/or zoonotic disease outbreaks.

Washington State Department of Agriculture

- Identify, 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.

Washington State Military Department Emergency Management Division

- Assist with procurement, delivery, and distribution of nutritional services including food and water, as requested and able.

Washington State Department of Archaeology and Historic Preservation

- Provide information to guide response efforts impacting historical and cultural assets.

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.

Federal Emergency Management Agency

- Assist with procurement, delivery, and distribution of nutritional services including food and water, as requested 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 inventory of City cultural and historical assets; distribution systems for food and potable water; testing capability for animal, water, and vegetation testing; veterinary services for animal outbreaks; and connections with agricultural and cultural-specific county, state, and federal agencies to support incident management.

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.

References

City of Kirkland Annual Water Quality Report
City of Kirkland Historic Resources Survey Report
Green Kirkland Partnership 20-Year Forest and Natural Areas Restoration Plan
City of Kirkland Parks Resource Open Space Plan (2023)
City of Kirkland Urban Forestry Strategic Management Plan
City of Kirkland Shoreline Master Program
City of Kirkland Sustainability Strategic Plan
Kirkland CPOD Guide (2026)
The Urban Forest & Natural Areas Stewardship Planning Guide from the Green City Partnership
King County Historic Preservation Program Strategic Plan

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Emergency Support Function 12: Energy and Utilities

Lead Agency

Kirkland Public Works Department (PW)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Kirkland Fire Department (KFD)

King County Office of Emergency Management (KCOEM)

Puget Sound Energy (PSE)

British Petroleum (BP) Olympic Pipeline

PetroCard, Inc.

Introduction

Purpose

The purpose of Emergency Support Function (ESF) 12: Energy and Utilities is to describe the coordination of electric power and natural gas services and City of Kirkland (City) petroleum fueling capabilities for an incident in the City.

Scope

This ESF addresses the coordination of commercial energy, natural gas, and petroleum fuel providers serving City operations and the Kirkland community.

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 Underground Utilities; outlines the Call Before You Dig program, requiring underground utilities to be located prior to digging or excavating.

RCW 43.21G Energy Supply Emergencies, Alerts; directs energy production, allocation, and consumption programs.

RCW 81.88 Gas and Hazardous Liquid Pipelines; 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 distribution due to regional demand, lack of delivery or transportation routes, or loss of production capability.

PSE provides power and natural gas services 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 infrastructure. Natural gas lines and service may be susceptible to leaks, damage, or tampering, which could result in suspension of services or a significant explosion that may cause fires, injuries or fatalities, and damage to buildings and infrastructure.

City operations at critical facilities may be impacted in a power outage, therefore the City maintains multiple generators. These generators may be damaged during an incident or a lack of fuel supply could disrupt their use.

The Olympic Pipeline, operated by BP Pipelines, North America, is a petroleum pipeline system from Ferndale, WA to Portland, OR. Two pipelines generally running along the north-south PSE easement corridor pass through the Kingsgate and Totem Lake neighborhoods in the northeast portion of Kirkland. The pipelines carry gasoline, diesel, and aviation fuel. If the pipelines are damaged or ruptured, it 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, the potential for injury, and damage to facilities and buildings. Details regarding hazardous materials incidents are found in ESF 10: Hazardous Materials.

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 because of transportation infrastructure disruption and/or loss of commercial electrical power.
- Extensive damage 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 public and/or private sector, limiting 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. 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 the Fire Logistics Center (11210 NE 132nd St) and one located at the PW Maintenance Center (1000 8th St). These systems can store 20,700 gallons of fuel with three 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 fuel levels, temperature, volume, dispensers to put fuel into vehicles, and a City Identification Access Badge Reader. Fuel is provided through a City of Seattle Cooperative Contract. An offsite vendor is the service vendor for repairs to the fuel system that cannot be managed internally. The PW Fleet Manager is an Underground Storage Tank (UST) Licensed Site Administrator. Both fuel systems have emergency generators to maintain service delivery during power outages.

In addition to the City sites, the City has an agreement with PetroCard, Inc. for emergency fueling of City vehicles. Their storage facility is located at 1021 8th St. and has approximately 55,000 gallons of storage and a backup generator. In the event of a disruption to the City’s fuel supply, the agreement with PetroCard, Inc. provides the City with priority access to their supply of fuel.

The Olympic Pipeline is primarily outside the City's geographical boundary, with less than 1 mile within the City's footprint. The City coordinates with BP representatives, and if activated the BP Control Center, for mitigation, response, and recovery activities.

Organization

Internal

Energy activities will be conducted in coordination with ESF 3: Public Works and Engineering.

PW assigns standby staff to be on call to coordinate response to after-hours incidents. The PW staff is responsible for notifying department and City leadership, supporting departments, and the OEM for after-hours energy-related incidents.

The PW Director is the primary point of contact for supporting the coordination of service delivery for energy-related incidents. The PW Director is also responsible for notifying departments, City leadership, and the OEM of incidents requiring support beyond the capability of PW.

The PW Fleet Manager is the primary point of contact for City petroleum resources. The Fleets Parts Specialist may serve as a secondary point of contact.

The OEM engages with PW, KFD, and/or service providers, as needed, to support incident management, stabilization, and restoration. The OEM serves as the liaison point for planning, preparedness, and exercise coordination with PSE.

Procedures

PW leverages daily operational procedures to manage an energy or utility incident, expanding capability, and requesting additional support as needed.

The PW Standby Manual contains operational procedures for PW standby staff to follow during an incident. At a minimum, the PW standby staff will notify the department leadership 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, will verify the generators have started and monitor the fuel needs of the units report status to the EM and/or EOC, if activated. When refueling is needed, PW Facilities and/or Fleet staff will arrange for and/or refill the generator fuel tank.

The City maintains mobile trailer generators, which can be strategically placed by City staff with a vehicle and hitch, according to incident needs.

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 Emergency Operations Center (EOC) during an incident.

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 Washington State's Call Before You Dig Law.
- Maintain fuel levels at petroleum sites.

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 and verify the fuel level 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.
- Monitor levels of, and replenish, as needed and able, City petroleum fuel reserves.
- 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.
- Restock, repair, replenish, refuel, and/or restore City resources to pre-incident levels.
- Identify options to harden City resources and/or increase energy capability.

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.
- 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.
- Coordinate sustainment and acquisition of City fuel resources.
- Operate and maintain City owned generators, including those at water and wastewater facilities.

Support Agencies

Kirkland Office of Emergency Management

- Coordinate with PW staff for after-hours energy-related incidents, as needed.
- Engage with PW, KFD, and/or service providers, as needed, to support incident management, stabilization, and restoration.
- Serve as the liaison point for planning, preparedness, and exercise coordination with utility providers.

Kirkland Fire Department

- Support incident management, stabilization, and restoration, as needed.
- Respond to energy and natural gas incidents, as dispatched.

King County Office of Emergency Management

- Coordinate with PSE to staff a PSE liaison assigned to the King County Emergency Coordination Center (KCECC).
- Provide updates, as requested and able, to the Kirkland EOC.

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 OEM and critical service providers 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 management, operation, disruption assessment and response, and repair/restoration of pipeline resources.
- Provide information and updates to the City and public about operational status, disruptions, or incidents.
- Offer training and exercise opportunities to City responders.

PetroCard, Inc.

- Monitor and maintain systems and infrastructure and provide the City information about operational status, disruptions, and/or restoration timelines.
- Coordinate with the PW Fleet Manager prioritization of City needs, per agreement, during City fuel distribution disruptions.

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

Kirkland Generator List
Kirkland 2044 Section 8 – Utilities
PW Standby Manual
PetroCard, Inc. Franchise Agreement
City of Seattle Cooperative Contract
Puget Sound Energy Franchise Agreement
Washington State Department of Ecology UST Walkthrough Inspection Checklist

Emergency Support Function 13: Public Safety and Security

Lead Agency

Kirkland Police Department (KPD)

Support Agencies

Kirkland Office of Emergency Management (OEM)

Northeast King County Regional Public Safety Communication Agency (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 (ESF) 13: Public Safety and Security is to describe the coordination of public safety and security operations and resources during an incident in the City of Kirkland (City).

Scope

This ESF addresses the coordination of public safety and security operations and resources during an incident within the City. It does not address the day-to-day operations of the KPD.

Policies

Kirkland Municipal Code (KMC) 1.04.040 – Power of Arrest; outlines law enforcement powers of arrest in coordination with State law.

KMC 1.04.050 – Arrest Powers Deemed Additional; outlines 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 Kirkland Lexipol Policy Manual.

KPD Lexipol Policy 201 – Emergency Management; describes response activity related incidents including, but not limited to, civil disturbance and mass arrest.

KPD Lexipol Policy 400.1.2 / 400.2.1 – Patrol Function Terrorism; outlines criminal information and intelligence reports will be distributed by the Crime Analysis Unit through emails, bulletins, and shift briefings to all divisions within KPD.

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.

Revised Code of Washington (RCW) 10.93 – Washington Mutual Aid Peace Officers Powers Act; provides law enforcement with mutual assistance capabilities between jurisdictions.

Washington Administrative Code (WAC) 139-05 – Law Enforcement; outlines the requirements and authorities for law enforcement activities.

Situation

Incident Conditions and Hazards

Any natural, human-caused, or technological incident may generate a need for law enforcement activity, support, or response. The threats of terrorism or civil unrest tend to create the highest level of uncertainty related to KPD response actions. Although the City is not currently identified as a "hard terrorist target," all government entities must consider the risk of soft targets or home-grown acts of terrorism that could increase demand for law enforcement activities. Civil demonstrations occur in the City and, although historically they have been peaceful, the risk of violence, engagement of bad actors, opposing viewpoints, or involvement of City facilities, may create a greater demand for law enforcement engagement and action.

The investigative components of an incident may place an additional, and at times overwhelming, demand on law enforcement resources already engaged in incident response and/or stabilization activities. Compounding incidents or consequences of an incident may stretch or exceed the resources and capabilities of KPD.

During a wide area incident, mutual aid or specialized resources from partner agencies may be 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 KPD capabilities.
- Supplemental assistance may be requested using 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 disruptions.
- 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 will be managed by KPD Command staff.
- Limited resources may result in an inability to respond to some routine calls for service while KPD 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 from KPD.

Concept of Operations

General

KPD is the lead agency for the coordination of public safety and security activities within the City including surveillance, prevention, mitigation, and response actions. The KPD Crime Analysis Unit (CAU) is the central point for threat intelligence information analysis and dissemination.

KPD performs functions that include, but are not limited to, alert and warning, evacuation support, 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 the KPD as deemed necessary by the Chief of Police or the authorized designee. KPD Command Staff designates which staff groups are needed to be called in and KPD Squad Supervisors maintain contact information for squad members.

Mutual aid agreements exist between Kirkland and KCSO as well as neighboring law enforcement agencies for assistance in handling incidents within the City. Partner law enforcement agencies that assist in the City will operate under the direction and control of the KPD Chief, or their delegate.

Organization

Internal

The KPD operates under a Chief, Deputy Chief, Lieutenant, Sergeant, Corporal, and Officer rank structure (Figure 30). Mutual aid responders will operate under the direction and control of the KPD.

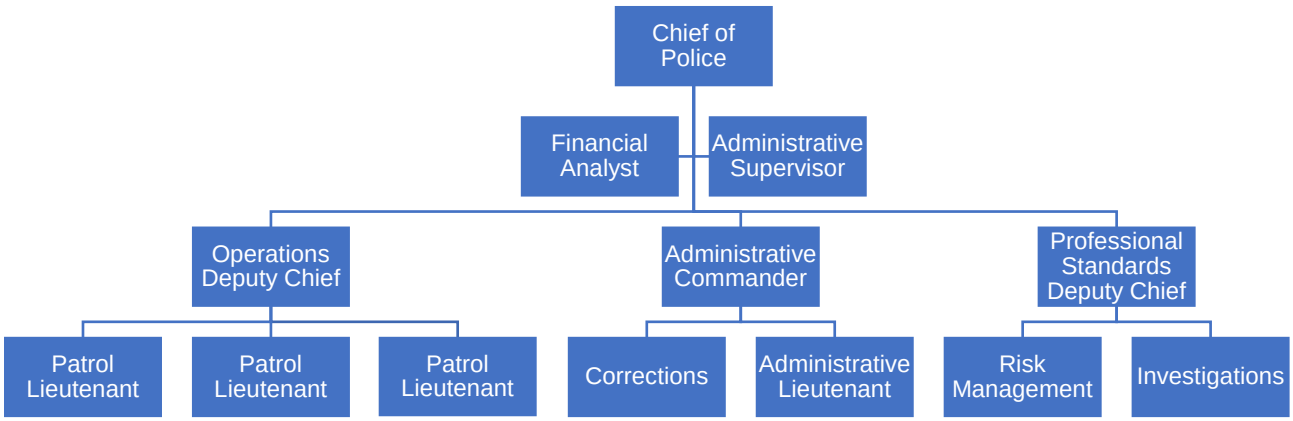


Figure 30 – KPD Administrative Structure Organizational Chart

External

The City partners with several external agencies to support public safety and security activities. The engagement of partners occurs by request from the Incident /Unified Commander (IC/UC), and/or in accordance with existing automatic and mutual aid agreements.

The WSFC monitors, collects, and shares intelligence related to threats that may impact the City, county, and/or state. The WSFC supports public safety and security activities by coordinating information to detect, deter, and prevent incidents and significant criminal activity.

Procedures

The KPD will follow departmental policies and procedures during incident operations. When the EOC is activated, KPD will implement responsibilities as outlined in the Comprehensive Emergency Management Framework (CEMF) and/or as prioritized and/or directed by the City Manager, Police Chief, and/or the EOC Manager.

Supplemental law enforcement assistance may be achieved by KPD Squad Supervisors recalling staff through phone contact or by the IC/UC requesting mutual aid resources via radio or phone through NORCOM. For resources beyond mutual aid partners, KPD Command Staff will make a written or verbal request to the desired agency or the OEM and/or EOC, if activated, to initiate the deployment request process.

KPD units will use their sirens, public address systems, and/or physically go door to door to disseminate alert and warning information or to support the evacuation process, as requested by the IC/UC and/or the OEM or EOC. In addition, the IC/UC and/or Incident Public Information Officer (PIO) may leverage the resources described in ESF 2: Communications, Information Systems, and Warning, the City Communication Plan, and the Evacuation Framework.

Criminal information and intelligence reports will be distributed by the CAU through emails, bulletins, and shift briefings to KPD staff, the OEM and/or EOC, and City leadership as appropriate. OEM may also disseminate, via email or verbally, information and/or intelligence reports to KPD Command Staff and the CAU. The WSFC leverages the Homeland Security Information Network (HSIN) and email to share information with KPD and OEM, as appropriate.

As part of ongoing and new hire training, KPD will provide opportunities for area and hazard familiarization for Patrol Officers; including onsite observation of areas of known concern or risk, when possible.

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 containment resources.
- Maintain familiarity with, and orient new staff to, the known security/threat risks and hazards that exist within the City and region.
- Establish relationships, communication paths, and train 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 training and exercise opportunities.
- Participate in local and regional planning and projects enhancing coordinated incident management.
- Maintain relationships with local, county, state, federal, and private law enforcement agencies.
- Maintain call out contact information for KPD staff.
- Maintain equipment, protective supplies, vehicles, training, and standard operating procedures that facilitate the transition to increase incident response capabilities.
- Leverage shift briefings to review the role of Patrol Officers during an incident.

Response Activities

- Respond to calls for service as the incident and resources allow, in addition to responding directly to the 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 the City such as healthcare sites and schools, as requested, able, and deemed appropriate by IC/UC 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 IC/UC and/or the EOC, as able.

Recovery Activities

- Restock response supplies to at least pre-incident levels.
- Participate in incident debriefs and/or After-Action Reports data gathering.
- Provide peer support to City staff and responders and/or professional mental health support to the public, as resources allow.
- Report observed incident damages to IC/UC and/or the EOC, as able.

Responsibilities

Lead Agency – Kirkland Police Department

- Lead law enforcement incidents in the City, unless legal statutes place this role with a different agency.
- Serve as IC/UC and/or PIO for law enforcement incidents in the City.
- Coordinate law enforcement mutual aid and multi-agency response.
- Respond to general calls for service and those related to the incident as able, prioritizing response resources to support life safety.
- Maintain resource lists for incident equipment, personnel, and supply sources.
- Provide support in the dissemination of emergency warning information.
- Enforce emergency orders issued by the City, county, state, or federal authorities.
- Provide or coordinate security and/or perimeter control at incident scenes, the EOC, or other 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.
- 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, communication, and incident support, when the EOC is not activated, as requested by IC/UC, the KPD Chief or their delegate, or the City Manager.
- Coordinate requests for additional incident resources with local, county, state, or federal agencies when appropriate.

Northeast King County Regional Public Safety Communication Agency

- Manage 911 system calls and dispatch appropriate law enforcement resources.
- Coordinate with IC/UC and/or the EOC when calls for service exceed resource availability.

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, when 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 available.
- Serve as IC for law enforcement operations on state roadways that run through the City, particularly Interstate 405.
- Coordinate incident management with City, county, state, and federal agencies.
- Provide traffic enforcement and control on state roadways within the city.

Washington State Fusion Center

- Monitor, collect, and share intelligence related to threats that may impact 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, communication tools, protective gear, and weapons in order to facilitate incident management.

References

KPD Lexipol Policy Manual
Kirkland Evacuation Framework
Kirkland Terrorism Appendix
King County Comprehensive Emergency Management Plan
Washington State Comprehensive Emergency Management Plan
National Response Framework
Memorandums of Understanding with the cities of Bellevue, Bothell, Clyde Hill, Issaquah, Medina, Redmond, and Seattle and KCSO

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 (ESF) 14: Short-Term and Long-Term Community Recovery is to describe the coordination of local, county, state, federal, 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. Short-term recovery involves the restoration or establishment of alternate capabilities of critical services including, but not limited to, health and medical, communications, potable water, power, and basic transportation. Long-term recovery involves the repair, restoration, and/or re-establishment of communities, systems, and infrastructure. Long-term recovery is described as the "new normal" for post-disaster communities.

Policies

Public Law (PL) 101-336 – Americans with Disabilities Act of 1990, as amended

PL 109-295 – Post-Katrina Emergency Management Reform Act of 2006

PL 113-2 – Disaster Relief Appropriations Act of 2013

PL 115-254 – Disaster Recovery Reform Act of 2018

42 United States Code (USC) 5121 *et seq*., Robert T. Stafford Disaster Relief and Emergency Assistance Act

Situation

Incident Conditions and Hazards

Most disruptive incidents in the City have been related to extreme 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 the City in a position of financial, economic, and/or community hardship for years.

The City 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 greater concern for extended recovery periods due to a lack of control over prioritization of restoration and repair efforts.

Planning Assumptions

- In managing both short-term and long-term recovery, the City Manager will establish a City Recovery Team, which may work alone or in partnership with other jurisdictions, county, state, federal agencies, and the private sector to advise and assist in recovery.
- 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 delivery of essential functions will be prioritized.
- The City will endeavor to meet all 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.
- Recovery priority may be given to critical services.
- There may not be enough resources available to perform recovery work.
- A lack of funding or a process to obtain funding for recovery may delay or negatively impact recovery projects or efforts.
- It is expected that there will be competing priorities and desires related to recovery.
- The City will engage the community in recovery discussions and planning, whenever appropriate and feasible, to gain multiple perspectives.
- 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.

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 Emergency Operations Center (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 knowledge.

F&A 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 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 risks. Additionally, recovery efforts will be initiated, implemented, and completed, as much as possible, based on available resources and the overall post-disaster situation.

Initially, the EOC may coordinate with county, state, and federal agencies to facilitate the delivery of assistance programs to individuals and businesses, including the identification of appropriate sites for one or more Disaster Resource 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 EOC.

Recovery will be organized using some or all components of the Recovery Team structure as defined in the Kirkland Recovery Framework (Figure 31).

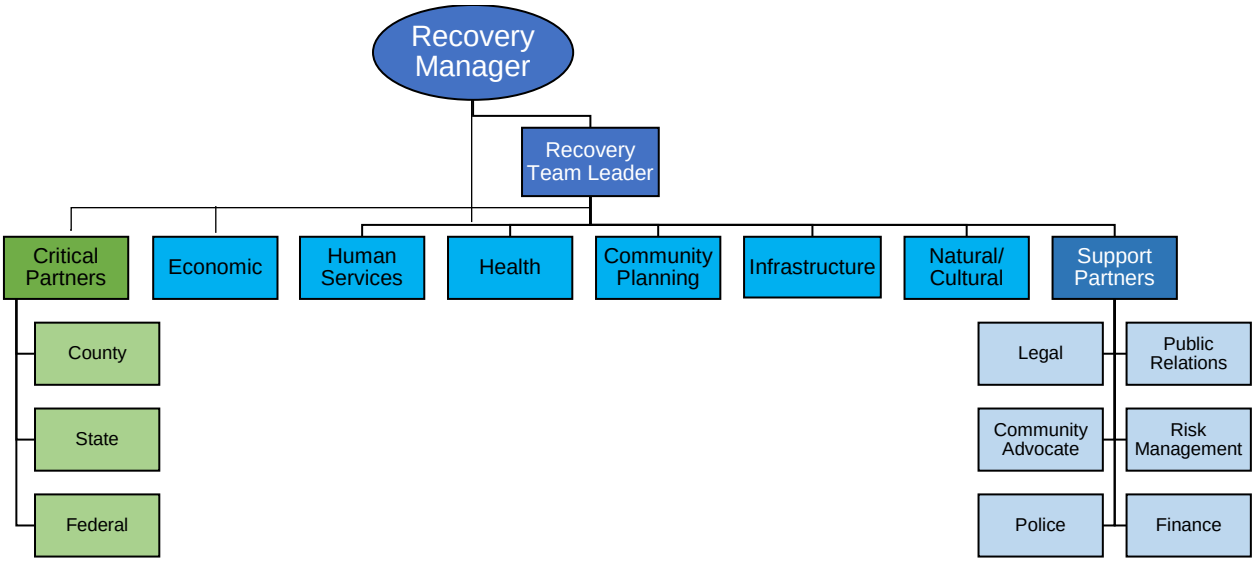


Figure 31 – Recovery Framework - Long Term Recovery Team Basic Structure

Procedures

Recovery will be initiated as soon as realistic, 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 and/or approval for implementation.

As a member of the Recovery Team, the City Communications Manager, or their designee, 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, public meetings, 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 whenever 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 resources such as the Community Points of Distribution (CPOD) Framework and Disaster Debris Management Framework.
- Maintain availability of key recovery information, such as property assessment data and contact lists for local businesses.
- Maintain the Continuity of Operations/Government (COOP/COG) Framework and train identified COOP/COG staff on their roles.
- Train field staff in the use of the damage assessment technology and paper version resources.

Response Activities

- Determine and assign representatives to the recovery team.
- Identify funding and disaster assistance resources.
- Monitor incident for identification of recovery projects/missions.
- Support response efforts that directly relate to recovery activities such as debris removal and damage assessment.
- Support establishment of Disaster Resource Centers.
- Communicate available recovery resources to the public, businesses, and the community.

Recovery Activities

- Develop an incident-specific recovery plan.
- Implement the incident recovery plan via the recovery team.
- Replenish or replace 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 and funding recommendations.
- Oversee coordination of City departments, partner organizations, and local, county, state, and federal agencies involved in recovery efforts.

- Advocate for local, county, state, federal, private sector, and/or non-profit engagement and support for City recovery.
- Lead public messaging for recovery.

Support Agencies

Kirkland Finance & Administration Department

- Act as the Applicant Agent for the City.
- Coordinate the collection and processing of records to document disaster expenses.
- Establish a budget process for recovery, including project codes.
- Coordinate recovery-related purchases and contracts.
- 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.
- Facilitate labor management discussions.
- Support employee benefits, compensation, and employee assistance for active and new staff positions, as needed.

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 local, county, state, federal, 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 Individual Assistance and/or Public Assistance programs.

Kirkland Planning and Building Department

- Advise the recovery team regarding land use for recovery operations, business, and temporary and/or long-term housing.
- Review zoning and building codes and permit regulations that may need to be revised, suspended, or waived to facilitate recovery efforts.
- Lead post-disaster building safety evaluations, as prioritized by the EOC and/or Recovery Team.

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.
- Facilitate regional recovery coordination in a multi-jurisdictional incident.
- Facilitate access to state and federal recovery programs.

- 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 Military Department 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.
- 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 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, supplies, and dedicated knowledgeable staff to facilitate recovery efforts.

References

Kirkland Recovery Framework
City of Kirkland Hazard Mitigation Annex to the King County Regional Hazard Mitigation Plan
King County Comprehensive Emergency Management Plan
Washington State Comprehensive Emergency Management Plan
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

Kirkland Office of Emergency Management (OEM)

Kirkland Police Department (KPD)

Kirkland Fire Department (KFD)

Kirkland City Communicators

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 (ESF) 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 of Kirkland (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 identified Limited English Proficient (LEP) or access and functional needs community members.

Policies

Kirkland Administrative Policy Manual (APM) Policy 2-2 – Media Relations; outlines policies for engaging 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.

APM Policy 7-2 – Webpage Linking Records & Communication; outlines the criteria and purpose of sharing non-City links and information on the City's website(s).

APM Policy 7-5 – Social Media Administrative Policy; outlines the use of social media to disseminate information to the community.

APM Policy 7-10 – Text Messaging Policy; outlines the allowed uses and responsibilities inherent in sending text messages.

Revised Code of Washington (RCW) 38.52 – Emergency Management; 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 and Chinese.

Public Law (PL) 101-336 – Americans with Disabilities Act (ADA) of 1990, as amended. 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 communication infrastructure that causes communication 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 communication capabilities, such as network outages or cyber-attack.

Additionally, either during or after an incident, there may be a significant increase in communication volume as people attempt to seek help, connect with others, and get information about the incident. A sudden surge in call or message volume may temporarily overwhelm commercial service capacity and cause difficulties communicating.

Planning Assumptions

- The City will attempt to leverage as many communication and warning systems as appropriate during an incident.
- Routine day-to-day communication methods will be used to the extent possible.
- Communication infrastructure may be damaged or overwhelmed, resulting in reduced communication capabilities in the City.
- 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 communication 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 number 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 use the Government Emergency Telecommunications/Wireless Priority System (GETS/WPS) programs as an enhanced resource for establishing communication during 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/WEA warning point and does not have the ability to directly issue an EAS/WEA.

- Communication systems may not have sufficient capacity to handle the traffic generated by emergency conditions.
- The City may have to rely on alternate communication systems when routine 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 Communication Resource Guide.
- Community members with LEP and those with access and functional needs (AFN) may experience difficulties in receiving and understanding public 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 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. Such incident messaging will comply with applicable laws related to matters of 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 (IPAWS) through KCOEM and WAEMD
- Voice Over Internet Protocol (VOIP) telephone services
- Cellular telephone services
- Public Safety Emergency Radio Network (PSERN) two-way radio services
- National Oceanic and Atmospheric Administration (NOAA) Weather Alert Radios

    - Weather Radios are located at City Hall, Fire Stations, the 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 communication equipment and operators
- 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 interactive City website, mailing and distribution lists, listservs, and digital media on publicly accessible platforms
- Mobile loudspeakers, reader boards, road signs, and a recorded message line
- Telecommunication Relay Service (TRS) is provided through the Federal Communications Commission (FCC)
- Teletypewriter (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, 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 communication 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 IC 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 communication 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 locations as determined by the on-scene IC, Communications Manager, JIC Manager, EOC 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 22).

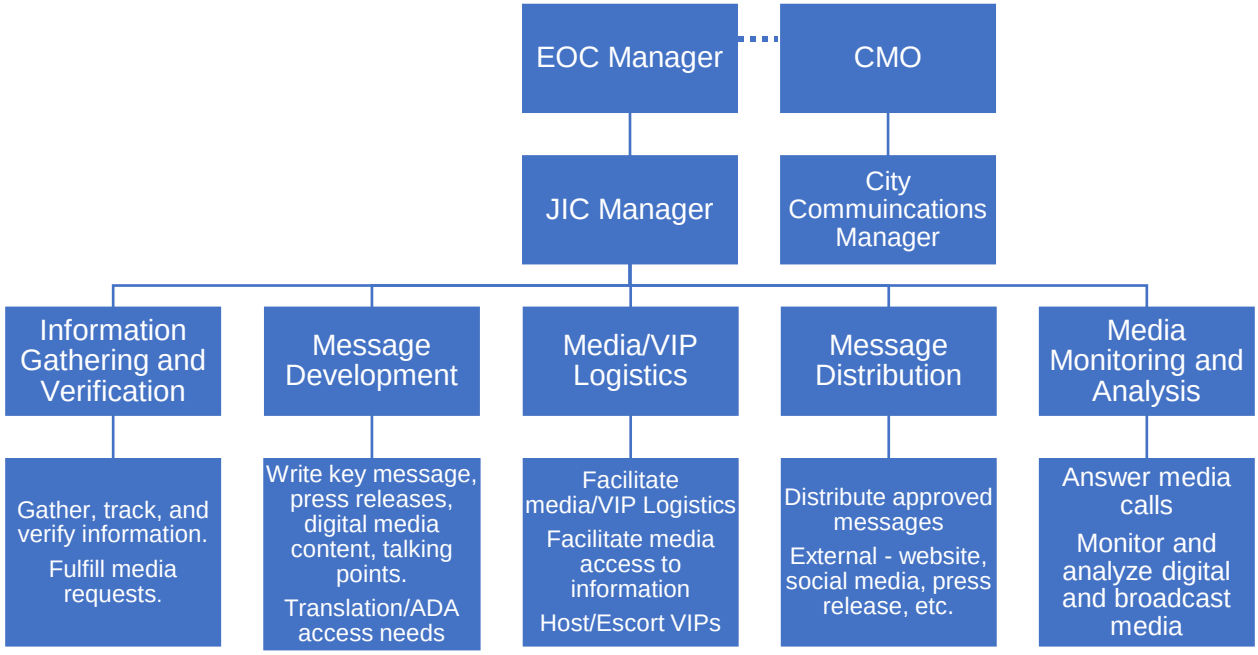


Figure 21 – Kirkland JIC Organizational Chart

During an incident that does not trigger the activation of the EOC, public information will be coordinated between the City Communications Manager and the OEM and/or on-scene Incident PIO and/or 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 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 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/or the EM 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 availability of City leadership. The JIC Manager and/or assigned JIC staff will organize, announce, and facilitate press conferences in partnership with the Communications Manager or designee. JIC staff 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 specialists, such as IT Service Desk and GIS Staff, will be contacted by phone, email, or in person, to assist with visuals for display at the press conference. The JIC Manager and/or City Communications Manager will request, by email, phone, or in person, the support of the IT Video Production team as appropriate to facilitate technical aspects of the press conference and air the broadcast on the Kirkland Television stations.

JIC staff 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 Policy.

JIC staff 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 Position Action Sheets and the LEP Communication Resource Guide.

When requested by the EOC Manager or IC, JIC staff will assist in drafting content for an emergency alert or warning, as resources and time allow.

Detailed procedures on these and various other roles and responsibilities of the JIC are outlined in JIC Position Action Sheets.

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 communication 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 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.
- 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 county, state, federal, and/or third-party partners' communication 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 for 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 position and/or JIC for non-law enforcement led incidents.

Kirkland Fire Department

- Serve as Incident PIO for fire incident-related communications.

City Communicators

- Assist in staffing the JIC and/or communication roles identified for the incident.

Kirkland 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 development of visuals for 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 King County public messaging content.
- Assist in translation of messaging.

Washington State Military Department Emergency Management Division

- Support statewide coordination and dissemination of public messaging.
- Establish and manage a State JIC and/or JIS 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 communication staff; technology 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
Kirkland JIC Position Action Sheets
Kirkland LEP Communication Resource Guide (2025)
Kirkland City Communications Guide (2025)

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. WAEMD provides a state adapted resource that outlines Core Capabilities as well.

<table>
<tr><th>Prevention</th><th>Protection</th><th>Mitigation</th><th>Response</th><th>Recovery</th></tr>
<tr><td colspan="5">Planning</td></tr>
<tr><td colspan="5">Public Information and Warning</td></tr>
<tr><td colspan="5">Operational Coordination</td></tr>
<tr><td colspan="2">Intelligence and Information Sharing</td><td>Community Resilience</td><td colspan="2">Infrastructure Systems</td></tr>
<tr><td colspan="2">Interdiction and Disruption</td><td>Long-term Vulnerability Reduction</td><td>Critical Transportation</td><td>Economic Recovery</td></tr>
<tr><td colspan="2">Screening, Search, and Detection</td><td>Risk and Disaster Resilience Assessment</td><td>Environmental Response/Health and Safety</td><td>Health and Social Services</td></tr>
<tr><td rowspan="9">Forensics and Attribution</td><td>Access Control and Identity Verification</td><td rowspan="9">Threats and Hazards Identification</td><td>Fatality Management Services</td><td>Housing</td></tr>
<tr><td>Cybersecurity</td><td>Fire Management and Suppression</td><td rowspan="9">Natural and Cultural Resources</td></tr>
<tr><td>Physical Protective Measures</td><td>Logistics and Supply Chain Management</td></tr>
<tr><td rowspan="2">Risk Management for Protection Programs and Activities</td><td>Mass Care Services</td></tr>
<tr><td>Mass Seach & Rescue Operations</td></tr>
<tr><td rowspan="2">Supply Chain Integrity and Security</td><td>On-scene Security, Protection, and Law Enforcement</td></tr>
<tr><td>Operational Communications</td></tr>
<tr><td>Public Health, Healthcare, and Emergency Medical Services</td></tr>
<tr><td>Situational Assessment</td></tr>
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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 CEMF that exists as a standalone, independent from the document.
Appendix	Supplementary material to the CEMF that is closely related to the main body of the plan.
Comprehensive Emergency Management Framework (CEMF)	A framework 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.
National Incident Management System (NIMS)	A concept that provides for a total approach to all-risk incident management.

Term	Definition
National Response Framework (NRF)	The document 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 Military Department Emergency Management Division (WAEMD)	Washington State Military Department Emergency Management Division is 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.

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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	Kirkland City Attorney's Office
CAU	Kirkland Police Department's Crime Analysis Unit
CCP	Crisis Counseling Assistance and Training Program
CEMF	Comprehensive Emergency Management Framework
CERT	Community Emergency Response Training
CFR	Code of Federal Regulations
CIP	Capital Improvement Program
CISM	Critical Incident Stress Management
CKC	Cross Kirkland Corridor
CMO	Kirkland City Manager's Office
COG	Continuity of Government
COOP	Continuity of Operations Framework
CPOD	Commodity Point of Distribution
CWA	Cascade Water Alliance
DAS	Disaster Assistance Center
DCM	Disaster Case Management
DHS	Department of Homeland Security
DMCC	Disaster Medical Control Center
DLS	Disaster Legal Services
DNR	Department of Natural Resources (Washington State)
DNRP	King County Department of Natural Resources and Parks

Acronym	Definition
DOH	Washington State Department of Health
DOT	Department of Transportation
DRC	Disaster Recovery Center
DSL	Digital Subscriber Line
DUA	Disaster Unemployment Assistance
EAP	Employee Assistance Program
EA	Emergency Assistance
EAS	Emergency Alert System
ECC	Emergency Coordination Center
ECY	Washington State Department of Ecology
EHMC	King County Zone 1 Eastside Hazardous Materials Consortium
EM	Emergency Manager
EMAC	Emergency Management Assistance Compact
EMAT	Emergency Management Action Team
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOG	Emergency Operations Guide
EPA	United States Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-to-Know Act
ERG	Emergency Response Guidebook
ERTS	ECY's Environmental Report Tracking System
ESF	Emergency Support Function
F&A	Kirkland 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

Acronym	Definition
HA	Housing Assistance
HazMat	Hazardous Materials
HMAC	Health and Medical Area Command
HMP	Hazard Mitigation Plan
HR	Kirkland 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
ICP	Incident Command Post
ICS	Incident Command System
IDDE	Illicit Discharge Detection and Elimination
IHP	Individual and Household Programs
IT	Kirkland 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
KCDLS	King County Department of Local Services
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

Acronym	Definition
KMC	Kirkland Municipal Code
KPD	Kirkland Police Department
KSCO	King County Sheriff's Office
KZC	Kirkland Zoning Code
LEP	Limited English Proficiency
LEPC	Local Emergency Planning Committee
MC	Mass Care
MCF	Mass Care Framework
MCI	Mass Casualty Incident
MCW	Mass Care Workgroup
MRSC	Municipal Research & Services Center
MSDS	Material Safety Data Sheet
NAWAS	National Alert and Warning System
NCMEC	National Center for Missing & Exploited Children
NDRF	National Disaster Recovery Framework
NGO	Non-Government Organization
NFPA	National Fire Protection Agency
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NORCOM	Northeast 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
ONA	Other Needs Assistance
P&B	Kirkland Planning and Building Department
PA	Public Assistance
P-Card	Purchasing Card
PCS	Kirkland Parks and Community Services Department

Acronym	Definition
PDA	Preliminary Damage Assessment
PETS	Pets Evacuation and Transportation Standards Act
PHMSA	U.S DOT's Pipeline and Hazardous Materials Safety Administration
PHSKC	Public Health - Seattle & King County
PIO	Public Information Officer
PL	Public Law
PNEMA	Pacific Northwest Emergency Management Arrangement
PPE	Personal Protective Equipment
PSAP	Public Safety Answering Point
PSE	Puget Sound Energy
PW	Kirkland Public Works Department
RASKC	Regional Animal Services of King County
RCW	Revised Code of Washington
RHMP	King County Regional Hazard Mitigation Plan
RR	Resource Request
SAR	Search and Rescue
SARA	Superfund Amendments and Reauthorization Act
SBA	Small Business Administration
SCBA	Self-Contained Breathing Apparatus
SCADA	Supervisory Control and Data Acquisition
SDWA	Safe Drinking Water Act
SEPA	State Environmental Policy Act
SMP	Shoreline Master Program
SOP	Standard Operating Procedure
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-to-Voice Teletypewriter
UC	Unified Command
USAR	Urban Search and Rescue
USCG	United States Coast Guard
UST	Underground Storage Tank
VOIP	Voice Over Internet Protocol
WA-TF 1	Washington State USAR Taskforce 1
WAC	Washington Administrative Code
WAEMD	WA Emergency Management Division
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

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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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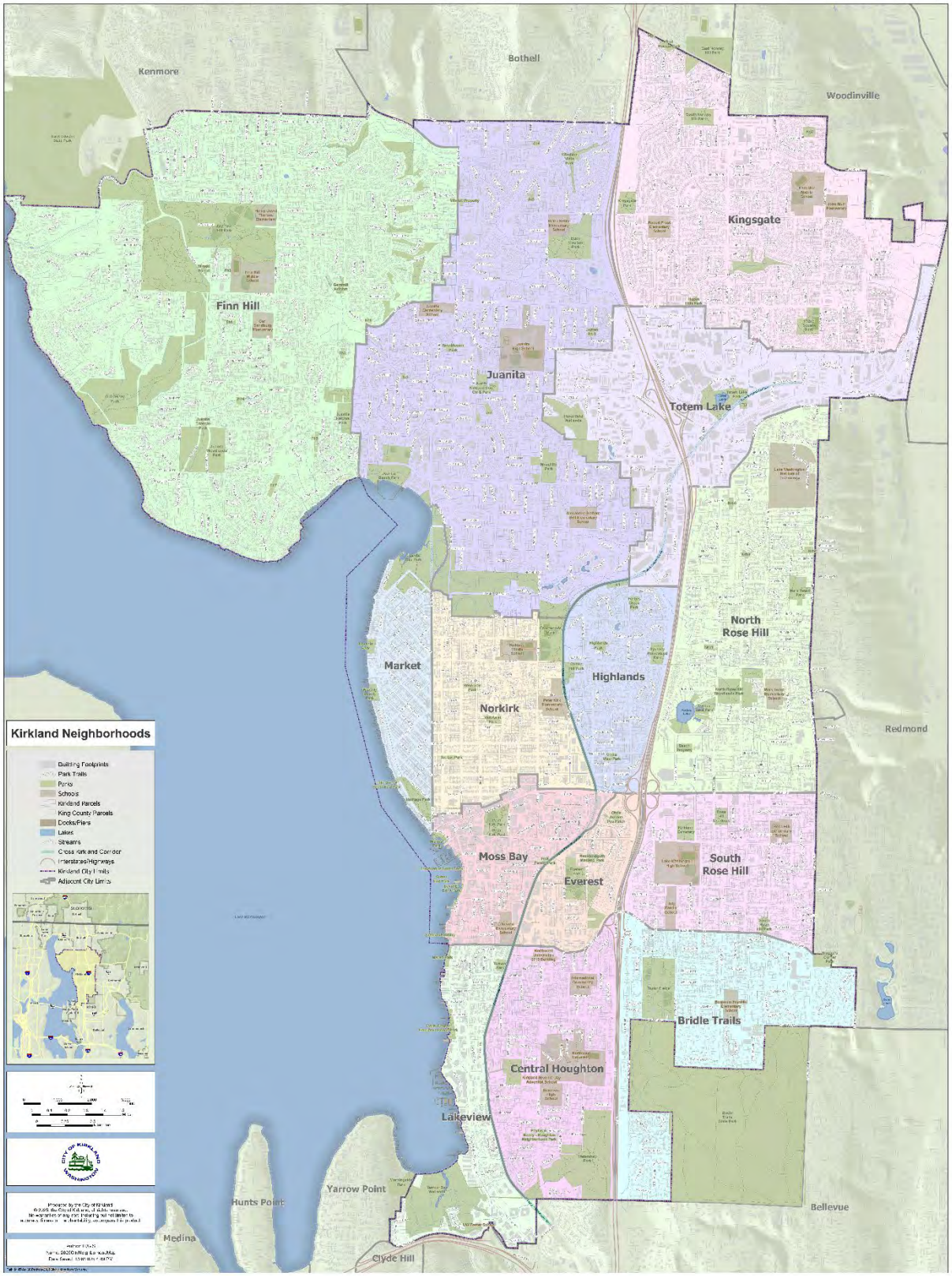
Kirkland Aerial Photo



This orthophoto of the City of Kirkland was taken as part of the City's 2020 aerial mapping project.

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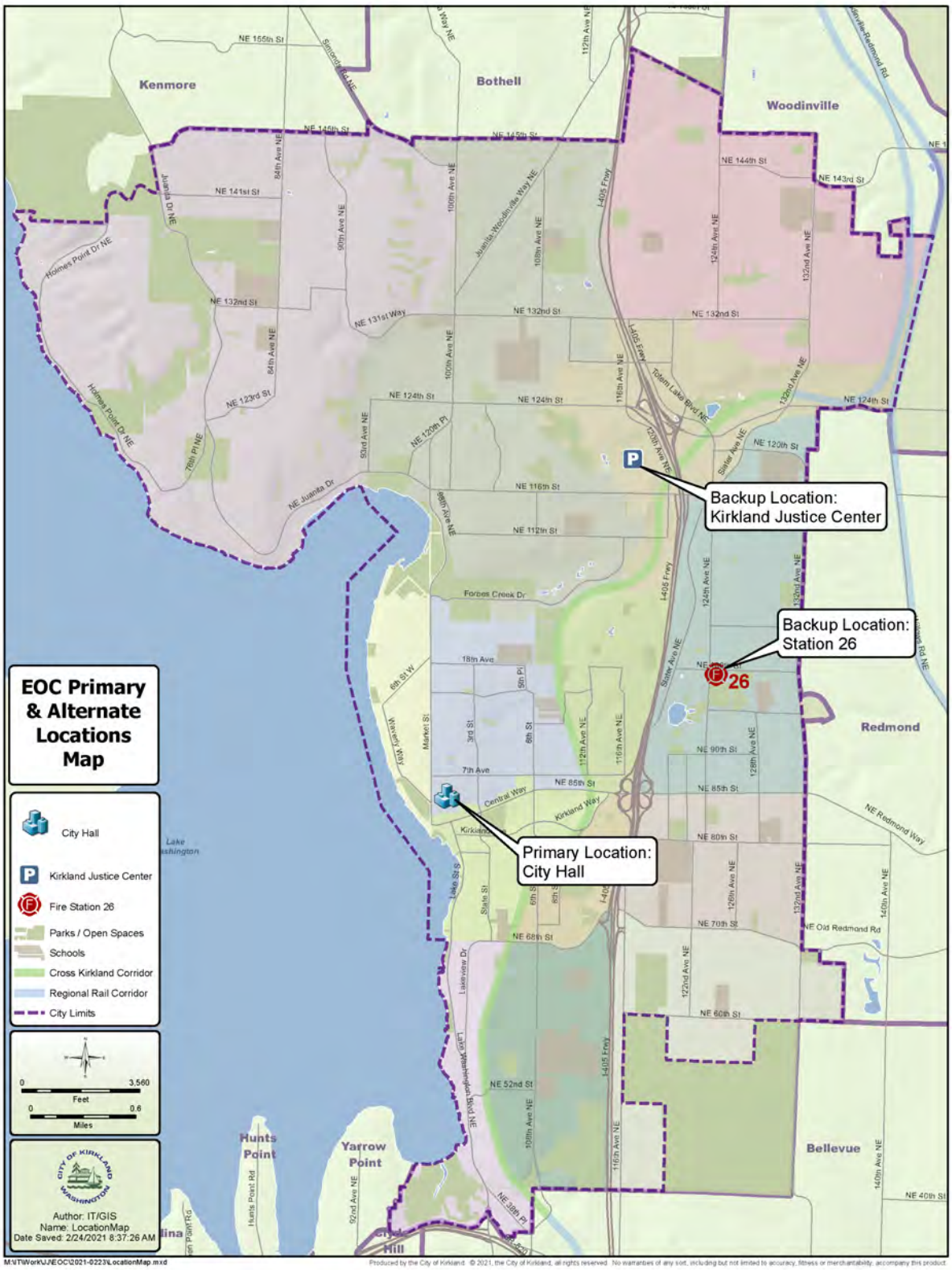
Kirkland Neighborhoods Map



This map shows the neighborhood areas in Kirkland.

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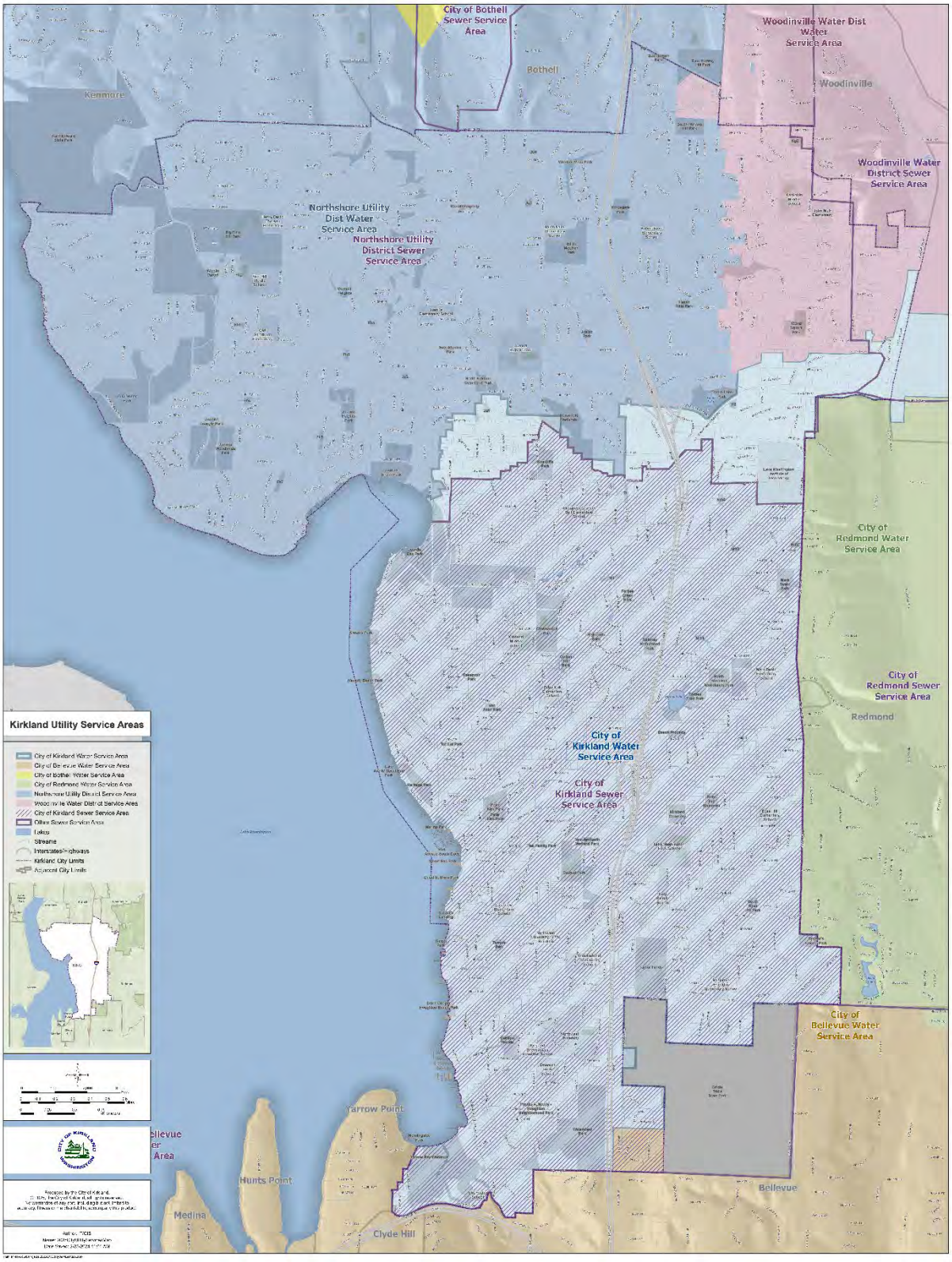
Kirkland EOC Locations Map



This map shows the primary and secondary locations of the Kirkland EOC.

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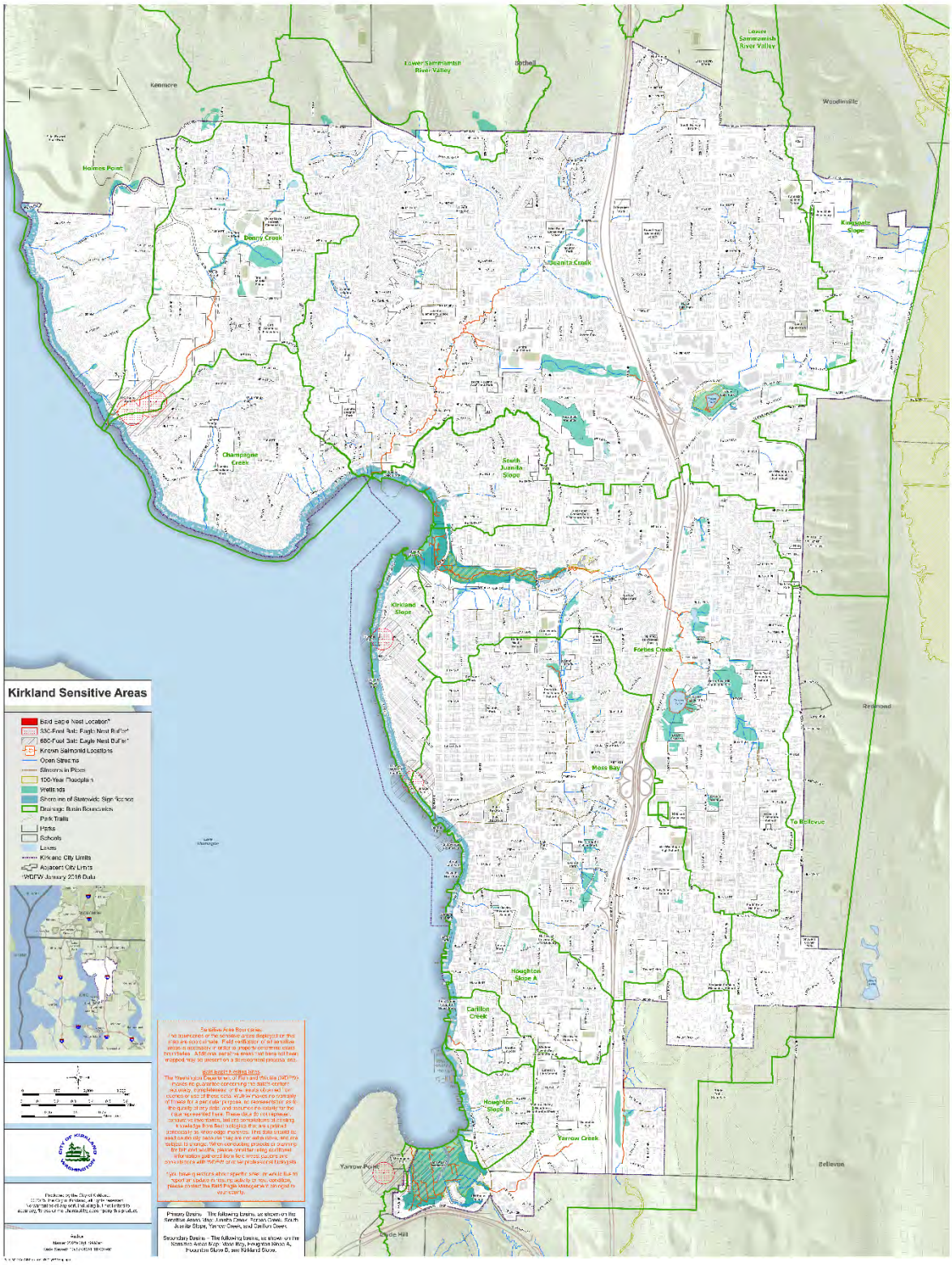
Kirkland Water and Sewer Service Area Map



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.

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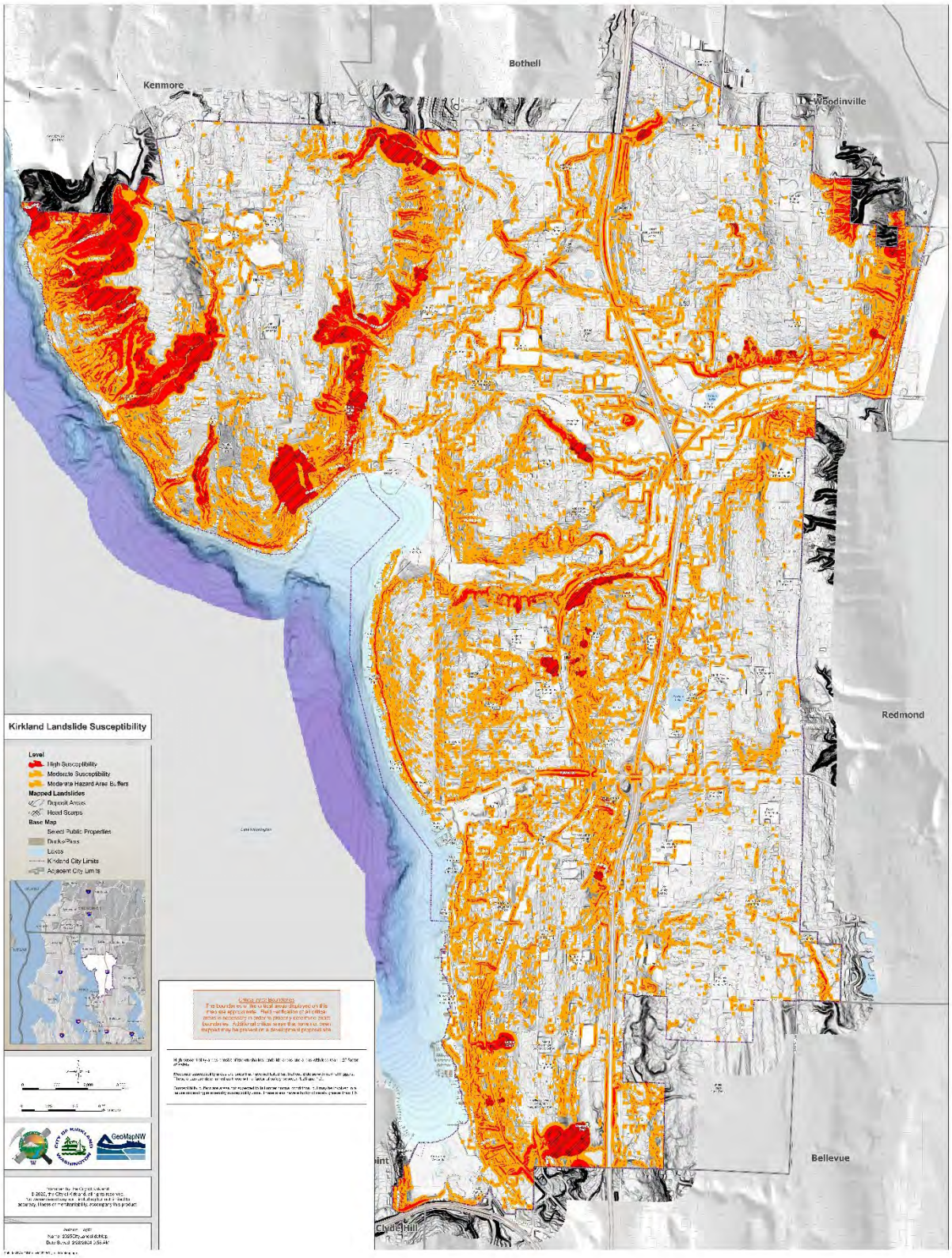
Kirkland Sensitive Areas Map



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.

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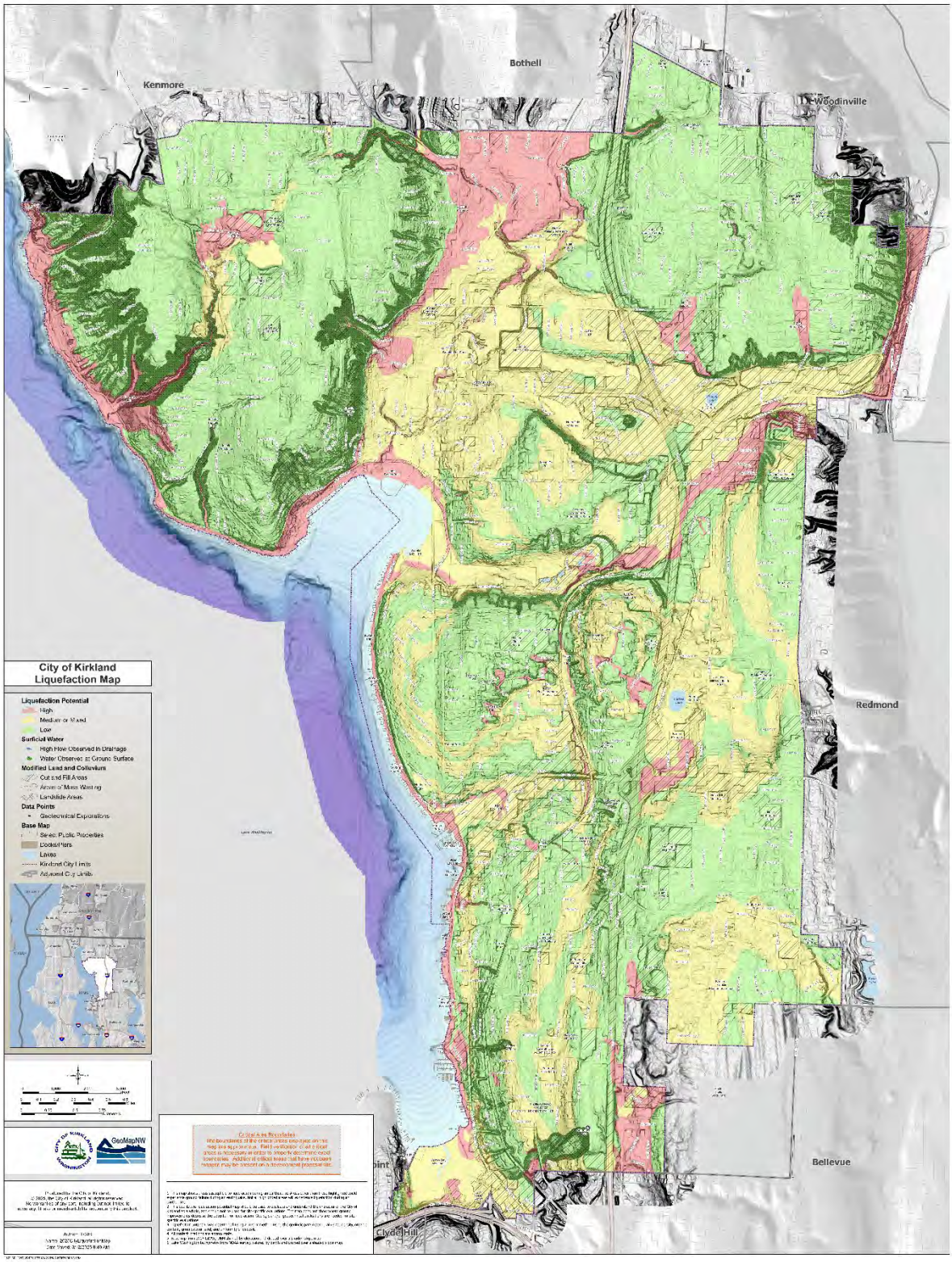
Kirkland Landslide Hazards Map



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.

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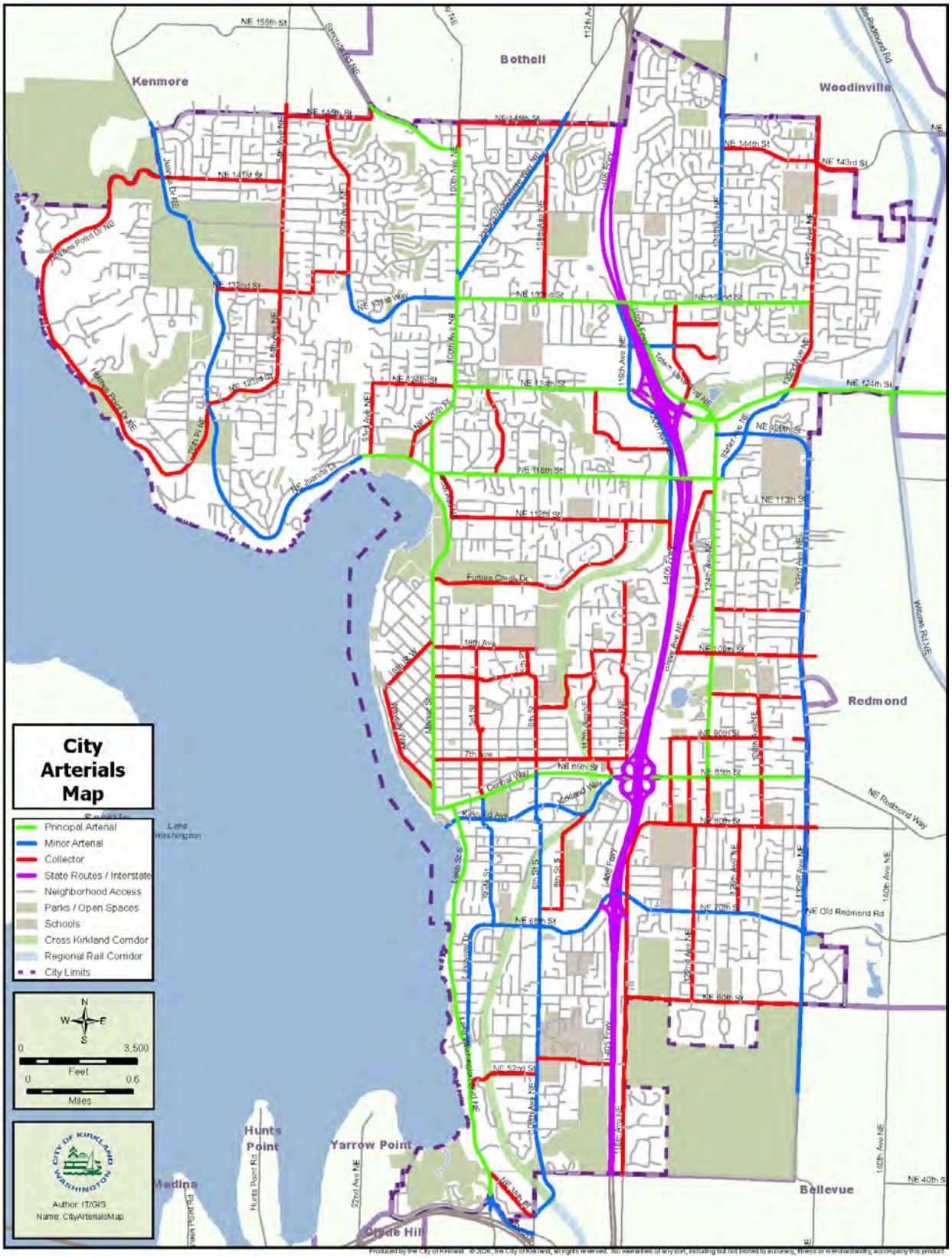
Kirkland Liquefaction Potential Map



This map shows areas susceptible to liquefaction during an earthquake within the City.

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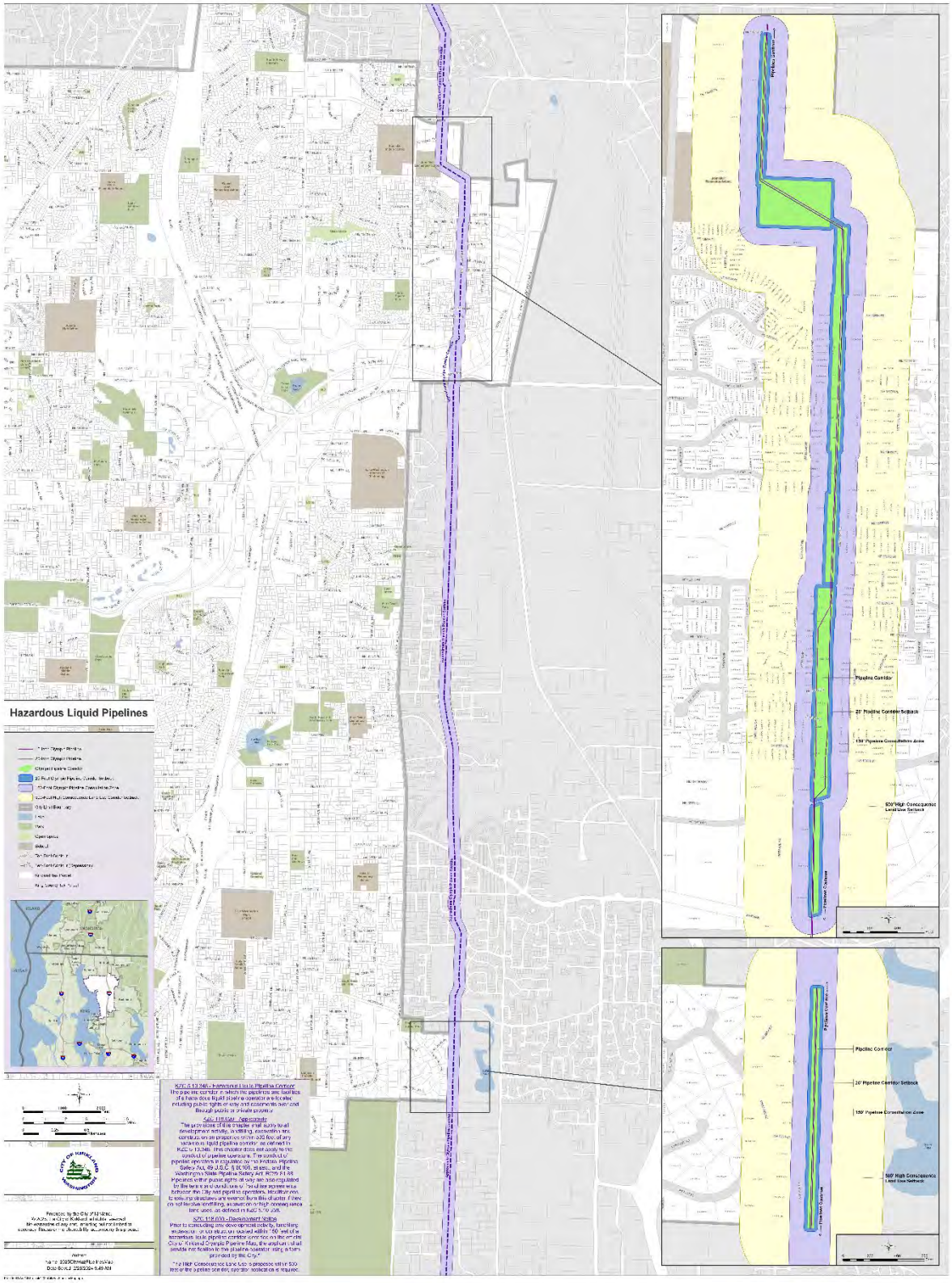
Kirkland Arterials Map



This map shows arterial streets within Kirkland.

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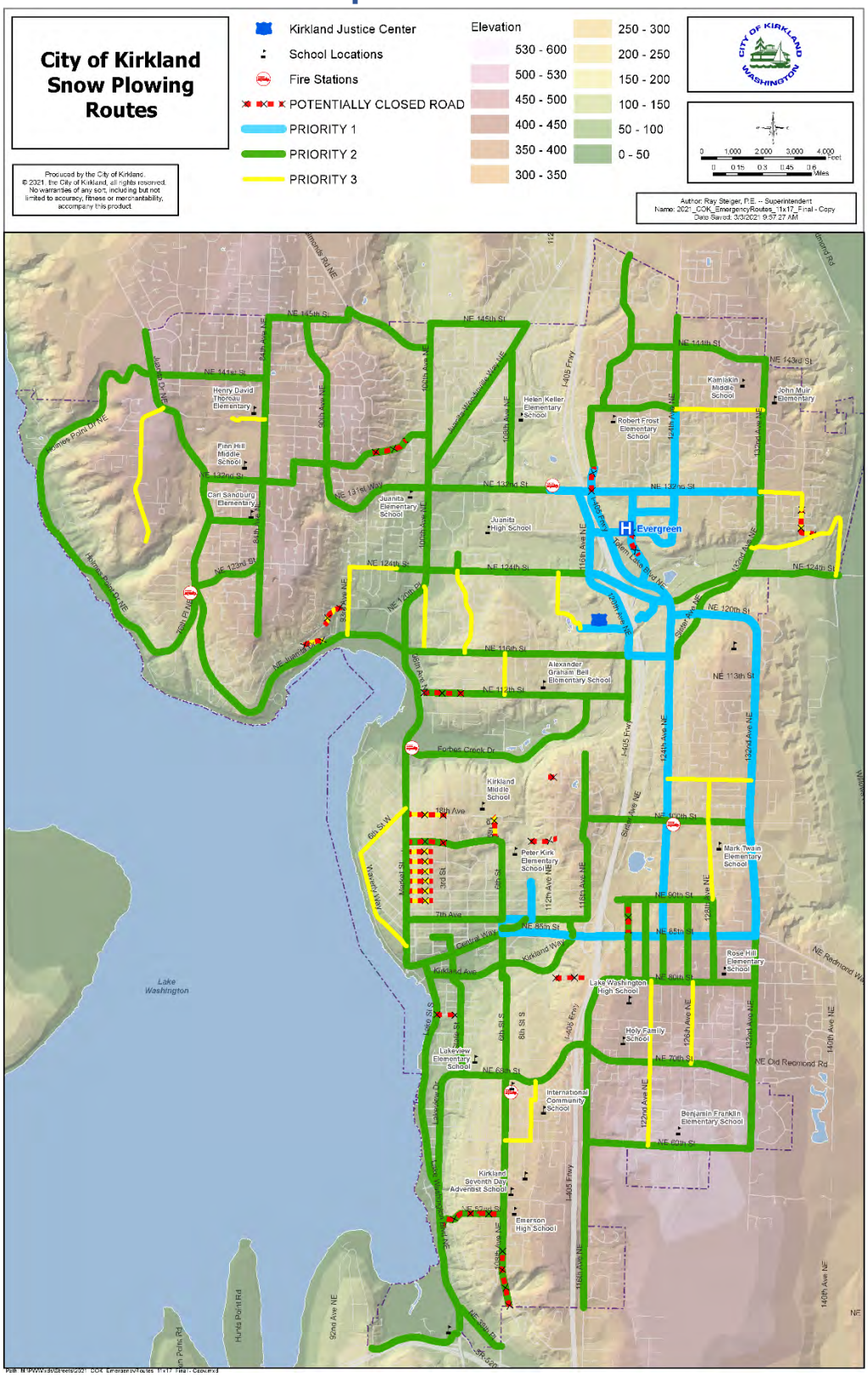
Kirkland Hazardous Liquid Pipelines Map



This map shows where the Olympic Pipeline is located. It is intended to be used with Chapter 118 of the City's Zoning Code.

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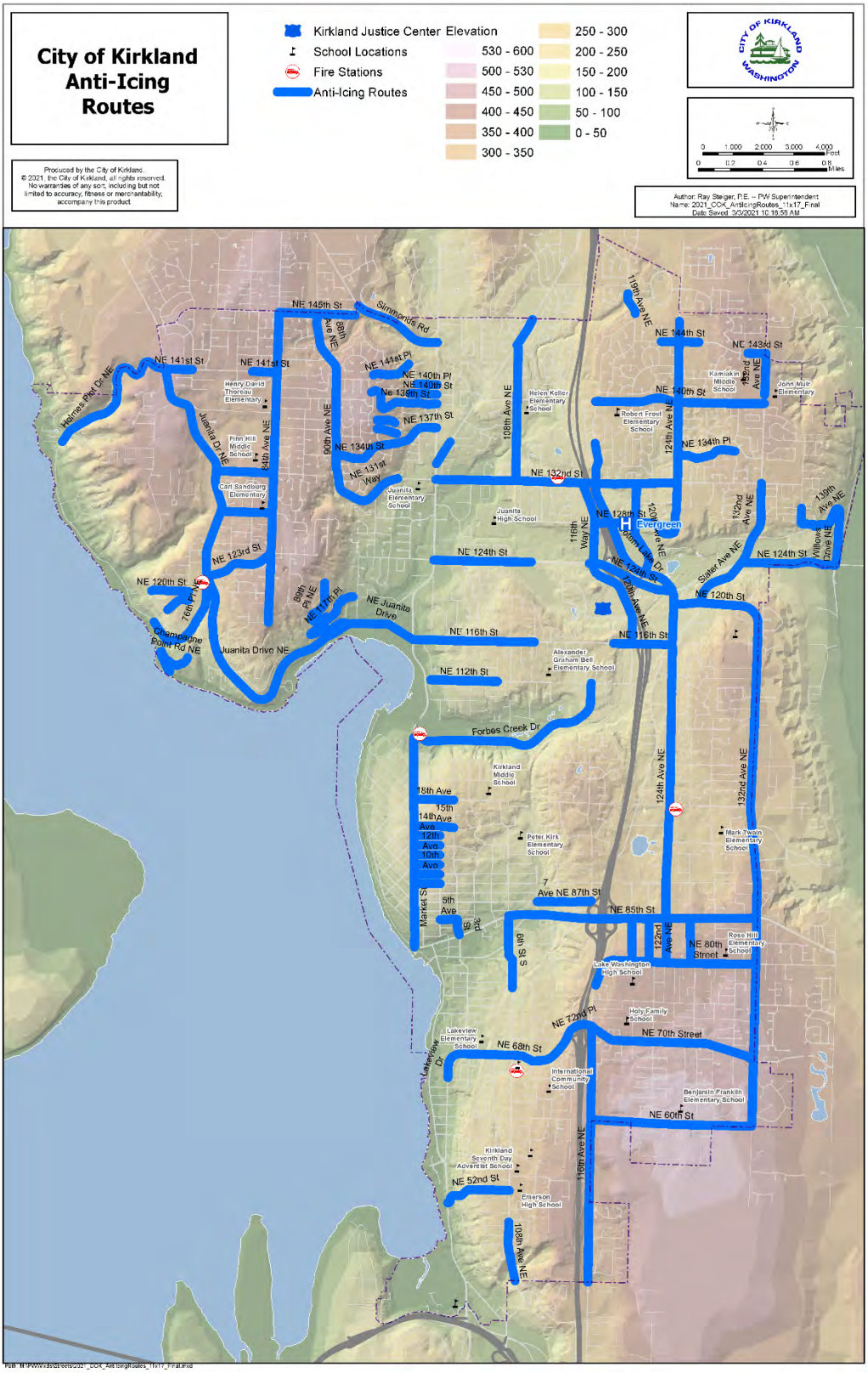
Kirkland Snow Routes Map



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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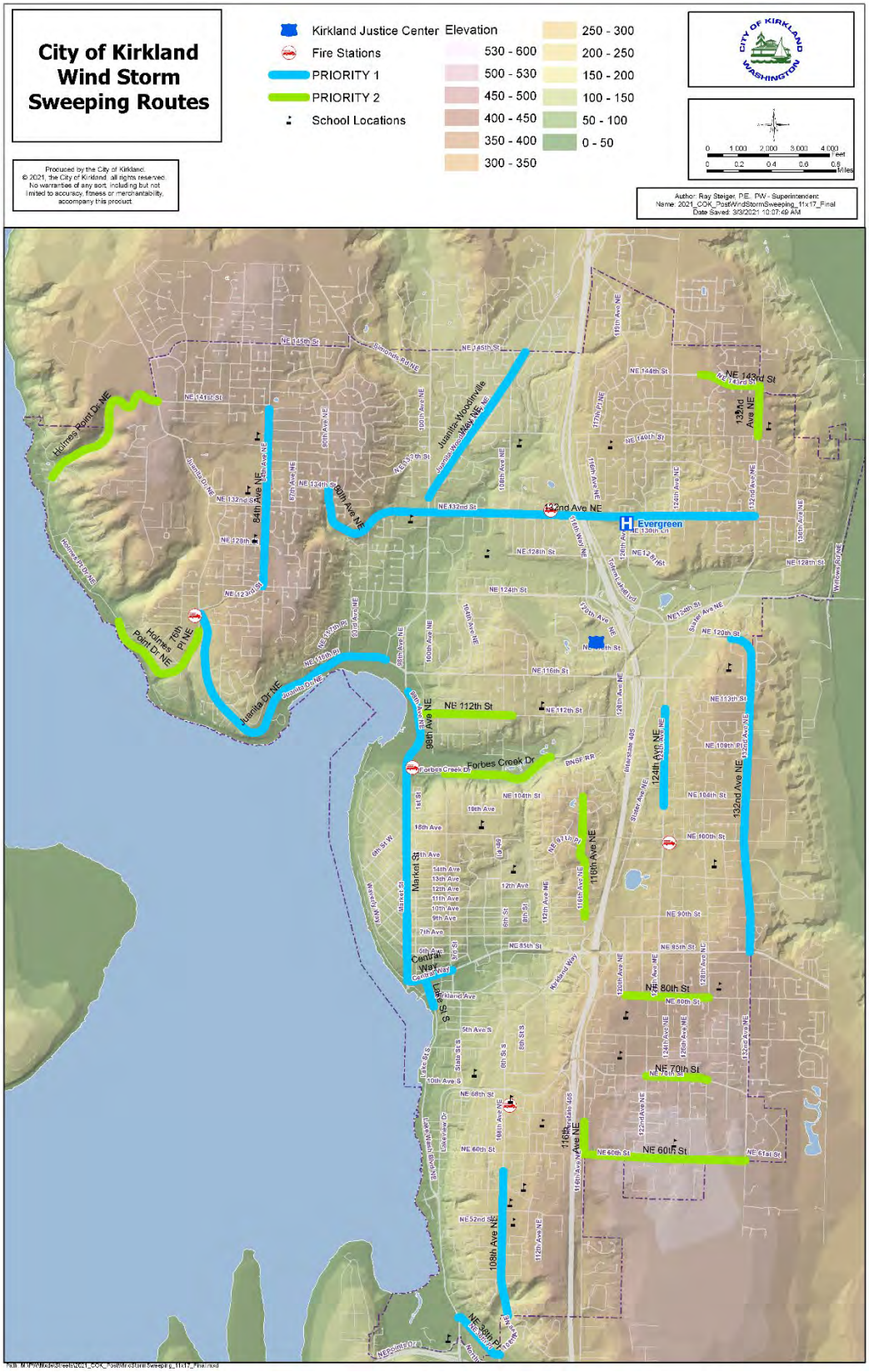
Kirkland Anti-Icing Routes



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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CYBER INCIDENT APPENDIX

City of Kirkland

Office of Emergency Management

Last Update: March 2026

Record of Changes

Change Number	Section	Date of Change	Individual Making the Change	Summary of Change
N/A	All	3/2026	Heather Kelly	Creation of the Cyber Incident Appendix

Introduction

Purpose

The purpose of the Cyber Incident Appendix is to provide a synopsis of the unique aspects and considerations for response to a cyber incident impacting the City of Kirkland (City) technology systems, networks, resources, operations, and/or equipment.

Scope

This appendix is part of the City of Kirkland Comprehensive Emergency Management Framework (CEMF). It aligns with the processes and structures described in the CEMF, while providing additional detail on coordination the City may take in response to a cyber incident that impacts the City's ability to deliver services.

Situation Overview

Conditions and Hazards

A cyber incident could disrupt City operations without warning and at any time. The City, just as any government agency, is at risk for intentional, malicious, and/or accidental cyber related disruptions, intrusions, attacks, or failures.

Possible Immediate Impacts

- Loss of connection, data, and/or operational capability.
- Exposure and/or theft of restricted data including, but not limited to, Personal Identifying Information (PII), confidential, medical, and/or financial information.
- Inability to meet legal requirements including, but limited to, court proceedings and open meetings.
- Decrease in communication capabilities due to disruption of technology including, but not limited to, internal and external applications and digital media.

Possible Complications

- Overloading and/or decrease in capacity and capability of redundant systems.
- Disruption of access to data and operational resources.
- Safety of responders due to disruption of dispatch, communication, and/or intel systems.
- Theft/restriction of access to City or public funds, including ransom demands.
- Misinformation; intentional or unintentional.
- Delay in restoration and/or recovery due to investigative practices, legal obligations, and availability of equipment and/or skilled personnel.

Possible Long-Term Impacts

- Delays in return to routine operations.
- Loss of trust in the City and/or partner agencies.
- Identity theft of staff and/or public depending on the data involved.
- Loss of financial assets due to theft, ransom, and/or reallocation of funding to support response actions.
- Delays in financial transactions and/or processing due to investigation and/or incident impacts.

Efficient recovery will minimize 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 a cyber incident.

Assumptions

Assumptions that apply to a cyber incident response include, but are not limited to:

City Response

City staff, facilities, and technology may be directly impacted by a cyber incident.

- Law enforcement and legal actions may impact the availability of and the ability to disseminate information.
- The response may be significantly impaired due to availability of equipment, systems, and/or vendor status.
- Employees may experience significant delays in their ability to perform work due to a lack of technology.
- Detailed situational awareness may not be immediately achievable or available.
- Response operations may have to begin without a complete or detailed understanding of risk, needs, or damages.
- Damage to City technology may impact the ability of the City to effectively deliver essential services.
- City leadership may be impacted by the incident requiring more face-to-face interactions.
- Communication and coordination with neighboring jurisdictions, King County, and Washington State may be limited or challenging.
- The Emergency Operations Center (EOC) will activate and co-coordinate efforts with the Information Technology Department (IT) to plan for response and recovery.

Communications

A cyber incident can impact a variety of City-wide communications systems, requiring reliance on alternative information technology or information gathering and sharing processes.

- The 911 phone system, if operating, may be limited.
- Alternative communication methods, such as 800 MHz and amateur radio, do not have enough capacity to replace all standard communication systems.
- Communication and collaboration methods that depend on the Internet or information technology infrastructure may be impacted or compromised.
- It may require an extended period of time and extensive actions to return communications resources to even a minimal level of function and security.

Logistics

A lack of technology may limit the ability of the City to acquire resources.

- Specialized legal services will be needed.
- Investigation activities and/or sensitivity of the information impacted may limit the ability to use external support services.
- Individuals and businesses may volunteer to assist with the response.
- Regional impacts and/or other incidents across the nation may limit availability of outside resources.

Coordination

The nature of cyber incidents involves coordinating partners/agencies that are unique and potentially restrictive.

- Law enforcement, including the Federal Bureau of Investigations (FBI) may be involved in a cyber incident response and recovery.
- Verification will be made with local, county, state, and federal agencies to identify if the incident is localized, regional, or national.
- 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 cyber incidents and related impacts. However, City resources and systems may become overwhelmed by the magnitude of the incident and its impact. The guidelines in this appendix cannot guarantee that a perfect response to this type of incident will be practical or possible as the complexity and scope may limit response and recovery actions.

Concept of Operations

General

The City will follow the content and procedures documented in the CEMF and supporting documents. Rather than repeating the content already described there, this appendix highlights how response to a cyber incident is unique.

The City response to a cyber incident and subsequent operational impacts will be a balance between addressing immediate life safety/rescue operations and mitigating the ongoing consequences from the incident by providing for restoration of City technology, operations, and the basic needs of the community.

Initial situational awareness may be imperfect due to the many challenges that are caused by a cyber incident. The EOC will consolidate information from a variety of sources, including assessments by City departments and IT reports of impacts/exposure.

The Office of Emergency Management (OEM) and IT will establish a unified approach to response and recovery.

The OEM will focus on consequence management and continuity of operations support. The EOC will provide information gathering and dissemination support to IT including, but not limited to, department operations status, department restoration priorities, and policy direction. The EOC will provide situational awareness, facilitate resource management, and support IT restoration and recovery initiatives.

IT will focus on the identification, investigation, and analysis of the incident, followed by implementing processes and procedures to stop the disruption. In addition, IT will work to correct, restore, and/or recover data, systems, networks, and technologies impacted by the incident.

Resources

A cyber incident, and subsequent operational impacts, may create a demand for specialized technology hardware, software, and technical, legal, and risk personnel that may or may not be readily available. The scope and complexity of the incident, local or widespread, will directly correlate to the response, restoration, and recovery resources needed; the City will procure or contract for resources as able.

Administration

This appendix will be reviewed and, as appropriate, updated at least every 5 years and after each use.

Training on this appendix will be coordinated with IT and may consist of presentations, online courses, or other methods appropriate to inform City staff of the content of this document.

Exercises on this appendix will be coordinated with IT and may consist of drills, tabletop activities, and functional or full-scale exercises.

References

Kirkland IT Response Plan

EARTHQUAKE INCIDENT APPENDIX

City of Kirkland

Office of Emergency Management
Last Update: February 2026

Record of Changes

Change Number	Section	Date of Change	Individual Making the Change	Summary of Change
N/A	All	7/2021	Karissa Smith and Heather Kelly	Creation of Earthquake Incident Appendix
1	All	2/2026	Heather Kelly	Removal of record of distribution and table of contents, updates from CEMP to CEMF, and minor grammatical edits.

Introduction

Purpose

The purpose of the Earthquake Incident Appendix is to provide a synopsis of the unique aspects and considerations for response to an earthquake occurring in or near the City of Kirkland (City).

Scope

The Earthquake Appendix is part of the City of Kirkland Comprehensive Emergency Management Framework (CEMF). It aligns with the processes and structures described in the CEMF, while providing additional detail on coordination the City would make in response to an earthquake and associated hazards.

The Earthquake Appendix is applicable to earthquakes that cause ground movement in or near the City.

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 faults. 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/or missing people;
- 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/or sewer;
- Widespread damage to roads and bridges;
- Shortage of water, food, and other commodities;
- Shortage of gasoline and diesel fuel;
- Hazardous materials release;
- Separated parents, guardians, and/or care providers for minors and/or vulnerable adults; and
- Lost animals.

Possible Complications

- Overloaded telephone systems (wired and wireless);
- Interruption of commercial television and radio services;
- 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 impact 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 the 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 life safety needs expected after an 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 Continuity of Government (COG) action.
- Weather conditions 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, King County, and Washington 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

An earthquake can impact a variety of City-wide communication systems, requiring reliance on alternative 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 communication methods, such as 800 MHz and amateur radio, do not have enough capacity to replace all standard communication systems.
- Communication and collaboration methods that depend on the Internet or Information Technology infrastructure may be impacted or compromised by physical damage, overuse and/or heavy traffic. It may require an extended period of time and extensive actions to return communication 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 an earthquake.

- Extensive road and bridge damage may require air and/or marine support for operational and logistical needs.
- The City does not stockpile food or water for the 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.

- Spontaneous shelters will likely be established by the community and private entities not always in coordination with government.

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)

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 appendix 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 content and procedures documented in the CEMF and supporting documents.

Rather than repeating the content already described there, this appendix highlights how response to an earthquake is unique.

The City response to an earthquake and 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.

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 fire, police, and public works, functional assessments by operational departments, and reports by the public and media outlets.

Resources

An 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 Earthquake Appendix will be reviewed and, as appropriate, updated at least every 5 years and after each use of the document.

Training on the Earthquake Appendix may consist of presentations, online courses, or other methods appropriate to inform City staff of the content of this document.

Exercises on the Earthquake Appendix 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 Fault Scenario

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PANDEMIC INCIDENT APPENDIX

City of Kirkland

Office of Emergency Management
Last Update: February 2026

Record of Changes

Change Number	Section	Date of Change	Individual Making the Change	Summary of Change
N/A	All	7/5/2021	Heather Kelly	Creation of Pandemic Incident Appendix
1	All	2/2026	Heather Kelly	Update of CEMP to CEMF, minor grammatical edits

Introduction

Purpose

The purpose of the Pandemic Incident Appendix is to provide an overview of the City's concepts and approach to incident management for a Pandemic or other major health/biological incident impacting the City of Kirkland (City).

Scope

This appendix is applicable to City operations and is a supplement to the Comprehensive Emergency Management Framework (CEMF) and the City's Continuity of Operations/Government (COOP/COG) Framework.

Situation Overview

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 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, in anticipation of the crisis reaching 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 Framework.

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 COOP/COG Framework

Kirkland Fire Pandemic Response Protocols

Kirkland Police Pandemic Response Procedures

PIPELINE INCIDENT APPENDIX

City of Kirkland

Office of Emergency Management
Last Update: February 2026

Forward

Portions of the British Petroleum (BP) liquid fuel pipeline, commonly known as the Olympic Pipeline (Pipeline), exist on the eastern boarder of the City of Kirkland, although the structures of the Pipeline are primarily within the City of Redmond, the system does cross Kirkland property in two locations. The presence of the Pipeline in and near the City results in a known hazard for a potential rupture, leak, fire, explosion, or other incident related to the Pipeline.

BP has extensive operational response plans for their personnel; this document is intended to compliment the BP plan to cover the City's incident management responsibilities and consequence management strategies.

Record of Changes

Change Number	Section	Date of Change	Individual Making the Change	Summary of Change
N/A	All	Oct 2021	H Kelly	Creation of the Pipeline Incident Appendix
1	All	Feb 2026	H Kelly	Update CEMP to CEMF, minor grammatical updates

Introduction

Purpose

The purpose of the Pipeline Incident Appendix is to document the incident management and consequence management responsibilities, strategies, and actions the City of Kirkland (City) may use to address a potential or actual rupture, leak, fire, explosion, or other incident related to the British Petroleum (BP) Pipeline, commonly known as the Olympic Pipeline(Pipeline).

Scope

This appendix is applicable to incidents related to the Pipeline that impact Kirkland residents, businesses, schools, and/or property, including effects due to a Pipeline incident within the geographical boundaries of the City of Redmond that impact the City.

Situation Overview

Incident Conditions and Hazards

The presence of a liquid fuel pipeline within and near the City creates a risk for numerous scenarios ranging from minor environmental concerns to catastrophic destruction and loss of life.

The Pipeline is monitored by BP staff and telemetry systems on a 24/7/365 basis. These measures are intended to alert BP of disruptions or changes to the system infrastructure, and when possible, minimize the extent of an incident by altering staff or shutting down product flow. These systems do not prevent an incident from occurring; thus, a risk exists in the City.

The Pipeline exists within close proximity of residents, the Cross Kirkland Corridor, Kamiakin Middle School, and John Muir Elementary School. There are no nearby waterways that are at risk of impact.

Limitations

The City is committed to making every reasonable effort to protect the community and environment from the impacts of a Pipeline incident, however, there is no guarantee implied by this plan that the City will be able to prevent injuries or loss of life, protect property or the environment from damages, or otherwise mitigate all risks associated with the presence of a pipeline in the City.

Assumptions

Assumptions that apply to a Pipeline incident include, but are not limited to:

- BP will make immediate notification of an incident to North East King County Regional Public Safety Communication Agency (NORCOM) who will alert City staff.
- BP and City staff will establish a Unified Command (UC) structure for on-scene operations.
- BP will send a representative to the EOC, if activated.
- The specific location and type of incident will determine resource needs and response actions.
- Risk mitigation/response may include, but is not limited to, shelter in place, evacuations, fire suppression, emergency medical aid, and/or investigation.
- The public and media will demand detailed information related to a Pipeline incident.

- It will take time, potentially a long time, to investigate and determine cause and responsibility for an incident.
- There will likely be legal process and/or actions associated with a Pipeline incident.

Concept of Operations

General

The City's response to a Pipeline incident will focus on consequence management related to public safety, incident stabilization, and recovery. BP will have primary responsibility for stopping, limiting, or resolving the disruptive incident.

City first responders will establish on-scene UC with BP personnel to establish situational awareness, identify life safety actions, determine City resource needs, and facilitate a coordinated response and recovery.

Depending on the nature, location, and extent of an incident Fire, Police, and other City departments may be deployed to assist, lead, and/or support resolution of the incident.

Implementation

Upon determination that an incident exists, disruptive with limited impacts to catastrophic, BP will follow their routine notification process, including contact with NORCOM if immediate life safety measures are required.

IMMEDIATE LIFE SAFETY:

After contact by BP, NORCOM will dispatch appropriate responders to the scene and page the "command staff" to inform all that an incident is occurring.

On-scene operations will focus on life safety and protection of property and the environment. Responders will follow established protocols and standard operating procedures according to the hazard identified. This may include, but is not limited to, fire suppression, spill response, medical aid, traffic control, evacuation notification, and investigation.

DISRUPTIVE:

If an incident occurs that does not pose an immediate life threat BP will follow their routine reporting process. This process engages the City when Washington State Emergency Management Division (WAEMD) relays the National Response Center (NRC) report of a spill or through a direct call by BP to the EM.

Upon notification of an incident, appropriate City personnel will engage with BP staff either on-scene or virtually by phone and/or video conferencing depending on the type and time pertinent needs of the incident.

City personnel may include, but is not limited to, emergency management, fire, police, and public works staff, as appropriate to the nature and impacts of the incident. City personnel will follow standard operating procedures to respond to the incident. This may include, but is not limited to, fire suppression, medical aid, hazardous materials response including spill team support, traffic control, fire and/or criminal investigation, mass care, transportation support, and/or equipment and supplies to mitigate damage to property or the environment.

The EM and/or first responders will coordinate with the Lake Washington School District (LWSD) to facilitate the safety and wellbeing of students, staff, and visitors at Kirkland schools at risk or impacted by an incident. LWSD will implement the appropriate response plan, as directed by the UC and/or the EOC.

ADDITIONAL ACTIONS:

In addition to on-scene and EOC incident management activities, other City actions related to a Pipeline incident may include, but are not limited to, the need for temporary or extended sheltering support, transportation services, coordination with regional partners, direct communication to residents and/or businesses, and assistance with clean up and recovery efforts. The larger the incident the more actions the City may need to do and support to stabilize and recover from the situation.

Resources

BP is expected to provision and deploy their resources in response to an incident. The City will allocate appropriate resources, which may include leveraging mutual aid and regional response teams to assist with on-scene incident management, stabilization, and/or recovery support.

The EOC will activate for incidents involving loss of life, injuries, property or environmental damage, requiring specialized resources or regional support, that extend beyond one operational period, have intense media interest, is politically sensitive, or otherwise involves personnel or equipment not considered part of normal pipeline operations.

Communication

Communication support and efforts will follow the established City communication protocols and plans as provided in the CEMF and the City Communications Guide. A variation to routine process will be the inclusion of and collaboration with the BP Public Affairs representative. The City will maintain an independent voice speaking to consequences of an incident and will not speak to or about technical pipeline operations, the cause of the incident, or other topics that fall into the scope and responsibility of BP without prior notice, consent, and/or agreement from BP.

The incident will dictate the extent and necessity for internal and/or public messaging efforts. A City Public Information Officer (PIO) will be designated to engage with on-scene media, in partnership with BP. The Joint Information Center (JIC) will active when the EOC does and will coordinate messaging with the EOC Manager, the on-scene PIO, and/or the City Communication Manager as appropriate.

Financial

Consideration will be made to track all expenses associated with a Pipeline incident as a standalone response for the purposes of recovery and/or reimbursement of costs from a private infrastructure owner.

Roles and Responsibilities

City of Kirkland

City departments will fulfill their incident and consequence management roles and responsibilities as documented in the CEMF. The EM and/or EOC, if activated, will serve as the overall coordination point for incident management with responding agencies. Appropriate first responders will serve as the City IC in UC at the Incident Command Post.

British Petroleum

BP will manage the incident in collaboration with City personnel, including providing situational awareness information and updates to the EM and/or EOC, if activated, as requested.

BP will respond in a UC structure with the City on-scene representative and coordinate public messaging with the City PIO, Communications Manager, and/or JIC.

Lake Washington School District

The school district with implement actions, communications, and procedures to facilitate the safety and wellbeing of students, staff, and visitors of schools impacted by a pipeline incident. The school district will coordinate with the EOC and/or EM to provide situational information and updates to the City throughout an incident.

Kirkland Residents

Kirkland residents will be expected to follow, comply with, and take appropriate action to protect themselves and their property as directed by the City or other government agency with authority to make such requests.

Federal, State, and County Agencies

Governmental agencies at the federal, state, and/or county level will fulfill their roles and responsibilities as directed by their statutory obligations. These agencies will coordinate with the City through the EOC and/or EM.

Administration

This Pipeline Incident Appendix will be reviewed and as appropriate updated at least every five years and/or after each use of the document.

Training on this appendix may consist of internal discussion of the document components, functional walk throughs of concepts, and/or actively training in partnership with BP via these or other methods.

This appendix will be exercised as opportunities present during BP facilitated programs or in partnership with other City incident management/preparedness exercises.

References

BP Facility Response Plan – Northwest Pipelines District

Kirkland Police and Fire Department Response Policies

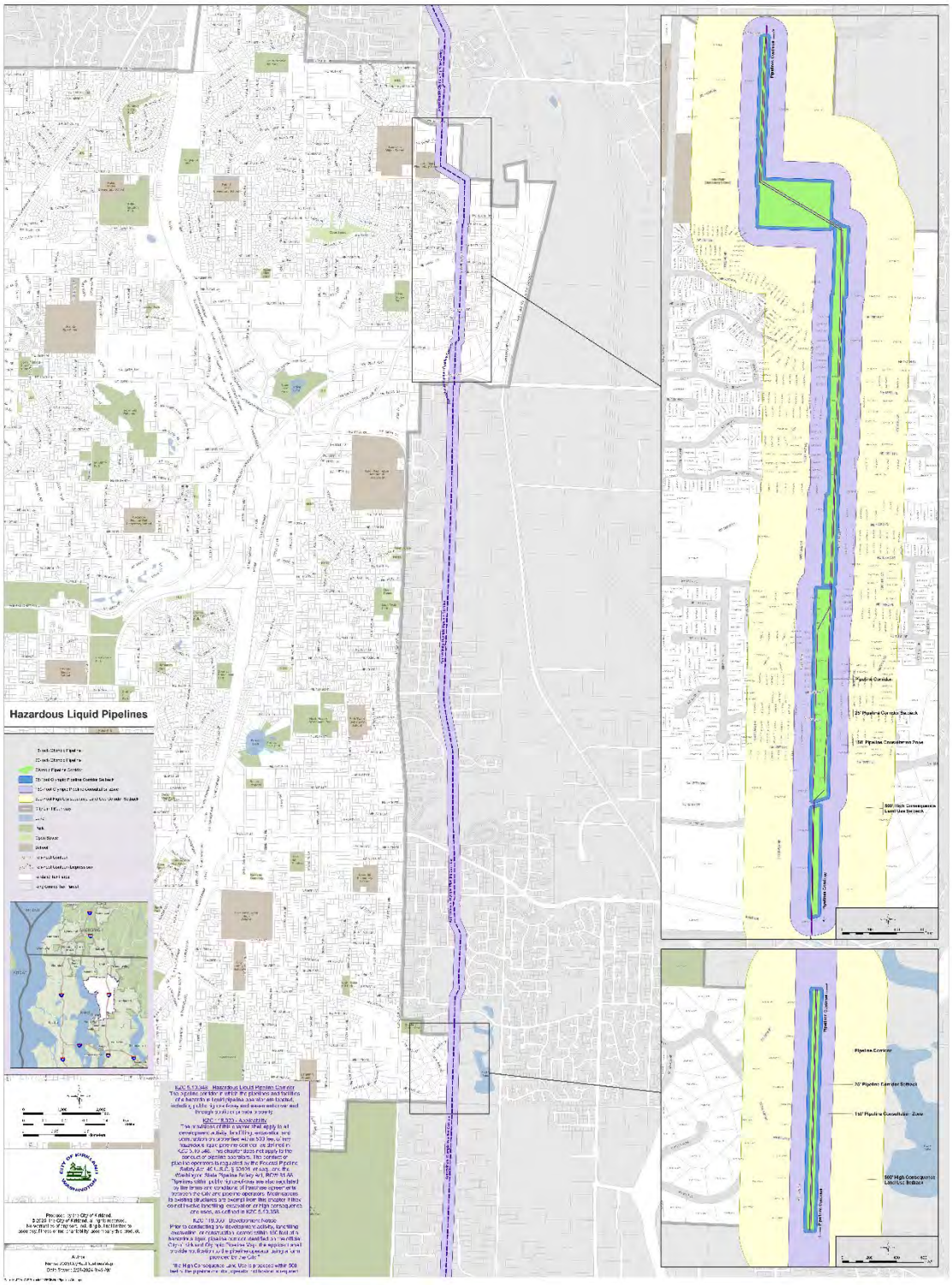
Kirkland Spill Response Plan

Kirkland City Communications Guide

Kirkland Mass Care Framework

BP Olympic Pipeline Kirkland Maps – Attachment A

Attachment A: BP Olympic Pipeline Kirkland Maps



TERRORISM INCIDENT APPENDIX

City of Kirkland

Kirkland Police Department

Last Update: June 2026

This Terrorism Incident Appendix has LIMITED DISTRIBUTION and is exempt from public disclosure under RCW 42.56.420.

To request an unreacted version, please contact the Kirkland Police Chief or the Kirkland Emergency Manager.

Forward

The Terrorism Incident Appendix is a supplement to the City of Kirland Comprehensive Emergency Management Framework (CEMF) and documents the City of Kirkland (City) approach to prevent, protect, mitigate, respond to, and recover from acts of terrorism that occur in or impacting the City. 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 Incident Appendix has LIMITED DISTRIBUTION and is exempt from public disclosure under RCW 42.56.420.