

RESOLUTION R-5278

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KIRKLAND ADOPTING THE CONTINUITY OF OPERATIONS (COOP) AND CONTINUITY OF GOVERNMENT (COG) PLAN.

1 WHEREAS, the ability of a jurisdiction to maintain delivery of
2 essential functions to the community during and following an emergency
3 or disaster is critical to the protection of life, property and the
4 environment; and
5

6 WHEREAS, City of Kirkland ("City") emergency planning staff has
7 developed a Continuity of Operations ("COOP") and Continuity of
8 Government ("COG") Plan to help the City maintain delivery of essential
9 functions to Kirkland during and following an emergency or disaster; and
10

11 WHEREAS, the Plan was developed in accordance with the
12 Federal Emergency Management Agency ("FEMA") Continuity Guidance
13 Circular 1 ("CGC 1") Continuity Guidance for Non-Federal Entities; and
14

15 WHEREAS, the Plan takes an integrated approach to service
16 delivery, decision making, and resource management to facilitate the
17 City's ability to best serve the Kirkland community during and following
18 an emergency or disaster, and is a "living document" that will be
19 updated over time; and
20

21 WHEREAS, the City Council now wishes to adopt the Plan on
22 behalf of the City.
23

24 NOW, THEREFORE, be it resolved by the City Council of the City
25 of Kirkland as follows:
26

27 Section 1. The City Council hereby adopts the Continuity of
28 Operations (COOP) and Continuity of Government (COG) Plan, attached
29 hereto as Exhibit A, for the City of Kirkland.
30

31 Section 2. The City Manager is hereby authorized and directed
32 to take whatever steps are necessary to help ensure the successful
33 implementation of the Plan referenced in Section 1.
34

35 Passed by majority vote of the Kirkland City Council in open
36 meeting this 8th day of November, 2017.
37

38 Signed in authentication thereof this 8th day of November, 2017.


Amy Walen, Mayor

Attest:


Kathi Anderson, City Clerk

Continuity of Operations (COOP) Continuity of Government (COG) Plan

November 2017



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City of Kirkland use only. All or some portions of this document may be exempt from disclosure under the Washington Public Records Act, Chapter 42.56 RCW, or the Freedom of Information Act, United States Code §552, 41 Code of Federal Regulations Part 105-60.

The City Attorney must be consulted prior to the release of any or all of this document.

Promulgation Statement

November 8, 2017

Transmitted here is the City of Kirkland's Continuity of Operations (COOP) Continuity of Government (COG) plan (Plan). This Plan provides a guide from which the City of Kirkland departments can implement actions to support the delivery of essential functions during and after a disaster or emergency.

This Plan supersedes any previous COOP and/or COG documents and has been approved by the City Council through Resolution. This Plan will be reviewed annually and updated, as appropriate, by the Office of Emergency Management (OEM). Recipients are requested to advise OEM of any changes or suggestions that may result in Plan improvement.

Kurt Triplett
City Manager
City of Kirkland

RECORD OF DISTRIBUTION

The record of distribution will be used to verify that department leadership have acknowledged acceptance of this Plan. An electronic version of this Plan can be accessed by City employees with COOP responsibilities on the Office of Emergency Management SharePoint site.

Date of Delivery	Number of Copies Delivered	Method of Delivery	Name, Title, and Department of Receiver
	1	Hard Copy	Kevin Raymond, City Attorney, CAO
	3	Hard Copy	Kurt Triplett, City Manager, CMO Tracey Dunlap, Deputy City Manager, CMO Marilynne Beard, Deputy City Manager, CMO
	7	Hard Copy	One for each member of the City Council
	2	Hard Copy	Judge Lambo, Presiding Judge, Municipal Court Tracy Jeffries, Court Administrator, Municipal Court
	2	Hard Copy	Michael Olson, Director, Finance & Administration Greg Piland, Purchasing Agent, Finance & Administration
	4	Hard Copy	Joe Sanford, Fire Chief, Fire Helen Ahrens-Byington, Emergency Manager, Fire Heather Kelly, COOP Program Manager, Fire Emergency Operations Center
	2	Hard Copy	Jim Lopez, Director, Human Resources Shawn Friang, HR Analyst, Human Resources
	2	Hard Copy	Brenda Cooper, Director, Information Technology Donna Gaw, Division Manager, Information Technology
	2	Hard Copy	Lynn Zwaagstra, Director, Parks & Community Services Linda Murphy, Recreation Manager, Parks & Community Services
	2	Hard Copy	Eric Shields, Director, Planning & Building Stephanie Day, Business Analyst, Planning & Building
	2	Hard Copy	Cherie Harris, Chief, Police Robert Saloum, Lieutenant, Police
	2	Hard Copy	Kathy Brown, Director, Public Works Erin Devoto, Deputy Director, Public Works

RECORD OF CHANGES

From the date of promulgation of this Plan, the Office of Emergency Management (OEM) will track and record changes made to the document. The record of changes should contain, at a minimum, a change number, the date of the change, the name of the person who made the change, and a description of the change.

Change Number	Section	Date of Change	Individual Making Change	Description of Change
0	All	10/25/2017	OEM – H Kelly	Creation of Published Plan

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Introduction

The City of Kirkland ("City") has essential operations that need to be performed or rapidly resumed in a disaster or emergency situation. While the impact of an incident cannot be predicted, planning for operations under such conditions may mitigate the effects of the disaster or emergency on people, facilities, and City services. To that end, the City has prepared a Continuity of Operations (COOP) Continuity of Government (COG) Plan ("Plan") to serve as a guide for sustainment or resumption of essential services affected by a disaster.

The City intends to provide the highest level of response and recovery to an incident as possible; however, there is no guarantee that the City will have the capability or resources to meet the needs of every resident, visitor, or business before, during, or after a disaster or emergency.

This Plan establishes guidance to support City essential functions when a disaster or emergency threatens or impacts City operations to the point that requires changes to the delivery of City services or the relocation of City personnel or operations. The Plan provides guidance for when the City may need to implement COOP activities related to an incident that impacts essential functions, roles of staff, facilities, or delivery of services to City residents, visitors, or businesses. Emergency Response actions initiate based on the incident and standing protocols and are not addressed in this Plan.

City employees may have identified responsibilities in an emergency that requires COOP and/or COG activities to sustain essential City functions. Such employees are expected to fill their COOP and/or COG role(s) to the extent practicable under the circumstances and consistent with relevant job descriptions, City personnel policies and any relevant collective bargaining agreement provisions.

Purpose

The ability of the City to support essential functions during times of disaster or emergency and to provide for the needs of the residents, visitors, and businesses within the City limits is a priority of City government. To facilitate implementation of this ability the City has coordinated the development of this Plan.

This Plan describes how the City will endeavor to perform essential functions during and after a disaster or emergency that disrupts normal City operations. This Plan is intended to guide the City during an actual incident; however, specific actions will depend on the situation. This Plan serves a consolidated location for critical information related to the delivery of essential functions and the resources that facilitate services.

This Plan supports the performance of essential functions from alternate locations, due to the primary facility becoming unusable for a period of time, and also provides for continuity of government and decision-making if senior management or elected officials are unavailable, inaccessible, or victims of the incident.

Authorities and References

This Plan has been developed to support implementation of the City:

- Municipal Code Chapter 3.20 Emergency Management
- Administrative Policy Chapter 1 Policy 1-2 Severe Weather/Emergency Conditions

In addition, this Plan supports implementation of the following Washington State laws and regulations:

- Chapter 38.52 RCW
- Chapter 42.14 RCW
- Title 118-30 WAC

References that have supported the development of this Plan include:

- Kirkland Municipal Code
- Kirkland Administrative Policy Manual
- City of Kirkland Comprehensive Emergency Management Plan (CEMP)
- City of Kirkland City Council Policies and Procedures
- Homeland Security Presidential Directive 20, National Continuity Policy
- Presidential Policy Directive 40
- Presidential Policy Directive 51
- Federal Continuity Guidance Circular 1 and 2

Scope and Applicability

This Plan applies to all City departments and personnel. COOP activities may be initiated at any time as determined necessary by City leadership. COOP activities may be in coordination with an Emergency Operations Center (EOC) activation or may occur independent of EOC activities.

COOP activities may be executed for site specific, Citywide, or regional disruptions to City operations, typically due to a natural, technological, or human-caused disaster or emergency; but not limited to these situations.

The scope of this Plan is focused on the critical services that should not be disrupted for more than twelve hours following an incident. The intent of this document is to provide a framework to support delivery of essential services that are identified as critical to the continuation of government; protection of life safety, property, and the environment; and incident response and recovery operations that care for the residents, visitors, and businesses of Kirkland.

City Departments identified a major earthquake as the type of incident with the highest potential to cause a COOP situation; followed by a significant health crisis, such as a pandemic or epidemic. Departments acknowledged several other risks that could create the need for COOP activities as well.

The outcome of the department threat assessment resulted from a calculation of two factors, probability and severity. These factors were multiplied together and averaged based on the number of completed assessments returned during the planning process.

Probability is the likelihood of a specific type of incident occurring; rated on a scale of 1 – 3, with one representing low probability, two medium, and three a high probability of occurrence.

Severity is measured by the actual or potential impacts resulting from the type of incident. The following is the guidance used to assign a numerical value to severity.

- Catastrophic Incident = 4 = Multiple deaths, shutdown of operations for 30 days or more, more than 50% of property is severely damaged.
- Major Incident = 3 = Injuries or illness requires major professional medical care, shutdown of operations for at least 2 weeks, more than 25% of property is severely damaged.
- Moderate Incident = 2 = Injuries or illness requires professional medical care, shutdown of operations for more than 1 week, more than 10% of property is severely damaged.
- Minor Incident = 1 = Injuries or illness are treatable with basic first aid, shutdown of operations for less than a week, less than 10% of property is severely damaged.

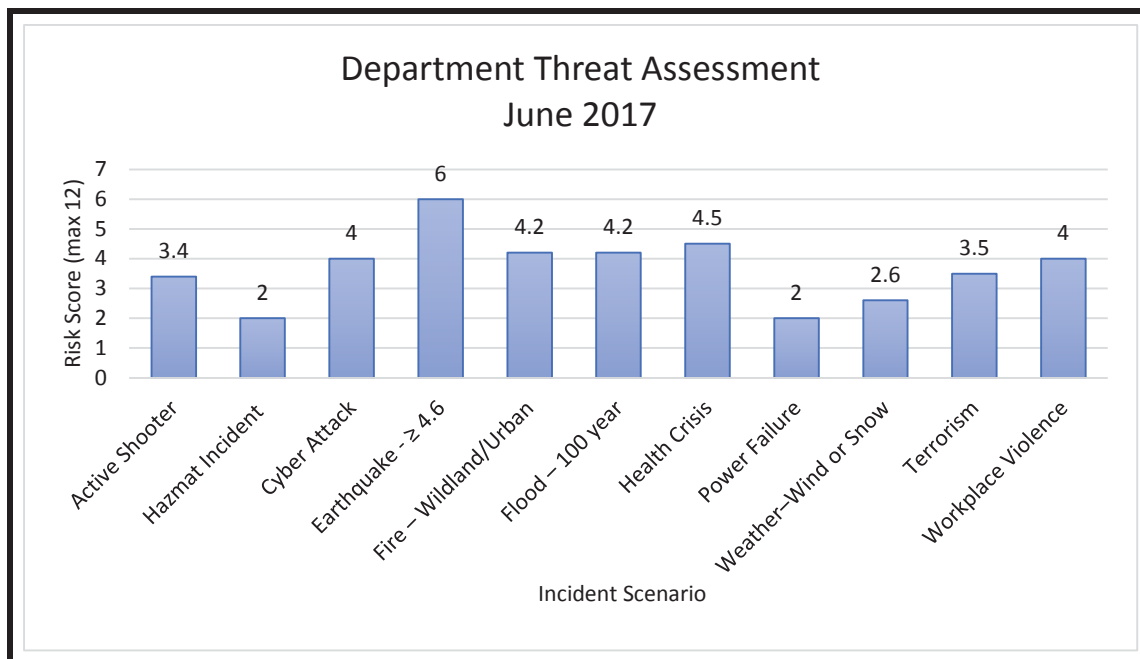


Figure 1 – Threat Assessment Results June 2017

The planning approach for development of this Plan was focused on a resource that is both flexible and scalable, to address high-frequency low impact situations, low-frequency high impact situations, and combinations in between.

When confronting disruption of normal operations, the City will endeavor, to the best of its ability, to provide essential functions even under the most challenging emergency circumstances. The City has identified essential functions as activities required by local, regional, state, or federal laws or regulations necessary to support the safety and security of City employees, systems, services, and the public, support the restoration of City operations, and facilitate emergency response actions.

Planning

Plan Objectives

The objectives of this Plan are to:

- facilitate decision-making during COOP activities
- reduce disruptions to essential functions
- document the order of succession of critical management positions
- identify vital facilities, equipment, records, and other assets
- guide an orderly transition to COOP activities and return to operations

Planning Assumptions

Assumptions used to support the City's development of this Plan include but are not limited to:

- Disasters, emergencies or threatened emergencies can adversely impact the City's ability to continue to support essential functions.
- When COOP activities are initiated, the City will implement a predetermined plan using trained and equipped personnel whenever possible.
- Personnel and resources located outside the area affected by the disaster or emergency may or may not be available to support City essential functions.
- Some City services may be limited or suspended to enable the City to concentrate on essential functions.
- The timeline for establishment of some essential functions may exceed 12 hours of the incident onset.
- Alternate support or delivery of essential functions may extend beyond the response phase of an incident and extend into long-term recovery.
- City staff may implement telecommuting practices to support delivery of essential services.
- Recovery from an incident may result in the decision to not restore certain City services, facilities, or positions.
- Staff members may be unavailable during or after a disaster or emergency and thus may be unable to support COOP activities.
- It may take days to weeks to reestablish city services and months to years to recover from an incident.

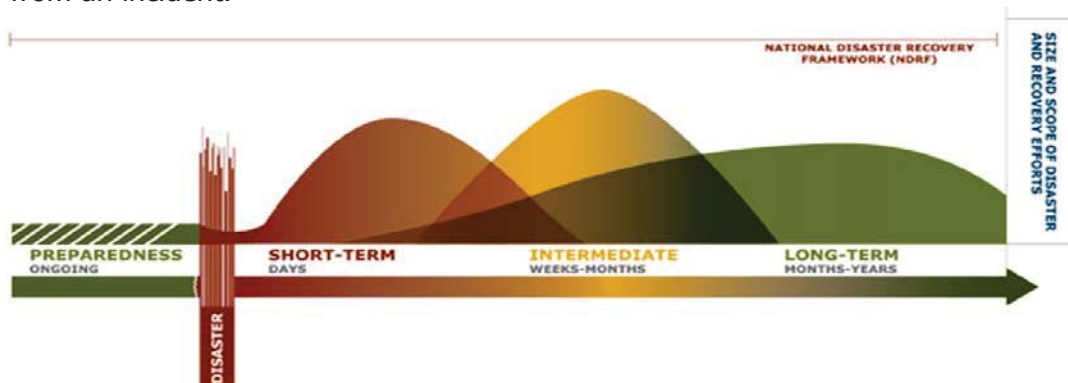


Figure 2 - Disaster Timeline – FEMA Disaster Recovery Framework

Planning Scenarios

This Plan was developed around a set of scenarios which reflect the City’s department threat assessment regarding the types of impacts which may result in COOP activities. Any or all scenarios may result in the injury, death, or inability to account for City staff, elected officials, or the public at a City facility. In addition, any or all scenarios may affect critical infrastructure systems that the City relies on for normal business operations and service delivery.

The City has identified the following types of scenarios as the most likely to trigger COOP activities:

- **Department, Essential Function, or Facility Affected.** Under this scenario, one or more departments, essential functions, or key facilities is unable to perform normal business activities. The most likely causes of such disruption are fire, system/mechanical failure, loss of utilities such as electricity, telephone, or water, explosion, active shooter, terrorism, or a biological outbreak. Other scenarios that produce limited or no physical damage to City facilities may also interrupt service delivery.
- **City of Kirkland Local Area Affected.** Under this scenario, City facilities are limited or closed to normal business activities as a result of the localized impact. The most likely causes of such disruption are utility failure, civil disturbance, technology network disruption, terrorism, biological outbreak, credible threats of action, or other scenarios that would limit access to or use of City facilities. This type of incident could significantly impact the City’s operational capability. Facilities may be unavailable or damaged due to the incident.
- **Regional Area Affected.** Under this scenario, the City facilities and possibly the local area would be inaccessible, inoperable, or unavailable for normal business activities. The most likely causes of such disruption are major disaster such as an earthquake, severe weather for example snow or wind, terrorism, cyber-attack, major health outbreak, an actual or threatened use of a weapon of mass destruction, or other scenarios that would limit access to or use of City facilities.

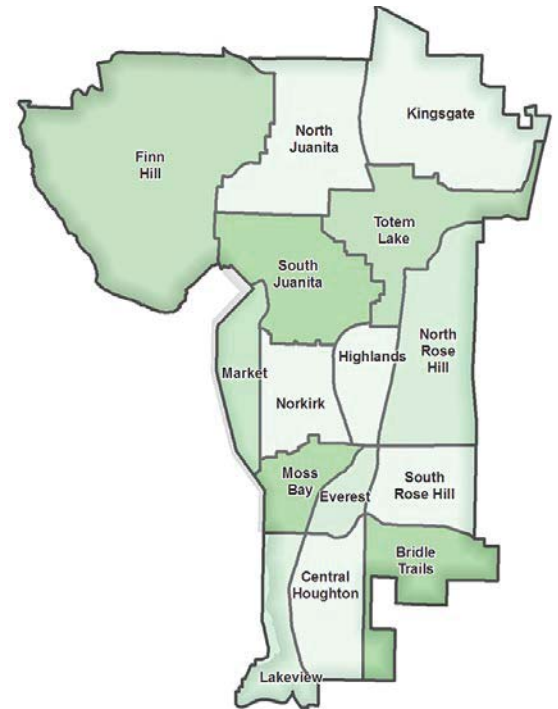


Figure 3 – City Map

This type of incident could render the City or specific departments inoperable for a significant period. Facilities will most likely be unavailable or have major damage due to the incident. Senior management, technical and supporting personnel may be deceased, injured, unable to reach a City facility, or unaccounted for.

Concept of Operations (CONOPS)

To implement COOP activities, the City has developed a concept of operations (CONOPS), which describes the approach. The CONOPS guides how the City will facilitate COOP activities including notification, implementation, service delivery, and return to operations.

COOP activities may involve, but are not limited to:

- assignment of a COOP team to perform specific activities necessary to facilitate COOP activities;
- purposeful movement of selected staff or technical personnel to an alternate operating facility;
- the implementation of temporary work procedures;
- and the delegation of authorities to successors.

COOP Implementation

The City Manager or their designee, may direct the implementation of COOP activities. COOP activities are implemented based on known or anticipated threats and emergencies that may occur with or without warning. The City will use a phased approach for implementation, whereby essential functions are sustained or established early and additional services will follow as needed and available.

- **Notice threats or emergencies:** There are some threats that may provide advance warning that will allow notification of, direction to, and if necessary, the relocation of employees. Situations that may provide such warning include inclement weather or a threat of violence.
- **No notice threats and emergencies during business hours:** Incidents may not be preceded by warning, for example earthquakes, fire, or terrorist attacks. In these circumstances employees should follow their emergency procedures to stay safe and resolve the issue if possible. COOP activities will be initiated, if appropriate, and employees will be provided direction by their department leader or the City Manager's Office.
- **No notice threats and emergencies during non-business hours:** Incidents may also occur with no warning outside of business hours. In these circumstances, COOP activities will be initiated, if appropriate, and employees will be notified of any changes to working conditions as soon as possible through various communications methods.

The City has developed a guide, Appendix Decision Guide, to assist the City Manager or designee in assessing the impacts of a situation and determining the need to initiate COOP activities. Use of this guide may help to reduce inappropriate or unnecessary COOP activities.

Delegations of Authority

Formal signed delegation of authority documents, Annex Delegation of Authority, have proactively been completed for critical duties and City leadership positions. Additional delegation of authority are established in documented department policy. Should a primary position incumbent be unable to serve, a delegation may be implemented. The delegation will specify what the authority covers, what limits may be placed upon exercising it, who (by title) will have the authority, and under what circumstances the delegation applies.

COOP Teams

When COOP activities are necessary, a COOP Team and sub teams may be established to coordinate support for delivery of essential functions. The City has identified key positions to perform critical activities on the COOP Teams. COOP resources not available within City supplies or through mutual aid agreements will be procured either through normal department procurement procedures or if the EOC is activated, through the EOC logistics section.

The identification of COOP Teams and roles reinforces that COOP requires coordination and participation from many departments to achieve success.

- **Policy Group**, provides policy decisions related to COOP activities and strategic direction and communication to City staff and the public.
 - This group is led by the City Manager and consists of Department Directors, the City Attorney, technical experts, and representatives from Municipal Court and City Council as appropriate.
- **COOP Team** is a combination of the Facility Team and Operations Team, guided by the Policy Group, and supported by legal and communications staff.
 - The COOP Team Lead will be designated by the City Manager at the time of an incident.
- **Facility Team** will perform activities necessary to ready a facility for the performance of essential functions. This may include the site inspection and security assessment, establishment of telecommunications or information technology systems, alternate site workspace creation, and the movement of vital records.
 - The Facility Team will be staffed by representatives from facilities, police, fire, building inspection, information technology, and public works as appropriate and available.
- **Operations Team** coordinates support for essential functions, develops strategies and plans addressing contingencies and recovery operations. The Operations Team will coordinate with the Facility Team to synchronize operations and to successfully bring up services and systems using alternate locations, back-up systems, mobilized resources, temporary work procedures, and pre-determined or impromptu work around plans.
 - The Operations Team will be staffed by representatives from City departments with departmental knowledge, basic administrative skills, or technical expertise.

COOP Team organizational structure is planned to reflect the following organizational chart; however, the incident will dictate which departments will be involved, as well as the activities that need to be support or planned.

COOP Organizational Chart

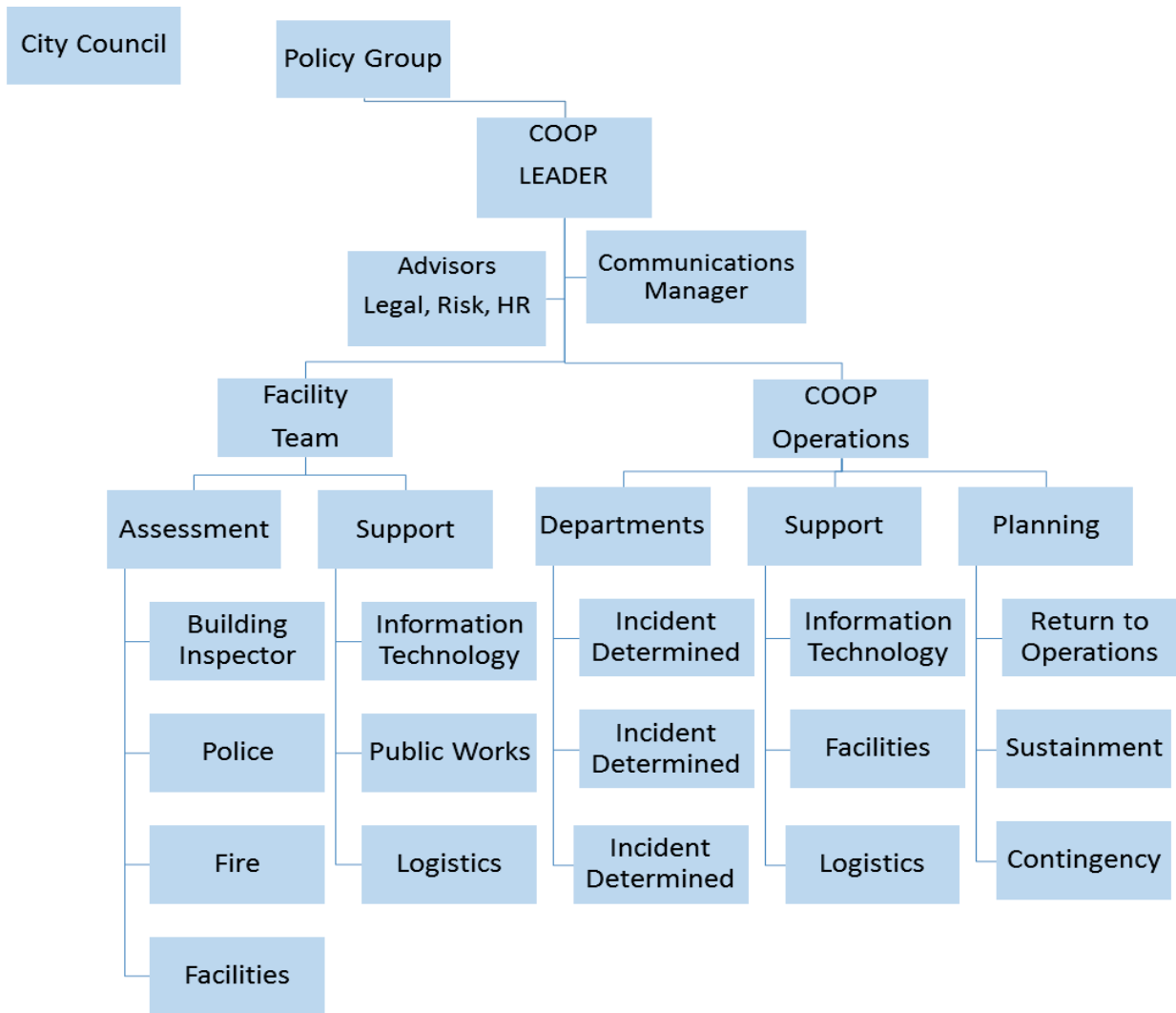


Figure 4 - COOP Team Organizational Chart

The following table describes the COOP teams, team members, and typical responsibilities.

COOP Roles and Responsibilities

Title	Team Members	Typical Responsibilities
Policy Group	City Manager, Directors, Human Resource advisor, Legal advisor, Communications Manager, and Council representation.	<ul style="list-style-type: none"> • Authorize COOP activities. • Provide policy decisions and direction. • Coordinate inter-agency and media communications. • Promote coordination among departments.
COOP Team	COOP Leader, Facility Team, Operations Team, Advisors, and Communications Manager.	<ul style="list-style-type: none"> • Coordinate COOP activities including planning, technical, and facility support. • Implement policy directives related to COOP • Oversee safety and security of COOP personnel and activities. • Manage COOP related public information • Coordinate COOP procurement and contracts when beyond department level. • Assess and report on status of delivery of essential functions to Policy Group.
Facility Team	Personnel with technical expertise to support critical services, systems, or resources necessary to operationalize facilities to support department delivery of essential functions.	<ul style="list-style-type: none"> • Support alternate site selection through assessments. • Ready critical processes, systems, resources, and locations necessary to support essential functions. • Coordination with the operations team for site occupation. • Coordinate locating/contracting for non-City owned alternate facility options.
Operations Team	Personnel with department knowledge, administrative skills, and technical expertise.	<ul style="list-style-type: none"> • Provide department level situational awareness and requests for support for delivery of essential functions. • Perform planning for return to operations, COOP activity sustainment, and contingency requirements. • Provide logistical and technical support to departments to facilitate essential function delivery.

Figure 5 – COOP Roles and Responsibilities

Phases of COOP

The City will use a phased approach to the initiation, management, and eventual de-escalation of COOP activities.

Phase 1: Initiation

- **Notification.** The City intends to use the City's mass notification system to inform leadership of an incident. The Policy Group will assess the situation and determine if COOP activities are necessary. If it is determined that COOP activities are necessary a COOP Leader will be assigned, and the COOP Team will be notified and directed to respond to a designated location. City employees, partners, and the public will be notified of COOP activities, as able and appropriate, using any or all of the communication resources available.
- **Initial Actions.** The Policy Group including the COOP Team Leader will meet, in person or via teleconference, to determine what COOP activities are necessary and what direction will be given to the COOP Team for implementation. The Communication Manager will initiate public messaging and manage media interest. Key COOP department staff will be notified to initiate COOP activities to support delivery of essential services at the primary site or a designated alternate site if necessary.
- **Establish Operations.** The COOP Team will inform the Policy Group when facilities, systems, or resources are prepared to support delivery of essential services. Departments will provide essential services to the best of their ability with the capability available.

Phase 2: Alternate Operations

- **Delivery of Essential Functions.** The department(s) will deliver essential functions using temporary work procedures or from an alternate facility, if needed and able based on incident impact and resource availability.
- **Establishment of Communications.** The department(s) will establish communication internally, to external agencies, and to the public, as able and appropriate.
- **Augmentation of Staff.** As the situation progresses, additional staff will be activated to provide services and functions, as able.
- **Development of Plans for a Return to Operations.** As soon as feasible, the COOP Operations Team will begin planning and preparation of activities to return to normal operations based on resources, staffing, and facility availability.

Phase 3: Return to Operations

- **Ending Alternate Process.** The Policy Group and COOP Team Leader will meet to identify the timeline of concluding COOP activities. Based on their decision the COOP

Team will develop guidance for ending alternate operations and returning to a non-emergency status at the designated facility.

- **COOP Team Conclusion.** The COOP Team will demobilize the site they have been working from, including the delivery of all documentation related to COOP activities performed to Emergency Management. The Communications Manager will provide public information regarding resumption of services and manage media interest.

The table below highlights the key COOP activities to be accomplished by phase. All activities are the responsibility of the COOP Team Lead until delegated to sub teams or staff.

Phase	Key COOP Activities
Phase 1- Initiation	<ul style="list-style-type: none"> • Instruct Facility Team to ready alternate facility, if needed. • Notify impacted local, regional, and State agencies. • Activate plans to transfer to alternate facility. • Notify agency employees and contractors regarding activation of COOP plan and their status. • Assemble documents/equipment required for essential functions at alternate facility. • Continue essential functions at regular facility, if available, until alternate facility is ready. • Activate Facilities and Operations Teams as necessary.
Phase 2 - Alternate Operations	<ul style="list-style-type: none"> • Provide guidance to Contingency group personnel and information to the public. • Identify replacements for missing personnel (delegation of authority and orders of succession). • Commence full execution of operations supporting essential functions at the alternate facility.
Phase 3 - Return to Operations	<ul style="list-style-type: none"> • Supervise return to operations. • Demobilize COOP Team site. • Arrange employee emotional support, if needed. • Deliver public information of status.

Figure 6 - Key COOP Activities

Department COOP Responsibilities

Each City department should have an organizational structure identified to support delivery of essential functions. Department activities are unique; however, at a minimum department's should be prepared to:

- facilitate department COOP activities;
- support activation of alternate facilities, supporting communications, and information technology systems;
- support COG activities as appropriate;
- provide public information content to the Communication Manager for dissemination;
- assess and report situational status for department responsibility;

- develop or implement temporary service plans;
- coordinate resource support for employees emotional and physical wellbeing; and
- lead department recovery activities.

Notification

The City recognizes that the COOP activities could be initiated under a variety of conditions; therefore multiple notification systems may be used for contacting COOP Team members and employees, as appropriate to the situation. Systems include but are not limited to telephone networks, technology-based mass notification tools, such as Code Red or Outlook email, the employee recorded information hotline, or public safety radio systems. The appropriate authorized user of each system will be responsible for making notifications when directed by the Policy Group to do so.

Notification of operational changes will be provided to the public through as many available communication channels as possible, including but not limited to social media, the public recorded information hotline, reader boards, City cable TV channels, local media, City webpage, and postings at City facilities. The City recognizes that many people leverage social media for informational updates, below is a list of City managed digital media communication accounts that may be used to communicate changes to City services delivery or location.

Department	Focus of Communication and address	Communication Channel
City Manager’s Office		
	Citywide (www.kirklandwa.gov)	Website
	Citywide (@kirklandwa.gov)	Facebook
	Citywide (@KirklandGov)	Twitter
	KGOV Kirkland (Comcast 21, Frontier 31)	Cable TV
	KLIFE Kirkland (Comcast 75, Frontier 32)	Cable TV
Fire Department		
	Emergency Management (@KirklandOEM)	Facebook
	Emergency Management (@OEMKirkland)	Twitter
Police Department		
	Patrol (@KirklandWAPD)	Twitter

Figure 7 – Digital Media Communication Accounts

Essential Functions

The City has identified essential functions and continuity of government priorities. The City also identified critical processes, services, systems, and equipment necessary to support each essential function, as well as key personnel required. A detailed list of essential functions and dependencies can be found in each department specific appendix.

The following table provides a high-level summary of department specific areas of essential functions including the Continuity of Government (COG) status and Return to Operations (RTO) target for each function.

Responsible Department	Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
City Attorney	Legal Advice	Provide direct legal advice to city leadership, departments, and for documentation.	No	4 hours
City Council	Leadership	Maintain City Seat of Government, facilitate policy actions.	Yes	2 hours
City Council	Legislation	Support incident and COOP operations through actions and funding allocation.	Yes	4 hours
City Council	Outreach	Liaise with other jurisdictions and elected officials and staff, and connect with the public.	Yes	2 hours
City Manager's Office	City Leadership	Provide leadership for the incident, the city, and the public.	Yes	2 hours
City Manager's Office	Communications	Facilitate internal and external messaging.	Yes	2 hours
City Manager's Office	Intergovernmental Relations	Coordinate political official involvement.	No	6 hours
Courts	Court Hearings	Court proceedings that implement public law.	Yes	12 hours
Courts	In Custody Hearings	Court proceedings that address in custody status.	Yes	72 hours

Responsible Department	Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Facilities	Safety Assessment	Analyze and monitor the status of the safety condition of city facilities.	No	6 hours
Facilities	Repair and Support	Fix, mend, and service city facilities.	No	12 hours
Facilities	COOP Facility Team	Identify and coordinate readiness of COOP sites.	No	4 hours
Finance & Administration	Employee payroll and benefits	Maintain continuity of payroll for city employees.	Yes	12 hours
Finance & Administration	Purchasing	Procure materials and professional services for incident needs.	No	12 hours
Finance & Administration	Manage Money	Monitor and track cash available for city operations.	No	24 hours
Finance & Administration	Record Preservation	Protect vital records.	Yes	12 hours
Fire	Response	Fire, medical, rescue, and hazmat response services.	Yes	2 hours
Fire	Emergency Operations (EOC)	Support and/or coordinate City response to the incident.	Yes	2 hours
Fire	Alert and Warning	Provide public notice of life safety situations and actions.	Yes	2 hours
Fire	Operations Support	Maintain equipment and gear for response efforts.	No	4 hours
Human Resources	Risk Management	Identification, evaluation, and mitigation of risk.	Yes	4 hours
Human Resources	Internal Recruitment	Fulfill requests for personnel for incident response.	No	6 hours
Human Resources	Injury and fatality management	Support the identification and family notification of injured or deceased employees.	No	2 hours

Responsible Department	Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Human Resources	Enforcement	Enforce compliance with laws, union contracts, and ADA requirements.	Yes	4 hours
Human Resources	Safety Training	Conduct just in time safety training for employees and volunteers for the incident.	Yes	4 hours
Human Resources	Workforce Management	Manage safety concerns and support and retain employees.	No	12 hours
Human Resources	Compensation	Manage and maintain pay and benefit system.	Yes	12 hours
Information Technology	Technology Support	Support access to and use of telecom, internet, and computer hardware and software.	No	2 hours
Information Technology	Geographic Information System (GIS)	Support access and implementation of GIS systems.	No	2 hours
Information Technology	Data Maintenance	Maintain data system security and availability.	No	2 hours
Parks & Community Services	Mass Care	Support care, feeding, and shelter operations for city staff performing COOP activities.	No	24 hours
Parks & Community Services	COOP Support	Participate on COOP Facilities Team.	No	6 hours
Planning and Building	Building Inspection	Perform emergency building inspections.	Yes	12 hours
Police	Patrol	Respond to emergency calls and support traffic operations.	Yes	2 hours

Responsible Department	Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Police	Corrections	Maintain operations of the correction facility providing for clients.	Yes	2 hours
Police	Investigations	Investigate felony crimes.	Yes	24 hours
Police	Incident Support	Provide security assistance for incident response.	Yes	6 hours
Public Works	Water	Facilitate water distribution to fire hydrants and COOP facilities.	No	2 hours
Public Works	Fleets and Equipment	Vehicle and fuel service for City personnel.	No	2 hours
Public Works	Incident Support	Support Department and COOP activities with staff and logistics.	No	4 hours
Public Works	Streets	Clear priority routes for incident and COOP activities.	No	12 hours
Public Works	Sewer	Facilitate sewer services for COOP facilities.	No	12 hours

Figure 8 – Essential Functions by Department

Order of Succession

If the City Manager, Council Members, or Directors are unavailable during an emergency, the City has established Orders of Succession and when appropriate Delegations of Authority to support continuation of City government.

The City recognizes the importance of leadership in the delivery of essential functions and thus has identified the following Order of Succession, based on position, to support operations during an emergency or disaster.

Department	Order of Succession by position
City Council	<ol style="list-style-type: none"> 1. Mayor 2. Deputy Mayor 3. Councilmember chosen by Council in absence of Mayor or Deputy Mayor
City Manager's Office	<ol style="list-style-type: none"> 1. City Manager 2. Deputy City Manager 3. Deputy City Manager 4. City Attorney
City Attorney's Office	<ol style="list-style-type: none"> 1. City Attorney 2. Senior Assistant City Attorney 3. Assistant City Attorney
Court	<ol style="list-style-type: none"> 1. Judge 2. Court Administrator 3. Court Supervisor 4. Probation Supervisor
Facilities	<ol style="list-style-type: none"> 1. Facilities Services Manager 2. Facilities Lead 3. Facilities Tech III
Finance and Administration Department	<ol style="list-style-type: none"> 1. Finance Director 2. Accounting Manager 3. Financial Planning Manager 4. Customer Service Supervisor 5. City Clerk
Fire Department	<ol style="list-style-type: none"> 1. Fire Chief 2. Deputy Fire Chief 3. Battalion Chief 4. Ranking Officer
Human Resources Department	<ol style="list-style-type: none"> 1. Human Resources Director 2. Senior Human Resources Analyst 3. Safety and Risk Analyst
Information Technology	<ol style="list-style-type: none"> 1. Information Technology Director 2. Information Technology Manger Network and Operations 3. Information Technology Manager Enterprise Applications 4. Information Technology Manager Spatial Systems
Parks & Community Services	<ol style="list-style-type: none"> 1. Director 2. Deputy Director, Planning & Community Services 3. Deputy Director, Operations 4. Parks Operation Manager 5. Recreation Services Manager
Planning and Building Department	<ol style="list-style-type: none"> 1. Director 2. Deputy Director 3. Building Official 4. Development Review Manager
Police Department	<ol style="list-style-type: none"> 1. Police Chief 2. Captain 3. Lieutenant 1. Sergeant

Department	Order of Succession by position
Public Works	<ol style="list-style-type: none"> 1. Director 2. Deputy Director 3. Streets Division Manager 4. Development Engineering Manager 5. Transportation Manager 6. Capital Projects Manager 7. Surface & Wastewater Manager 8. Water Manager

Figure 9 – Order of Succession by Position

Alternate Facilities

The City recognizes that normal operations may be disrupted and that there may be a need to perform essential functions at alternate locations. A list of City owned facilities can be found in the City Facilities Annex of this Plan. It is understood that although preferred alternate sites have been identified by some departments, the ultimate decision as to which site to use will be dependent upon the situation, condition of the alternate site, and potential duration of need. For specific details of relocation site requirements by department see the Support Requirements Appendix of this Plan.

If relocation is necessary, the Facility Team will perform a site evaluation to confirm the facility is safe for use and to identify resources necessary to make the site operational for the designated department.

The department will prepare to relocate by informing employees of the need to relocate and of their role in the transition. The department will retrieve their Go-Kit, if able, and initiate establishment of essential functions at the designated alternate site. Once the alternate site is established, staffed, and ready for operations, and if appropriate, public messaging will be provided via all methods available to inform the community of where and how to reach the services of the department.

The department will operate from the alternate location until such a time that the original facility is available for reoccupation, or a new location has been identified and prepared for operations. Transition to the original or new facility will initiate with establishment of the work area, followed by movement of personnel, notification of relocation, and implementation of service.

Communications

Communications is a critical capability for City government as communication systems support connectivity to internal organizations, external partners, critical vendors and customers, and the public. To support communications during COOP activities, the City has identified primary and alternate communication resources. The Operations Team Support Group will coordinate with the Facilities Team and departments to provide as many normal communication methods as possible, based on operational status, during a COOP scenario.

Systems may be limited due to infrastructure failures caused by the emergency or disaster, thus prioritization of capability may need to occur based on life safety, COG requirements, and incident management demands.

The majority of City operations desire the ability to use telephone, email, and text messaging communication systems. Some field based departments, such as fire and police, rely on the public safety 800 MHz radio system for tactical communications. The Support Requirements Appendix of this Plan provides an overview of communication systems used in the City. For departments that leverage unique communication capabilities for delivery of essential services, that information can be found in their department specific Appendix.

Vital Records and Databases

The City has identified vital records and databases, which facilitate the performance of essential functions. Although most functions can be performed by using hard copy forms, departments benefit greatly by having access to electronic databases for research and verification purposes.

Departments that rely on electronic documents and forms are encouraged to produce at least master hard copy versions for inclusion in their Go-Kit. Most hard copy documents will require data entry or electronic retention if used during COOP activities.

One key database several departments referenced as a key resource for operations is access to Geographical Information Services (GIS) systems, files, and resources.

The Information Technology Department maintains contact information for vendors and contractors available to support the restoration of vital records, systems, and processes.

Detailed listing of vital records and database requirements can be found in the department specific appendices Attachment A: Essential Functions Worksheet of this Plan.

Critical Systems and Equipment

The City has identified critical systems and equipment necessary to support a COOP incident. The primary equipment needed by all departments include technology based solutions such as cell phones, computers, printers, and Microsoft Office and department specific operations software programs.

In addition to technology resources many departments identified City vehicles as critical equipment to their operations.

Field based departments, such as Public Works, also identified personal protective equipment as a requirement of safe operations. Specific department systems and equipment requirements can be viewed in the department specific appendices Attachment A: Essential Functions Worksheet.

Technology based systems can be viewed in the Appendix to this Plan under the Support Requirements section.

External Contacts

The City contracts with numerous vendors for support and delivery of essential functions. The expectation is that contracted vendors will have continuity plans to facilitate service delivery to the City.

The City is a local, regional, and State partner in the support and delivery of services to the public and business communities. The City values the partnership and agreements that have been established and intends to leverage those relationships as able for the support and delivery of essential functions during a COOP incident.

Go-Kits

Departments are expected to develop and maintain, at least quarterly, a "go-kit" comprised of critical documents (electronic and hard copy) including forms and files, staff rosters and contact information, key partner, customer, and vendor contact lists, and appropriate supplies to support initial COOP activities and establishment of service delivery from an alternate site.

The department go-kit should be mobile and easily accessible by staff. All department staff should know the location of the go-kit, particularly personnel with a COOP department assignment.

Each employee with a COOP designated role is expected to create a "go-kit" to enhance preparedness for responding to an incident. A go-kit should contain those items considered essential to supporting operations at an alternate site. Each kit may be somewhat unique, but most should include such items as COOP checklists, key contact lists (names, phones, addresses, etc.), files specific to positions, specialized tools routinely used, and maps of the local area and potential alternate sites.

Recommended go-kit items and a list of personal preparedness items all staff are encouraged to keep at their desk can be found in the Annex of this Plan.

For home, family, and car preparedness kit recommendations visit the City Emergency Management website at http://www.kirklandwa.gov/depart/Fire_Services/prepare.htm.

Employee Support

A situation that requires the implementation of COOP activities can be stressful and physically or emotionally upsetting to employees and volunteers. The City will endeavor to support and provide the appropriate resources to assist personnel with managing crisis stress management. Resources may include increase awareness or access to the Employee Assistance Program (EAP), formal Critical Incident Stress Management (CISM) sessions, on site mental, emotional, or spiritual support staff, or referral to professional mental health providers.

COOP Plan Maintenance

The City intends to maintain a viable COOP capability through the review and update of this Plan partnered with training and exercising on COOP activities.

The Office of Emergency Management will coordinate the maintenance of this Plan.

Activity	Tasks	Frequency	Responsibility
Plan update	Review entire plan for accuracy Incorporate lessons observed and improvement adjustments Manage distribution of plan updates	Annually	OEM
Update Order of Succession	Obtain names of current incumbents and designated successors Confirm or update Delegation of Authorities	As-needed and at least Annually	OEM with department support
Checklists	Update and revise checklists	As needed	OEM
Orient elected officials and senior management	Brief on Plan, COOP concepts, and their responsibilities related to COOP activities	Annually for all and within 30 days of new appointment or hire	OEM with City Manager support
Plan and conduct COOP activity exercise	Conduct at least one drill, table-top, or functional internal exercise testing part or all COOP activities Conduct joint exercise with local, regional, and/or state agencies	Annually As available	OEM with department support OEM with department support

Figure 10 – COOP Plan Maintenance



City of Kirkland Continuity of Operations Continuity of Government Appendix List

Decision Guide

Check Lists

- Activation of COOP
- Deactivation of COOP

COOP Support

- Communications
- Facilities
- Information Technology

Departments

- City Attorney's Office
- City Manager's Office
- City Council
- City Court
- Facilities
- Finance & Administration
- Fire
- Human Resources and Performance Management
- Information Technology
- Parks and Community Services
- Planning and Building
- Police
- Public Works

Training and Exercise

- Training Course List
- Exercise Design Guide
- Exercise Scenarios
- Department COOP Plan Orientation PowerPoint Template

COOP Activity Decision Guide

<p>NOTE: Implement COOP activities as needed based on the incident. Not all criteria needs to be met to initiate COOP activities. Decisions should be made based on the actual situation and impacts. This matrix is intended to offer guidance, and is in no way definitive direction.</p>					
	Inconvenience	Limited COOP	Full COOP	Catastrophic	Notes
OVERVIEW	Can be addressed with available resources and routine actions.	Requires a change to resource use or allocation with some form of impact to services, COG, facility use, or essential functions.	Requires changes in resource allocation, staff roles, facility use, and operations to meet COG and essential function requirements.	Major incident that has impacted the city's ability to perform essential functions or COG. Requires extensive change to staffing and operations for an extended period of time.	
Services	Minimal effect on services or impact to essential functions. No disruption to COG.	Limited department(s) affected requiring action. Impact to services provided by affected departments – able to provide essential functions with support. Limited or no disruption to COG. Order of Succession may be required for a limited number of positions. Minimal budget impact.	Multiple departments affected requiring action. Services limited to essential functions for most or all departments affected. May include some impacts to COG. Order of Succession may be required for more several positions. Moderate to major budget impacts.	Affects all departments and essential functions requiring action. Services limited to essential functions, may not be able to support all essential functions. May include substantial impacts to COG. Order of Succession may be required for numerous positions. Significant financial impacts that exceed budget capability.	

COOP Activity Decision Guide

	Inconvenience	Limited COOP	Full COOP	Catastrophic	NOTES
People	Minimal or no impact to public. Minimal impact to employees.	Disruption to some employees and limited public. Able to coordinate with impacted departments and staff directly.	Hazard to employees or public. Disruption to multiple employee groups and the general public. Increased need to closely coordinate actions with all departments. Potentially requires some level of coordination with regional partners.	Hazards to employees and public. Significant interruption to employees and public. Requires planned coordinated action across city. Requires coordination of actions with regional partners.	
Facilities	Minimal to no impacts to facilities.	Direct impact to at least one facility making it unavailable or unable to meet operational needs.	Impact to multiple or critical facility requiring relocation for support of essential functions.	Major damage to multiple facilities requiring relocation for essential functions.	
Estimated Recovery of full operations	≤ 36 hours	3 - 6 weeks	3 – 6 months	3 – 6 years	
DECISION	No COOP required. Manage with available resources at the department level.	Implement COOP activities for departments/facilities directly affected. Manage at the department level.	Implement COOP activities for all affected departments/facilities. Manage with the COOP Team.	Implement all COOP activities as able and required. Manage with the COOP Team.	

Implement COOP activities as needed based on the incident. Not all criteria needs to be met to initiate COOP activities. Decisions should be made based on the actual situation and impacts. This matrix is intended to offer guidance, and is in no way definitive direction.

DEPARTMENT COOP ACTIVATION CHECKLIST

Check When Done	Task	Completed by Print/ Initial	Completed at Date/time	Delegated to
<input type="checkbox"/>	Notify department leadership of incident and need for COOP activity			
<input type="checkbox"/>	Identify alternate facility if needed Contact COOP Facilities team			
<input type="checkbox"/>	Obtain Department Go-Kit			
<input type="checkbox"/>	Notify Staff of COOP activity and direct who is to do what, when, and where			
<input type="checkbox"/>	Establish work area at alternate site, if needed. Establish capability for essential function delivery.			
<input type="checkbox"/>	Implement alternate work process for - _____ - _____ - _____			
<input type="checkbox"/>	Hold in person (if possible) staff brief to inform all as to essential functions, priorities, capabilities, and any safety messaging.			
<input type="checkbox"/>	Update Public Phone lines – if appropriate			
<input type="checkbox"/>	Update or request update to digital media – if appropriate			
<input type="checkbox"/>				
<input type="checkbox"/>	Establish contact with critical partners.			
<input type="checkbox"/>				
<input type="checkbox"/>	Monitor COOP activities – inform leadership if essential functions cannot be delivered.			
<input type="checkbox"/>	Plan for staff relief, support, and stress management.			

DEPARTMENT COOP ACTIVATION CHECKLIST

Important Numbers:

XXXX Facility

XXXX Vendor

XXXX Supplier

COOP Communication Resources						
Resource	Provider	Service(s) Provided	Alternate Resource	Alternate Capability	Notes	Managing Department
Email	Microsoft Exchange (Outlook)	Sending and receiving of messages and files, Calendaring, contact lists.	None	N/A	Requires intra and internet access. Is accessible remotely if capability is turned on. Requires computer or smart phone with data connection.	IT
Cisco Office Phones	Frontier	Voice calls, voicemail	City or personnel cell phones	Same plus text and data	Requires VOIP connection.	IT
Cell Phones	Various	Voice call, text messaging, data, hot spot	Personal cell phones	Same	Not all employees have city issued or subsidized cell phones.	IT and departments for personnel phones
Radios	Puget Sound Emergency Radio Network (PSERN)	800 MHz first response 2 way communications	None	N/A	Assigned to fire and law enforcement only. Hardware cache available through HLS Region 6 (King County).	Public Works Fleets
Digital Media	Various	Webpages, Twitter, Facebook, cable broadcast	Partner accounts	Same	Joint Information Center is Coordination point for messaging.	CMO for coordination By department for posting
Reader boards	City	Text message	Mobile boards	Text message	Fire Stations, Community Centers, PW	By Department
GETS WPS	Federal Government	Priority phone calls	None	None	Fire, Police, CMO, and most directors have cards.	Emergency Management
HAM	Volunteers	Radio communications, Packet radio via Winlink	None	None	Emergency transmissions ONLY not secure, relies on volunteers Not allowable for COOP/recovery efforts per FCC	Fire
Hotlines	Frontier	Recorded public and employee messaging	None	None	Requires phone system/VOIP connection.	Emergency Management

XXXX DEPARTMENT COOP DEACTIVATION CHECKLIST

Check When Done	Task	Completed by Print/ Initial	Completed at Date/time	Delegated to
<input type="checkbox"/>	Notify department leadership of estimated time for ending COOP activities.			
<input type="checkbox"/>	Confirm original or new facility is ready for occupation. Contact COOP Facilities team			
<input type="checkbox"/>	Develop transition plan for relocation or return to full operations.			
<input type="checkbox"/>	Notify Staff of COOP activity status and direct who is to do what, when, where			
<input type="checkbox"/>	Establish work area at designated site.			
<input type="checkbox"/>	Wrap up alternate work processes for - _____ - _____ - _____			
<input type="checkbox"/>				
<input type="checkbox"/>	Hold staff brief to inform all as to current conditions, priorities, and any safety messaging.			
<input type="checkbox"/>	Update or request update to digital media – if appropriate			
<input type="checkbox"/>	Update Public Phone lines – if appropriate			
<input type="checkbox"/>	Inform critical partners of change in operations.			
<input type="checkbox"/>				
<input type="checkbox"/>	Monitor transition of COOP activities, gather documentation, and lessons observed for after action review.			
<input type="checkbox"/>	Plan for staff relief, support, and stress management.			

XXXX DEPARTMENT COOP DEACTIVATION CHECKLIST

Important Numbers:

XXXX Facility

XXXX Vendor

XXXX Supplier

COOP Essential Function Alternate Facility Requirements							
Department	Physical size	Location Proximity	Infrastructure*	Technology**	Public Access	Parking/Staging	Comments
City Manager Office	Work space for 4 people Conference space for 15	Near Council, EOC, and COOP Team	Basics Needs	Basic Needs	Not required	Parking for 4 staff and for 15 limited length staff visitors	Security may be necessary depending on the incident.
City Attorney Office	Work space for 3 people	Near Council, EOC, CMO, and COOP Team	Basic Needs	Basic Needs	Not required	Parking for 3	
City Council	Work space for 8 people Public Meeting area	In the City boundaries. Near CMO.	Basic Needs	Basic Needs If possible ability to broadcast meeting space.	Not for work space. Required for meeting space.	Parking for 8 staff. Parking for public meeting space.	Security may be necessary depending on the incident
Municipal Court	Separate work space for 4 staff. Courtroom space for at least 6 people.	Very near or at Jail. If not at Jail transportation will be required.	Basic Needs	Basic Needs Recorder. Can function without computer if must.	Required for courtroom space.	At least space for 4 staff, plus a few limited length public visitors.	Courtroom space will require security measures.
Facilities	Work space for 3 staff	Anywhere	Basic Needs	Basic Needs	Not Required	Access to City facilities vehicles	
Finance & Administration	Work space for 6 staff.	Close to operations. Centrally located for staff and public.	Basic Needs	Basic Needs	Required	Parking for 6 staff, plus a few limited length public visitors.	Security measures may be required due to payment processing component.

COOP Essential Function Alternate Facility Requirements							
Department	Physical size	Location Proximity	Infrastructure*	Technology**	Public Access	Parking/Staging	Comments
Fire	Work space for 6 admin staff. 24 hour operations for 5 "fire stations" and EOC space for 20 staff	Admin anywhere. Stations strategically placed across city. EOC near CMO	Basic Needs Fire Stations need sleeping and shower capability. EOC needs back up power/lighting.	Basic Needs Fire stations and EOC need radio capability.	Admin and EOC space not required. Fire Stations require public access.	Admin parking for 6 staff. Fire Stations parking for 3-5 staff and response units (varies by site) EOC parking for 20	Security measures may be required for fire stations and EOC depending on incident. Fire apparatus parked outside may require 24/7 security.
Human Resources	Work space for 3 staff	Anywhere, ideally near CMO	Basic Needs	Basic Needs	Not required.	Parking for 3 staff.	
Information Technology	Work space for up to 31 staff	Anywhere. Ideally located together.	Basic Needs White Boards	Basic Needs High Speed internet	Not required.	Parking for up to 30 staff.	Some staff may be able to work from home if the network infrastructure is adequate.
Parks & Community Services	Work space for 20 staff	Anywhere	Basic Needs	Basic needs	Not required.	Parking for up to 20 staff.	Depending on incident, may need community center structures.
Planning & Building	Work space for 10 inspectors plus file storage.	Anywhere	Basic Needs	Basic Needs	Not required.	Parking for 10 staff.	Secure file storage.

COOP Essential Function Alternate Facility Requirements							
Department	Physical size	Location Proximity	Infrastructure*	Technology**	Public Access	Parking/Staging	Comments
Police Operations	Workplace for 7, workstations for 5 officers, conference room for 20, secured storage for uniforms and gear	Within City Operations, administration, records, and investigations would work smoother if in close relation to each other.	Power, cell coverage, ac/heat Possibly need shower facilities and temporary lockers.	Computers, intra and internet access, printer	Restricted	Parking for 50 vehicles (patrol cars and officers vehicles)	
Police Investigations	Workplace for 10, conference room	Within City	Power, cell coverage, ac/heat	Computers, intra and internet access, printer	No.	Parking for 25 vehicles (investigation vehicles and detective vehicles)	
Police Administration	Workplace for 12, conference room	Near EOC and Policy Group	Power, cell coverage, vehicles	Computers, intra and internet access, printer	No.	Parking for 15 vehicles	
Police Records	Workplace for 10	Within City	Power, cell coverage, ac/heat	Computers, intra and internet access, printer	Yes.	Parking for 10 vehicles	
Police Traffic Training	Workplace for 10	Within City	Power, cell coverage, ac/heat	Computers, intra and internet access, printer	No.	Parking for 15 vehicles	
Police Evidence	Workplace for 2, secured facility for storage of evidence (approximate 500 sq. ft.)	Within City	Power, cell coverage, ac/heat	Computers, intra and internet access, printer	Restricted	Parking for 4 vehicles	

COOP Essential Function Alternate Facility Requirements							
Department	Physical size	Location Proximity	Infrastructure*	Technology**	Public Access	Parking/Staging	Comments
	secured vehicle storage for 4						
Corrections	Workplace for 4, Area to house 12 inmates temporarily	Within City	Power, cell coverage, ac/heat, Showers, toilets	Computers, intra and internet access, printer	Yes. Secured	Parking for 15 vehicles	
Police Quartermaster	Workplace for 1, area to store police gear uniforms	Within City(near Ops)	Power, cell coverage, ac/heat		No.	Parking for 3 vehicles	
Public Works Annex	Office space for 27 people	Near City Hall PW employees	Power, water, network, restrooms	Network Access, Computers, Phone	No	Parking for staff;	Can be split up;
Public Works at City Hall	Office space for 38 people	Near other City Hall Employees	Power, Water, restrooms	Network Access, Computers	Yes	Parking for staff	Can be split up
Public Works Maintenance Center	Office space for 19 people, storage containers (2)	Within City Limits	Power, water, network, restrooms	Network Access Computers, Handheld Radios (12), Radio connected to Seattle Public Utilities Phones	No	Parking for 80 vehicles	
Public Works Shops	6 work areas, including small tool	Near 405, within City limits, 1 mile from City Hall	Power, water, network, Restrooms	Network Access, Computers Phones	No	Approximately 2.5 acres for equipment parking	Access to fuel, ability to clean vehicles, dispose of decant/spoils

COOP Essential Function Alternate Facility Requirements							
Department	Physical size	Location Proximity	Infrastructure*	Technology**	Public Access	Parking/Staging	Comments
	and gear storage						
Public Works Fleet Office and shop	Office space for 6 people	Within City Limits	Power, water, network	Network Access, Computers	Deliveries	Approximately 2500 sf for shop space	Locked storage, equipment lift, repair tools, generators
Public Works Fleet Area at KJC	Small office	Close proximity to PD and Fire	Power, water, network, heat,	Network Access, Computers, Phones	Limited; deliveries	2 bays and some off street parking can be shared with KJC	
Public Works Warehouse	Office space for 2 people	Close proximity to shops	Power, water,	Network access, Computers, Phones	Deliveries	As much storage as possible Locked storage Equipment lift	Deicer containers may need to be stored.
PW Storage Containers	2 at the MC	Close proximity to staff	N/a	N/A	N/A	N/A	N/A

*Infrastructure – Basic needs is defined as power with lighting, climate control, sanitation facilities, cooking or meal delivery capability, telecommunications, and network connection.

** Technology – Basic needs is defined as computer (desktop or laptop), phone, network access (intranet and internet), and printing capability.

COOP Critical Systems and Equipment		
Department	Systems *	Equipment**
City Attorney	Municipal Listserve	Nothing Unique
City Council	Nothing Unique	Audio Recorder
City Manager's Office	Facebook, Twitter, SharePoint	Nothing Unique
Courts	LUMIS, Law Base JIS, FTR, TRIM, ENCOURT, JABS, I.Lingua	Audio Recorder
Facilities	Lucity	Nothing Unique
Finance & Administration	IFAS, Telestaff, Springbrook, TRIM	Receipt Printer, Check Printer
Fire	GIS, DOT Online, MSDS Online, WebEOC, Office Word and Excel, CODE RED	800 MHz radios, Mobile computers in vehicles
Human Resources	IFAS	Nothing Unique
Information Technology	NETAPP, Simpana	Servers, firewalls, IDS/IPS Endpoint AV, routers, switches, voice server
Parks & Community Services	Nothing Unique	Nothing Unique
Planning and Building	EnerGov	Nothing Unique
Police	DOL database, New World, NCIC, WACIC, GIS	800 MHz radios, mobile computers in vehicles
Public Works	Lucity, GIS	Generators, radios, vehicles

* Systems - All departments identified the intranet, internet, voicemail, text messaging, and Outlook as critical systems needed for essential functions.
 ** Equipment – All departments identified desk phones, computers, printers, and cell phones with data service as critical technology equipment for essential services.

This information is not intended to be an exhausted list and is subject to change at any time.



City of Kirkland Continuity of Operations Continuity of Government City Attorney’s Office Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the City Attorney’s Office (CAO) is responsible for advising City of Kirkland (“City”) leadership on legal issues and developing legal documents related to the incident. The CAO is flexible and adaptable and has limited resource requirements for the delivery of essential function tasks.

Essential Function

The CAO has identified its essential function during COOP activities as guidance and advice. Detailed information about the delivery of this service is available in Attachment A Essential Function Worksheet of this appendix. Below is a high-level summary of support including the Continuity of Government (COG) status of the function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Legal Advice	Provide direct legal advice to City leadership, departments, and staff. Prepare relevant documents in response to incident.	No	4 hours

Key Personnel

The CAO has identified key roles supporting the essential function of the office. The CAO has established the following order of succession.

Essential Function	Order of Succession by position
Legal Advice	<ol style="list-style-type: none"> 1. City Attorney 2. Senior Assistant City Attorney 3. Assistant City Attorney

Delegations of Authority

There is no requirement for formal documented delegations of authority for the CAO. Order of succession is based on Delegation of Authority from City Attorney dated July 27, 2017. See Attachment B Delegation of Authority for details.

Department Relocation

Incident impacts and operational needs will dictate the safe options for relocation; therefore, the CAO does not have a designated alternate location. Whenever possible, the CAO will relocate within the city limits and near the City Manager's Office and City Council locations.

Possible alternate locations for the CAO include Fire Station 26 (9930 124th Ave NE) or the Kirkland Justice Center (11740 NE 118th St).

Communications

The CAO does not have any unique communication requirements, but does rely heavily on internet connectivity, computers and other normal operational systems. The intent is to use normal operational systems, or as many of them as are possible, including but not limited to desk phones, cell phones, Outlook email, and text messaging for communication during a COOP scenario.

Vital Records, Files, and Databases

The CAO has identified vital records to include copies of or access to the Municipal Attorney Listserve, the Washington State Municipal Research & Services Center, and local, state, and federal legal file databases. In addition, vital files include City Council documents and the City Municipal Codes.

Critical Systems

The CAO identified the need to access the internet as a critical system for research and development of essential function tasks.

Critical Equipment

The CAO has identified technology resources as critical to support essential function tasks. These resources include but are not limited to telephones, computers, and printers.

External Contacts

The CAO has identified the Municipal Attorney's Listserve, Washington State Municipal Research & Services Center (MRSC), and legal advisors at state and federal levels of government as external contacts during COOP activities.

Return to Operations

The CAO will have continual, but possibly limited, operations during a COOP incident. Return to operations includes the relocation back to the original facility or a new facility if the CAO is working from an alternate site. The CAO will resume normal business activities, in addition to incident, COOP, or recovery activities, as able based on resources.

Department Resource Documents

The attached documents provide information regarding the CAO support for delivery of its essential function.

- Attachment A: Essential Function Worksheet
Attachment B: Delegation of Authority

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ATTACHMENT A

City Attorney's Office Essential Function Worksheet

Essential Function	Essential Function Description	Key Positions and Back Up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Legal Advice	Drafts, writes, or reviews documents, agreements, contracts or proclamations and provides direct legal advice to city leadership and departments	City Attorney Assistant City Attorney	Municipal Attorney Listserve WA Municipal Research & Services Center	Municipal Attorney Listserve Kirkland Municipal Code	Computer Telephone	Internet access WA Municipal Research & Services Center	4 hours

**CITY OF KIRKLAND, WASHINGTON
KIRKLAND CITY ATTORNEY
DELEGATION OF AUTHORITY**

The undersigned, Kevin Raymond, is the duly appointed City Attorney for the City of Kirkland, Washington ("City"). The undersigned hereby authorizes and delegates to the individuals identified below, in the order identified, the authority to serve as Acting City Attorney in the absence of the City Attorney, and in connection therewith to execute any contract, certificate, pleading or other document that the City Attorney is authorized to execute and deliver on behalf of the City. The signatures of the individuals identified below shall be as binding on the City as if the document had been executed by the City Attorney:

1. Stephanie E. Croll, Sr. Assistant City Attorney
2. Wm. R. Evans, Assistant City Attorney

This authorization shall be effective immediately and shall remain in effect for so long as we continue to hold our respective offices.

DATED this 27th day of July, 2017.

CITY OF KIRKLAND, WASHINGTON

Kevin Raymond
Kevin Raymond, City Attorney

STATE OF WASHINGTON)
)ss:
COUNTY OF KING)

On this 27th day of July, 2017, before me, the undersigned, a Notary Public in and for the State of Washington, duly commissioned and sworn, personally appeared Kevin Raymond, to me known to be the City Attorney of the City of Kirkland, the municipal corporation that executed the foregoing instrument, and acknowledged the said instrument to be the free and voluntary act and deed of said City, for the uses and purposes therein set forth, and on oath stated that he was authorized to sign said instrument.

WITNESS my hand and official seal hereto affixed the day and year first above written.



Leta B. Santangelo
Print Name: Leta B. Santangelo
NOTARY PUBLIC in and for the State
Washington, residing Kirkland
Commission expires: 12-19-2017



City of Kirkland Continuity of Operations Continuity of Government City Manager’s Office Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the City Manager’s Office (CMO) is responsible for the overall incident management, City of Kirkland (“City”) leadership, public information, and intergovernmental relations. The CMO operations provide direction and guidance and thus is flexible and adaptable and has limited resource requirements to perform essential functions.

Essential Functions

Essential functions of the CMO during a COOP incident include leadership, communications, and intergovernmental relations. Detailed information about the delivery of these services is available in Attachment A Essential Function Worksheet of this appendix. Below is a high-level summary including Continuity of Government (COG) status for each function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
City Leadership	Provide leadership for the incident, the city, and the public.	Yes	2 hours
Communications	Facilitate internal and external messaging.	Yes	2 hours
Intergovernmental Relations	Coordinate political official involvement.	No	6 hours

Key Personnel

The CMO has identified the City Manager, Intergovernmental Relations, and Communications Manager as key roles supporting the essential functions of the office. The CMO has established the following order of succession for sustainment of these positions.

Essential Function	Order of Succession by position
City Leadership	<ol style="list-style-type: none"> 1. City Manager 2. Deputy City Manager 3. Deputy City Manager 4. City Attorney
Intergovernmental Relations	<ol style="list-style-type: none"> 1. Intergovernmental Relations Manager 2. City Manager 3. Deputy City Manager 4. Deputy City Manager
Communications	<ol style="list-style-type: none"> 1. Communications Manager 2. Web and Media Content Specialist 3. Intergovernmental Relations Manager

Delegations of Authority

Delegations of authority for specific CMO responsibilities are on file with the City Clerk's Office. Copies of the CMO delegation of authority are available in Attachment B and C Delegation of Authority of this appendix.

Department Relocation

Incident impacts and operational needs will dictate the safe options for relocation; therefore, the CMO does not have a designated alternate location. Whenever possible, the CMO will relocate within the city limits and near the Emergency Operations Center and City Council.

Possible alternate locations for the CMO include Fire Station 26 (9930 124th Ave NE) or the Kirkland Justice Center (11740 NE 118th St).

Communications

The CMO does not have any unique communication requirements, but does rely heavily on internet connectivity, computers and normal operational systems. The intent is to use normal operational systems, or as many of them as are possible, including but not limited to desk phones, cell phones, Outlook email, and text messaging for communications during a COOP scenario.

The CMO has access to the employee and public information hotline resources for mass recorded information dissemination.

The CMO staff have Government Emergency Telephone System (GETS) and Wireless Priority System (WPS) capability as well.

The CMO also has one 800 MHz handheld radio, at the City Manager's desk, for use when other communication systems are not operational.

Vital Records, Files, and Databases

The CMO has identified vital records to include contact lists for internal and external leaders and documents generated by City Council actions.

Critical Systems

The CMO identified critical systems to support essential functions as the intranet and internet specifically those related to public information digital media tools, such as website content management, Facebook, and Twitter.

Critical Equipment

The CMO has identified communication resources as critical to support essential functions. These resources include but are not limited to mobile phones, computers, and printers.

External Contacts

The CMO is not dependent on external agencies for delivery of essential functions. However, the CMO does acknowledge the support partners at local, state, and federal levels of government can provide and intends to engage with these agencies, as appropriate.

Return to Operations

The CMO will have continual, but possibly limited, operations during a COOP incident. Return to operations includes the relocation back to the original facility or a new facility if the CMO is working from an alternate location. The CMO will resume normal business activities, in addition to any incident or COOP activities, as able based on resources available.

Department Resource Documents

The attached documents serve as resources that support COOP activities related to essential functions, authorities, and staff.

Attachment A:	Essential Function Worksheet
Attachment B:	Delegation of Authority
Attachment C:	Delegation of Authority
Attachment D:	Succession and Delegation Order

ATTACHMENT A

City Manager's Office Essential Functions Worksheet

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Incident Leadership	Provides overall direction and control of COOP COG activities. Implement Council decisions and directives.	City Manager Deputy City Manager(s) City Attorney	N/A	Council meeting records	Computer Telephone - desk	Internet, intranet, SharePoint	2 hours
Inter-governmental Relations	Coordinates political leadership interaction at city, county, state, and federal levels.	Intergovernmental Relations Manager City Manager Deputy City Manager(s)	KC Exec Office WA State Governor's Office State Legislators Congressional Delegation	Contact list for elected officials	Computer Telephone (desk and cell)	Email Voicemail	6 hours
Public Information	Manage oversight of all incident internal and external public messaging.	Communication Program Mgr. Communication Program Spec.	King County Public Information Network	Media Contact List	Computer Telephone - cell	Internet Twitter Facebook	2 hours

ATTACHMENT A

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
City Leadership	Direct, lead, and inform city staff on situation, needs, decisions, actions, and directives. Serve as face of incident to staff and public.	Intergovernmental Relations Manager City Manager Deputy City Manager(s) City Attorney	N/A	Contact list	Computer	Outlook, SharePoint	2 hours

CITY OF KIRKLAND, WASHINGTON

DELEGATION OF AUTHORITY

The undersigned, Kurt Triplett, is the duly appointed and acting City Manager of the City of Kirkland, Washington (the "City"). The undersigned hereby authorizes and delegates to Marilynne Beard, the Assistant City Manager of the City, whose name and signature appear below, the authority to execute and deliver on my behalf any contract, certificate or document that I am authorized to execute and deliver on behalf of the City. Her signature, as Assistant City Manager, on behalf of the City, shall be as binding on the City as if the document had been executed by the City Manager.

This authorization shall be effective immediately and shall remain in effect for so long as we continue to hold our respective offices.

DATED this 28 day of June, 2010.

CITY OF KIRKLAND, WASHINGTON

Kurt Triplett
KURT TRIPLETT, CITY MANAGER

Marilynne Beard
MARILYNNE BEARD, ASSISTANT CITY MANAGER

STATE OF WASHINGTON)

ss:

COUNTY OF KING)

On this 28th day of June, 2010, before me, the undersigned, a Notary Public in and for the State of Washington, duly commissioned and sworn, personally appeared Kurt Triplett, to me known to be the City Manager of the City of Kirkland, the municipal corporation that executed the foregoing instrument, and acknowledged the said instrument to be the free and voluntary act and deed of said City, for the uses and purposes therein set forth, and on oath stated that he was authorized to sign said instrument.

WITNESS my hand and official seal hereto affixed the day and year first above written.

KATHI ANDERSON
NOTARY PUBLIC
STATE OF WASHINGTON
My Commission Expires August 19, 2012

Kathi Anderson
Print Name: KATHI ANDERSON
NOTARY PUBLIC in and for the State
Washington, residing Kirkland
Commission expires: 8-19-2012

CITY OF KIRKLAND, WASHINGTON

DELEGATION OF AUTHORITY

The undersigned, Kurt Triplett, is the duly appointed and acting City Manager of the City of Kirkland, Washington (the "City"). The undersigned hereby authorizes and delegates to Tracey Dunlap, Deputy City Manager of the City, whose name and signature appear below, the authority to execute and deliver on his behalf any contract, certificate or document that the City Manager is authorized to execute and deliver on behalf of the City. Her signature, as Deputy City Manager, on behalf of the City, shall be as binding on the City as if the document had been executed by the City Manager.

This authorization shall be effective immediately and shall remain in effect for so long as we continue to hold our respective offices.

DATED this 11 day of March, 2015.

CITY OF KIRKLAND, WASHINGTON

Kurt Triplett
KURT TRIPLETT, CITY MANAGER

Tracey Dunlap
TRACEY DUNLAP, DEPUTY CITY MANAGER

STATE OF WASHINGTON)

ss:

COUNTY OF KING)

On this 11th day of March, 2015, before me, the undersigned, a Notary Public in and for the State of Washington, duly commissioned and sworn, personally appeared Kurt Triplett, to me known to be the City Manager of the City of Kirkland, the municipal corporation that executed the foregoing instrument, and acknowledged the said instrument to be the free and voluntary act and deed of said City, for the uses and purposes therein set forth, and on oath stated that he was authorized to sign said instrument.

WITNESS my hand and official seal hereto affixed the day and year first above written.



Leta B. Santangelo
Print Name: Leta B. Santangelo
NOTARY PUBLIC in and for the State
Washington, residing Kirkland
Commission expires: 12-19-2017

CITY MANAGER SUCCESSION AND DELEGATION ORDER

AN ORDER dated September, __ 2017, delegating authority when the City Manager is absent and designating a line of succession in the event of a vacancy in the position of City Manager.

WHEREAS, I, Kurt Triplett, and the duly appointed City Manager for the City of Kirkland ("City"), having assumed such position on June 28, 2010; and

WHEREAS, from time to time the City Manager may be absent from the city of Kirkland or otherwise unavailable to sign official documents or take other official actions; and

WHEREAS, it sometimes will be necessary during those occasions for various official documents to be signed to carry on the City's business and for various orders and directions to be given on behalf of the City Manager; and

WHEREAS, the City Manager may be unavailable to direct implementation of the City's Comprehensive Emergency Management Plan, as well as its Continuity of Operations ("COOP") and Continuity of Government ("COG") plans, in response to a natural, human-made or technological disaster or other emergency affecting the city of Kirkland; and

WHEREAS, it is necessary to satisfy federal and state law requirements directing that the City designate the names of those responsible for implementing such plans in the event of a such a disaster or other emergency; and

WHEREAS, in the event of an emergency Chapter 3.20 Kirkland Municipal Code delineates the role of the City Manager in the event of a disaster or other emergency affecting the city of Kirkland; and

WHEREAS, in the event of an emergency the Fire Chief and the Police Chief will be needed in the field; and

WHEREAS, this Order will be updated and revised from time to time as necessary.

NOW, THEREFORE, I, Kurt Triplett, City Manager, do hereby order and direct that the following individuals are designated to act on my behalf and in my absence and delegate to each my powers and duties to be assumed and carried out, in the following order, by:

- (1) Deputy City Manager: Tracey Dunlap
- (2) Deputy City Manager: Marilynne Beard
- (3) City Attorney: Kevin Raymond
- (4) Public Works Director: Kathy Brown
- (5) Planning and Building Director: Eric Shields
- (6) Finance and Administration Director: Michael Olson

FURTHERMORE, I officially designate the following individuals, in the order listed, to serve as interim City Manager in the event of a vacancy in the position of City Manager until such position is filled by the City Council:

- (1) Deputy City Manager: Tracey Dunlap
- (2) Deputy City Manager: Marilynne Beard
- (3) City Attorney: Kevin Raymond
- (4) Public Works Director: Kathy Brown
- (5) Planning and Building Director: Eric Shields
- (6) Finance and Administration Director: Michael Olson

NOW, THEREFORE, I, Kurt Triplett, City Manager, do hereby order and direct:

Dated and effective this ___ day of September, 2017.

Kurt Triplett
City Manager

Attest:

Kathi Anderson
City Clerk



City of Kirkland Continuity of Operations Continuity of Government City Council Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the Kirkland City Council (City Council) has a role in the City of Kirkland (City) leadership, legislation, and outreach. The City Council provides direction and support to the incident through legislative actions and interjurisdictional interactions. The City Council is flexible and adaptable and has limited resource requirements to perform essential functions.

Essential Functions

Essential functions for the City Council during a COOP incident include leadership, legislation, and outreach to other jurisdictions and the public. Detailed information about the delivery of these services is available in Attachment A Essential Functions Worksheet of this appendix. Below is a high-level summary including Continuity of Government (COG) status for each function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Leadership	Maintain City Seat of Government, facilitate policy actions.	Yes	2 hours
Legislation	Support incident and COOP operations through actions and funding allocation.	Yes	4 hours
Outreach	Liaise with other jurisdictions, elected officials and staff, and connect with the public.	Yes	2 hours

Key Personnel

In the event of a COOP and/or COG scenario, the City Council performs essential leadership, legislative and outreach functions. The City Council performs such essential functions in part by taking formal action through the affirmative vote of a majority of the entire membership of the City Council. In matters not requiring formal action, the City Council is represented by its Mayor or, in the absence of the Mayor, by its Deputy Mayor. In the absence of both the Mayor and the Deputy Mayor, the City Council is represented by a Councilmember chosen by the affirmative vote of the entire membership of the City Council or, in the absence of a quorum consisting of at least four Councilmembers, a simple majority vote of those members present. See City Council Policies and Procedures.

Department Relocation

Incident impacts and operational needs will dictate the safe options for relocation; therefore, the City Council does not have a designated alternate location. The City Council location serves as the seat of government so whenever possible, the City Council will remain at City Hall. If there is a requirement to relocate, efforts will be made to remain within the city limits and near the City Manager's Office, wherever then located, and the Emergency Operations Center. Possible alternate locations for the City Council include Fire Station 26 (9930 124th Ave NE) or the Kirkland Justice Center (11740 NE 118th St).

Communications

The City Council does not have any unique communication requirements, but does rely heavily on internet connectivity, computers and other normal operational systems. The intent is to use normal operational systems, or as many of them as are possible, including but not limited to desk phones, cell phones, Outlook email, and text messaging for communication during a COOP scenario.

Vital Records, Files, and Databases

The City Council has identified vital records to include documents representing Council procedures, decisions, and actions related to City operations. Council files are maintained by the City Clerk.

Critical Systems

Access to the intranet and internet is not necessary but desired to support the City Council essential functions.

Critical Equipment

The City Council does not have any specific critical equipment requirements for the delivery of essential functions. It is preferred that access to computer resources and the internet are available but are not required.

External Contacts

The City Council is not dependent on external agencies for delivery of essential functions. However, the City Council does acknowledge the support jurisdictional partners at local, state, and federal levels of government and private entities can provide and intends to engage with these agencies and entities as appropriate.

Return to Operations

The City Council will have continual, but possibly limited, operations during a COOP incident. Return to operations includes the relocation back to the original facility or a new facility in the City Council is working from an alternate location. The City Council will resume normal business activities, in addition to any incident or COOP activities, as able based on resource availability.

Department Resource Document

The attached document serves as a resource that supports COOP activities related to essential functions, authorities, and staff.

Attachment A: Essential Functions Worksheet

ATTACHMENT A

Council Essential Functions Worksheet

Essential Function	Essential Function Description	Key Positions and Back-Ups	Vendors or External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Leadership	Maintain City Seat of Government Advise City Manager's Office on policy issues Enact Proclamation of Emergency for COOP activities, if needed	Council Members	N/A	Contact list City ordinances, codes, resolutions, rules	Phones (desk and cell) Computer	Outlook Voicemail Text	2 hours
Legislation	Facilitate COOP – Issue moratoria, suspension of operations, etc. Establish funding source(s) for COOP activities	Council Members	N/A	Official decision documentation	Paper and pen or computer, electronic recording device	None Or Word	4 hours
Outreach	Liaise with partner jurisdictions, County, State, and Federal elected officials Participate in public messaging and meetings	Council Members	Partner Jurisdictions County, State, and Federal elected officials and staff	Contact List	Phone (desk and cell) Computer	Outlook Voicemail Text	2 hours



City of Kirkland Continuity of Operations Continuity of Government Municipal Court Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the Kirkland Municipal Court (KMC) is responsible for holding court proceedings related to misdemeanor, infraction and parking violations. For individuals that are being held in-custody there is an expedited hearing requirement. Court proceedings are required by law and in support of the rights of individuals. The KMC recognizes that during a significant emergency or disaster situation some or all court proceedings may need to be adjusted or delayed until such a time that resources are available to support the delivery of identified essential functions.

Essential Functions

The essential function of the KMC during a COOP incident is to hold court proceedings. Detailed information about the delivery of this service is available in Attachment A Essential Functions Worksheet of this appendix. Below is a high-level summary including Continuity of Government (COG) status for each function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Court Hearings	Court proceedings that implement public law.	Yes	72 hours
In custody Hearings	Court proceedings that address in custody status.	Yes	72 hours

Key Personnel

The KMC has identified the Order of Succession for leadership as key roles in facilitating the delivery of essential functions.

Leadership	Order of Succession by position
Court	<ol style="list-style-type: none"> 1. Judge 2. Court Administrator 3. Court Supervisor 4. Probation Supervisor

The KMC has further identified the key personnel and backups needed to perform the essential function tasks under the direction of leadership.

Essential Function	Key personnel by position
Court Hearings	<ol style="list-style-type: none"> 1. Presiding Judge <ul style="list-style-type: none"> 1a Court Commissioner 1b Judge Pro Tem 2. In Court Clerk <ul style="list-style-type: none"> 2a In Court Clerk(s) 2b Court Clerk(s) 3. Contract Security <ul style="list-style-type: none"> 3a Law Enforcement Officer(s)
In Custody Hearings	<ol style="list-style-type: none"> 1. Presiding Judge <ul style="list-style-type: none"> 1a Court Commissioner 1b Judge Pro Tem 2. In Court Clerk <ul style="list-style-type: none"> 2a In Court Clerk(s) 2b Court Clerk(s) 3. Jail Transport Officer <ul style="list-style-type: none"> 3a Law Enforcement Officer(s)

Delegations of Authority

In accordance with Kirkland Municipal Code Chapter 3.49 Municipal Court, Attachment C, the Presiding Judge has the authority to appoint one or more Court Commissioners and in so doing grants them the authority to act in the absence of the Presiding Judge. In addition, the Code provides for the appointed and authorities of one or more Judge Pro Tem positions that may act in the absence of the Presiding Judge.

Department Relocation

Incident impacts and operational needs will dictate the safe options for relocation; however, the essential functions of the KMC do require some unique aspects of location, thus if relocation is required, attention will be given to proximity to the jail location and public access to the site. Although most conference rooms could support a court proceeding, preference will be given to a location with security measures in place (secure doors, metal detectors), private side room availability for counsel and client holding, and ease of ingress and egress for transportation of clients.

Communications

The KMC does not have any unique communication requirements. The intent is to use operational systems, including but not limited to, desk phones, cell phones, Outlook email, and text messaging for communications during a COOP scenario.

Vital Records, Files, and Databases

The KMC has identified case files as being vital records for the support of court proceedings. The partner contact information list is also a critical record for communication with attorneys,

advocates, and supporting agencies to operations. In addition to hard copy and electronic case files, the KMC uses the Washington State Judicial Information System (JIS) database to support operations.

Critical Systems

The KMC has identified critical systems to support court proceedings as access to the intranet and internet for access to the JIS database.

Critical Equipment

The KMC has identified technology and communication equipment as key for the delivery of court hearings. In addition to phones, computers, and printers the ability to capture audio recordings of the proceeding is required.

External Contacts

The KMC partners with several external individuals and organizations for support of court proceedings. Partners include roles such as Prosecutor, Defense Attorney, Victim Advocate, Probation Officer and others as determined by the proceeding.

Return to Operations

The KMC may have limited operations during a COOP incident, or may suspend some or all court operations depending on the extent and impacts of the incident.

If the court proceedings have been relocated, return to operations will involve the return to the original facility or a new facility.

If operations were suspended return to operations will involve the planning and reestablishment of proceedings at the designated facility. It is expected that if suspension occurred, return to operations may involve scheduling of resources and participants, as well as notification to the public, which could extend the timeline for resumption of hearings.

Department Resource Documents

The attached documents serve as resources that support COOP activities related to essential functions, authorities, and staff.

Attachment A: Essential Function Worksheet

Attachment B: Kirkland Municipal Code Chapter 3.49 Municipal Court

ATTACHMENT A

Kirkland Municipal Court Office Essential Functions Worksheet

Essential Function	Essential Function Description	Key positions and Back Up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Court Hearings	A proceeding before the court such as arraignments and sentencing that implement public law	Judge Clerk Security	Audio Recording Attorneys Victim Advocate Probation Officer Youth Council	Case Files	Computer Telephone	LUMIS Law Base JIS FTR Trim ENCOURT JABS 1.Lingua Internet access	72 hours
In custody Hearings	A proceeding before the court that transpires after an individual is arrested	Judge Clerk Jail Transport Officer	Audio Recording Attorneys	Case Files	Computer		72 hours

Chapter 3.49 MUNICIPAL COURT

Sections:

- [3.49.010](#) Creation.
- [3.49.020](#) Jurisdiction.
- [3.49.030](#) Violations bureau.
- [3.49.040](#) Municipal judge.
- [3.49.080](#) Court operation.
- [3.49.100](#) Disposition of revenue.
- [3.49.110](#) Witness fees.
- [3.49.120](#) Fees for services.
- [3.49.130](#) Sessions.
- [3.49.140](#) Municipal court seal.
- [3.49.150](#) Case transfers.
- [3.49.160](#) Jury trial and fee.
- [3.49.180](#) Sentencing.
- [3.49.200](#) Criminal process.
- [3.49.210](#) Complaints.
- [3.49.220](#) Pleadings, practice and procedure.
- [3.49.300](#) Appointment of commissioners.
- [3.49.310](#) Commissioner qualifications.
- [3.49.320](#) Authority of court commissioner.
- [3.49.330](#) Magistrate.
- [3.49.340](#) Compensation of court commissioner.

* For statutory provisions authorizing cities to create and operate a municipal court, see Chapter [3.50](#) RCW.

3.49.010 Creation.

The municipal court of Kirkland is created, which shall have jurisdiction and exercise all powers vested in the court by Chapter [3.50](#) RCW as it now exists or may hereafter be amended, together with such other powers and jurisdiction as are generally conferred on such courts in Washington, either by common law or express statute. The municipal court shall commence operation January 1, 1995. (Ord. 3439 § 2 (part), 1994)

3.49.020 Jurisdiction.

The Kirkland municipal court shall have exclusive original jurisdiction over traffic infractions arising under city ordinances, and exclusive original criminal jurisdiction of all violations of city ordinances. The court shall have original jurisdiction of all other actions brought to enforce or recover license penalties or forfeitures declared by city ordinance or state statute. The court is also empowered to forfeit cash bail or bail bonds and issue execution thereon; and in general to hear and determine all causes, civil or criminal, including traffic infractions, arising under such city ordinances, and to

pronounce judgment in accordance therewith. Finally, the court shall have the jurisdiction as conferred on it by statute. Notwithstanding the foregoing, the district court for King County, Northeast Division, shall continue to have jurisdiction over a matter filed with such court by the city of Kirkland and which matter is not transferred by order of the Kirkland municipal court. (Ord. 3439 § 2 (part), 1994)

3.49.030 Violations bureau.

A. Creation. The Kirkland violations bureau is created to operate under the supervision of the municipal court to assist the court in processing traffic cases. The violations bureau created by this section shall commence operation January 1, 1995, and, shall take over processing of all matters which were being processed as of December 31, 1994 by the violations bureau which operated under KMC Chapter [3.48](#). Day to day operations of the violations bureau shall be supervised by the court administrator.

B. Processing. The violations bureau is authorized to perform all of the functions which a city may authorize a violations bureau to perform under Chapter [3.50](#) RCW. The violations bureau shall operate in conformity with state statutes such as Chapter [46.63](#) RCW and RCW [3.50.030](#). All penalties and forfeitures paid to the violations bureau shall be handled in the same manner as municipal court revenue. (Ord. 3439 § 2 (part), 1994)

3.49.040 Municipal judge.

(a) Appointment. Within thirty days after the effective date of this ordinance, the city manager shall appoint a municipal judge. Pursuant to RCW [35A.13.080](#), this appointment is subject to confirmation by the city council.

(b) Term. The Municipal Court judge shall serve a term of four years. The initial appointment of a judge under this chapter shall expire December 31, 1997. Until January 1, 1995, municipal judge shall be an administrative position only. On or before December 1, 1997, the city manager shall make an appointment of a judge for a term commencing January 1, 1998 and expiring December 31, 2001. Appointments for each term thereafter shall be made on or before December 1 of the year next preceding the year in which the judicial term commences. At the time of the appointment, the person appointed shall be qualified for the position of municipal judge under city rules and state statutes, such as RCW [3.50.040](#).

(c) Additional Judges. Additional full or part-time municipal judge positions may be filled as provided in paragraphs (a) and (b) of this section, when the public interest and the administration of justice makes such additional judge or judges necessary, and so long as that procedure is in compliance with state statutes, such as RCW [3.50.055](#).

(d) Judges Pro Tem. The presiding municipal court judge may designate one or more persons as judges pro tem to serve in the absence, disability or disqualification of a municipal court judge, or, in addition to a municipal court judge when the administration of justice and the accomplishment of the work of the court make it necessary. A judge pro tem shall be qualified to hold the position of judge of the municipal court as described in this section, except that a judge pro tem need not be a resident of

King County. A judge pro tem shall have all the powers of a municipal court judge when serving as a pro tem judge. Before entering on his or her duties, each judge pro tem shall take, subscribe, and file an oath as is taken by a municipal court judge. The judges pro tem shall receive such compensation from the city as shall be fixed by the ordinances of the city. When deemed necessary by the city manager or designee, the city manager or designee may make a temporary appointment of a judge pro tem, to preserve an individual's rights according to law, or to respond to emergency circumstances, effective for up to one week. Such temporary appointee shall have the same powers as other judges pro tem. The temporary appointment and the term thereof do not need to be in writing and the oath of office of the temporary appointee may be orally sworn to or affirmed before the court administrator or court clerk.

(e) **Vacancy.** Any vacancy in the municipal court due to death, disability or resignation of a judge shall be filled by the city manager, for the remainder of the unexpired term. The appointment shall be subject to the confirmation of the city council. The appointed judge shall be qualified to hold the position of judge of the municipal court as provided in this section.

(f) **Removal.** A municipal court judge shall be removed only upon conviction of misconduct or malfeasance in office, or because of physical or mental disability rendering the judge incapable of performing the duties of the office; provided, that a municipal court judge is also subject to disciplinary actions by the Commission on Judicial Conduct and the supreme court, as described in Chapter [2.64](#) RCW.

(g) **Oath.** Every judge of the municipal court, before entering upon the duties of the office, shall take and subscribe the following oath or affirmation:

"I do solemnly swear (or affirm) that I will support the Constitution of the United States and the Constitution of the State of Washington, and that I will faithfully discharge the duties of the office of judge of the municipal court of the City of Kirkland, according to the best of my ability."

The oath shall be filed in the office of the King County recorder and with the Kirkland city clerk.

(h) **Bonds.** Every municipal court judge shall give such bonds to the state and city for the faithful performance of the judge's duties as may be required by law or city ordinance.

(i) **Compensation.** Pursuant to RCW [3.50.080](#), the compensation for municipal court judges shall be set by the city council by ordinance. The city shall enter into a contract with the appointed judge for professional services.

(j) **Duties and Authority.** The municipal court judge shall have the duties and authority outlined in ARLJ5 of the Administrative Rules for Courts of Limited Jurisdiction of Washington State. (Ord. 3769 § 1, 2000; Ord. 3750 § 1, 2000; Ord. 3439 § 2 (part), 1994)

3.49.080 Court operation.

As part of the preliminary biennial budget presentation, the finance and administration department will assist the municipal court judge in the creation of a budget for the court and the city manager will make a recommendation to the city council. The biennial budget for the municipal court shall be as

approved by the city council. All employees of the municipal court shall, for all purposes, be deemed employees of the city. They shall be subject to applicable provisions of city personnel rules, collective bargaining agreements, and state laws, such as RCW [3.50.080](#). (Ord. 4566 § 2, 2017; Ord. 4491 § 10 (part), 2015; Ord. 3769 § 2, 2000; Ord. 3573 § 5, 1997; Ord. 3439 § 2 (part), 1994)

3.49.100 Disposition of revenue.

Costs in civil and criminal actions may be imposed as provided in district court. All fees, costs, fines, forfeitures and other money imposed by the municipal court for the violation of any city ordinances shall be collected by the court clerk, and, together with any revenues received by the clerk, shall be deposited with the city treasurer, as provided by city procedures or state law. These funds shall be retained or disbursed pursuant to city ordinances or policies and state law, such as RCW [3.50.100](#). (Ord. 3439 § 2 (part), 1994)

3.49.110 Witness fees.

Each witness subpoenaed for city cases who appears as directed shall receive a witness fee of \$10.00 plus mileage for each day's attendance at the Kirkland municipal court. These fees may be included in the costs that are imposed by the court upon a defendant. (Ord. 3439 § 2 (part), 1994)

3.49.120 Fees for services.

(a) The clerk shall collect the following fees for court services:

- (1) The filing fee for any case or matter to be filed or commenced (other than by the city of Kirkland) is \$20.00.
- (2) The fee for preparing a transcript of a judgment is \$6.00.
- (3) The fee for certifying any document on file or of record is \$5.00.
- (4) The fee for preparing the record of a case for appeal to superior court is \$40.00 including any costs of tape duplication as governed by the rules of appeal for courts of limited jurisdiction (RALJ).
- (5) The fee for duplication of part or all of the electronic tape or tapes of a proceeding is \$10.00 per tape.

(b) The fees or charges imposed under this section may be included in the costs that are imposed by the court upon a defendant or other person. (Ord. 3439 § 2 (part), 1994)

3.49.130 Sessions.

The municipal court shall be open for regular session Monday through Friday of each week. The time for operation of court on those days shall be established by the judge. The municipal judge shall have the authority to establish additional court dates, by order of the municipal court, to provide effective and efficient administration of justice. However, court shall not be open on nonjudicial days, as established by state law. This section shall not act as a limitation of actions of the municipal judge

regarding items such as telephonic approval of search warrants, issuance of no contact orders, or determinations as to probable cause. (Ord. 4565 § 1, 2017; Ord. 3439 § 2 (part), 1994)

3.49.140 Municipal court seal.

The municipal court shall have a seal which shall be the vignette of George Washington, with the words "Seal of The Municipal Court of Kirkland, State of Washington" surrounding the vignette. (Ord. 3439 § 2 (part), 1994)

3.49.150 Case transfers.

A transfer of a case from the municipal court to either another municipal judge of the city of Kirkland or to a judge pro tempore appointed in the manner prescribed by this chapter shall be allowed as provided in RCW [3.50.125](#). (Ord. 3439 § 2 (part), 1994)

3.49.160 Jury trial and fee.

Jury trials shall be allowed as specifically provided for municipal courts or in accordance with state law applicable to a particular matter. In accordance with RCW [3.50.125](#), each juror shall receive \$10.00 plus mileage for each day in attendance upon the Kirkland municipal court. These fees may be included in the costs that are imposed by the court upon a defendant. (Ord. 3439 § 2 (part), 1994)

3.49.180 Sentencing.

The municipal judge shall have the broadest authority and greatest discretion consistent with the Kirkland Municipal Code and state law with respect to sentencing and probation. In matters of execution of sentence, deferral of sentence, continuing jurisdiction after sentencing, and termination of probation, the municipal judge shall be guided by applicable state law, such as RCW [3.50.300](#) through [3.50.340](#), and [3.50.440](#). (Ord. 3439 § 2 (part), 1994)

3.49.200 Criminal process.

All criminal process issued by the municipal court shall be in the name of the state of Washington and run throughout the state, and be directed to and served by the chief of police, marshal, or other police officer of any city or to any sheriff in the state. (Ord. 3439 § 2 (part), 1994)

3.49.210 Complaints.

All criminal prosecutions for the violation of a city ordinance shall be conducted in the name of the city and may be upon the complaint of any person, subject to the procedures set forth in all applicable ordinances or statutes. (Ord. 3439 § 2 (part), 1994)

3.49.220 Pleadings, practice and procedure.

Pleadings, practice and procedure in cases not governed by statutes or rules specifically applicable to municipal courts shall, insofar as applicable, be governed by the statutes and rules now existing or

hereafter adopted governing pleadings, practice and procedure applicable to district courts, particularly the Washington Rules of Court Criminal Rules for Courts of Limited Jurisdiction, Infraction Rules for Courts of Limited Jurisdiction, and Local Rules of the District Court for King County. (Ord. 3439 § 2 (part), 1994)

3.49.300 Appointment of commissioners.

The provisions of this chapter shall define the position of court commissioner for the Kirkland municipal court pursuant to the provisions of Chapter [3.50](#) RCW. The Kirkland municipal judge may appoint up to five part-time municipal court commissioners. Each commissioner shall hold office at the pleasure of the municipal judge. (Ord. 3611 § 1 (part), 1997)

3.49.310 Commissioner qualifications.

A commissioner authorized to hear or dispose of a case must be a lawyer, who is admitted to practice in the state of Washington, or a nonlawyer who has passed the qualifying examination for lay judges for courts of limited jurisdiction under RCW [3.34.060](#). A commissioner need not be a resident of Kirkland or of King County. (Ord. 3611 § 1 (part), 1997)

3.49.320 Authority of court commissioner.

The municipal judge shall, by order filed with the municipal court administrator and the city clerk, designate the authority of a commissioner to hear, decide, or dispose of cases within the jurisdiction of the municipal court. Such authorization may be limited to specific types of cases and calendars. A court commissioner may not preside over jury trials or bench trials in criminal cases. (Ord. 3611 § 1 (part), 1997)

3.49.330 Magistrate.

A commissioner whose authority is limited to hearing and disposing of infractions, noncontested or arraignment calendar matters, or the issuance of warrants may, but need not be, referred to as “magistrate”. (Ord. 3611 § 1 (part), 1997)

3.49.340 Compensation of court commissioner.

The compensation for a municipal court commissioner shall not exceed a rate of fifty dollars per hour. (Ord. 3731 § 1, 1999; Ord. 3611 § 1 (part), 1997)

The Kirkland Municipal Code is current through Ordinance 4582, passed June 20, 2017.

Disclaimer: The City Clerk's Office has the official version of the Kirkland Municipal Code. Users should contact the City Clerk's Office for ordinances passed subsequent to the ordinance cited above.



City of Kirkland Continuity of Operations Continuity of Government Facilities Department Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the Facilities Department (Facilities) is responsible for maintaining, establishing, assessing, and if needed repairing or identifying alternate locations for the continuation of essential functions for the City of Kirkland (“City”). Facilities requires coordination and support from other City departments, as well as outside resources to perform essential functions.

Essential Functions

Essential functions for Facilities during a COOP incident include assessing, repairing or making safe, and monitoring the condition of City owned and used facilities. In addition, Facilities is lead for identifying, establishing, and coordinating COOP alternate locations for City departments. Detailed information about the delivery of these services is available in Attachment A Essential Functions Worksheet of this appendix. Below is a high-level summary including Continuity of Government (COG) status for each function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Safety Assessment	Analyze and monitor the status of the safety condition of city facilities.	No	6 hours
Repair and Support	Fix, mend, and service city facilities.	No	12 hours
COOP Facility Team	Identify and coordinate readiness of COOP sites.	No	4 hours

Key Personnel

Facilities has identified the Order of Succession for leadership as key roles in facilitating the delivery of essential functions.

Leadership	Order of Succession by position
Facilities	<ol style="list-style-type: none"> 1. Facilities Services Manager 2. Facilities Lead 3. Facilities Tech III

Facilities has further identified the key personnel needed to perform the essential function tasks under the direction of leadership.

Essential Function	Key personnel by position
Safety Assessment	<ol style="list-style-type: none"> 1. Facilities Services Manager 2. Facilities Lead Technician 3. Facilities Technician(s)
Repair and Support	<ol style="list-style-type: none"> 1. Facilities Services Manager 2. Facilities Technician(s) 3. Maintenance and Inventory Control 4. Purchasing Agent
COOP Facility Team	<ol style="list-style-type: none"> 1. Facilities Services Manager 2. Facilities Technician(s) 3. Maintenance and Inventory Control 4. Purchasing Agent

Delegations of Authority

Facilities does not have formal documented delegation of authorities, the order of succession and key personnel provide for continued operations during a COOP incident.

Department Relocation

Incident impacts and operational needs will dictate the safe options for relocation; however, the essential functions of Facilities are not dependent on any specific location or facility. Functions can be performed at any site with adequate infrastructure, thus Facilities does not have a designated alternate site. Ideally an alternate location would be near to most City facilities to allow for quick and easy access to COOP facility options.

Communications

Facilities does not have any unique communication requirements. The intent is to use operational systems, including but not limited to, desk phones, cell phones, Outlook email, and text messaging for communications during a COOP scenario.

Vital Records, Files, and Databases

Facilities has identified vital records as lists of contractors and facility drawings as these documents directly support delivery of essential functions.

Critical Systems

Access to the intranet and internet is not necessary but desired to support Facilities in the delivery of essential functions.

Critical Equipment

Facilities has identified personal protective equipment, duty specific tools, vehicles, and phones as critical equipment. If available, computers would assist Facilities as well, but are not required.

External Contacts

Facilities coordinates and depends on several external vendors and contacts for infrastructure, intelligence, and support in the delivery of essential functions. There is no one specific key external contact, but rather several lists of contractors and utility providers.

Return to Operations

Facilities may have continual operations during a COOP incident. Return to operations includes the relocation back to the original facility or a new facility if Facilities is working from an alternate location. Facilities will resume normal business as able based on available resources, priorities of City leadership, recovery priorities, and the status of infrastructure systems supporting City facilities.

Department Resource Document

The attached document serves as resource that supports COOP activities related to essential functions and staff.

Attachment A Essential Functions Worksheet

ATTACHMENT A

Facilities Office Essential Functions

Essential Function	Essential Function Description	Key Positions and Back Up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Conduct city site safety assessment	Analyze the condition, monitor and maintain safe city facilities	Facilities Manager Lead Technician Facilities Technician(s)	Small Works Roster State Contracts JOC Contractors All Utilities	Contact list for contractors and utilities	Flashlight Hardhat Safety Vest Proper Footwear Safety Glasses	Phone Computer	6 hours
Immediate response and repair	Fix, mend, or service items owned or used by the city.	Facilities Manager Facilities Technicians Maintenance and Inventory Control Purchasing Agent	Small Works Roster State Contracts JOC Contractors All Utilities	Facility Construction Drawings	Tools City Facilities Vehicles	Phone Computer	12 hours
COOP Facility Team	Identify and coordinate readiness of COOP alternate sites	Facilities Manager Facilities Technicians Maintenance and Inventory Control Purchasing Agent	Small Works Roster State Contracts JOC Contractors All Utilities	Facility Construction Drawings	Tools City Facilities Vehicles	Phone Computer	4 hours



City of Kirkland Continuity of Operations Continuity of Government Finance and Administration Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the Finance and Administration Department (F&A) is responsible for the accounting, tracking, and facilitation of the financial operations of the City of Kirkland ("City"). In addition, the F&A is responsible for the protection and preservation of official city records. The F&A requires coordination with city departments and of resources to perform essential functions.

Essential Functions

Essential functions for the F&A during a COOP incident include financial management, procurement, and record preservation. Detailed information about the delivery of these services is available in Attachment A Essential Functions Worksheet of this appendix. Below is a high-level summary including Continuity of Government (COG) status for each function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Employee payroll and benefits	Maintain continuity of payroll for city employees.	Yes	12 hours
Purchasing	Procure materials and professional services for incident needs.	No	12 hours
Manage Money	Monitor and track cash available for city operations.	No	24 hours
Record Preservation	Protect vital records.	Yes	12 hours

Key Personnel

The F&A has identified the Order of Succession for leadership as key roles in facilitating the delivery of essential functions.

Leadership	Order of Succession by position
Finance and Administration	<ol style="list-style-type: none"> 1. Finance Director 2. Accounting Manager 3. Financial Planning Manager

The F&A has further identified the key personnel needed to perform the essential function tasks under the direction of leadership.

Essential Function	Key personnel by position
Employee Payroll and benefits	<ol style="list-style-type: none"> 1. Payroll Coordinator <ol style="list-style-type: none"> 1a: Senior Accounting Associate 1b: Accounting Manager 2. Senior Accounting Associate <ol style="list-style-type: none"> 2a: Payroll Coordinator 2b: Senior Accounting Associate
Purchasing	<ol style="list-style-type: none"> 1. Purchasing Agent <ol style="list-style-type: none"> 1a: Buyer 1b: Accounting Manager 2. Buyer <ol style="list-style-type: none"> 2a: Purchasing Agent 2b: Administrative Assistant
Money Management	<ol style="list-style-type: none"> 1. Treasurer <ol style="list-style-type: none"> 1a: Accounting Manager 1b: Senior Accountant 2. Senior Accountant <ol style="list-style-type: none"> 2a: Senior Accounting Associate 2b: Senior Accounting Associate 3. Cashier <ol style="list-style-type: none"> 3a: Customer Accounts Associate – Utility Billing 3b: Customer Accounts Associate – Utility Billing
Record Preservation	<ol style="list-style-type: none"> 1. City Clerk 2. Deputy City Clerk(s)

Delegations of Authority

The Director of Finance has delegated the ability for two positions, Purchasing Agent and Buyer, to serve as an authorized agent enabling them to sign purchase orders for the City. See Attachment B and C Delegation of Authority for details.

In addition, the city has established spending authorities as defined in the Kirkland Municipal Code (KMC) Chapter 3.85, Attachment D. Clarification of KMC Chapter 3.85, based on position and dollar amount, can be found in Attachment E Clarification of Approval Authority dated November 2016.

Department Relocation

Incident impacts and operational needs will dictate the safe options for relocation; however, the essential functions of the F&A are not dependent on any specific location or facility. Functions can be performed at any site with adequate infrastructure, thus the F&A does not have a designated alternate site. The COOP Facilities Team will identify a safe location for the F&A to work, if relocation is needed.

Communications

The F&A does not have any unique communication requirements, but does rely heavily on internet connectivity, computers, and other normal operational systems. The intent is to use normal operational systems, or as many of them as are possible, including but not limited to, desk phones, cell phones, Outlook email, and text messaging for communications during a COOP scenario.

Vital Records, Files, and Databases

The F&A has identified vital records to include the contents of the records room managed by the City Clerk as well as financial tracking and distribution documents. Essential functions require the use of the Information Financial Accounting System (IFAS) along with other task specific software.

There is a significant quantity of hard copy and electronic records that the F&A is tasked with protecting and retaining for COG. Therefore, the department has identified unique resources needed to support this function. See Attachment A Essential Functions Worksheet for details of requirements.

Critical Systems

Access to the intranet and internet is necessary for the F&A to perform most essential functions. The use of IFAS along with other task specific software, such as Total Records and Information Management (TRIM) and telestaff, facilitates the delivery of F&A services.

Critical Equipment

The F&A has identified technology and communication equipment as key for delivery of essential functions. In addition to telephones, computers, and basic printers the F&A also requires specialized printers, purchase cards, a safe, hand receipts, and cold storage trucks to support COOP tasks.

External Contacts

The F&A partners with several vendors for the delivery of essential functions. Most of the vendors are financial institutions that are required to have COOP programs and capabilities, thus reducing the risk of failure to support City essential functions. For a full list of partners see Attachment A Essential Functions Worksheet.

Return to Operations

The F&A will have continual, but possibly limited, operations during a COOP incident. Return to operations includes relocation to the original facility or a new facility if the F&A is working from an alternate location. The F&A will resume normal business activities based on available resources, priorities of city leadership, and timelines of financial activities. Priority will be given to delivery of services that reduce the risk of financial penalties, undue hardship to employees or the public, and requirements for maintaining a positive financial standing for the city.

Department Resource Documents

The attached documents serve as resources that support COOP activities related to essential functions, authorities, and staff.

- Attachment A: Essential Functions Worksheet
- Attachment B: Delegation of Authority Authorized Agent
- Attachment C: Delegation of Authority Authorized Agent
- Attachment D: Kirkland Municipal Code Chapter 3.85
- Attachment E: Clarification of Approval Authority, November 2016
- Attachment F: How to Buy Chart
- Attachment G: Daily Receipting Report
- Attachment H: Safe Log

ATTACHMENT A

Finance and Administration Department Essential Functions Worksheet

Essential Function	Essential Function Description	Key Positions and Back Up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Employee Payroll and Benefits	Maintain continuity of payroll for city employees	Payroll Coordinator Senior Accounting Associates	US Bank Superion	US Bank Superion	Compatible Payroll Check Printer Computer Phone	IFAS Telestaff Internet Access	12 hours
Pay Vendors	Cost accounting procedures for settling bills due merchants who have provided goods and services to the city	Accounting Support Associate IV	Superion US Bank	Current Invoices in AP.	Computer Phone	Internet Access IFAS	5 days
Purchasing	Procuring materials and professional services for the city	Purchasing Agent Buyer	Bank of America US Bank Superion	Purchasing procedures, delegation of authority.	Computer Phone Purchase Cards	Internet Access IFAS	12 hours

ATTACHMENT A

Essential Function	Essential Function Description	Key Positions and Back Up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Manage Money	Monitor cash available for the functioning of the city	Treasurer Senior Accountant Cashier	US Bank Superior Springbrook EnerGov Loomis	Cashier Spreadsheet	Computer Phone Receipt printer Safe Hand receipt book	Internet Access IFAS Springbrook	24 hours
Record Keeping	Management and reporting of the city's official information	City Clerk Deputy City Clerk(s)	N/A	Ordinances resolutions Land use drawings	Computer Phone	TRIM Outlook Internet Access	2 weeks
Record Preservation	Protect vital paper records from damage due to facility issues	City Clerk Deputy City Clerk(s)	ServePro Access Information Management	Records room contents	Cold truck for records storage	Telephone Internet Access	12 hours

CITY OF KIRKLAND, WASHINGTON

DELEGATION OF AUTHORITY

The purpose of this delegation of authority is to recognize Greg Piland as an authorized agent for the City of Kirkland when signing Purchase Orders and Purchase Agreements for the procurement of the materials, equipment, supplies and services required by the City and for all the allied transactions involved herein. The delegate's signature will serve as confirmation that purchasing authority had previously been granted through the City financial system, IFAS.

The dollar limited associated with this authority has been set at \$50,000.00.

The signature below will serve as Greg Piland's acceptance of this responsibility that all transactions, when performing in this capacity, will be carried out in consideration of the employee code of ethics outlined in Chapter 3.82 of the Kirkland Municipal Code and other applicable law.

DATED this 22nd day of December, 2016.

CITY OF KIRKLAND, WASHINGTON



MICHAEL OLSON, DIRECTOR OF FINANCE AND ADMINISTRATION



GREG PILAND, PURCHASING AGENT

CITY OF KIRKLAND, WASHINGTON

DELEGATION OF AUTHORITY

The purpose of this delegation of authority is to recognize Sheila Sigmond as an authorized agent for the City of Kirkland when signing Purchase Orders and Purchase Agreements for the procurement of the materials, equipment, supplies and services required by the City and for all the allied transactions involved herein. The delegate's signature will serve as confirmation that purchasing authority had previously been granted through the City financial system, IFAS.

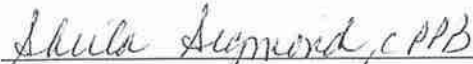
The dollar limited associated with this authority has been set at \$50,000.00.

The signature below will serve as Sheila Sigmond's acceptance of this responsibility that all transactions, when performing in this capacity, will be carried out in consideration of the employee code of ethics outlined in Chapter 3.82 of the Kirkland Municipal Code and other applicable law.

DATED this 22 day of December, 2016.

CITY OF KIRKLAND, WASHINGTON


MICHAEL OLSON, DIRECTOR OF FINANCE AND ADMINISTRATION


SHEILA SIGMOND, BUYER

Chapter 3.85 PURCHASING

Sections:

3.85.010	Purpose.
3.85.020	Definitions.
3.85.030	Administrative responsibility.
3.85.040	Procurement standards.
3.85.050	Ethical standards of conduct.
3.85.060	Personal responsibility for unauthorized purchases.
3.85.070	Methods of procurement.
3.85.080	Small purchase.
3.85.090	Invitation for bids/requests for proposals.
3.85.100	Invitation for bids.
3.85.110	Request for proposal/request for qualifications.
3.85.120	Public notice advertising.
3.85.130	Bid/proposal acceptance and evaluation.
3.85.140	Bid/proposal correction.
3.85.150	Bid/proposal protest—Procedure.
3.85.160	Application.
3.85.170	Small works roster process.
3.85.180	Cooperative purchasing.
3.85.190	Purchases from/through the United States government.
3.85.200	Electronic data processing and telecommunications systems.
3.85.210	Waiver of competitive bidding requirements.
3.85.220	Contract amendments/change orders.
3.85.230	Bonding policy.
3.85.240	Environmentally preferable purchasing practices.
3.85.250	Purchase record maintenance.

3.85.010 Purpose.

It is the purpose of this chapter to provide procedures governing the purchase of all goods, services and public works by the city in compliance with all state and federal laws applicable to such purchases. (Ord. 4105 § 1 (part), 2007)

3.85.020 Definitions.

- (a) “Director” means the director of finance and administration or his/her designee.
- (b) “Emergency” means unforeseen circumstances beyond the control of the city that either presents a real, immediate threat to the proper performance of essential functions or will likely result in material loss or damage to property, bodily injury or loss of life if immediate action is not taken.
- (c) “Electronic data processing systems” and “telecommunications systems” means as defined in RCW 36.92.020 and 19.28.400, respectively, or as otherwise defined for the purposes of RCW 39.04.270.
- (d) “Goods” means all materials, supplies, equipment or other tangibles not purchased for use in a public works project.

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(e) “Lowest responsible bidder” is as defined in RCW 43.19.1911 and means, in addition to price, that the following elements shall be given consideration:

(1) The ability, capacity, and skill of the bidder to perform the contract or provide the service required;

(2) The character, integrity, reputation, judgment, experience, and efficiency of the bidder;

(3) Whether the bidder can perform the contract within the time specified;

(4) The quality of performance of previous contracts or services;

(5) The previous and existing compliance by the bidder with laws relating to the contract or services;

(6) Such other information as may be secured having a bearing on the decision to award the contract.

(f) “Public works” as defined in RCW 39.04.010 means all work, construction, alteration, repair, or improvement other than ordinary maintenance, executed at the cost of the city or which is by law a lien or charge on any property therein. All public works, including maintenance when performed by contract, shall comply with the provisions of RCW 39.12.020. (Ord. 4105 § 1 (part), 2007)

3.85.030 Administrative responsibility.

(a) The director is responsible for oversight and administration of city purchasing. The director has the authority to appoint a purchasing agent to undertake administrative responsibility for the efficient and economical procurement of goods, services and public works as provided in this chapter.

(b) The director may delegate purchasing authority to other department directors for direct, nonrecurring, non-public works purchases under seven thousand five hundred dollars, which shall be exercised as a small purchase. (Ord. 4105 § 1 (part), 2007)

3.85.040 Procurement standards.

The following standards shall be applicable to city procurements:

(a) A review of all proposed procurements shall be done by purchasing staff and/or the appropriate budget authority for the purpose of, including but not limited to, avoiding the purchase of unnecessary or duplicative items and for consolidating procurements when appropriate to obtain a more economical purchase.

(b) The purchasing agent or designee shall be responsible for analyzing procurements to determine whether or not a lease arrangement may be more economically practical than the purchase alternative. All lease agreements must be approved by the director.

(c) Time and material type contracts shall be used only after a determination that no other type of contract is suitable and when the contract includes a ceiling price, which the contractor shall not exceed, except at its own risk.

(d) When using a liquidated damages provision in a contract, the project manager shall document the derivation of the rate of assessment and ensure it is reasonable, proper, and not arbitrary and capricious. The rate should be enough to reasonably compensate the city for damages suffered, but not so large as to be construed as a penalty.

(e) When contracting for professional services, the contract shall limit the total of the base and option time periods to not more than five years, unless otherwise approved by

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the city council. Prices for each base and option time period shall be firm and fixed wherever possible and shall be established in the initial contract negotiation and execution. If it is not possible to establish firm, fixed prices, changes in the option period prices shall be tied to a well-known, published pricing index, such as the appropriate Consumer Price Index.

(f) Generally goods and services are not to be prepaid (paid for before receiving) unless expressly allowed by statute, the Kirkland Municipal Code or city administrative policy; provided, prepayment may be made if the terms of the prepayment are included in a contract executed prior to the payment. Progress or percentage of completion payments made to a contractor while work is being performed by the contractor may be allowed if deemed appropriate for the project.

(g) Project managers and purchasing staff shall work together to ensure contractors perform in accordance with the terms and conditions, and specifications of their contract or purchase order.

(h) All contracts must contain a provision allowing the city to terminate the contract. Ideally, the provision will authorize such termination without cause but, in lieu of this ideal, a provision allowing termination for cause is acceptable if approved by the city attorney's office. A provision in a single contract authorizing termination without cause in certain circumstances and termination only for cause in others is also acceptable upon approval by the city attorney's office. (Ord. 4256 § 1, 2010; Ord. 4105 § 1 (part), 2007)

3.85.050 Ethical standards of conduct.

(a) All purchasing shall be conducted in compliance with the code of ethics set forth in Chapter [3.82](#) of the Kirkland Municipal Code and other applicable law.

(b) Organizational conflicts of interest shall be avoided. An organizational conflict of interest exists when a supplier, consultant or contractor provides the specifications to be used in a planned procurement and is then allowed to compete in the procurement process. (Ord. 4105 § 1 (part), 2007)

3.85.060 Personal responsibility for unauthorized purchases.

City employees who exceed their designated purchasing authority and obligate the city to a financial commitment which results in a financial loss to the city may be held personally responsible. The city shall be entitled to recover the full amount of such a loss from the employee. (Ord. 4105 § 1 (part), 2007)

3.85.070 Methods of procurement.*

Procurement shall be achieved by one of the following methods:

(a) Small purchase;
(b) Invitation for bids (IFB);
(c) Request for proposals (RFP) and request for qualifications (RFQ) for competitive negotiations;

(d) Small works roster option for public works projects less than three hundred thousand dollars authorized by RCW 39.04.155, including the limited public works option for projects under thirty-five thousand dollars;

(e) Cooperative purchasing;
(f) Electronic data processing and telecommunications systems as provided by RCW 39.04.270;

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- (g) Waiver of competitive bidding requirements as provided by RCW 39.04.280;
- (h) By the city manager as allowed under Sections [3.16.040](#) and [3.16.050](#);
- (i) As otherwise allowed by law and approved by the director. (Ord. 4105 § 1 (part), 2007)

* Code reviser's note: The reference to "two hundred thousand dollars" in subsection (d) of this section has been changed to "three hundred thousand dollars" to comply with the provisions of Ordinance 4256 codified in Section 3.85.170, as well as the provisions of RCW 39.04.155.

3.85.080 Small purchase.

(a) Small purchase procedures shall be used for purchases of goods, services and multiple craft or trade public works when it is expected the total price will not exceed fifty thousand dollars (thirty thousand dollars for single craft or trade public works), including sales tax and freight, except as otherwise allowed in Sections [3.85.190](#) and [3.85.200](#).

Procurement requirements shall not be artificially divided so as to constitute a small purchase under this section. The director of the department making these purchases is authorized to make such purchases without further approval if the total price will not exceed fifty thousand dollars so long as done in compliance with the procedures herein outlined. All purchases of fifty thousand dollars or more shall be signed by the city manager or designee.

(b) For goods and services, price quotations shall be obtained and documented from at least three sources, where possible, if the total price is expected to be between seven thousand five hundred dollars and fifty thousand dollars including sales tax and freight, except as otherwise allowed in this chapter. All awards to other than the lowest responsible bidder must be documented on the quote sheet with selection rationale clearly defined. For goods and non-public work services under seven thousand five hundred dollars, formally documented price quotations shall be unnecessary, but it is expected that competitive pricing shall be sought in the best interests of the city.

(c) For public works projects that are street signalization or street lighting, under thirty thousand dollars involving a single craft or trade, or under fifty thousand dollars if involving multiple crafts or trades, three written quotations must generally be obtained. The small works/limited public works process is recommended for obtaining quotes.

(1) If it is necessary or advisable that public works projects that are street signalization, street lighting, under thirty thousand dollars for a single craft or trade or under fifty thousand dollars for multiple crafts or trades, should be done without obtaining competitive quotes, the appropriate director or designee may waive in writing the requirement of obtaining quotes.

(2) For any public work which is not competitively bid and where the cost is estimated to exceed twenty-five thousand dollars, notice providing the estimated cost and a description of the work will be published at least once in a legal newspaper of general circulation in the area where the work will be performed and at least fifteen days before beginning work.

(d) The purchasing agent shall be responsible for determining the adequacy of quotations for small purchases. So long as the authorization exists within the budget appropriation for the small purchase, the manager or director with the appropriate budget authority shall not be required to obtain further approval by the city council prior to the commitment and expenditure of funds.

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(e) Price quotations for repetitively purchased items that are purchased within one year of the last procurement of that exact item(s) shall be unnecessary provided the prior competitively quoted purchase price has not changed.

(f) In accordance with RCW 39.04.190, the purchasing agent will publish a notice twice per year in the city's designated official newspaper advising potential bidders of the existence of the vendor list used by the city. The vendor list is to be used for the purpose of identifying suppliers interested in being provided the opportunity to quote on small purchases for materials, equipment, supplies and routine services. (Ord. 4256 § 1, 2010; Ord. 4111 § 2, 2007; Ord. 4105 § 1 (part), 2007)

3.85.090 Invitation for bids/requests for proposals.

(a) Unless another method of procurement is authorized in this chapter or by other law, IFB/RFP/RFQ procedures shall be used for the purchase of goods and services when it is estimated the total price will exceed fifty thousand dollars, including any applicable sales tax and freight charges. The IFB process shall also be used for public works projects in excess of thirty thousand dollars that involve only a single craft or trade and in excess of fifty thousand dollars for those involving multiple crafts or trades.

(b) A pre-submission conference may be held when conducting the IFB, RFP or RFQ process. The pre-submission conference is for the purpose of answering questions and clarifying the requirements and specifications relevant to the procurement. Notice for such pre-submission conference shall be advertised and stated in the public notice and the general requirements for the invitation for bids, request for proposals or request for qualifications. (Ord. 4105 § 1 (part), 2007)

3.85.100 Invitation for bids.

(a) An invitation for bids (IFB) shall be used in all cases where adequate information exists to form a complete and realistic bid specification, where the procurement lends itself to a firm, fixed-price dollar amount, and where award can be made principally on the basis of selecting the lowest responsible bidder. All awards to other than the low bidder must be authorized by law, documented on the bid sheet or where appropriate and with the selection rationale clearly set forth.

(b) The city manager may request that the city council authorize a call for bids for goods, services or public works estimated to have a total cost of more than fifty thousand dollars, which must be executed by the city manager or his/her designee.

(c) Bids shall be opened and read publicly at the time and place designated in the IFB notice.

(d) The name and address of each bidder, the bid price and any other relevant information as may be specified in the IFB shall be read aloud and recorded in the minutes of the bid opening.

(e) It shall also be announced that the bid review will be completed by city staff and the expected date given when the city council shall meet to award the contract.

(f) The IFB shall specify the city's right to postpone the award of the contract or to reject any or all bids.

(g) The city council will award all contracts for goods, routine services or public works determined to be more than fifty thousand dollars.

(h) The purchase record, bid sheet, minutes of the bid opening and each bid, to the extent allowed by law, shall be open to public inspection following contract award. (Ord. 4105 § 1 (part), 2007)

3.85.110 Request for proposal/request for qualifications.

(a) A request for proposal (RFP) or request for qualifications (RFQ) shall be used when the procurement lacks definite specifications, when proposals are sought for the purpose of establishing a bid specification, when the goods or services being procured involve creative design or professional administration, and/or when subjective criteria is considered in the contract award, which is made in the best interests of the city.

(b) When proposals are sought for the purpose of establishing a bid specification, it shall so state in both the public notice and in the RFP or RFQ.

(c) The RFP or RFQ shall identify all significant evaluation factors and their relative weighted importance.

(d) Verbal interviews with any proposer who has submitted a proposal may be conducted to determine the capabilities of the proposer and their understanding of the city's needs.

(e) Contracts in excess of fifty thousand dollars resulting from the RFP or RFQ process may be awarded by and executed by the city manager or his/her designee. The city manager/designee may elect to recommend award of the contract by the city council.

(f) Except where prohibited by law, proposals shall be reviewed privately with strict confidentiality regarding all evaluative factors maintained throughout the review process. The evaluation committee will grade all factors, with their consensus recorded on the proposal tabulation worksheet.

(g) The purchase record, proposal tabulation worksheet and each proposal, to the extent allowed by law, shall be open to public inspection following contract award. (Ord. 4105 § 1 (part), 2007)

3.85.120 Public notice advertising.

(a) With all procurements using the IFB/RFP/RFQ process, the purchasing agent shall cause a public notice inviting bids or requesting proposals or qualifications to be posted on the city's website and published in the appropriate publication(s) at least once, and at least fourteen calendar days prior to the bid/proposal opening.

(b) The notice shall state generally the item to be purchased and/or the service to be performed, the location of the plans and specifications, if any, the pre-bid conference date and location (if one is held), the bid/proposal opening date and time, and to whom the bid/proposal is to be submitted. (Ord. 4105 § 1 (part), 2007)

3.85.130 Bid/proposal acceptance and evaluation.

(a) Bids received by the published due date and time shall be unconditionally accepted without alteration or correction. Award shall be made to the lowest responsible bidder based on the requirements set forth in the IFB.

(b) Proposals received by the published due date and time shall be unconditionally accepted without alteration or correction. Submissions shall be evaluated based on the requirements set forth in the RFP/RFQ, which may include but are not limited to criteria to determine acceptability such as inspection, testing, quality, workmanship, delivery,

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suitability for a particular purpose, and pre-award survey of the proposer's facilities. Those criteria that will affect the price and will be considered in evaluation for award as determined by the city shall be objectively measurable, including but not limited to discounts, sales tax, transportation costs, installation costs, and total project or life cycle costs.

(c) In addition to the foregoing, the following elements may be considered in the evaluation of proposals:

(1) The ability, capacity and skill of the proposer to perform the contract or provide the service required;

(2) The character, integrity, reputation, judgment, experience and efficiency of the proposer;

(3) The proposer's proposed method for assuring timely and acceptable performance of the work;

(4) The quality of performance by the proposer on previous contracts with the city or another public agency, including but not limited to the relative costs, burdens, time and effort necessarily expended by the city or another public agency in securing satisfactory performance;

(5) The previous and existing compliance by the proposer with laws relating to the contract or services;

(6) The proposer's management system to be applied in performing the work and the reasonableness of the resources to be applied;

(7) Such other information as may be secured having a bearing on the decision to award the contract.

(d) A committee may be selected to conduct the technical evaluation of the proposals received and shall make a recommendation for contract award to the city council based upon each of the evaluation elements in accordance with the weighted importance of each element as determined by the project manager and purchasing agent prior to the solicitation. The relative positions and evaluation points are totaled for each evaluation element or category, and the proposer with the highest overall total of evaluation points shall be recommended for contract award.

(e) After the initial tabulation of evaluated proposals, the most qualified competitor may be selected subject to negotiation of fair and reasonable compensation. (When evaluating RFQs, price shall not be considered as an evaluation factor in determining the most qualified proposer.) Price negotiation shall be conducted with only the most qualified proposer. Failing agreement on price, negotiations with the next most qualified proposer may be conducted until a contract award can be made to the most qualified proposer whose price is fair and reasonable to the city. (Ord. 4105 § 1 (part), 2007)

3.85.140 Bid/proposal correction.

(a) Except in the case of competitive negotiation, no changes in price or other provisions of bids or proposals shall be permitted after opening unless an error is obvious. An obvious error is one which can be clearly established from mathematical extension or tabulation shown in the bid documents submitted with the bid. An error in a mathematical extension, reported by a bidder but not shown in the bid documents, does not constitute an obvious error. Bidders are presumed to submit correct tabulations and specifications.

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(b) Minor informalities and irregularities in the bid/proposal may be waived by the city. (Ord. 4105 § 1 (part), 2007)

3.85.150 Bid/proposal protest—Procedure.

(a) Types of protests include:

(1) Protests based on specifications or other requirements of the bidding/proposal process that are made by any prospective bidder/proposer prior to opening the bids/proposals.

(2) Protests following the bid/proposal opening that are made by any bidder or proposer who has made a submittal and has a substantial financial interest in the solicitation or award of the contract.

(b) In order to be considered, a protest shall be in writing, addressed to the purchasing agent, and include:

(1) The name, address and phone number of the bidder or proposer protesting, or the authorized representative of the bidder or proposer;

(2) The invitation for bid or request for proposals/qualifications number and/or title under which the protest is submitted;

(3) A detailed description of the specific grounds for protest and any supporting documentation. It is the responsibility of the protesting bidder/proposer to supplement its protest with any subsequently discovered documents prior to the purchasing agent's decision;

(4) The specific ruling or relief requested; and

(5) Evidence that all persons with a financial interest in the procurement have been given notice of the protest or if such persons are unknown, a statement to that effect.

(c) Protests based on specifications or other terms in the RFP, RFQ or IFB documents which are apparent on the face of said documents must be received by the city no later than ten calendar days prior to the date established for submittal of bids/proposals. Protests based on other circumstances must be received by the city within five calendar days after the protesting bidder/proposer knows or should have known of the facts and circumstances upon which the protest is based. In no event shall a protest be considered if all bids/proposals are rejected or after award of the contract.

(d) Upon receipt of a timely written protest, the purchasing agent shall investigate the protest and shall respond in writing to the protest prior to the award of contract. The decision of the purchasing agent shall be final.

(e) In the event the protest is from a bidder for a public works project which is the subject of competitive bids, the city shall not execute the contract for the project with anyone other than the protesting bidder without first providing at least two full business days' written notice of the municipality's intent to execute the contract for the project; provided, that the protesting bidder submits notice in writing of its protest no later than two full business days following bid opening. Intermediate Saturdays, Sundays, and legal holidays are not counted.

(f) Failure to comply with the protest procedures set forth herein may render a protest untimely or inadequate and may result in rejection thereof by the city. (Ord. 4105 § 1 (part), 2007)

3.85.160 Application.

Consistent with RCW 35.21.120, this chapter does not apply to solid waste collection or recycling services. (Ord. 4164 § 1, 2008)

3.85.170 Small works roster process.

(a) In accordance with the procedures set forth in RCW 39.04.155, contracts for public works projects with a total cost, including applicable taxes, between seven thousand five hundred dollars and three hundred thousand dollars may be awarded using the small works roster process.

(b) The limited public works process as defined in RCW 39.04.155(3) may also be used for projects estimated to cost less than thirty-five thousand dollars. Using this process, quotes are solicited from a minimum of three contractors found in the appropriate category of work in the small works roster. The performance and payment bond requirements and retainage requirements may be waived by the city.

(c) Quotations may be invited from all appropriate contractors on the appropriate small works roster. As an alternative, quotations may be invited from at least five contractors on the appropriate small works roster who have indicated the capability of performing the kind of work being contracted, in a manner that will equitably distribute the opportunity among the contractors on the appropriate roster. However, if only five quotations are sought and the estimated cost of the work is from one hundred fifty thousand dollars to three hundred thousand dollars, the city must also notify the remaining contractors on the appropriate small works roster that quotations on the work are being sought. Such notice must be published in a legal newspaper of general circulation, mailed to these other contractors or sent by facsimile or other electronic means.

(d) At least once a year, the city shall publish in a newspaper of general circulation within the jurisdiction a notice of the existence of the roster or rosters and solicit the names of contractors for such roster or rosters. Responsible contractors shall be added to an appropriate roster or rosters at any time that they submit a written request and necessary records.

(e) The city is authorized to participate with other local governments in the use of a multijurisdictional small works roster. The lead entity for the multijurisdictional small works roster must be clearly identified in the interlocal agreement as being responsible for implementing the provisions of RCW 39.04.155(2).

(f) A formal public bid opening is not required when using the small works roster process. However, no interested party shall be unreasonably denied the opportunity to be present when bids are opened.

(g) Contracts for small works roster bids between fifty thousand dollars and two hundred thousand dollars will be awarded by the city council at the next scheduled council meeting following staff recommendation, unless continued by the city council.

(h) In accordance with RCW 39.04.200, the purchasing agent will, at least once every year, make available to the public a list of the contracts awarded using the small works roster process during the previous year. The list shall contain the name of the contractor or vendor awarded the contract, the amount of the contract, a brief description of the type of work performed or items purchased under the contract, and the date it was awarded. The list shall also state the location where the bid quotations for these contracts are available for public inspection. (Ord. 4256 § 2, 2010; Ord. 4105 § 1 (part), 2007)

3.85.180 Cooperative purchasing.

(a) With the approval of the city council, the purchasing agent may enter into interlocal cooperative purchasing agreements with other public agencies. The interlocal cooperative purchasing agreements must be in accordance with the provisions set forth in Chapter 39.34 RCW as currently written or hereafter amended.

(b) When purchasing off of a contract awarded by another public agency where an interlocal cooperative purchasing agreement is in place, any statutory obligation to provide notice for bids or proposals that applies to the city is satisfied if the public agency or group of public agencies that awarded the bid, proposal, or contract complied with its own legal requirements and either posted the bid or solicitation notice on a website established and maintained by the public agency for purposes of posting public notice of bid or proposal solicitations or provided an access link on the state's web portal to the notice.

(c) Invitations for bids for goods and services and requests for proposals issued by the city may include notice that the city participates in cooperative purchasing and that other public agencies may desire to place orders against the awarded contract. Bidders/proposers may be asked to indicate if they agree to allow orders from other public agencies that have an interlocal cooperative purchasing agreement with the city.

(d) Contracts/purchase orders in excess of fifty thousand dollars resulting from the cooperative purchasing process will be awarded by the purchasing agent. (Ord. 4105 § 1 (part), 2007)

3.85.190 Purchases from/through the United States government.

(a) In accordance with RCW 39.32.090, this chapter allows for the purchase of supplies, materials and/or equipment from or through the United States government without calling for competitive bids.

(b) The purchasing agent is responsible for reviewing the proposed purchase to determine that the purchase is in the best interests of the city.

(c) Under this section, purchases made in excess of fifty thousand dollars must be approved by the city manager or his/her designee. (Ord. 4105 § 1 (part), 2007)

3.85.200 Electronic data processing and telecommunications systems.

(a) The city may purchase electronic data processing or telecommunication equipment, software, or services through competitive negotiation rather than through competitive bidding.

(b) Competitive negotiation, for the purposes of this section, shall include, as a minimum, the following requirements:

(1) A request for proposal shall be prepared and submitted to an adequate number of qualified sources, as determined by the municipality in its discretion, to permit reasonable competition consistent with the requirements of the procurement. Notice of the request for the proposal must be published in a newspaper of general circulation in the municipality at least thirteen days before the last date upon which proposals will be received. The request for proposal shall identify significant evaluation factors, including price, and their relative importance.

(2) The municipality shall provide reasonable procedures for technical evaluation of the proposals received, identification of qualified sources, and selection for awarding the contract.

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(c) The award shall be made to the qualified bidder whose proposal is most advantageous to the municipality with price and other factors considered. The municipality may reject any and all proposals for good cause and request new proposals. (Ord. 4105 § 1 (part), 2007)

3.85.210 Waiver of competitive bidding requirements.

(a) The competitive bidding requirements set forth in this chapter may be waived by the city manager or designee. However, if the cost exceeds fifty thousand dollars, the city manager or designee must provide the city council with documentation of the rationale for waiving the competitive bidding requirements. Competitive bidding requirements may be waived for:

- (1) Purchases that are clearly and legitimately limited to a single source of supply;
- (2) Purchases involving special facilities or market conditions;
- (3) Purchases of insurance or bonds; and
- (4) Purchases of goods, services or public works in the event of an emergency.

(b) Immediately after the award of any contract under this section, to the extent allowed by law, the contract and the factual basis for the exception must be recorded and open to public inspection.

(c) If an emergency exists, the city manager or designee may declare an emergency situation exists, waive competitive bidding requirements and award all necessary contracts on behalf of the municipality to address the emergency situation. If a contract is awarded without competitive bidding due to an emergency, a written finding of the existence of an emergency must be made by the city manager and entered of record by reporting to the city council no later than two weeks following the award of the contract.

(d) In accordance with RCW 39.04.020, upon the written determination by the city manager of an emergency for the procurement of any public work in excess of twenty-five thousand dollars, a description and estimate of the cost of such work shall be published within seven working days after commencement of the work. (Ord. 4105 § 1 (part), 2007)

3.85.220 Contract amendments/change orders.

(a) Amendments are changes to professional service agreements, contracts for goods and contracts for routine maintenance.

(1) If an amendment increases the total value of the contract, the contract amendment must be approved by the appropriate authority based on the new value of the contract. Any amendment that takes a contract value over fifty thousand dollars requires the approval of the city manager. The city manager may choose to seek additional council approval.

(2) Contracts awarded by the council may also authorize negotiation of amendments without further council approval being needed.

(3) Amendments that do not change the total value of the contract (e.g., extended duration) may be approved by the department director.

(b) Change orders are changes made to a public works contract.

- (1) Public Works Under Fifty Thousand Dollars.

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(A) Department directors or their designees are authorized to approve public works contract change orders where the total value of the contract plus the change order remains below fifty thousand dollars.

(2) Public Works Over Fifty Thousand Dollars.

(A) Change orders, cumulatively or singly, that do not exceed the project's contingency funding may be approved by the department director or their designee.

(B) Change orders that cumulatively or singly increase the value of a contract to exceed the project's contingency funding by twenty-five thousand dollars or less require the approval of the city manager. The city manager may choose to seek additional approval from the council.

(C) The council must approve change orders that increase the value of the contract to more than twenty-five thousand dollars beyond the project's contingency funding. (Ord. 4105 § 1 (part), 2007)

3.85.230 Bonding policy.

(a) For all public works contracts, the following minimum bonding requirements shall be met for each procurement:

(1) A bid deposit in the form of a bid bond or certified check in an amount equal to at least five percent of the total bid must be enclosed with the submitted sealed bid if the bid is in excess of fifty thousand dollars.

(2) A performance and payment bond for one hundred percent of the total contract price shall be received from the successful contractor prior to contract award for all contracts in excess of thirty-five thousand dollars.

(b) On public works contracts of thirty-five thousand dollars or less, at the option of the contractor, the city may, in lieu of a performance and payment bond, retain fifty percent of the contract amount for a period of thirty days after date of final acceptance, or until receipt of all necessary releases from the Department of Revenue and settlement of any liens fixed under Chapter 60.28 RCW, whichever is later.

(c) If the limited public works process allowed under Section [3.85.170\(b\)](#) is used, the city may waive the requirements for performance and payment bond and retainage.

(d) The purchasing agent, in consultation with the project manager, city attorney's office and risk management coordinator as needed, shall have authority to determine amounts of protective bid guarantees for all purchases in the best interests of the city. (Ord. 4111 § 3, 2007; Ord. 4105 § 1 (part), 2007)

3.85.240 Environmentally preferable purchasing practices.

(a) When specifying products to be purchased, staff should give consideration to products that have a lesser or reduced effect on health and the environment when compared with other products that serve the same purpose.

(b) The environmental attributes of a product are to be an additional consideration in the buying decision along with such traditional factors as price, performance, quality, and service.

(c) It is the responsibility of purchasing staff to:

(1) Monitor information from the state of Washington and other public agencies on environmentally preferable purchasing initiatives.

(2) Attend periodic training sessions and workshops on the purchasing of environmentally preferable products to learn of new developments in this area.

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(3) Solicit information from vendors representing environmentally preferable products to become better aware of available products.

(4) Communicate opportunities for the purchase of environmentally preferable products to city staff. (Ord. 4105 § 1 (part), 2007)

3.85.250 Purchase record maintenance.

(a) The purchasing department shall maintain or be afforded access to all records sufficient to detail the significant history of a procurement. These records will include, but are not limited to, the following:

- (1) The rationale for the method of procurement.
- (2) The selection of contract type and evaluation criteria.
- (3) Contractor selection or rejection, and rationale.
- (4) The basis for the contract price.
- (5) The bid tabulation or proposal evaluation worksheet.
- (6) All documented communication with potential contractors, prior to the bid opening date.
- (7) Advertising affidavits of publication.
- (8) Bidder's lists, with names, addresses, and telephone numbers.
- (9) All bids or proposals received. (Ord. 4105 § 1 (part), 2007)

Clarification of Approval Authority November 4, 2016

Process	>\$50k	<\$50k but >\$7,500	<\$7,500 but >\$1000	<\$1000
Contract Signature* Purchase Contract (3.85.080(a)) Professional Svcs (3.16.065(b)) Grants (Admin Policy 3-4) Interlocal Agmts (3.16.065(a))	CMO CMO CMO CMO/Finance Dir.	Director Director Director Director	Director Director Director Director	Director Director Director Director
Purchase Orders (KMC 3.85) Purchases of materials, equipment, supplies and contractual services	CMO/Finance Dir. Unless Formal Process (e.g. cooperative purch)	Director	Manager Responsible for Budget	Supervisor/AA** Responsible for Budget
Authorization to Pay/Recurring Progress payments on existing obligations, monthly/quarterly invoices w/multiple accounts, training, dues, subscriptions, etc.	CMO Unless Existing Obligation	Director Unless Existing Obligation	Manager Responsible for Budget Unless Existing Obligation	Supervisor/AA Responsible for Budget
Costco	Maximum purchase \$7,500 – subject to same rules as purchase orders.			
P-Cards	Not applicable	Director sign-off monthly on department statement	Applicable limits apply to individual transactions	Applicable limits apply to individual transactions
Immediate Pay Claim For Expenses	Department Director and Finance Director or Accounting Manager sign off on all			
Petty Cash Not to be used for reimbursement of business expenses such as meals and mileage	Only up to \$50 - must be signed by Supervisor or above			

*ALL originals must be filed with the City Clerks Office.

**Administrative Assistants

Director cannot delegate approval authority unless specifically granted

"How to Buy Chart"

11/4/2016

Type of Purchase	Competitive Pricing Desirable			Quotes/Informal Proposals			Formal Competitive Process		
	Estimated Amount	Streamlined Process	Process Questions	Estimated Amount	Director can execute contract. Council approval not required.	Process Questions	Estimated Amount	Contract awarded by Council or City Manager	Process Questions
Public Works (e.g. building repairs, road improvements, facilities construction, etc.) (RCW 35.23.352 Bid Thresholds) (RCW 39.04.155 Small Works) (KMC 3.85.085)	Under \$7,500	Recommend that contractor be selected from Shared Small Works Roster. Informal quotes should be solicited. Prevailing wages required.	Purchasing Agent - x3123	\$7,500 - \$50,000	Recommended that the Small Works Roster process be used. Limited Public Works process may be used if less than \$35,000. As an alternative, Director can waive use of competitive process.	Purchasing Agent - x3123	Over \$50,000 (>\$65,000 multi trade or >\$40,000 single trade must be contracted)	Invitation for Bids is required. (As an alternative, Small Works Roster process can be used up to \$300,000.) Council awards contracts over \$50,000.	Purchasing Agent - x3123
Equipment, Supplies & Routine Services (includes furniture, computer hardware, office equipment, equipment maintenance contracts, etc.) (KMC 3.85.080)	Under \$7,500	Written quotes are not required, but informal phone quotes are encouraged. Computer hardware or software require IT approval.	Buyer - x3121 or Purchasing Agent - x3123	\$7,500 - \$50,000	At least three written quotes should be obtained, if possible. Computer hardware or software require IT approval. The City Manager may waive the competitive process requirement.	Buyer - x3121	Over \$50,000	Invitation for Bids or Request for Proposals can be used. (RFP is appropriate if award decision is subjective.) (KMC 3.85.090)	Purchasing Agent - x3123
Professional Services (Consulting services other than Architects & Engineers) (KMC 3.85.110, KMC 3.16.065)	Under \$7,500	No competition required. Director executes Professional Services Agreement.	Purchasing Agent - x3123	\$7,500 - \$50,000	Professional Services Agreement is executed by Director. Director determines the need for competition for contract award.	Purchasing Agent - x3123	Over \$50,000	RFP or RFQ process used to assure competition. City Manager can waive use of competitive process.	Purchasing Agent - x3123
Architects & Engineers (RCW 39.80)	Under \$7,500	Select best qualified consultant from A&E Roster.	Purchasing Agent - x3123 or Capital Projects Mgr - x3832	\$7,500 - \$50,000	Select from A&E Roster. If specialty is not found, Director may require RFQ process to ensure competition. RCW 39.80 governs selection process.	Purchasing Agent - x3123 or Capital Projects Mgr - x3832	Over \$50,000	Select from A&E Roster or conduct RFQ process. Contract awarded based on qualifications.	Purchasing Agent - x3123 or Capital Projects Mgr - x3832
Emergency Purchase of Goods, Services or Public Works (Quick purchase necessary to avoid financial loss.) (RCW 39.04.280) & (KMC 3.85.210)	Under \$7,500	Make purchase without competition. If public work, prevailing wage requirements still apply.	Purchasing Agent - x3123	\$7,500 - \$50,000	Director and Purchasing are advised of need for emergency purchase before or immediately after the fact. Documentation of emergency situation is required.	Purchasing Agent - x3123	Over \$50,000	Requires City Manager's approval. Reported to City Council at their next meeting.	Purchasing Agent - x3123
Sole Source Purchase (Goods & routine services for which only one source exists.) (RCW 39.04.280) & (KMC 3.85.210)	Under \$7,500	No competition required.	Buyer - x3121	\$7,500 - \$50,000	Consult with Purchasing prior to purchase. City Manager or designee must waive competitive bidding requirement.	Purchasing Agent - x3123	Over \$50,000	City Council approval required prior to purchase.	Purchasing Agent - x3123
Cooperative Purchasing (RCW 39.34)(KMC 3.85.180)	There is no requirement for competition or Council approval when purchasing from State Contracts or other contracts covered by an interlocal agreement. However, for other than State Contracts, Purchasing needs to be consulted to assure compliance with RCW 39.34.								
Small Works Roster Process (RCW 39.04.155) (KMC 3.85.170)	May be used for public works projects less than \$300,000. 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. Council awards contracts over \$50,000.								

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Exhibit A



City of Kirkland Continuity of Operations Continuity of Government Fire Department Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the Fire Department (FD) is responsible for providing emergency services to the community including fire, medical, technical rescue, and hazardous materials response; fire inspections and permitting; and emergency management. The department staffs five fire stations and operates 24 hours a day, seven days a week 365 days a year. The FD partners with city departments and resources to perform essential functions.

Essential Functions

Essential functions for the FD during a COOP incident includes emergency response and incident management. Detailed information about the delivery of these services is available in Attachment A Essential Functions Worksheet. Below is a high-level summary including Continuity of Government (COG) status for each function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Response	Fire, medical, rescue, and hazmat response services.	Yes	2 hours
Emergency Operations (EOC)	Support and/or coordinate City response to the incident.	Yes	2 hours
Alert and Warning	Provide public notice of life safety situations and actions.	Yes	2 hours
Operations Support	Maintain equipment and gear for response efforts.	No	4 hours

Key Personnel

The FD has identified the Order of Succession for leadership as key roles in facilitating the delivery of essential functions.

Leadership	Order of Succession by position
Fire Department	<ol style="list-style-type: none"> 1. Fire Chief 2. Deputy Fire Chief 3. Battalion Chief 4. Ranking Officer

The FD recognizes that all department staff are considered key personnel and have a role during a major incident. However, the FD has further defined key personnel and backups needed to perform essential function tasks under the direction of leadership.

Essential Function	Key personnel by position
Response	<ol style="list-style-type: none"> 1. Fire Fighter/EMT 2. Mutual Aid Fire Fighter/EMT 3. Fire Officer 4. Battalion Chief 5. Deputy Chief
Emergency Operations	<ol style="list-style-type: none"> 1. Emergency Manager 2. Emergency Preparedness Coordinator 3. Deputy Chief
Alert and Warning	<ol style="list-style-type: none"> 1. Incident Commander 2. Emergency Manager 3. King County Emergency Management
Operations Support	<ol style="list-style-type: none"> 1. Mechanic 2. Self-Contained Breathing Apparatus Technician 3. Personal Protective Equipment Team

Delegations of Authority

The FD has a delegation of authority process as written in the FD Policy Manual Policy 200 Organizational Structure that identifies the hierarchy and delegation of roles for daily and emergency situations. See FD Policy Manual for details.

Department Relocation

Incident impacts and operational needs will dictate the safe options for relocation; therefore, the FD does not have designated alternate locations. Whenever possible, the EOC will relocate within the city limits and near the City Manager and City Council locations.

Fire Stations are strategically located throughout the city to support response times and service areas. The ability to relocate a fire station is limited, thus response crews may need to shelter on site or in the area through supported infrastructure such as tents, portable toilets, or temporary housing accommodations i.e. community centers.

Possible alternate locations for the EOC include Fire Station 26 (9930 124th Ave NE) or the Kirkland Justice Center (11740 NE 118th St).

Communications

The FD has several methods of communication in support of delivery of essential functions. The intent is to use normal operational systems, or as many of them as are possible, including but not limited to desk and cell phones, Outlook email, 800 MHz radios, and social media accounts such as Facebook and Twitter for communication during a COOP scenario.

The FD leadership has Government Emergency Telephone System (GETS) and Wireless Priority System (WPS) capability as well.

The FD oversees the coordination and use of the King County Emergency Management mass notification system (CODE RED) for alerting city employees of information. The system relies on the employee to "opt in" for alerts beyond their city email and desk phone.

The FD coordinates the public and employee recorded information hotlines through the Emergency Operations Center, when activated, or through Emergency Management if not activated.

The FD is dependent on a Public Safety Alerting Point (PSAP) a.k.a. 911 Dispatch for notification and assignment of public calls for assistance. The PSAP system has redundancy established at least three deep to support delivery of response information.

In addition to these systems the FD has access to Amateur Radio volunteers for emergency communications and electronic reader boards placed throughout the city.

Vital Records, Files, and Databases

The FD has identified vital records to include response documentation reports, map books, Department of Transportation (DOT) Hazardous Material guides, Material Safety Data Sheets (MSDS), partner contact lists, Emergency Operations Center (EOC) forms and templates. EOC operations files and Geographical Information System (GIS) databases as key for supporting essential functions.

Critical Systems

Access to the intranet and internet is necessary for the FD to perform most essential functions.

Response units use Computer Aided Dispatch (CAD), online MSDS and DOT guide programs, and internet based GIS resources.

The EOC uses GIS, WebEOC, and Microsoft Office Suite for documentation and coordination of incident information.

The notification system (CODE RED) is also internet based, but does have an option to contact the service provider directly via phone for support.

In addition to technology systems, the FD relies on infrastructure systems such as water and hospitals to assist in delivery of essential services.

Critical Equipment

The FD has identified that there is extensive and unique critical equipment requirements for the delivery of essential functions. In addition to technology resources such as phones, radios, computers, and printers the FD relies on specialized vehicles, medical supplies, protective gear, tactical gear, and a variety of task specific tools. For a detailed list of critical equipment see Attachment A Essential Functions Worksheet.

External Contacts

The FD partners with several external response and emergency management organizations for delivery of essential functions. The response aspect of the FD has established mutual aid agreements facilitated through the PSAP system.

The emergency management component partners with local, regional, county, and state level agencies to support delivery of essential services.

The PSAP or dispatch center is an external agency delivering services to the FD as a consortium member.

Return to Operations

The FD will have additional and continual, but possibly limited in scope, operations during a COOP incident. Return to operations may mean relocation back to an original facility or new facility if alternate work sites were established. Primarily return to operations will consist of resuming all services normally performed by the FD during non-disaster times, such as training, inspections, and routine maintenance.

As part of the return to operations the EOC may deactivate and emergency management staff may initiate the incident after action review and improvement planning process.

For all areas of the FD return to operations includes thoroughly checking the condition and status of equipment and supplies. In addition, consideration and attention will be given to the physical and emotional health of responders with critical incident stress management resources being provided as needed.

Department Resource Documents

The attached documents serve as resources that support COOP activities related to essential functions, authorities, and staff.

Attachment A: Essential Functions Worksheet

Attachment B: COOP Alternate Facility Requirements

ATTACHMENT A

Fire Department Essential Functions Worksheet

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Fire Response	Fire Operations, protect the community, limit property damage	Firefighters Fire Officer Battalion Chief	Mutual Aid response agencies	Map book/GIS Pre fire plans	Fire engines, Ladder, PPE, SCBA, radio, Hose, ladders, rescue equipment	Dispatch Center, 800Mhz, water supply	2 hours
Medical Emergency Response	Fire operations, Life safety	Firefighters Fire Officer Battalion Chief Paramedics Private Ambulance	Mutual Aid response agencies Hospitals Private ambulance	Map book/GIS Run report form	Aid Cars, Medical equipment, radio, protective equipment for responders	Dispatch Center, 800Mhz Radio, Hospital Emergency Alert Radio (HEAR)	2 hours
Rescue Response	Fire Operations, truck, technical rescue, collapse structure response, Water rescue	Firefighters Zone one tech rescue team Battalion Chief Fire Officers	Mutual Aid response agencies Hospitals	Map book/GIS	Ladder rig, technical rescue equipment, radio, Water rescue crafts and equipment	Dispatch Center, 800Mhz Radio Hospital Emergency Alert Radio (HEAR)	2 hours

ATTACHMENT A

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Hazardous Materials Response	Fire Operations	Firefighters Zone One Hazmat Team Fire Officer Battalion Chief	Mutual Aid response partners Zone one hazmat team EPA	Dept Of Transportation (DOT) guide Material Safety Data Sheets (MSDS)	Hazardous response protective gear, testing equipment and rig with supplies Radio, computer	Dispatch MSDS online DOT guide online	2 hours
Maintaining gear/equipment ready	Engine, Aid car, Medical equipment, rescue equipment, FF protective gear	Mechanic, SCBA techs, PPE team	Parts suppliers	N/A	Shop and tools	N/A	4 hours
Emergency Operations Center (EOC) Operations/ support	Support and/or coordinate City response to incident	Emergency Manager Emergency Management Coordinator EOC Commander	Zone One Emergency Managers King County Office of Emergency Management	EOC FORMS Contact number list	Maps, forms, phones, Computers	WebEOC Microsoft word and excel GIS	2 hour

ATTACHMENT A

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Alert & warning	Provide public notice of life safety actions	Incident Command NORCOM Dispatch King County Office of Emergency Management Duty Officer	NORCOM (Dispatch) King County Office of Emergency Management	Contact number list	Computer Or phone	Code Red GIS	2 hour

ATTACHMENT B

COOP Alternate Facility Requirements							
Department unit/division	Physical size	Location Proximity	Infrastructure	Technology	Public Access	Parking/Staging	Comments
Fire Administration	Workspace for 6	Near EOC and Policy Group	Power, cell and phone, 800MHz coverage	Computers, printer, Intra and internet access	Not required	Parking for 4 vehicles	
Fire Station 22	Space for min 3 FF, 2 rig and supplies and equipment storage	South end of Kirkland	Power, cell and 800MHz coverage	Computers, printer, Intra and internet access	Yes, not necessarily in structure	Parking for staff, min 1 engine and 1 Aid car	FF work extended shifts and will need on site food prep area, sleeping quarters, hygiene areas
Fire Station 21	Space for min 3 FF, 2 rig and supplies and equipment storage	Central Kirkland	Power, cell and 800MHz coverage	Computers, printer, Intra and internet access	Yes, not necessarily in structure	Parking for staff, min 1 engine and 1 Aid car	FF work extended shifts and will need on site food prep area, sleeping quarters, hygiene areas
Fire Station 25	Space for min 3 FF, 2 rig and supplies and equipment storage	Finn Hill	Power, cell and 800MHz coverage	Computers, printer, Intra and internet access	Yes, not necessarily in structure	Parking for staff, min 1 engine and 1 Aid car	FF work extended shifts and will need on site food prep area, sleeping quarters, hygiene areas

ATTACHMENT B

COOP Alternate Facility Requirements							
Department unit/division	Physical size	Location Proximity	Infrastructure	Technology	Public Access	Parking/Staging	Comments
Fire Station 26	Space for min 4 people, 3 rigs and supplies and equipment storage	East side of Kirkland	Power, cell and 800MHz coverage	Computers, printer, Intra and internet access	Yes, not necessarily in structure	Parking for staff, min 1 engine and 1 Aid car, 1 battalion rig	Battalion Chief is located at this station, that position could be moved, should be central. FF work extended shifts and will need on site food prep area, sleeping quarters, hygiene areas FF work extended shifts and will need on site food prep area, sleeping quarters, hygiene areas
Fire Station 27	Space for min 6 people, 4 rigs and supplies and equipment storage	North end	Power, cell and 800MHz coverage	Computers, printer, Intra and internet access	Yes, not necessarily in structure	Parking for staff, min 1 engine and 2 Aid cars, 1 Ladder	2 companies work out of this station, they could be split into 2 north end companies. FF work extended shifts and will need



City of Kirkland Continuity of Operations Continuity of Government Human Resource and Performance Management Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the Human Resource and Performance Management Department (HR) is responsible for employee relations, support, compensation, and risk management. HR’s primary focus is employees during an incident and requires coordination with city departments to perform essential functions.

Essential Functions

Essential functions for HR during a COOP incident include employee relations, compensation, training and assignments, accountability, risk management, and compliance with labor and regulatory requirements. Detailed information about the delivery of these services is available in Attachment A Essential Functions Worksheet of this appendix. Below is a high-level summary including Continuity of Government (COG) status for each function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Risk Management	Identification, evaluation, and mitigation of risk.	Yes	4 hours
Internal Recruitment	Fulfill requests for personnel for incident response.	No	6 hours
Injury and fatality management	Support the identification and family notification of injured or deceased employees.	No	2 hours
Enforcement	Enforce compliance with laws, union contracts, and ADA requirements.	Yes	4 hours
Safety Training	Conduct just in time safety training for employees and volunteers for the incident.	Yes	4 hours

Human Resources and Performance Management Appendix

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Workforce Management	Manage safety concerns and support and retain employees.	No	12 hours
Compensation	Manage and maintain pay and benefit system.	Yes	12 hours

Key Personnel

HR has identified the Order of Succession for leadership as key roles in facilitating the delivery of essential functions.

Leadership	Order of Succession by position
Human Resources Department	<ol style="list-style-type: none"> 1. Director 2. Senior Human Resources Analyst 3. HR Analyst – Most Senior

HR has further identified the key personnel and backups needed to perform the essential function tasks under the direction of leadership.

Essential Function	Key personnel by position
Risk Management	<ol style="list-style-type: none"> 1. Director 2. Senior HR Analyst 3. Risk Analyst
Internal Recruitment	<ol style="list-style-type: none"> 1. Director 2. Senior HR Analyst 3. HR Analyst(s)
Injury and Fatality Management	<ol style="list-style-type: none"> 1. Director 2. Senior HR Analyst 3. HR Analyst(s)
Enforcement	<ol style="list-style-type: none"> 1. Director 2. Senior HR Analyst 3. HR Analyst(s)
Safety Training	<ol style="list-style-type: none"> 1. Director 2. Senior HR Analyst 3. Risk Analyst
Workforce Management	<ol style="list-style-type: none"> 1. Director 2. Senior HR Analyst 3. HR Analyst(s)
Compensation	<ol style="list-style-type: none"> 1. Director 2. HR Analyst(s)

Delegations of Authority

HR has a formal documented delegation of authority for the role of Risk Manager as the HR Director job description states that the HR Director is the City Risk Manager. The order of succession and key personnel provide for continued operations of all other HR functions during a COOP incident.

Department Relocation

The incident impacts and operational needs will dictate the safe options for relocation; however, the essential functions of HR are not dependent on any specific location or facility. Functions can be performed at any site with adequate infrastructure, thus HR does not have a designated alternate site. The COOP Facilities Team will identify a safe location for HR to work, if relocation is needed.

Communications

HR does not have any unique communication requirements. The intent is to use operational systems, including but not limited to, desk phones, cell phones, Outlook email, and text messaging for communications during a COOP scenario.

Vital Records, Files, and Databases

HR has identified vital records to include employee personnel files, claim files, partner contact information, and training rosters. In addition to these files, HR uses the Internal Financial Accounting System (IFAS) database.

Critical Systems

Access to the intranet and internet is necessary for HR to perform essential functions. The use of the Internal Financial Accounting System (IFAS) facilitates delivery of services.

Critical Equipment

HR has identified technology and communication equipment as key for delivery of essential functions. These resources include but are not limited to phones, computers, and printers.

External Contacts

HR is not dependent on external agencies for delivery of essential functions. However, there are partner agencies related to health, labor, and compliance that HR may work with to facilitate delivery of service.

Return to Operations

HR will have continual, but possibly limited, operations during a COOP incident. Return to operations includes the relocation back to the original facility or a new facility if HR is working from an alternate location. HR will resume normal business activities, in addition to any incident

Human Resources and Performance Management Appendix

or COOP activities, as able and based on resources. Priority will be given to services that support employee recovery, retention, and, if needed, replacement.

Department Resource Document

The attached documents serve as the resources that support COOP activities related to essential functions, authorities, and staff.

Attachment A: Essential Functions Worksheet

Attachment B: Risk Manager Delegation of Authority

Documents not attached but that serve as resources to HR include the City Administrative Policy Manual, Kirkland Municipal Code, and Collective Bargaining Agreements.

ATTACHMENT A

Human Resources Essential Functions Worksheet

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Risk Management	Forecast and evaluation of risk and identification of mitigation options.	Director Risk Analyst HR Analyst	Washington Cities Insurance Authority – (WCIA)	Claims Files	Computer Telephone	Internet WA. L&I website	4 hours
Management, leadership, and governance of employees	Responsible for supporting and retaining the City's workforce	Director Sr HR Analyst HR Analyst	None	Personnel Files	Computer Telephone	Internal Financial Accounting System (IFAS)	24 hours
Employee Relations	Manage concerns of workplace safety	Director HR Analysts	Washington State Labor and Industries	Personnel Files	Computer Telephone	IFAS	12 Hours
Compensation	Manage and maintain pay and benefit system	Director HR Analysts	Benefit Providers	Personnel Files	Computer Telephone	IFAS	12 hours

ATTACHMENT A

Essential Function	Essential Function Description	Key Positions and backup	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Recruitment - Internal	To fulfill requests for additional personnel from City Departments	Director Sr HR Analyst HR Analyst	None	Personnel Files	Computer Telephone	IFAS	6 hours
Employee Accountability	Enforce employment laws and union contracts under emergency conditions	Director Sr HR Analyst HR Analyst	Union Representatives	Personnel Files, Kirkland Municipal Code, Administrative Policy Manual, Collective Bargaining Agreements	Computer Telephone	IFAS	6 hours
Support identification and notification of deceased or injured	Assist Medical, PD and Medical Examiner	Director Sr HR Analyst HR Analyst	Seattle, King County Public Health, Local Hospitals	Personnel Files	Computer Telephone	IFAS	1 hour
Enforce ADA Policy Compliance	Ensure City-wide compliance with Americans with Disabilities Act (ADA)	Director Sr HR Analyst HR Analyst	None	Americans with Disabilities Policy	None	None	4 hours

**CITY OF KIRKLAND, WASHINGTON
DIRECTOR OF HR AND PERFORMANCE MANAGEMENT
DELEGATION OF AUTHORITY RE RISK MANAGEMENT FUNCTION**

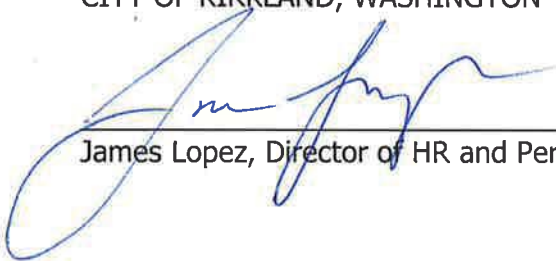
The undersigned, James Lopez, is the duly appointed Director of Human Resources and Performance Management for the City of Kirkland, Washington ("City"). The undersigned hereby authorizes and delegates to the individual identified below the authority to serve as Acting Risk Manager in the absence of said Director, and in connection therewith to act and to execute and deliver any contract, certificate, pleading or other document that said Director is authorized to perform and execute and deliver on behalf of the City related to said risk management function. The acts and signature of the individual identified below shall be as binding on the City as if the acts had been taken and the documents been executed by said Director related to said risk management function:

1. Kevin Raymond, City Attorney

This authorization shall be effective immediately and shall remain in effect for so long as we continue to hold our respective offices.

DATED this 26th day of October, 2017.

CITY OF KIRKLAND, WASHINGTON




James Lopez, Director of HR and Performance Management

STATE OF WASHINGTON)
)ss:
COUNTY OF KING)

On this 26 day of October, 2017, before me, the undersigned, a Notary Public in and for the State of Washington, duly commissioned and sworn, personally appeared James Lopez, to me known to be the Director of HR and Performance Management for the City of Kirkland, the municipal corporation that executed the foregoing instrument, and acknowledged the said instrument to be the free and voluntary act and deed of said City, for the uses and purposes therein set forth, and on oath stated that he was authorized to sign said instrument.

WITNESS my hand and official seal hereto affixed the day and year first above written.




Print Name: Elizabeth S Reali
NOTARY PUBLIC in and for the State
Washington, residing Sammamish
Commission expires: 09 15 2019

ATTACHMENT A

Essential Function	Essential Function Description	Key Positions and backup	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Safety Training	Conduct just in time safety training for employees and volunteers	Director Risk Analyst HR Analyst	N/A	Training Records Personnel Files	None necessary, could utilize computers if available	IFAS	4 hours



City of Kirkland Continuity of Operations Continuity of Government Information Technology Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the Information Technology Department (IT) is responsible for supporting the access to and use of operational and communication technology and hardware. All city departments have identified a dependency on information technology for the delivery of their essential functions. IT is dependent on external critical infrastructure systems being operational and available for delivery of all essential functions.

Essential Functions

Essential functions for IT during a COOP incident include user technology support, use of Geographic Information Services (GIS), and data system management. Detailed information about the delivery of these services is available in Attachment A Essential Functions Worksheet of this appendix. Below is a high-level summary including Continuity of Government (COG) status for each function.

Although the services of IT are not legally mandated, it is understood that technology access and support is vital to the ability of the city to operate during and following an emergency or disaster incident.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Technology Support	Support access to and use of telecom, internet, and computer hardware and software.	No	2 hours
Geographic Information Services (GIS)	Support access and implementation of GIS systems.	No	2 hours
Data Maintenance	Maintain data system security and availability.	No	2 hours

Key Personnel

IT has identified the Order of Succession for leadership as key roles in facilitating the delivery of essential functions.

Leadership	Order of Succession by position
Information Technology	<ol style="list-style-type: none"> 1. Information Technology Director 2. Information Technology Manager Network and Operations 3. Information Technology Manager Enterprise Applications 4. Information Technology Manager Spatial Systems

IT has further identified the key personnel and backups needed to perform the essential functions tasks under the direction of leadership.

Essential Function	Key personnel by position
Information Support	<p>Communication, network, data security</p> <ol style="list-style-type: none"> 1. Senior Network Engineer <ul style="list-style-type: none"> 1a Network Engineer 1b Network Analyst <p>Computer Support</p> <ol style="list-style-type: none"> 2. Service Desk Supervisor <ul style="list-style-type: none"> 2a Service Desk Analyst(s) 2b Desktop Systems Analyst(s)
GIS	<ol style="list-style-type: none"> 1. Senior GIS Analyst(s) 2. GIS Analyst(s)
Data Maintenance	<ol style="list-style-type: none"> 1. Senior Network Engineer 2. Network Engineer 3. Network Analyst

Delegations of Authority

IT does not have any formal documented delegation of authorities, the order of succession and key personnel provide for continued operations during a COOP incident.

Department Relocation

The incident impacts and operational needs will dictate the safe options for relocation; however, the essential functions of IT are dependent on a location or facility with power and network connectivity. These resources can be provided by temporary or mobile capability but must exist to support service delivery by IT.

Communications

IT does not have any unique communication requirements. The intent is to use operational systems, including but not limited to, desk phones, cell phones, Outlook email, and text messaging for communications during a COOP scenario.

Vital Records, Files, and Databases

IT has identified vital records to include various tracking logs and data files associated with GIS and City electronic records.

Critical Systems

Access to intranet and internet is necessary for IT to perform most essential functions. In addition, IT uses NETAPP and Simpana for data integrity management.

Critical Equipment

IT has identified several types of critical equipment for the delivery of essential functions. In addition to phones IT requires computer and connectivity hardware, servers, and technical devices to support COOP tasks. IT depends on the fiber optic connection to the data center making it a critical equipment resource. For a detailed list of requirements see Attachment A Essential Functions Worksheet.

External Contacts

IT partners with and is dependent on several vendors for delivery of essential functions. Most vendors are in the technology industry and thus have disaster recovery programs and redundancies in place to support the sustainment of service to the city.

Return to Operations

IT will have continual, but possibly limited, operations during a COOP incident. Return to operations includes relocation to the original facility or a new facility if IT is working from an alternate location. IT will resume normal business activities based on available resources, priorities of city leadership, and restoration and recovery tasks necessary to return all departments to normal operations.

Depending on the nature of the incident that created the need for COOP activities, IT may have a complex extended return to normal operations while staff address incident impacts.

Department Resource Document

The attached document serves as a resource that supports COOP activities related to essential functions, authorities, and staff.

Attachment A: Essential Functions Worksheet

ATTACHMENT A

Information Technology Essential Functions

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Support Communication and network	Facilitate access to communication tools – telecom and internet	Senior Network Engineer Network Engineer Network Analyst	Cisco Verizon/Frontier	Logs	Routers Switches Voice Servers	Internet	2 hours
Geographic Information Systems (GIS)	Support response, decision making, and planning efforts	IT Manager – Spatial Systems, Senior GIS Analysts	ESRI Port Madison	Over 200 layers of information including maps, land records, etc.	Servers, desktop computers, Internet	Internet	2 hours
Computer support	Facilitate access and use of computer software and hardware	Service Desk Supervisor IT Manager – Network and Operations	Service Now Dell Microsoft	None	Desktop computer or laptop	Access to Service Now, which requires an Internet connection	2 hours
Data Security	Maintain technology data and system security	Senior Network Engineer, Network Engineer Network Analyst	McAfee CISCO Microsoft	Logs	Firewalls IDS/IPS Endpoint AV	Web gateways and Intrusion Protection appliances, all systems at some level	2 hours

ATTACHMENT A

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Data Integrity (Backups/Storage)	Maintain consistent and available data for the organization (for daily use and DR)	IT Manager – Network and Operations Sr. Network Engineer, Network Engineer, Network Analyst	NETAPP CommVault DELL	Computer backup files contain copies of most electronic records of the city	NetApp data storage devices Servers	NETAPP Simpana	24 hours Note: Could be days depending on location and amount of data



City of Kirkland Continuity of Operations Continuity of Government Parks and Community Services Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the Parks and Community Services Department (PCS) is responsible for coordinating mass care resources for city staff performing COOP activities. City departments and staff are dependent on the PCS to support their ability to deliver essential functions. This effort may require participation on the COOP Facilities Team.

In a COOP incident, the suspension of public recreation programs may be necessary to allow the PCS to support City COOP activities.

Some departments such as fire or police may require significant support including lodging/shelter, feeding, sanitation, or hygiene capabilities. Other departments may require limited support, if any.

Essential Functions

Essential functions for PCS are focused on supporting mass care needs, specific to COOP is the support for City staff providing service to the public during a COOP scenario. Detailed information about the delivery of this support is available in Attachment A Essential Functions Worksheet of this appendix. Below is a high-level summary including Continuity of Government (COG) status for each function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Mass Care	Support care, feeding, and shelter operations for city staff performing COOP activities.	No	24 hours
COOP Support	Participate on COOP Facilities Team.	No	6 hours

Key Personnel

The PCS has identified the Order of Succession for leadership as key roles in facilitating the delivery of essential functions.

Leadership	Order of Succession by position
Parks & Community Services	<ol style="list-style-type: none"> 1. Director 2. Deputy Director, Planning & Community Services 3. Deputy Director, Operations 4. Parks Operation Manager 5. Recreation Manager

The PCS has further identified the key personnel and backups needed to perform the essential function tasks under the direction of leadership.

Essential Function	Key personnel by position
Mass Care	<ol style="list-style-type: none"> 1. Recreation Manager 2. Supervisor of North Kirk Community Center 3. Supervisor of Peter Kirk Community Center
COOP Support	<ol style="list-style-type: none"> 1. Operations Manager 2. Parks Supervisor 3. Recreation Supervisor

Delegations of Authority

The PCS does not have formal documented delegation of authorities, the order of succession and key personnel provide for continued operations during a COOP incident.

Department Relocation

Incident impacts and operational needs will dictate the safe options for relocation; however, the essential functions of the PCS are not dependent on any specific location or facility. Functions can be performed at any site with adequate infrastructure, thus the PCS does not have a designated alternate site. The COOP Facilities Team will identify a safe location for the PCS to work, if relocation is needed.

Mass care support locations have specific requirements for compliance with regulations and laws. During a COOP scenario, every effort will be made to meet these requirements, whenever possible and able.

Communications

The PCS does not have any unique communication requirements. The intent is to use operational systems, including but not limited to, desk phones, cell phones, Outlook email, and text messaging for communications during a COOP scenario.

Vital Records, Files, and Databases

The PCS has identified vital records as those items supporting the essential function of mass care, such as shelter manual, and database or list of preferred shelter locations.

Critical Systems

Access to the intranet and internet is not necessary but desired to support the PCS essential functions.

Critical Equipment

The PCS has identified communication equipment as critical for support of essential functions. If available, computers would assist the PCS as well, but are not required.

External Contacts

The PCS is not dependent on external agencies for delivery of essential functions. However, partnerships with various private, public, and non-profit organizations are, at times, leveraged to support mass care operations.

Return to Operations

The PCS may have continual, but limited, operations during a COOP incident. Return to operations includes the relocation back to the original facility or a new facility if the PCS is working from an alternate location. The PCS will resume normal business as able based on available resources, priorities of City leadership, recovery priorities, and the readiness if the community to engage in recreation activities.

Department Resource Document

The attached document serves as a resource that supports COOP activities related to essential functions and staff.

Attachment A: Essential Functions Worksheet

ATTACHMENT A

Parks and Community Services Essential Functions Worksheet

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Mass Care	Support care, feeding, and shelter operations for city staff performing COOP activities	Recreation Manager Supervisor North Kirkland Community Center Supervisor Peter Kirk Community Center	Hotels Faith Based organizations Volunteer Organizations Active in Disasters (VOAD) Food distributors Sanitation suppliers	Shelter operations manual Contact list for partners Approved sheltering locations list	Computer Phones Sheltering supplies Generators	Internet	24 hours
COOP Support	Participate on COOP Facilities Team	Operations Manager Parks Supervisor Recreation Supervisor	Hotels Conference or meeting space KCLS	Contact lists Facility floor plans/ capability list	Computer Phones	GIS Internet	6 hours



City of Kirkland Continuity of Operations Continuity of Government Planning and Building Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the Planning and Building Department (PBD) is responsible for performing emergency building inspections within city boundaries in support of incident and COOP operations. The PBD will perform this essential function in coordination with the COOP Facilities Team and/or the Emergency Operations Center and as infrastructure, such as roadways, allow movement to sites.

Essential Functions

The essential function of the PBD during a COOP incident is to perform emergency building inspection of structures for potential or identified use for incident operations, COOP activities, or community needs. Detailed information about the delivery of this service is available in Attachment A Essential Functions Worksheet of this appendix. Below is a high-level summary including Continuity of Government (COG) status for the function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Building Inspection	Perform emergency building inspections.	Yes	12 hours

Key Personnel

The PBD has identified the Order of Succession for leadership as key roles in facilitating the process of building inspections

Leadership	Order of Succession by position
Planning and Building	<ol style="list-style-type: none"> 1. Director 2. Deputy Director 3. Building Official 4. Development Review Manager

The PBD has further identified the key personnel and backups needed to perform the task of building inspection.

Essential Function	Key personnel by position
Emergency Building Inspection	<ol style="list-style-type: none"> 1. Building Official <ol style="list-style-type: none"> 1a Deputy Building Official 1b Building Inspector(s) 2. Building Inspector(s) <ol style="list-style-type: none"> 2a Plans Examiner(s)

Delegations of Authority

The delegation of authority for the essential function of the PBD is defined in Kirkland Municipal Code Chapter 21 Buildings and Construction, Section 21.06.130 Deputies.

Department Relocation

The incident impacts and operational needs will dictate the safe options for relocation; however, the PBD is not dependent on any specific location or facility to perform building inspections. Inspections are done in the field and the administrative aspect can be performed at any site with adequate infrastructure, thus the PBD does not have a designated alternate site. The COOP Facilities Team will identify a safe location for the PBD to work, if relocation is needed.

Communications

The PBD does not have any unique communication requirements. The intent is to use operational systems, including but not limited to, desk phone, cell phones, Outlook email, and text messaging for communications during a COOP scenario.

Vital Records, Files, and Databases

The PBD has identified vital records as inspection documentation including tracking and damage assessment forms and posting tools such as tags and stickers.

Critical Systems

Access to the intranet and internet is not necessary but strongly desired to support the PBD performance of building inspections. The use of the Energov system is helpful but not required for inspection.

Critical Equipment

The PBD has identified vehicles, forms and posting tools, flashlights, spray paint, personal protective gear, and communication equipment as key for supporting emergency building inspections. If available, computers would assist the process as well, but are not required for the onsite inspection process.

External Contacts

The PBD is not dependent on external agencies for support of emergency building inspections; however, vendors that supply personal protective equipment and inspection supplies are critical to safe and effective inspections.

Return to Operations

The PBD will have continual, but limited, operations during a COOP incident. Return to operations includes the relocation back to the original facility or a new facility if the PBD is working from an alternate location. The PBD will resume normal business as able based on available resources, priorities of city leadership, recovery priorities, economic opportunities, and the adjusted timeline of projects placed on hold due to the incident.

Department Resource Document

The attached document serve as a resource that supports COOP activities related to essential functions, authorities, and staff.

Attachment A: Essential Functions Worksheet

ATTACHMENT A

Planning and Building Department Essential Functions Worksheet

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Building Inspections	Emergency inspections as requested by facilities	Building Official Building Inspector	Hardware or home improvement stores for supplies	Inspection Forms Site tags/stickers	Phone Computer Vehicle Protective Equipment Spray Paint Flashlight	Internet Energov	12 hours



City of Kirkland Continuity of Operations Continuity of Government Police Department Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the Police Department (PD) is responsible for providing emergency services to the community including patrol and investigations, as well as maintaining operations of the Kirkland Correctional facility. The PD operates 24 hours a day, seven days a week 365 days a year. The PD supports and partners with city departments and resources to perform essential functions.

Essential Functions

Essential functions for the PD during a COOP incident includes response to emergency calls, traffic control, felony investigations, operating corrections, and incident security support. Detailed information about the delivery of these services is available in Attachment A Essential Functions Worksheet. Below is a high-level summary including Continuity of Government (COG) status for each function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Patrol	Respond to emergency calls and support traffic operations.	Yes	2 hours
Corrections	Maintain operations of the correction facility providing for prisoners.	Yes	2 hours
Investigations	Investigate felony crimes.	Yes	24 hours
Incident Support	Provide security assistance for incident response.	Yes	6 hours

Key Personnel

The PD has identified the Order of Succession for leadership as key roles in facilitating the delivery of essential services.

Leadership	Order of Succession by position
Police Department	<ol style="list-style-type: none"> 1. Police Chief 2. Captain 3. Lieutenant 4. Sergeant

The PD recognizes that all department staff are considered key personnel and have a role during a major incident. However, the PD has further defined key personnel and backups needed to perform essential function tasks under the direction of leadership.

Essential Function	Key Personnel by position
Patrol	<ol style="list-style-type: none"> 1. Kirkland Police Officer 2. Mutual Aid Law Enforcement personnel
Investigations	<ol style="list-style-type: none"> 1. Kirkland Police Officer 2. Mutual Aid Law Enforcement personnel
Corrections	<ol style="list-style-type: none"> 1. Corrections Officer 2. Corrections Supervisor(s)
Incident Support	<ol style="list-style-type: none"> 1. Kirkland Police Officer 2. Mutual Aid Law Enforcement personnel

Delegations of Authority

The PD has a delegation of authority process as written in Lexipol Policy 200.3.2 Succession of Command the adopted standard operating procedure for PD that identifies the hierarchy and delegation of roles for daily and emergency situations.

Department Relocation

Incident impacts and operational needs will dictate the safe options for relocation; therefore the PD does not have designated alternate locations for most essential functions.

Whenever possible sustainment of corrections will be supported at the Kirkland Justice Center facility; however, if the facility is unsafe or unusable, corrections will be relocated to local or regional detainment facilities with space available.

Patrol and investigations are flexible and adaptable operations that can be relocated if needed. Ideally relocation would be within the city limits and will provide adequate work and vehicle space for regular and special operations staff and equipment.

Communications

The PD has several methods of communication in support of delivery of essential functions. The intent is to use operational systems, including but not limited to desk and mobile phones,

Outlook email, 800 MHz radios, and social media accounts such as Facebook and Twitter for communication during a COOP scenario.

The PD leadership has Government Emergency Telephone System (GETS) and Wireless Priority System (WPS) capability as well.

The PD is dependent on a Public Safety Alerting Point (PSAP) a.k.a. 911 Dispatch for notification and assignment of public calls for assistance. The PSAP system has redundancy established at least three deep to support delivery of response information.

Vital Records, Files, and Databases

The PD has identified vital records to include incident response reports, map books, partner contact lists, subject background reports, investigative case files, and inmate records.

Databases used for essential functions include Geographical Information Services (GIS) for mapping, National Crime Information Center (NCIC), Department of Licensing (DOL), and Washington Crime Information Center (WACIC).

Critical Systems

Access to the intranet and internet is necessary for the PD to perform most essential functions. PD uses New World dispatch via NORCOM, GIS, National Crime Information Center (NCIC), Department of Licensing (DOL), Washington Crime Information Center (WACIC), and Records Management System (RMS).

Corrections uses many of the above systems in addition to a security system supported by Western Detention and Building Control Systems.

Critical Equipment

The PD has identified that there is extensive and unique critical equipment requirements for the delivery of essential functions. In addition to technology resources such as phones, radios, computers, and printers the PD relies on specialized vehicles, protective gear, tactical gear, and a variety of task specific tools. The corrections unit has additional critical equipment associated with the care and housing of prisoners. For a detailed list of critical equipment see Attachment A Essential Functions Worksheet.

External Contacts

The PD partners with several external response organizations for delivery of essential functions. The PD has established mutual aid agreements facilitated through the PSAP system.

Corrections has agreements with detention partners.

The Public Safety Alerting Point (PSAP) or dispatch center is an external agency delivering services to the PD as a consortium member.

Return to Operations

The PD will have additional and continual, but possibly limited in scope, operations during a COOP incident. Return to operations may mean relocation back to an original facility or new

facility if alternate work sites were established. Primarily return to operations will consist of resuming all services normally performed by the PD during non-disaster times, such as training, community policing, school resources support, and investigations beyond felonies.

The corrections return to operations may consist of return of prisoners if the facility was vacated, as well as acceptance of prisoners housed by other agencies on behalf of the city during COOP activities. Prior to return of prisoners, the corrections facility may require inspection, cleaning, or a preparation phase to replenish resources for operation.

For all areas of the PD return to operations includes thoroughly checking the condition and status of equipment and supplies. In addition, consideration and attention will be given to the physical and emotional health of responders with critical incident stress management resources being provided as needed.

Department Resource Documents

The attached documents serve as resources that support COOP activities related to essential functions, authorities, and staff.

Attachment A: Essential Functions Worksheet

Attachment B: COOP Alternate Facility Requirements

ATTACHMENT A

Essential Functions Police Department

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Patrol	Provide call response to emergencies, maintain order/traffic flow	Officers, Supervisors, Mutual Aid	Verizon, Uniform, Equipment, & Supplies support, Clothes Laundry support	Incident Reports Background Checks	Marked Police Vehicles, Cell Phones, MDC (vehicle laptops), Computers	800 MHz Radio New World Internet National Crime Information Center (NCIC), Department of Licensing(DOL), Washington Crime Information Center WACIC, Records Management System(RMS)	2 hours

ATTACHMENT A

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Investigations	Criminal Investigations of felonies.	Detectives, Supervisors	Verizon, Supplies, Cameras	Incident Reports Case Files Crime Scene photos	Vehicles, Cell Phones, Computers	Internet National Crime Information Center (NCIC), Department of Licensing(DOL), Washington Crime Information Center WACIC, Records Management System(RMS)	24 hours
Corrections	Booking, housing, transporting prisoners, and maintain security of the correctional facility	Officers, Supervisors	Verizon, Food Vendor, Clothes Laundry support	Inmate Records	Jail Transport Vehicles, Cell Phones, Computers	Internet National Crime Information Center (NCIC), Washington Crime Information Center WACIC, Records Management System(RMS)	1 hour

ATTACHMENT A

Essential Function	Essential Function Description	Key Positions and back up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Law Enforcement	Security assessment or support for city facilities.	Officers, Supervisor	Verizon	N/A	Vehicle, Computer	Internet	6 hours
Records	Processing the investigative workload into our Records Management System. Providing Public Disclosure Response.	Records Staff	Verizon	Case Files	Computers	Internet National Crime Information Center (NCIC), Department of licensing(DOL), Washington Crime Information Center WACIC, Records Management System(RMS)	72 hours

ATTACHMENT B

COOP Alternate Facility Requirements						
Department unit/division	Physical size	Location Proximity	Infrastructure	Technology	Public Access	Parking/Staging
Police Operations	Workplace for 7, workstations for 5 officers, conference room for 20, secured storage for uniforms and gear	Within City Operations, administration, records, and investigations would work smoother if in close relation to each other.	Power, cell coverage, ac/heat Possibly need shower facilities and temporary lockers.	Computers, intra and internet access, printer	Restricted	Parking for 50 vehicles (patrol cars and officers vehicles)
Police Investigations	Workplace for 10, conference room	Within City	Power, cell coverage, ac/heat	Computers, intra and internet access, printer	No.	Parking for 25 vehicles (investigation vehicles and detective vehicles)
Police Administration	Workplace for 12, conference room	Near EOC and Policy Group	Power, cell coverage, vehicles	Computers, intra and internet access, printer	No.	Parking for 15 vehicles
Police Records	Workplace for 10	Within City	Power, cell coverage, ac/heat	Computers, intra and internet access, printer	Yes.	Parking for 10 vehicles
Police Traffic/Training	Workplace for 10	Within City	Power, cell coverage, ac/heat	Computers, intra and internet access, printer	No.	Parking for 15 vehicles
Police Evidence	Workplace for 2, secured facility for storage of evidence (approximate 500 sq.	Within City	Power, cell coverage, ac/heat	Computers, intra and internet access, printer	Restricted	Parking for 4 vehicles

ATTACHMENT B

Department unit/division	Physical size	Location Proximity	Infrastructure	Technology	Public Access	Parking/Staging
Corrections	Workplace for 4, Area to house 12 inmates temporarily	Within City	Power, cell coverage, ac/heat, Showers, toilets	Computers, intra and internet access, printer	Yes. Secured	Parking for 15 vehicles
Police Quartermaster	Workplace for 1, area to store police gear uniforms	Within City(near Ops)	Power, cell coverage, ac/heat		No.	Parking for 3 vehicles



City of Kirkland Continuity of Operations Continuity of Government Public Works Appendix

Introduction

During a Continuity of Operations (COOP) scenario, the Public Works Department (PW) is responsible for the sustainment and operations of several critical infrastructure systems including, water, sewer, and streets. In addition to infrastructure systems PW provides key incident support with fleets, fuel, staff, and logistical resources. Several departments are dependent on PW delivering essential functions for incident and COOP activities.

Essential Functions

Essential functions for PW during a COOP incident include operation of critical infrastructure and resources support to departments, operations, and COOP activities. Although, there is no legal mandate for delivery of these services, it is understood that there is a need and public expectation of these operations. Details information about the delivery of these services is available in Attachment A Essential Functions Worksheet of this appendix. Below is a high-level summary including Continuity of Government (COG) status for each function.

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Water	Facilitate water distribution to fire hydrants and COOP facilities.	No	2 hours
Fleets and Equipment	Vehicle and fuel service for City personnel.	No	2 hours
Incident Support	Support Department and COOP activities with staff and logistics.	No	4 hours

Essential Function	Function Description	Continuity of Government	Recovery Time Objective (RTO)
Streets	Clear priority routes for incident and COOP activities.	No	12 hours
Sewer	Facilitate sewer services for COOP facilities.	No	12 hours

Key Personnel

PW has identified the Order of Succession for leadership as key roles in facilitating the delivery of essential functions.

Leadership	Order of Succession by position
Public Works	<ol style="list-style-type: none"> 1. Director 2. Deputy Director 3. Utility Manager 4. Street Manager 5. Operations and Fleet Managers 6. Development Engineering Manager 7. Transportation Manager 8. CIP Manager

PW has further identified the key personnel and backups needed to perform the essential function tasks under the directions of leadership.

Essential Function	Key personnel by position
Water and Sewer	<ol style="list-style-type: none"> 1. Utility Manager 2. Water/Wastewater Supervisor 3. Water/Wastewater Lead 4. Water/Wastewater Crew
Fleets and Equipment	<ol style="list-style-type: none"> 1. Fleet Manager 2. Operations Manager 3. Deputy Director
Incident Support	<ol style="list-style-type: none"> 1. Deputy Director 2. Operations Manager
Streets	<ol style="list-style-type: none"> 1. Streets Manager 2. Streets Lead 3. Deputy Director

Delegations of Authority

PW does not have any formal documented delegations of authority, the order of succession and key personnel provide for continued operations during a COOP incident.

Department Relocation

The incident impacts and operational needs will dictate the safe options for relocation; however, the essential functions of PW are dependent on a location or facility with power and network connectivity. In addition to office space for a large work group, PW requires significant storage space for vehicles, equipment, and supplies. Although not required, PW would ideally be relocated within the City limits to facilitate essential functions.

Communications

PW has several methods of communication in support of essential functions. The intent is to use normal operational systems, or as many of them as are possible, including but not limited to desk and cell phones, Outlook email, and 800 MHz radios during a COOP scenario.

In addition to staff communication resources, PW depends on dedicated phone lines to deliver Telemetry for both the water and sewer systems.

Vital Records, Files, and Databases

PW has identified vital records to include Geographic Information Systems (GIS), telemetry history records, as built records, the department phone tree, and the Maintenance Management Systems (MMS) database as critical to the delivery of essential functions. See Attachment A Essential Functions Worksheet for details of requirements.

Critical Systems

Access to the intranet and internet is necessary for PW to perform most essential functions. The use of GIS, the MMS, and Lucity are all systems that facilitate the delivery of services.

Critical Equipment

PW has identified technology and communication equipment as well as vehicles and task specific tools as critical equipment for delivery of essential functions. In addition to phones and computers, radios are a key communication resource for PW. Generators and fuel are also necessary for the delivery of some essential functions.

External Contacts

PW partners with several external agencies as some city systems are inter-dependent on partner systems. Partnerships include local, state, and private sector organizations. See Attachment A Essential Functions Worksheet for a detailed list of contacts by essential function.

In addition to partnerships, PW also contracts with a variety of service providers. This information can be found on Attachment A Essential Functions Worksheet as well.

Return to Operations

PW will have continual, COOP and incident response, operations during an incident. Return to operations may include relocation to an original or new facility, or the resumption of normal business activities that were suspended while focus was placed on incident support. Priority will be given to delivery of services as directed by city leadership that supports incident operations and recovery, provides infrastructure services to residents and businesses, and partners with adjacent jurisdictions.

Due to the nature and complexity of critical infrastructure systems, a full return to operations may take a significant amount of time and resources to accomplish. PW may be functioning in a COOP mode longer than other departments if the incident causes significant disruption to PW operating facilities or systems.

Department Resource Document

The attached documents serve as resources that support COOP activities related to essential functions, authorities, and staff.

Attachment A: Essential Functions Worksheet

Attachment B: COOP Alternate Facility Requirements

ATTACHMENT A

Public Works Department Mission Essential Functions

Essential Function	Essential Function Description	Key Positions and Back Up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
Water	Monitoring of the water system water distribution Source water Pump stations Reservoirs Fire Hydrants Main Lines Services	Utility Manger Water/Wastewater Supervisor Water Lead Water Crew	Seattle Public Utilities Wa. State Dept. of Health Environmental Protection Agency Technical Systems, Inc. (TSI) H.D. Fowler HD Waterworks Ferguson	GIS Maintenance Management Systems (MMS) As Built Telemetry History	Generator Computer Phone Radio Vehicles Tools	Internet Telemetry Server, Verizon Frontier	2 Hours
Sewer	Facilitate sewer services at COOP facilities	Utility Manger Water/Wastewater Supervisor WasteWater Lead WasteWater Crew	King County (KC) Metro Wa. State Dept. of Ecology Environmental Protection Agency Technical Systems, Inc. (TSI) H.D. Fowler HD Waterworks Ferguson	GIS Maintenance Management Systems As Built Telemetry History	Generator Computer Phone Radio Vehicles Tools	Generator Computer Phone Radio Vehicles Tools	KC Connections 12 hours Cree Lift stations 12 hours Mainlines 48 hours
Streets	Clearing roads for incident and COOP activities	Streets Manager Streets Lead	Cities of Bellevue, Redmond, Bothell, and Kenmore	GIS MMS (Lucy)	Computer Phone Radio Vehicles Tools	Internet- Intranet	2 Hours
Fleets and Equipment	Fuel Service Vehicles	Fleet Manager Deputy Director	Overlake Oil Fire Station 27	None	Fuel Tanks Computer Phone Radio Vehicles Tools	None	2 hours

ATTACHMENT A

Essential Function	Essential Function Description	Key Positions and Back Up	Vendors and External Contacts	Vital Records	Equipment	Systems	Recovery Time Objective
COOP	Support establishment of staging area(s), alternate location(s), and staff logistics.	Deputy Director Onsite Manager	None	Phone Tree Maps	Computer, phone, radio	GIS Internet	4 hours

ATTACHMENT B

COOP Alternate Facility Requirements							
Department unit/division	Physical size	Location Proximity	Infrastructure	Technology	Public Access	Parking/Storage	Comments
Public Works Annex	Office space for 27 people	Near City Hall PW employees	Power, water, network, restrooms	Network Access, Computers, Phone	No	Parking for staff;	Can be split up;
Public Works at City Hall	Office space for 38 people	Near other City Hall Employees	Power, Water, restrooms	Network Access, Computers	Yes	Parking for staff	Can be split up
Public Works Maintenance Center	Office space for 19 people, storage containers (2)	Within City Limits	Power, water, network, restrooms	Network Access Computers, Handheld Radios (12), Radio connected to Seattle Public Utilities Phones	no	Parking for 80 vehicles	
Public Works Shops	6 work areas, including small tool and gear storage	Near 405, within City limits, 1 mile from City Hall	Power, water, network, Restrooms	Network Access, Computers Phones	No	Approximately 2.5 acres for equipment parking	Access to fuel, ability to clean vehicles, dispose of decant/spoils
Public Works Fleet Office and shop	Office space for 6 people	Within City Limits	Power, water, network	Network Access, Computers	deliveries	Approximately 2500 sf for shop space	Locked storage, equipment lift, repair tools, generators
Public Works Fleet Area at KJC	Small office	Close proximity to PD and Fire	Power, water, network, heat,	Network Access, Computers, Phones	Limited; deliveries	2 bays and some off street parking can be shared with KJC	

ATTACHMENT B

Department unit/division	Physical size	Location Proximity	Infrastructure	Technology	Public Access	Parking/Storage	Comments
Public Works Warehouse	Office space for 2 people	Close proximity to shops	Power, water,	Network access, Computers, Phones	Deliveries	As much storage as possible Locked storage Equipment lift	Deicer containers may need to be stored.
PW Storage Containers	2 at the MC	Close proximity to staff	N/a	N/A	N/A	N/A	N/A



City of Kirkland Continuity of Operations Continuity of Government Training and Exercise Appendix

Introduction

This appendix is designed to provide basic information and resources to support training and exercising of the Continuity of Operations (COOP) Continuity of Government (COG) Plan ("Plan"). It is recommended that departments train and exercise on all or parts of their specific COOP roles, responsibilities, and activities at least quarterly, ideally monthly.

Training

Provided as Attachment A to this appendix is a template for delivery of a Plan orientation at the department level. Use this template as a tool for orienting all department staff to this Plan and the appropriate department appendix.

The Federal Emergency Management Agency (FEMA) offers classes related to COOP and COG programs online as free Independent Study sessions. Washington State Emergency Management will partner with FEMA to provide in person, classroom delivery of COOP COG courses as well, although these offerings tend to be quite infrequent.

Online course Independent Study Courses can be accessed at www.training.fema.gov

- IS 156 Building Design for COOP
- IS 520 Introduction to COOP Planning for Pandemic Influenzas
- IS 545 Reconstitution Planning Workshop
- IS 546 Continuity of Operations Awareness Course
- IS 547 Introduction to Continuity of Operations
- IS 548 COOP Manager's Course
- IS 550 COOP Planner's Workshop
- IS 551 Devolution Training

In Classroom delivery courses include most of the above and the 549 COOP Program Manager's Course.

FEMA provides endorsements in Continuity Excellence at the Professional and Master Practitioner Levels. Program requirements can be found at

[https://www.fema.gov/media-library-data/1412781969155-abb35dfe1d640b499fb5a3c8c7da6892/Continuity Excellence Series Brochure.pdf](https://www.fema.gov/media-library-data/1412781969155-abb35dfe1d640b499fb5a3c8c7da6892/Continuity%20Excellence%20Series%20Brochure.pdf)

Exercise

There are several methods for exercising all or parts of the Plan. Departments are encouraged to at least discuss the steps, actions, and issues associated with implementing COOP activities. Provided is information on how to facilitate a short (staff meeting segment) exercise and a more involved Table-Top (discussion) of efforts. Included to assist are numerous scenarios to start the process.

Short Exercise

Select a section of the Plan or Department Appendix to read over with staff.

Confirm document information with staff.

Practice use of alternate or notification communication systems.

Contact Emergency Management to test the CODE RED system.

Practice an after hour call out by making calls based on department contact list to check for accuracy.

Challenge employees to create an impromptu "go-Kit" or at least to list the items that would be needed and discuss the results.

Use a map to identify potential alternate sites and have employees plan transportation routes; add in some route closures to create more discussion and planning.

"Table-Top" Exercise – typically takes an hour or more involving several or all staff for discussion based on a scenario.

How to facilitate a table top exercise-

Present a scenario - either just say it or with PowerPoint. Pictures do help get the message across. Give participants a moment to think about the scenario.

Ask questions related to the scenario and the affects or impacts it creates to normal operations.

Possible questions to ask

How does this impact the department?

How does this impact employees?

Are there any operations that will fail due to the situation? Are they critical?

Are there work around plans for impacted operations? If so what are they?

What does the public need to know?

Are there measures that can be put into place to mitigate risk?

How long can the disruption go before major work adjustments need to be made?

Can separate divisions or groups for small group discussion of questions and then have a spokesperson from each group report to the larger group.

Can have a primary representative speak on behalf of each division or group responding directly to the large group on the question posed. Take turns to reach all pertinent roles/divisions/areas of work.

Responses should lead to follow on questions.

Challenge responses with the ability to implement actions, availability of resources, or other challenges that may drive more in depth consideration and discussion.

Example Scenarios for Use

The following are some sample scenarios that could be used to facilitate discussion. Customize the scenario to meet the needs of the exercise. Keep the scenario as real as possible so that participants can engage and consider what could happen.

Scenario: Power Outage

On (Pick a day and time – weekday, weekend, day or night) a powerful storm caused high winds resulting in the loss of power throughout the region. PSE estimates power to be restored to (Fill in work site) to be at least 3 – 4 days.

Scenario: Structure Fire

On (Pick a day and time – weekday, weekend, day or night) the fire alarms sounded at City Hall. The top floor of the building had an active fire that caused major damage, the lower level sustained significant water damage from the sprinklers and fire suppression efforts. It is estimated cleanup and restoration will take at least 3 – 4 months.

Scenario: Cyber Attack – Internet Shutdown

On (Pick a day and time – weekday, weekend, day or night) an attack on the Internet crashed the entire system there is no access to any external systems or software. IT is unable to estimate a restoration time as this is a 3rd party issue to resolve. It could be days to weeks or longer before the internet is back up and working. The cloud is not available because the systems used to provide connect and data is down.

Scenario: Threat of Attack

On (Pick a day and time – weekday, weekend, day or night) the head of (use your department or pick another) received a (pick a method- call, letter, email, text, etc) threatening to (pick one - bomb, poison, shoot, kill, etc) everyone and anyone at (pick a location – city hall, court, council chamber, park, community center, etc) . Police and the FBI have determined the threat to be credible and recommend closure of (the site previously named, can add additional if desired for proactive measures) until further notice. The investigation could last hours to days.

Scenario: Transportation Shutdown

On (Pick a day and time) a winter storm blanketed the region virtually shutting down all transportation routes. The Governor and County Executive have proclaimed state of emergencies and are asking everyone to stay off the roads. The temperature is expected to be below freezing for the next week and more snow is forecasted for at least the next 3 – 4 days.

Attachment A: Template COOP Plan Orientation for Departments PowerPoint

DRAFT



Continuity of Operations

PLAN ORIENTATION FOR (XXXX) DEPARTMENT

COG and COOP

COG – Continuity of Government

- The legal/statutory requirements of the City
- The minimum that must be done to maintain status as a City

COOP – Continuity of Operations

- People, places, systems, and infrastructure to sustain essential and COG functions
- Authority and order to sustain leadership

What (COG) and How (COOP)

COG

- Must arraign detainee within 72 hours
- Must collect property taxes
- Must pay employees

COOP

- Need location, Judge, Attorney, Clerk
- Need online or walk up capability for payment
- Need hard copy checks to print or write out

COOP Examples

Explosion – Natural Gas Explosion

Biological – Influenza, Ebola, Anthrax

Technological – Virus, Equipment failure, System failure

Active Shooter – Workplace, schools, malls

Power Failure – Wind storms

Natural – Consequences of incident

- Earthquake – structural damage to building, lack of power, water, network
- Landslide – damage to utilities, transportation disruption



Scale of effect

Specific

- One or more facilities, departments, or systems
 - Fire at Kirkland Justice Center or City Hall

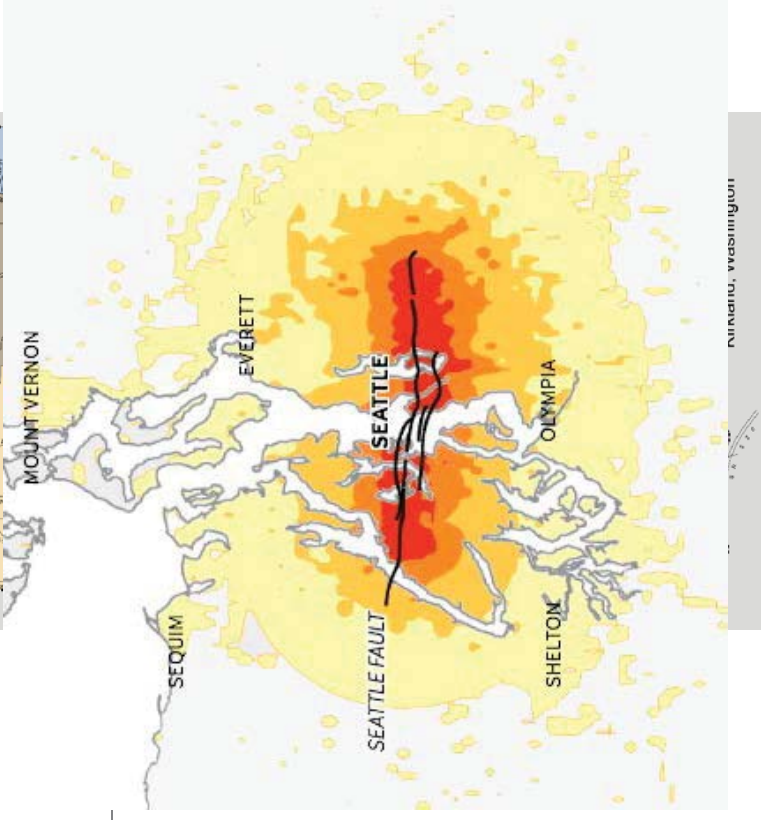
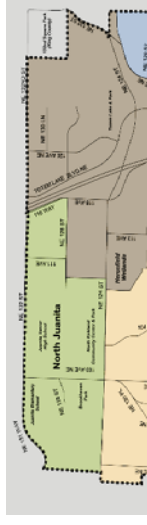
Local

- City wide
 - Technology disruption, Water system failure

Regional

- Beyond the city systems and/or boundaries
 - Snow Storm, Seattle Fault earthquake

What, who, and how long impact scale as well



Timeline of COOP activities

COOP may be needed for:

- Days - broken water line, network failure
- Weeks – roof collapse, flu epidemic
- Months – structure fire
- Years – earthquake



Essential Function (Source FEMA.gov)

Functions that must be continued in all circumstances

Explicitly assigned by law (COG)

Determined by the agency head to be essential

Provide vital support to another department or agency

Cannot be interrupted for 12 hours

Functions that enable an organization to:

- Provide vital services
- Exercise civil authority
- Maintain the safety of the general public
- Sustain the industrial and economic base

All others = non-essential – may be important but not right away

Department Essential Functions

Insert essential functions as listed in the Plan

Department Order of Succession

Insert Order of Succession for Leadership

Insert Key Personnel for Essential Functions

Dependency – Insert slides or bullets for each area based on the Plan.

People – Internal and external

- ID key personnel and backups
- ID partners or vendors

Facilities – ID requirements of a site not an actual site, brainstorm possible options if relocation is needed

Records – Electronic and hard copy Discuss vital records

Tools – IT systems internal and external Discuss needs and alternate options

Partners – City departments, vendors/contactors, non-profits, County and State agencies ID who you work with in an emergency, if anyone

Employees

Insert information about department expectations

Key roles and who fills them

Personal Preparedness

Alternate work plans (telecommute if appropriate, extended hours, position changes)

Notification

Insert information about HOW employees will be notified about work location and tasks
Reference City Hotline, Websites, and social media tools



City of Kirkland Continuity of Operations Continuity of Government Annex Content List

Delegations of Authority

- City Attorney
- City Manager
- Authorized Signing Agent

Facility List

Policies related to COOP

- Telework Policy
- Telework Agreement

Preparedness Lists

- Department COOP Go Kit
- Employee COOP Go Kit
- Home Emergency Kit

Staff Support

- Employee Assistance Program (EAP)
- Critical Incident Stress Management (CISM)

Glossary of COOP Terms

**CITY OF KIRKLAND, WASHINGTON
KIRKLAND CITY ATTORNEY
DELEGATION OF AUTHORITY**

The undersigned, Kevin Raymond, is the duly appointed City Attorney for the City of Kirkland, Washington ("City"). The undersigned hereby authorizes and delegates to the individuals identified below, in the order identified, the authority to serve as Acting City Attorney in the absence of the City Attorney, and in connection therewith to execute any contract, certificate, pleading or other document that the City Attorney is authorized to execute and deliver on behalf of the City. The signatures of the individuals identified below shall be as binding on the City as if the document had been executed by the City Attorney:

1. Stephanie E. Croll, Sr. Assistant City Attorney
2. Wm. R. Evans, Assistant City Attorney

This authorization shall be effective immediately and shall remain in effect for so long as we continue to hold our respective offices.

DATED this 27th day of July, 2017.

CITY OF KIRKLAND, WASHINGTON




 Kevin Raymond, City Attorney

STATE OF WASHINGTON)
)ss:
 COUNTY OF KING)

On this 27th day of July, 2017, before me, the undersigned, a Notary Public in and for the State of Washington, duly commissioned and sworn, personally appeared Kevin Raymond, to me known to be the City Attorney of the City of Kirkland, the municipal corporation that executed the foregoing instrument, and acknowledged the said instrument to be the free and voluntary act and deed of said City, for the uses and purposes therein set forth, and on oath stated that he was authorized to sign said instrument.

WITNESS my hand and official seal hereto affixed the day and year first above written.





 Print Name: Leta B. Santangelo
 NOTARY PUBLIC in and for the State
 Washington, residing Kirkland
 Commission expires: 12-19-2017

CITY OF KIRKLAND, WASHINGTON

DELEGATION OF AUTHORITY

The purpose of this delegation of authority is to recognize Greg Piland as an authorized agent for the City of Kirkland when signing Purchase Orders and Purchase Agreements for the procurement of the materials, equipment, supplies and services required by the City and for all the allied transactions involved herein. The delegate's signature will serve as confirmation that purchasing authority had previously been granted through the City financial system, IFAS.

The dollar limited associated with this authority has been set at \$50,000.00.

The signature below will serve as Greg Piland's acceptance of this responsibility that all transactions, when performing in this capacity, will be carried out in consideration of the employee code of ethics outlined in Chapter 3.82 of the Kirkland Municipal Code and other applicable law.

DATED this 22nd day of December, 2016.

CITY OF KIRKLAND, WASHINGTON



MICHAEL OLSON, DIRECTOR OF FINANCE AND ADMINISTRATION



GREG PILAND, PURCHASING AGENT

CITY OF KIRKLAND, WASHINGTON

DELEGATION OF AUTHORITY

The purpose of this delegation of authority is to recognize Sheila Sigmond as an authorized agent for the City of Kirkland when signing Purchase Orders and Purchase Agreements for the procurement of the materials, equipment, supplies and services required by the City and for all the allied transactions involved herein. The delegate's signature will serve as confirmation that purchasing authority had previously been granted through the City financial system, IFAS.

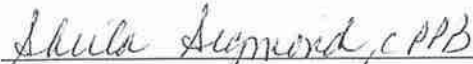
The dollar limited associated with this authority has been set at \$50,000.00.

The signature below will serve as Sheila Sigmond's acceptance of this responsibility that all transactions, when performing in this capacity, will be carried out in consideration of the employee code of ethics outlined in Chapter 3.82 of the Kirkland Municipal Code and other applicable law.

DATED this 22 day of December, 2016.

CITY OF KIRKLAND, WASHINGTON


MICHAEL OLSON, DIRECTOR OF FINANCE AND ADMINISTRATION


SHEILA SIGMOND, BUYER

**CITY OF KIRKLAND, WASHINGTON
DIRECTOR OF HR AND PERFORMANCE MANAGEMENT
DELEGATION OF AUTHORITY RE RISK MANAGEMENT FUNCTION**

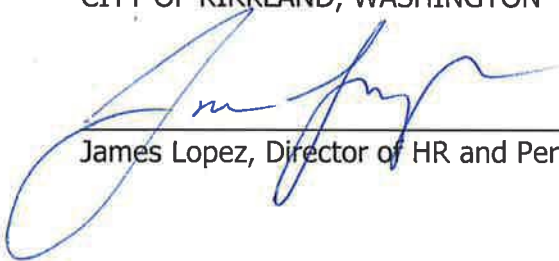
The undersigned, James Lopez, is the duly appointed Director of Human Resources and Performance Management for the City of Kirkland, Washington ("City"). The undersigned hereby authorizes and delegates to the individual identified below the authority to serve as Acting Risk Manager in the absence of said Director, and in connection therewith to act and to execute and deliver any contract, certificate, pleading or other document that said Director is authorized to perform and execute and deliver on behalf of the City related to said risk management function. The acts and signature of the individual identified below shall be as binding on the City as if the acts had been taken and the documents been executed by said Director related to said risk management function:

1. Kevin Raymond, City Attorney

This authorization shall be effective immediately and shall remain in effect for so long as we continue to hold our respective offices.

DATED this 26th day of October, 2017.

CITY OF KIRKLAND, WASHINGTON




James Lopez, Director of HR and Performance Management

STATE OF WASHINGTON)
)ss:
COUNTY OF KING)

On this 26 day of October, 2017, before me, the undersigned, a Notary Public in and for the State of Washington, duly commissioned and sworn, personally appeared James Lopez, to me known to be the Director of HR and Performance Management for the City of Kirkland, the municipal corporation that executed the foregoing instrument, and acknowledged the said instrument to be the free and voluntary act and deed of said City, for the uses and purposes therein set forth, and on oath stated that he was authorized to sign said instrument.

WITNESS my hand and official seal hereto affixed the day and year first above written.




Print Name: Elizabeth S Reali
NOTARY PUBLIC in and for the State
Washington, residing Sammamish
Commission expires: 09 15 2019

Conference Rooms					
Location	Room Name	Occupancy	Tables	Chairs	
City Hall	Council Chambers	142	10	110	90 Audience 20 Executive
City Hall	Peter Kirk Room	80	13	50	
City Hall	Rose Hill Room	40	8	16	
City Hall	Houghton	29	6	12	
City Hall	Kingsgate	15	4	8	
City Hall	Finn Hill	31	6	12	
City Hall	Lakeview	14	4	8	
City Hall	Market	19	6	12	
City Hall	Norkirk	19	6	14	
City Hall	Highlands	14	4	8	
City Hall	Moss Bay	15	4	8	
City Hall	Juanita Bay Room	27	4	10	
City Hall Annex	Large Conference Room	12	1	12	
City Hall Annex	Small Conference Room	8	1	8	
Kirkland Justice Center	Totem Lake Room	110	20	75	
Maintenance Center	Main East	33	10	25	
Maintenance Center	Main West	67	10	25	
Fire Station 21	Meeting Room	9	1	8	
Fire Station 22	Meeting Room	50	8	30	
Fire Station 26	Meeting Room	53	12	26	Plus 1 table for presenter
NKCC	Multi-Purpose Room	245	32	175	
NKCC	Dance Room	60	1	21	
PKCC	Multi-Purpose Room		14	61	
PKCC	Sun Room		5	22	
PKCC	Auditorium		16	100	
PKCC	Card Room		4	32	
PKCC	Art Room		6	21	
PKCC	Extra Chairs and Tables	N/A	8	42	
Heritage Hall	Multi-Purpose Room		15	75	

**City of Kirkland
Telework Agreement**

Purpose: The Telework Agreement is to be completed along with the telework application. The Agreement addresses specifics of the proposed teleworking arrangement between an employee, supervisor, and department director. Agreement must be signed by applicant, supervisor and department director.

Teleworker Name Title

Department Extension

Supervisor Extension

Director Extension

1. I have read the City of Kirkland’s Teleworking Policy document and my supervisor and director agree that I have met all eligibility criteria and requirements.
2. I agree to abide by all of the participation guidelines outlined in the teleworking policy document.
3. I agree to communicate with my supervisor about progress on assignments worked on at my home.
4. I agree to communicate with my supervisor and co-workers about any problems which that I may experience while teleworking.
5. I agree to structure my time to allow schedule flexibility and to ensure my attendance at required meetings and City events as designated by my supervisor.
6. I agree to communicate any schedule changes to my supervisor, co-workers, and the switchboard operator.
7. I understand and accept the special responsibility I have as a teleworker to facilitate communication with my customers and co-workers. I further agree to make a special effort to stay current on departmental events which that affect my work that occur on my teleworking days.
8. I understand that my supervisor may suspend my teleworking arrangement at any time pending a review based on the participation guidelines that may result in termination of the teleworking arrangement.
9. I agree to return any City-owned equipment or supplies used for teleworking purposes immediately upon termination of the teleworking agreement. I understand that I will be financially responsible for any equipment or supplies that, for any reason, do not get returned to the City of Kirkland.
10. Other requirements as determined by the Director, supervisor and/or employee:

11. Exceptions to the agreement as determined by the Director, supervisor and/or employee:

Employee Signature

Director Signature

Supervisor Signature

Teleworking Policy**Chapter 6****Policy 6-3****Effective Date: October 2001****A. INTRODUCTION**

The City of Kirkland endorses teleworking as a work option for qualified selected employees whose duties can be performed at an alternate workplace. One of our City's goals continues to be taking positive steps to reduce our organization's demand on the region's transportation network.

Teleworking is one of many measures that can be part of the solution to traffic congestion and air pollution, directly impacting the quality of life in our community and neighborhoods.

Teleworking is a business practice that may improve recruitment and employee retention.

Teleworking increases the productivity and morale of employees who participate in the program, as well as using workspace more effectively.

Successful teleworking requires accountability for work production and communication follows through. Teleworking must have measurable standards of performance for the City to gauge the success of a teleworking program. Teleworking is a management tool to be implemented with individual Director discretion.

B. DEFINITIONS

Alternate work place means the place designated for the employee to work when not working at the City office. This location is generally selected because it is closer to the employee's residence, and in fact the alternate work place often is in the employee's residence.

Casual teleworking means instances when employees may be allowed to telework on a temporary basis as their assignment permits or necessitates.

Teleworking means working arrangements in which the work place is located at least part time at an alternate work place, such as the employee's residence, or a satellite office located closer than the regular office to the employee's residence. Telework is an umbrella concept encompassing the terms telecommuting, teleconferencing, and videoconferencing. For purposes of this policy, telecommute and its derivatives will be replaced with the term telework, unless directly quoting current law.

Regular office means the office to which an employee is generally assigned.

Regular telework means an established schedule of days per week or month at an alternate work place.

C. ELIGIBILITY AND TELEWORK REQUIREMENTS

Not all employees are eligible for consideration for participation in the telework program. Positions whose job requirements include field work, daily direct customer service or other duties that cannot be performed away from the regular workplace will not be approved to participate in the telework program on a regular, on-going basis.

Requirements to Qualify for the Teleworking Program:

- Employee completes a Telework Application
- Employee willing to sign and abide by Telework Agreement
- Supervisor's approval
- Supervisor's ability to invest necessary time to help the teleworking arrangements to succeed.
- Planning with supervisor and co-workers how workflow issues, such as phone calls, mail and meetings will be addressed while teleworking.

D. APPLICATION, RENEWAL AND TERMINATION PROCESS

Application

An Employee interested in teleworking must complete a Telework Application, which includes the written approval of the employee's immediate supervisor and department director. Upon approval of the Telework Application, a Telework Agreement must be completed and signed by the employee, his/her immediate supervisor, and Department Director.

Employees teleworking prior to the effective date of this policy must come into compliance with the Telework Policy within 60 days of the effective date. The Assistant City Manager may extend the deadline on a case-by-case basis.

Renewal of Telework Agreement

The Telework Agreement should be discussed and renewed at least annually to ensure that continuation of the telework agreement is meeting the goals set forth.

Termination of Telework Agreement

A Telework Agreement may be terminated by one of the following:

- The employee may discontinue participation in the telework program any time, for any reason, upon written or verbal notice to their supervisor.
- The Department Director or Supervisor may terminate the agreement, for cause, upon 24 hours prior oral explanation to the affected employee. All oral explanations are to be followed with a written explanation, within 30 calendar days.
- The requirement for prior written notification and explanation may be waived in the event of an emergency.

In the event of a City emergency teleworkers are required to report to work at the City at the City's discretion.

E. EQUIPMENT, FURNITURE AND WORKING SUPPLIES

The City will supply no office furniture, equipment or supplies. On a case-by-case basis, and with the approval of the Information Technology Department, the casual teleworker may be allowed to borrow equipment from the AV pool. A regular teleworker may be provided a city owned computer at the teleworking employee's department's expense and subject to budget implications. In any case, the

teleworker must obtain a signed-off IT Teleworking Agreement document stating the level of service IT agrees to provide the teleworker.

F. JOB PERFORMANCE STANDARDS

The job performance standards for employees working at alternative work places shall be equivalent to the standards used when the employees are working at the regular office.

Procedures for clocking in and out, or for maintaining hours when the employee will be available by telephone or computer may be established by the supervisor and communicated to fellow department staff, and customers (as necessary).

G. WORK SCHEDULE AND HOURS

Regular and Casual Telework Schedules

A regular telework schedule must be mutually agreed upon by the employee and supervisor and be written into the Telework Agreement. Any change in the agreed upon schedule must be approved by the supervisor, and if it is a permanent change, documented and appended to the Telework Agreement.

An employee may be permitted to telework for part of a day to avoid peak commute period.

Circumstances which may be appropriate for “casual” telework include, but are not limited to:

- Special project work which requires a period of uninterrupted time.
- While all reasonable commute routes are blocked (i.e., major construction, storm, or disaster).
- Regular office is inaccessible or uninhabitable.
- Medical Reasons

H. FAMILY NEEDS/DEPENDENT CARE

Teleworking is not a substitute for adequate dependent care. The teleworker should make advance arrangements for dependent care to ensure a productive work environment.

I. COMPENSATION AND BENEFITS

Hours of Work and Overtime

Teleworking employees are expected to put in the same number of work hours at the alternate work place as they normally would at the regular office. To obtain the benefit of reducing commute trips under the State Commute Trip Reduction Law, teleworking arrangements are those in which an employee works at an alternate work place on a regular schedule, avoiding a commute trip to the regular office between 6:00am and 9:00am.

Rules for Exempt and Non-exempt employees apply in both the regular office and the alternate work place.

All telework work schedules require department supervisor approval. An alternate work schedule

(e.g., 9/8/80, 4/10/40, flextime, etc.) may be approved for an individual teleworker as long as the work schedule is consistent with management needs and the requirements of the employee's work group.

Overtime for Non-exempt employees must be authorized in advance by management in accordance with the established City personnel and department policies or as provided under any applicable and superseding collective bargaining agreement or law.

J. OCCUPATIONAL SAFETY AND HEALTH

A teleworking employee will be covered by worker's compensation for all job-related injuries occurring at home during the teleworker's defined work period. Since the workplace and home will be one and the same, worker's compensation will NOT apply to non-job-related injuries that might occur in the home.

The opportunity to participate in a home telework program is offered with the understanding that it is the responsibility of the employee to ensure that a proper work environment is maintained. It is important for all employees to maintain a healthy, safe, and ergonomically sound work environment while working in the office or at a remote location.

If a work-related injury occurs while teleworking, the employee must notify his/her supervisors immediately and complete all necessary documents regarding the injury.

K. SAFEGUARDING INTELLECTUAL PROPERTY RIGHTS

An employee's work product of any type that is created or produced, in whole or in part, at the Alternate Work Place shall belong to the City to the same extent as if created or produced at the Regular Office.

L. INFORMATION SECURITY

Security of confidential information and irreplaceable documents is of primary concern and importance to the City of Kirkland. Teleworkers, like all City employees, are expected to adhere to all applicable laws, rules, regulations, policies and procedures (including, but not limited to, transporting and storing of documents, using passwords, data back up procedures, virus protection, and returning material (paper documents, diskettes, etc.) containing all confidential information to the City for proper handling or disposal as necessary) regarding information security.

Supervisors must review functions in their sections and, if necessary, designate some tasks that may not be done at alternate work places for security reasons.

[Telework Participant Checklist](#)

[Telework Application](#)

[Telework Agreement](#)

[Telework Information Technology Agreement](#)

[Regular Telework Equipment Checkout Form](#)

PREPAREDNESS SELF-ASSESSMENT- GO KIT ITEMS

DEPARTMENT ITEMS	Status (circle)	
Employee Items:		
Hard copy of employee roster	Have	Need
Hard copy of employee emergency notification contact with numbers	Have	Need
Hard copy list of emotional support resources	Have	Need
Blankets	Have	Need
Snacks and water (small but meaningful)	Have	Need
Flashlight with batteries	Have	Need
First aid supplies (including OTC medications)	Have	Need
Comfort kits (tissues, toothbrush, comb, toilet paper)	Have	Need
Operations Items:		
Computers with power and network connectors	Have	Need
Printer with ink and paper	Have	Need
Thumb Drive (memory device) with current (≤ 30 days) vital records/files, resources for all positions and functions.	Have	Need
Basic office supplies (pen, paper, tape)	Have	Need
Hard copy of important documents, contacts, and contracts/MOUs	Have	Need
Map of local area and to alternate work location	Have	Need
Keys for file drawers, facility, secured rooms	Have	Need

EMPLOYEE ITEMS	Status (circle)	
Personal Items:		
Sturdy Shoes (extra pair of comfortable walking shoes)	Have	Need
Personal Hygiene items (toothbrush, deodorant, comb, wet wipes, toilet paper)	Have	Need
Extra clothing (1 casual outfit, jacket, socks, hat)	Have	Need
Personal Medical items (medication, glasses, hearing aid batteries)	Have	Need
Snacks and water (small but meaningful)	Have	Need
Headlamp or flashlight with batteries	Have	Need
Basic first aid supplies (band-aids, tweezers, hand sanitizer)	Have	Need
Copies of important documents (driver's license, work ID badge)	Have	Need
Hard copy list of personal important contacts	Have	Need
Spare vehicle keys	Have	Need
Whistle	Have	Need
Position Items:		
Laptop with charger and case	Have	Need
Cell phone with charger	Have	Need
Thumb Drive (memory device) with current (≤ 30 days) vital records/files, resources for your position.	Have	Need
Basic office supplies (pen, paper, tape)	Have	Need
Hard copy of important documents, contacts, and passwords	Have	Need
Map of local area and to alternate work location	Have	Need
Keys for file drawers, facility, secured rooms	Have	Need

2 WEEKS READY



BUILD KITS

Plan to be on your own for at least 2 weeks



Water (1 gallon per person, per day)



Food (non-perishable)



Comfort/entertainment



Medical equipment



Glasses/eye care



First aid kit



Can opener



Sturdy shoes



NOAA alert radio



Extra batteries



Flashlight



Warm clothes



Personal hygiene items



Fire extinguisher



Tools



Pet supplies



Cash



Toilet paper



Medications



Identification & important documents

! Keep at least 2 weeks of supplies in your home. Have smaller kits for work, for every family member, and pets. Have a vehicle safety kit too.



BE PREPARED

MAKE A PLAN

Determine an accessible meeting place in case you have to leave your home or work, so you can reunite your family.



LEARN ABOUT DISASTER PLANS FOR

Your work

Your children's school

Your medical and/or transportation provider

Other places where your family spends time



Check with your local emergency management office to:

- find out what hazards could affect your home and place of work
- sign up for emergency alerts and notifications
- identify your local emergency alert system (EAS) radio stations
- know your evacuation and alternate transportation routes



DEVELOP A COMMUNICATIONS PLAN



Write down emergency contact information



Texts are more likely to go through



Have an extra cell phone charger and batteries



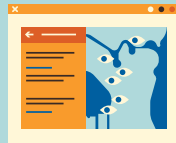
An out-of-area contact can serve as a relay point for family communication

HELP EACH OTHER

Know how you'll help people and pets who normally rely on you



Form a neighborhood group: for examples and suggestions, see Map your Neighborhood at: emd.wa.gov/myn



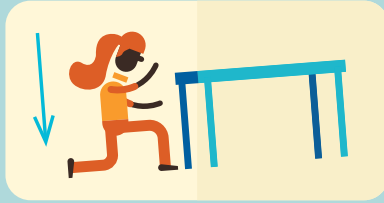
Help organizations in your neighborhood that may need support during a disaster



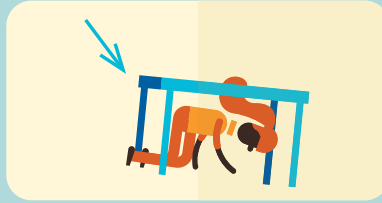
Attend free disaster skills workshops offered by your local emergency management office and learn basic survival skills

ACTIONS TO TAKE DURING A QUAKE

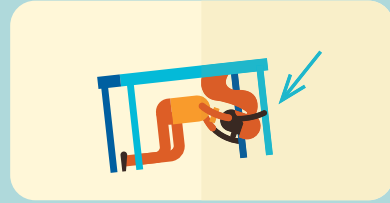
DURING THE SHAKING



DROP



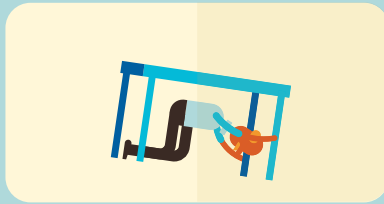
COVER



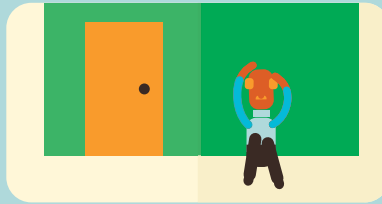
AND HOLD ON

If there is no table around, get lower than the other furniture.

THINK



BENEATH



BESIDE



BETWEEN

AFTER THE SHAKING

CHECK YOUR BUILDING:



For structural damage



Shut off the water at the main valve



Shut off gas only if you:



⇒ Smell natural gas



⇒ Hear hissing



⇒ See the dial spinning rapidly



Check for injuries and apply basic first aid



Leave building if unsafe



Help your neighbors



FOR MORE INFORMATION



Local television



Your local Emergency Management office



Emergency radio stations
NOAA weather radio channels



Twitter @waEMD



Facebook facebook.com/WashEMD



City of Kirkland – Summary of Services

<p>COUNSELING SERVICES</p> <p>Up to five (5) counseling sessions are available for issues affecting employees and their dependents. Individuals may speak with a professional counselor by phone, and the Employee Assistance Program will provide a referral to see a local counselor at no cost for issues such as:</p>	<ul style="list-style-type: none"> • Anxiety and stress • Depression • Grief • Parenting • Drug or alcohol abuse • Transition and change • Relationships – individual, marital, and family 		
<p>FAMILY CAREGIVING SERVICES</p> <p>Referrals and information are available on a variety of family matters, including:</p>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <p><i>CHILD CARE AND PARENTING</i></p> <ul style="list-style-type: none"> • Prenatal care • Daycare/summer camps • Special needs services • Preparing students for college </td> <td style="vertical-align: top; width: 50%;"> <p><i>ELDERCARE</i></p> <ul style="list-style-type: none"> • Assisted living • In-home care • Transportation services • Adult daycare </td> </tr> </table>	<p><i>CHILD CARE AND PARENTING</i></p> <ul style="list-style-type: none"> • Prenatal care • Daycare/summer camps • Special needs services • Preparing students for college 	<p><i>ELDERCARE</i></p> <ul style="list-style-type: none"> • Assisted living • In-home care • Transportation services • Adult daycare
<p><i>CHILD CARE AND PARENTING</i></p> <ul style="list-style-type: none"> • Prenatal care • Daycare/summer camps • Special needs services • Preparing students for college 	<p><i>ELDERCARE</i></p> <ul style="list-style-type: none"> • Assisted living • In-home care • Transportation services • Adult daycare 		
<p>LEGAL SERVICES</p> <p>A 30 minute phone or in-person consultation is available to help answer basic legal questions and simplify the process of obtaining legal help. Some common legal concerns include:</p>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> • Adoption • Bankruptcy • Child custody • Criminal issues • Divorce </td> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> • Estate Planning • Immigration • Real estate • Tenant’s rights • Mediation </td> </tr> </table>	<ul style="list-style-type: none"> • Adoption • Bankruptcy • Child custody • Criminal issues • Divorce 	<ul style="list-style-type: none"> • Estate Planning • Immigration • Real estate • Tenant’s rights • Mediation
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<p>FINANCIAL SERVICES</p> <p>A telephonic consultation with a qualified financial consultant is available to assist with a variety of financial concerns such as:</p>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> • Bankruptcy alternatives • Budgeting and cash flow • Credit issues • Identity theft </td> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> • Education funding • Income taxes • Mortgages • Retirement planning </td> </tr> </table>	<ul style="list-style-type: none"> • Bankruptcy alternatives • Budgeting and cash flow • Credit issues • Identity theft 	<ul style="list-style-type: none"> • Education funding • Income taxes • Mortgages • Retirement planning
<ul style="list-style-type: none"> • Bankruptcy alternatives • Budgeting and cash flow • Credit issues • Identity theft 	<ul style="list-style-type: none"> • Education funding • Income taxes • Mortgages • Retirement planning 		
<p>CONVENIENCE SERVICES</p> <p>The Employee Assistance Program includes complimentary referrals to convenience services to help members make the most of their money and free time.</p>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> • Repairs • Moving and relocation services • Cleaning services • Car and hotel reservations • Sightseeing tours </td> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> • Destination guides • Dining • Personal shopping • Gift Recommendations </td> </tr> </table>	<ul style="list-style-type: none"> • Repairs • Moving and relocation services • Cleaning services • Car and hotel reservations • Sightseeing tours 	<ul style="list-style-type: none"> • Destination guides • Dining • Personal shopping • Gift Recommendations
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<p>ONLINE TOOLS AND INFORMATION</p> <p>EAPHelplink.com is an interactive web-based self-service solution. The site provides a wide array of life management tools to help members with a variety of personal and/or work related issues in a private and convenient manner.</p>	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> • Research articles • Wellness articles • Online trainings • Monthly webinars </td> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> • Self-search locators for child, academic and adult care resources • And much more! </td> </tr> </table>	<ul style="list-style-type: none"> • Research articles • Wellness articles • Online trainings • Monthly webinars 	<ul style="list-style-type: none"> • Self-search locators for child, academic and adult care resources • And much more!
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CONFIDENTIALITY: All discussions between you and your EAP professional are confidential. Information regarding your contact with the EAP cannot be released without your written consent, except by court order, imminent threat of harm to self or others, or in situations of abuse (such as child or elder abuse).

NO OUT-OF-POCKET COST: Your EAP is offered at no cost. Most concerns can be resolved directly with your EAP professional, but in the case that additional services are needed, your EAP professional will work with you to identify the most appropriate and affordable community resource to help meet your needs. Please note that referrals to services outside the EAP benefit may require out-of-pocket cost.

For more information about your Employee Assistance Program please contact us as listed below.

Phone: 800-999-1077

Website: www.EAPHelplink.com

Company Code: KIRKLAND



SEATTLE POLICE DEPARTMENT
AND SEATTLE FIRE DEPARTMENT

Critical Incident

Stress Management (CISM)

As professional emergency personnel, traumatic events and critical incidents can become routine. These scenes may be difficult, but our involvement is a necessary part of our job. If we see someone who needs first aid, we see to that person's needs. Likewise, we have an obligation to care for ourselves. Critical Incident Stress Management (CISM) is **necessary emotional first aid for emergency service providers.**

Critical incidents may evoke strong reactions which have the potential to interfere with a person's ability to function--during the event or at a later time. It is very common for people to experience stress related reactions when exposed to, or involved in, a critical incident. The responses may vary depending on the person and the circumstances. They may appear immediately, or days, weeks, or even months post-event.

Reactions experienced by emergency service providers are, in fact,

Normal Reactions in Normal People to Abnormal Events

Common Signs & Symptoms

PHYSICAL Chills, thirst, fatigue, nausea, fainting, twitches, vomiting, dizziness, weakness, chest pains, headaches, elevated blood pressure, rapid heart rate, muscle tremors, shock symptoms, grinding of teeth, visual difficulties, profuse sweating, difficulty breathing, etc. **Note:** *Any one of these symptoms may indicate the need for a medical evaluation. When in doubt, please contact your physician.*

COGNITIVE Confusion, nightmares, uncertainty, hypervigilance, suspiciousness, intrusive images, excessively blaming someone else, inattention, poor memory, disorientation of time, place or person, difficulty identifying objects or people, heightened or lessened levels of alertness, etc.

EMOTIONAL Fear, guilt, grief, panic, denial, anxiety, agitation, irritability, depression, intense anger, apprehension, emotional shock, emotional outbursts, feeling overwhelmed, loss of emotional control, inappropriate emotional responses, etc.

BEHAVIORAL Withdrawal, anti-social acts, inability to rest, intensive pacing, erratic movements, change in social activity, changes in sexual activity, change in speech patterns, loss or increase of appetite, increased alcohol consumption, etc.





Critical Incident Stress Management (CISM)

■ A Few Suggestions

- ✓ Especially within the first 24-48 hours moderate physical exercise, alternated with relaxation will alleviate some of the physical reactions.
- ✓ Maintain as normal a schedule as possible. Structure your time and stay active.
- ✓ Drink water and eat well-balanced and regular meals, even if you don't feel like it.
- ✓ Don't make any major life changes or decisions.
- ✓ Talk to people you trust.
- ✓ Utilize your Department's CISM Team members and services.
- ✓ Do things that you enjoy such as a hobby, sport activity, etc.
- ✓ Try to get plenty of rest.
- ✓ You may want to keep a journal.

■ For Family Members & Friends

- ✓ Be willing to listen without being judgemental.
- ✓ Be available to provide assistance, like cooking, cleaning, caring for the family, etc.
- ✓ Spend time with the involved person(s).
- ✓ Also give them some private time if they want it.
- ✓ Try not to take their strong responses personally.
- ✓ Avoid telling them that they are "lucky it wasn't worse." This type of statement does not console people. Instead, you may want to tell them that you are sorry that such an event has occurred.

With understanding and support, stress reactions usually pass more quickly. Occasionally the critical incident is so painful additional assistance from a professional counselor may be helpful.

There are also some excellent websites on the internet that have additional information on trauma and critical stress. Contact the CISM Team via the SPD or SFD Communications Section.

City of Kirkland Glossary of Continuity of Operations (COOP) and Continuity of Government (COG) Terms

Activation. When COOP activities have been implemented whether in whole or in part.

Alternate facility. A location, other than the normal facility, used to carry out essential functions in a COOP situation.

Continuity of Operations (COOP). The activities of individual departments and their sub-components to facilitate essential functions throughout an emergency situation and its short-term recovery.

This includes plans and procedures that:

- delineate essential functions;
- specify succession to office and the emergency delegation of authority;
- provide for the safekeeping of vital records and databases;
- identify alternate operating facilities;
- provide for communications;
- support personnel readiness and wellbeing; and
- validate the COOP capability through training and exercises.

COOP Incident. Any incident that causes the city to perform COOP activities to support continuation of essential functions.

Critical data and systems. Information essential to supporting the delivery of essential functions.

Critical equipment. Equipment essential to supporting the delivery of essential functions.

Delegation of authority. Specifies who is authorized to act on behalf of the agency head and other senior management and technical personnel for specific purposes.

Go kit. A kit prepared by, and for, an individual or department who expects to deploy to an alternate location during an emergency. The kit contains items needed to minimally satisfy personal and professional needs during deployment.

Essential functions. Functions that enable the COG to:

- maintain government status;
- provide vital services;
- support the safety and wellbeing of employees, contractors, customers, and the general public; and
- sustain the economic base due to an emergency.

Essential resources. Resources that support the agency's ability to provide essential functions.

Interagency Agreements. A written agreement entered into between agencies that require specific goods or services to be furnished or tasks to be accomplished by one agency in support of the other.

Interoperable communications. Alternate communications that support the capability to perform essential functions, in conjunction with other agencies, until full operations can be resumed.

Legal and financial records. Records that are needed to protect the legal and financial rights of the city.

Orders of succession. Provisions for the assumption of leadership positions during an emergency in the event that any of those leaders are unavailable to execute their duties.

Primary facility. The site of normal, day-to-day operations; the location where the employee usually goes to work.

Return to operations. The process by which the affected agency resumes full operations following COOP activities.

Risk analysis. The identification and assessment of hazards.

Virtual offices. A location or environment where an employee performs work through the use of portable information technology and communication packages.

Vital databases. Information systems needed to support essential functions during a COOP situation.

Vital records. Electronic and hardcopy documents, references, and records needed to support essential functions during a COOP situation. The two basic categories of vital records are emergency operating records and legal and financial records.

Information adapted from the Federal Emergency Management Agency (FEMA) Glossary of Terms.