



Don Anderson
Mayor

Jason Whalen
Deputy Mayor

Mary Moss
Councilmember

Michael D. Brandstetter
Councilmember

John Simpson
Councilmember

Marie Barth
Councilmember

Paul Bocchi
Councilmember

John J. Caulfield
City Manager

November 21, 2014

NOTICE
LAKWOOD CITY COUNCIL AND
PAST CITY COUNCIL MEETING

Notice is hereby given that the Lakewood City Council and past City Council members will be holding a meeting on Tuesday, November 25, 2014, at 8:00 a.m., in the City Council Chambers, Lakewood City Hall, 6000 Main Street SW, Lakewood, Washington.

The purpose of the meeting is to discuss the City Council goals and priorities.

Alice M. Bush, MMC
City Clerk

The Council Chambers is accessible to persons with disabilities. Equipment is available for the hearing impaired. Persons requesting special accommodations or language interpreters should contact the City Clerk's Office, 589-2489, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.



LAKWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, November 24, 2014

7:00 P.M.

City of Lakewood

City Council Chambers

6000 Main Street SW

Lakewood, WA 98499

Page No.

CALL TO ORDER

ITEMS FOR DISCUSSION:

- (5) 1. Review of the Comprehensive Emergency Management Plan. – (Memorandum)
- (65) 2. Review of an interlocal agreement with the City of DuPont for human resources services. – (Memorandum)

BRIEFING BY THE CITY MANAGER

ITEMS TENTATIVELY SCHEDULED FOR THE DECEMBER 1, 2014 REGULAR CITY COUNCIL MEETING:

- 1. Item No. 2 above.
- 2. Adopting the 2014 Comprehensive Plan. – (Ordinance – Regular Agenda)
- 3. Authorizing the execution of interlocal agreements with the City of University Place, City of DuPont and Town of Steilacoom for court services. – (Motion – Regular Agenda)
- 4. Authorizing the execution of an agreement with the Johnston Group for federal lobbying services. – (Motion – Regular Agenda)
- 5. Authorizing the execution of an agreement with Gordon Thomas Honeywell for state lobbying services. – (Motion – Regular Agenda)

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<http://www.cityoflakewood.us>

City Hall will be closed 15 minutes after adjournment of the meeting.

6. Approving the 2015 human services funding allocations and authorizing the execution of agreements for said services. – (Motion – Regular Agenda)

COUNCIL COMMENTS

ADJOURNMENT

The Council Chambers is accessible to persons with disabilities. Equipment is available for the hearing impaired. Persons requesting special accommodations or language interpreters should contact the City Clerk's Office, 589-2489, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.

<http://www.cityoflakewood.us>

City Hall will be closed 15 minutes after adjournment of the meeting.

CITY OF LAKEWOOD (CITY HALL)
 6000 Main Street SW, Lakewood, WA 98499-5027
 (253) 589-2489

WEEKLY MEETING SCHEDULE
November 24, 2014 – November 28, 2014

Date	Time	Meeting	Location
Nov 24	7:00 P.M.	City Council Study Session	Lakewood City Hall Council Chambers
Nov 25	8:00 A.M.	City Council and past City Council Meeting	Lakewood City Hall Council Chambers
	5:30 P.M.	Parks and Recreation Advisory Board Meeting	Lakewood City Hall 1 st Floor, Conference Room 1D
	6:00 P.M.	Joint City Council and Clover Park School District Board Meeting	Clover Park School District Student Services Center, Board Room 10903 Gravelly Lake Drive SW Lakewood, WA
Nov 26	No Meetings Scheduled		
Nov 27	City Hall Closed	Thanksgiving Holiday	
Nov 28	City Hall Closed	Day After Thanksgiving	

TENTATIVE WEEKLY MEETING SCHEDULE
December 1, 2014 – December 5, 2014

Date	Time	Meeting	Location
Dec 1	4:30 P.M.	Arts Commission	Lakewood City Hall 3 rd Floor, Conference Room 3A
	6:00 P.M.	Youth Council	Lakewood City Hall 3 rd Floor, Conference Room 3A
	7:00 P.M.	City Council	Lakewood City Hall Council Chambers
Dec 2	No Meetings Scheduled		
Dec 3	5:15 P.M.	Public Safety Advisory Committee	Lakewood Police Station Multi-Purpose Room 9401 Lakewood Drive SW
Dec 4	9:30 A.M.	Civil Service Commission	Lakewood City Hall 1 st Floor, Conference Room 1E
	6:30 P.M.	Tillicum/Woodbrook Neighborhood Association	Tillicum Community Center 14916 Washington Avenue SW
Dec 5	No Meetings Scheduled		

NOTE: The City Clerk's Office has made every effort to ensure the accuracy of this information. Please confirm any meeting with the sponsoring City department or entity.



City of Lakewood

Comprehensive Emergency Management Plan



December 2014

City of Lakewood Comprehensive Emergency Management Plan Promulgation/Forward

Pursuant to WA State RCW 38.52 and WAC 118-30, I am pleased to officially promulgate the 2014 *City of Lakewood Comprehensive Emergency Management Plan (CEMP)*. One of a family of plans published by the City of Lakewood the CEMP is the framework for City wide preparedness, mitigation, response and recovery activities. Its intent is to provide a structure and strategy for standardizing plans Citywide to facilitate interoperability between local, county, state, and federal governments and agencies.

Every effort has been made to ensure that the CEMP is compatible with Pierce County Comprehensive Emergency Management Plan, the State of Washington Comprehensive Emergency Management Plan, the National Response Framework, National Preparedness Goals and the Revised Code of Washington, Chapter 38.52. Its format aligns with the State of Washington Comprehensive Emergency Management Plan checklist.

The CEMP specifies the authorities, functions, and responsibilities that pertain to establishing collaborative action plans between City departments, local, state, federal, volunteer, public, non-profit and private sector organizations. By coordinating all phases of emergency management, the CEMP helps minimize the impacts of incidents in the City of Lakewood. The City CEMP and our “family of plans” are significant tools for saving lives, protecting property, preserving the environment and sustaining the local economy.

Finally, the CEMP is a reminder to department directors, agencies, commissions and councils of their two primary goals in emergency management: to support the City of Lakewood through the Emergency Coordination Center and to establish and maintain a comprehensive internal process for conducting daily business before, during and after an emergency or disaster.

John J. Caulfield, City Manager

December 1, 2014

December 2014

We the undersigned approve our respective parts of the City of Lakewood Comprehensive Emergency Management Plan and accept all of the duties and responsibilities written herein. By doing so we acknowledge the relationships thereby established and agree to establish policy and procedures to perform the assigned responsibilities and to provide to the extent possible the resources possible to perform the assigned duties.

Brett Farrar, Police Chief

Mike Zaro, Assistant Police Chief

John Unfred, Emergency Management Coordinator

City of Lakewood Comprehensive Emergency Management

Authorization:

CODE: Emergency Management 80.80.000

08.80.040 - Emergency Management Plan

The City Manager and the Director are authorized to develop and implement an Emergency Management Plan for the City of Lakewood. The Emergency Management Plan so developed shall be the official Emergency Management Plan of the City of Lakewood. The Director shall file a copy of said plan in the office of the City Clerk, and distribute copies of said plan to appropriate City departments, Pierce County, and Washington State Emergency Management Division. The City Manager is further authorized to assign to the various departments and to the officers and employees of the City the functions, duties and powers set forth in the Emergency Management Plan of the City of Lakewood. (Ord. 148 § 1 (part), 1997)

CERTIFICATE OF ORDINANCE

I, Alice Bush, City Clerk of the City of Lakewood, Washington do hereby certify that a copy of the CEMP has been received and filed as per of City of Lakewood Ordinance (Ord. 148 § 1 (part), 1997)

Alice Bush, City Clerk

December 2014

Emergency Contact Numbers

When the City Emergency Coordination Center is required to activate, the following staff shall be contacted as soon as possible:

City Manager, John Caulfield
Phone: 253-589-7703

Police Chief, Brett Farrar
Phone: 253-830-5006

Assistant Chief, Mike Zaro
Phone: 253-606-3803

Emergency Mgmt, Coordinator, Lt. John Unfred
Phone: 253-606-6134

Asst. City Manager/Finance and Admin Services, Tho Kraus
Phone: 253-244-1159

Public Works Director, Don Wickstrom
Phone: 253-250-1550

Parks and Recreation Director, Mary Dodsworth
Phone: 253-732-8059

Information Technology Manager, Ken White
Phone: 253-255-4913

WPFR Emergency Mgmt. Coordinator, Christine Badger
Phone: 253-306-0457

Distribution List

A redacted copy of this Comprehensive Emergency Management Plan is posted on the City of Lakewood intranet. The CEMP has been placed under Emergency Management tab on the “J” drive. The following have received a paper or electronic copy.

Organization/Office	Contact	Position	Complete Plan	Date
Executive	Don Anderson	Mayor	X	
Executive	John Caulfield	City Manager	X	
Police Department	Brett Farrar	Chief of Police	X	
Executive	Dave Bugher	Asst. City Manager Community Development Director	X	
Police Department	John Unfred	Lieutenant	X	
Public Works	Don Wickstrom	Public Works Director	X	
Legal	Heidi Wachter	City Attorney	X	
Finance	Tho Kraus	Asst. City Manager Finance & Information Systems Director	X	
St. Clare Hospital	Eileen Newton	Emergency Mgmt.	X	
West Pierce Fire and Rescue	Jim Sharp	Fire Chief	X	
Clover Park School District	Hal Longan	Risk Manager	X	
Clover Park Tech. College	Lisa Beach	Coord. Safety & Emerg. Mgmt.	X	
Pierce College	Chris McKersie	Emergency Management	X	
Pierce County Emergency Management	Lowell Porter	Emergency Management Director	X	
Washington State Emergency Management Division	John Unfford	Plans Review	X	

Comprehensive Emergency Management Plan (CEMP) Suggestion Form

Dear CEMP Reader,

This page is for you to suggest changes or modifications to this Comprehensive Emergency Management Plan. Please fill out your contact information as well as the section(s) you are reviewing. Attach a copy of the pages you have reviewed, including all notes and suggested changes for the corresponding pages. Make additional suggestions or comments in the space provided on page 10. Add additional sheets if necessary. Thank you for investing your time to make this CEMP and the Lakewood Community a better and safer place to live.

Mail To: Christine Badger
Emergency Management Coordinator
City of Lakewood City Hall
6000 Main Street
Lakewood, WA 98499

You may also email suggested changes to cbadger@Cityoflakewood.us.

_____	_____	_____
Name	Title	Agency

Address		

_____	_____	_____
City	State	Zip Code
_____		_____
Phone	Fax	

E-mail		

Basic Plan _____ Appendices _____

Chapter _____ Section _____ Paragraph _____

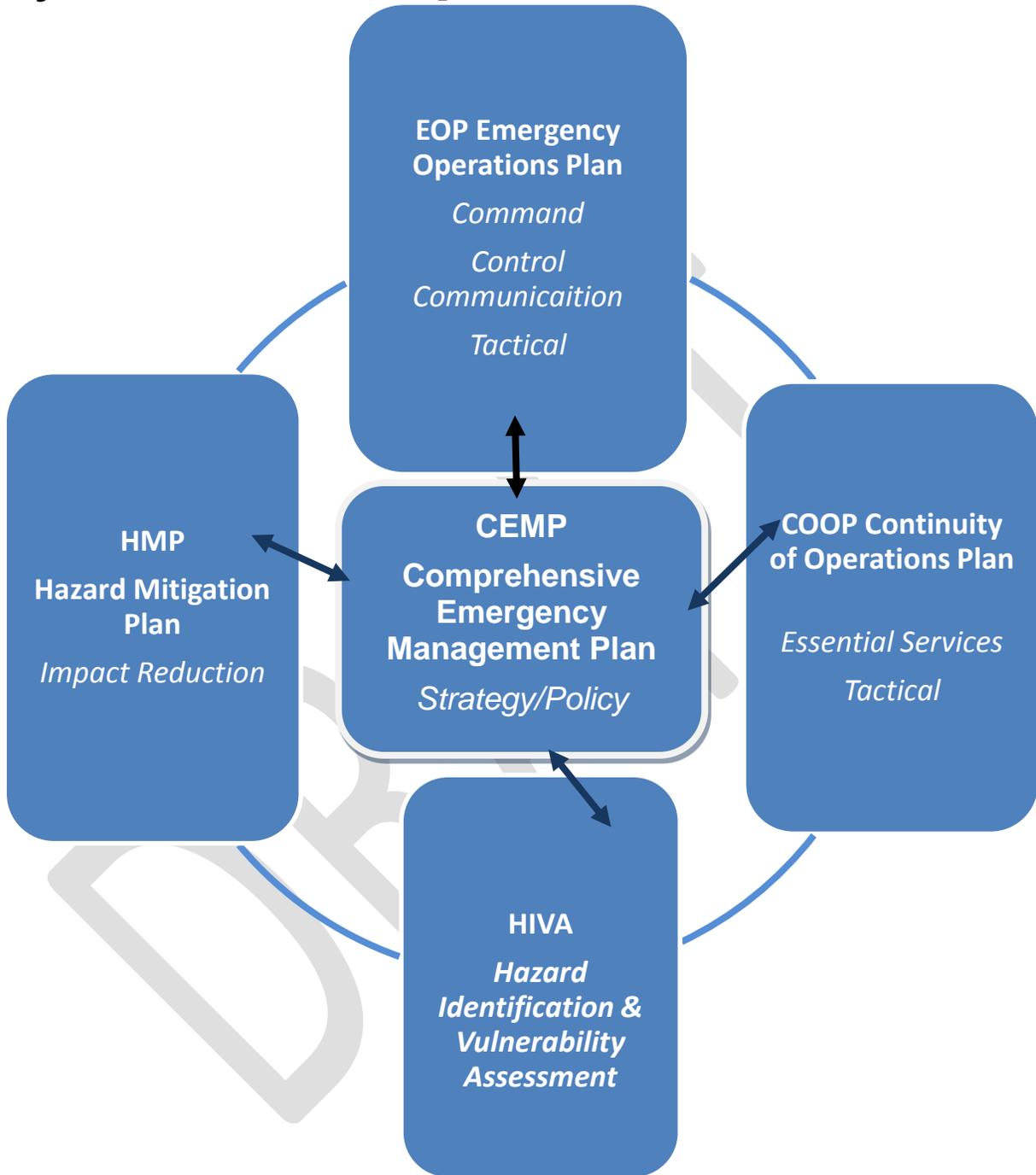
December 2014

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Please remove all cell numbers listed in this plan when publishing to the public internet or sending to the public.

City of Lakewood Family of Plans



City of Lakewood Mission Statement

The City of Lakewood enhances the quality of life of our residents by providing essential services in a fiscally responsible manner, ensuring public safety, promoting economic development and preserving our natural environment.

Environs

The City of Lakewood is located in Pierce County. Lakewood is the 18th largest City in Washington State and the second largest in Pierce County with over 58,000 residents and 2,100 businesses having physical locations in the City. Lakewood is surrounded by beautiful lakes, the Puget Sound and scenery of the northwest.

The City of Lakewood is bordered by the cities of Tacoma, University Place and Steilacoom as well as unincorporated Pierce County. It abuts Joint Base Lewis McChord (JBLM) and the state Military Department Camp Murray. The City has a municipal police force but not a municipal fire department; this service is provided by West Pierce Fire and Rescue.

Interstate 5, the main north-south route of travel in Western Washington, abuts Lakewood to the east. There are frequent traffic choke points at or near the military bases, at the SR 512 interchange, and in the Tacoma area, associated with peak period congestion, accidents, or construction. This can impact traffic conditions along South Tacoma Way and Pacific Highway SW, as well as access to the isolated Tillicum/Woodbrook areas. Due to low overpasses above I-5 in the Lakewood vicinity, oversize loads must exit I-5 and travel on a predetermined course on local streets within Lakewood.

Additionally, there is an active rail line running through Lakewood that roughly parallels I-5, which crosses numerous City streets at grade. Sound Transit commuter rail (“Sounder”) service has just gotten underway on this line, and it is also used by Tacoma Rail for short-line freight movement. The Washington State Department of Transportation, in association with Amtrak and the Federal Transit Administration, is attempting to relocate high-speed intercity rail service (“Amtrak Cascades”) to this line as well.

A considerable portion of the air corridor associated with JBLM McChord Field’s overhead air operations is located along Lakewood’s easterly boundary.

Schools:

Clover Park
Technical College

Pierce College

Clover Park School
District

Hospitals:

St. Clare

Western State
Psychiatric Facility

I INTRODUCTION

1.1 Mission

The hazards facing the City of Lakewood include not only the traditional spectrum of manmade and natural hazards, urban fires and floods, oil spills, hazardous materials releases, transportation accidents, earthquakes, volcanic eruptions, tornadoes, pandemics, and disruptions to the energy and information technology infrastructure, but also the potentially deadly and devastating terrorist arsenal of chemical, biological, radiological, nuclear, and high-yield explosive weapons.

These complex and emerging twenty-first century hazards demand a unified and coordinated emergency management system that through organized analysis, planning, decision-making, and assigning of resources will help prevent, prepare for, respond to and recover from the effects of all hazards within the City of Lakewood.

The Comprehensive Emergency Management Plan (CEMP), using the National Incident Management System, is an all-hazards strategic plan that provides the structure and mechanisms for policy and operational coordination for emergency management. Consistent with the model provided by Washington State Emergency Management Division and the National Incident Management System, the Comprehensive Emergency Management Plan can be partially or fully implemented in the context of a threat, anticipation of an event, or the response to an event. Selective implementation through the activation of one or more of the system's components allows maximum flexibility in meeting the unique operational and information-sharing requirements of the situation at hand and enabling effective interaction between various entities.

Nothing in this plan alters or impedes the ability of a department or individual to carry out their specific authorities or perform their responsibilities under all applicable laws. Additionally, nothing in this plan is intended to impact or impede the ability of any department head to take an issue of concern directly to the City Manager.

The City of Lakewood Comprehensive Emergency Management Plan has been formatted to accommodate Washington State Emergency Management guidelines and applicable laws. The plan's final draft, as written must be submitted to and approved by the State of Washington Emergency Management Division (EMD). Once approved pursuant to RCW 38.52.070 along with a letter to Director Ezelle, fully establishes its requirements as an independent Emergency Management Agency.

1.2 Purpose

The Comprehensive Emergency Management Plan incorporates best practice strategies from various incident management disciplines and integrates them into a unified coordinating structure.

The Comprehensive Emergency Management Plan provides the basis for incorporating individuals and organizations with disaster responsibilities into the City of Lakewood emergency management program. The plan also describes capabilities and establishes

emergency management functions and responsibilities of employees, and elected officials. Finally, the Comprehensive Emergency Management Plan serves as the foundation for the development of detailed supplemental operational plans and procedures to effectively and efficiently implement emergency management activities.

The Comprehensive Emergency Management Plan, using the National Incident Management System, establishes mechanisms to:

- Maximize the integration of incident-related mitigation, prevention, preparedness, response, and recovery activities;
- Improve coordination and integration of government, private-sector, and nongovernmental organization partners;
- Maximize efficient utilization of operational plans and resources needed for effective emergency management and critical infrastructure protection and restoration;
- Improve incident management communications and increase situational awareness across jurisdictions and between the public and private sectors.

1.3 Scope and Applicability

The Comprehensive Emergency Management Plan covers the full range of complex and constantly changing requirements in anticipation of or in response to major disasters, threats or acts of terrorism, and other emergencies. The Comprehensive Emergency Management Plan also provides the basis to initiate long-term community planning, recovery and mitigation activities.

1.4 Organization

The City of Lakewood is a code City with a Council-Manager form of government. The City Council consists of seven part-time, nonpartisan members elected at-large every two years to staggered, four-year terms. The Council elects one of its members as Mayor. The City Council is responsible for enacting all legislation and making general policy decisions governing the City. The Council appoints a full-time, City Manager to oversee the administrative functions of the City and to implement Council policy.

The City of Lakewood uses the Incident Command System to establish and operate its Emergency Coordination Center (ECC).

All City emergency management plans are applicable to all City departments and employees that may be requested to provide assistance or conduct operations in the context of actual or potential incidents.

II POLICIES

2.1 Authorities

Various federal, state, and local statutory authorities and policies provide the basis for actions and activities in the context of emergency management. The Comprehensive Emergency Management Plan has been developed and is maintained to provide a comprehensive, all-hazards approach to emergency management under the following authorities:

1. Public Law 920 - Federal Civil Defense Act of 1950, as amended.
2. Public Law 93-288, "Disaster Relief Act of 1974" as amended by PL 100-707, "Robert T. Stafford Disaster Relief and Emergency Assistance Act" April 2013.
3. Public Law 96-342, "Improved Civil Defense".
4. Public Law 99-499, "Superfund Amendments and Reauthorization Act of 1986".
5. RCW 38.52.070, Local Organizations and Local Organizations authorized-establishment, operation, emergency powers, and procedures.
6. RCW 35.33.081 Emergency Expenditures
7. RCW 39.34 Inter-local Cooperation Act
8. City of Lakewood Ordinance Number: Ord. 148 § 1 (part), 1997
9. Lakewood Municipal Code Chapter 08.80.000
10. Homeland Security Act of 2002.
11. Homeland Security Presidential Directive – 5.
12. Homeland Security Presidential Directive –8.
13. National Response Framework, 2012.
14. WA State Comprehensive Emergency Management Plan of 2011
15. WAC 118-04 Emergency Worker Program
16. Sandy Recovery Improvement Act of 2013

2.2 Limitations

The City will endeavor to make every reasonable effort to respond in the event of an emergency or disaster. However, City resources and systems may be overwhelmed. The responsibilities and tenets outlined in the CEMP will be fulfilled only if the situation, information exchange, extent of actual agency capabilities, and resources are available at the time.

There is no guarantee implied by the CEMP that a perfect response to emergency or disaster incident(s) will be practical or possible.

2.3 Assignment of Responsibilities

Director of Emergency Management is appointed by the City Manager and is responsible for the administration and operation of the emergency management program for the City of Lakewood.

Deputy Director of Emergency Management is appointed by the City Manager to represent the Director in his/her absence.

Incident Command, or specific areas of responsibility, have been established to designate mitigation, preparedness, prevention, response, and recovery activities of detailed emergency management functions and personnel.

Functional responsibilities accepted by designated City departments and employees are listed in Section VI, Responsibilities.

Support organizations, private entities and voluntary agencies who will possibly work in conjunction with the City are also listed in Section VI.

2.4 Key Emergency Management Concepts

This section summarizes key concepts that are reflected throughout the Comprehensive Emergency Management Plan.

- Systematic and coordinated incident management to include:
 - Incident reporting;
 - Coordinated action;
 - Alert and notification;
 - Mobilization of resources;
 - Recovery operations; and
 - Integration of crisis and consequence management functions
- Proactive notification and deployment of resources in anticipation of or in response to events in coordination and collaboration with adjacent jurisdictions and private entities when possible.
- Organizing coordinated efforts to minimize damage, restore impacted areas to pre-incident conditions, if feasible, and/or implement programs to mitigate vulnerability to future events.
- Coordinating incident communication, worker safety and health, private-sector involvement, and other activities that are common to the majority of incidents.
- Utilization of the Incident Command System to facilitate the delivery of critical resources, assets, and assistance.
- Providing mechanisms for vertical and horizontal coordination, communications, and information sharing in response to threats or incidents. These mechanisms facilitate coordination among local entities, as well as between the public and private sectors.
- Developing detailed supplemental operations, tactical, and hazard-specific contingency plans and procedures.
- Providing the basis for coordination of interagency and intergovernmental planning, training, exercising.

III SITUATION

3.1 Emergency/Disaster Hazards

A Hazard and Vulnerability Assessment has been completed as part of the City's family of plans. The Hazard and Vulnerability Assessment will be part of the annual updating of plans.

3.2 Planning Assumptions

The City of Lakewood CEMP is based on planning assumptions and considerations presented in this section.

- Each household within the City of Lakewood is encouraged to develop a family disaster plan and to maintain the essential supplies to be self-sufficient for five to seven days. West Pierce Fire & Rescue and the City of Lakewood will make materials available (print, the website, workshops and outreach) to the public to assist with personal and family preparedness.
- A fundamental principle of emergency management is that all disasters are managed locally. Although state and federal resources may be available, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.
- Businesses are expected and encouraged to develop internal disaster and continuity of business plans.
- A major earthquake may hamper response by damaging bridges, overpasses, roadways, transportation facilities, communications systems, and public safety facilities.
- Other disasters could damage various lifelines and thus reduce the effectiveness of an emergency response.
- The City of Lakewood government will retain the authority and responsibility for direction and control of its own incident operations, use of resources and application of mutual aid within its own boundaries.
- Disaster operations will be coordinated with the Pierce County Department of Emergency Management, West Pierce Fire & Rescue, and Washington State Emergency Operations Center. Operations will be conducted by City forces, supplemented as necessary, by trained auxiliaries, by additional labor available within the local area, and with resources obtained at the county and state levels with assistance from federal agencies as it becomes available.
- Incident management activities will be initiated and conducted using the principles contained in the National Incident Management System.

City of Lakewood - Comprehensive Emergency Management Plan

- The combined expertise and capabilities of government at all levels, the private sector, and nongovernmental organizations will be required to prevent, prepare for, respond to, and recover from incidents.
- Departments and certain nongovernmental organizations may be required to deploy to incidents on short notice to provide timely and effective mutual aid and/or intergovernmental assistance.
- When possible, the City of Lakewood Emergency Coordination Center (ECC) will provide warning to its citizens of an impending disaster.
- The City of Lakewood Emergency Management Coordinator will respond to the scene to provide field personnel, expertise, communications, and on-scene coordination if requested by the Incident Commander.
- The City Manager will issue local emergency proclamations when appropriate and request county, state or federal assistance as needed. (08.80.060/(Ord. 148 § 1 (part), 1997)
- The City of Lakewood may provide assistance to disaster victims by opening information centers, evacuation centers or short term shelters.
- Significant Incidents may require the Emergency Management Director, Coordinator or Incident Commander to coordinate operations and/or resources, and may:
 - Occur at any time with little or no warning in the context of a general or specific threat or hazard;
 - Require significant information-sharing at the unclassified and classified levels across multiple jurisdictions and between the public and private sectors;
 - Involve single or multiple geographic areas;
 - Span the spectrum of incident management to include Prevention, Protection, Mitigation, Response and recovery;
 - Involve multiple, highly varied hazards or threats on a local, regional, or national scale;
 - Result in numerous casualties, fatalities, displaced people, property loss, disruption of normal life-support systems, essential public services, and basic infrastructure, and cause significant damage to the environment;
 - Impact critical infrastructures across sectors;
 - Overwhelm capabilities of the City and private-sector infrastructure owners and operators;
 - Attract a sizeable influx of independent, spontaneous volunteers and supplies;
 - Attract long term media attention;
 - Require prolonged, sustained incident management operations and support activities.

IV Concept of Operations

4.1 General

This section describes the coordinating structures and processes, employed to manage incidents. These coordinating structures and processes are designed to enable execution of the responsibilities of the City Manager and Emergency Management Director through the appropriate departments and to integrate City, county, state, federal, non-governmental organizations (NGO), and private-sector efforts into a comprehensive approach to emergency management.

A basic premise of the Comprehensive Emergency Management Plan is that incidents are generally handled at the lowest jurisdictional level possible. Police, fire, public health and medical, emergency management, and other personnel are responsible for incident management. In the vast majority of incidents, local resources and mutual aid normally provide the first line of emergency response and incident management support.

When an incident or potential incident is of such severity, magnitude, and/or complexity that local resources are or will be overwhelmed, the City Manager may declare an emergency and request resources from the county and state.

4.2 Direction and Control

The City Manager or Director of Emergency Management leads the City in responding effectively and ensuring the necessary resources are applied quickly and efficiently to all incidents. As necessary, the City Manager convenes interdepartmental meetings to coordinate policy and/or procedure issues.

During actual or potential incidents, the overall coordination of emergency management activities is executed through the Emergency Management Director or designee, the City Manager, Emergency Management Coordinator or Emergency Coordination Center (ECC) Manager. The Emergency Management Planning Group (ERPG), City departments and personnel carry out their emergency management and incident response responsibilities within the described coordinated framework.

Routine emergency management and day to day activities are completed by the City Emergency Management Coordinator(s).

4.3 Concurrent Implementation of Other Plans

The Comprehensive Emergency Management Plan is the core strategy plan for managing incidents and details the coordinating structures and processes used during incidents. Other supplemental department and interagency plans provide details on authorities, response protocols, operational plans, and technical guidance for responding to and managing specific contingency situations (such as hazardous materials, severe storms, etc.).

In many cases, departments manage localized incidents under these plans using their own authorities without the need for the Emergency Coordination Center. In the context of incidents, these supplemental agency, interagency or operational plans may be implemented concurrently with the Comprehensive Emergency Management Plan, but are subordinated to the overarching core coordinating structures, and processes, detailed in the Comprehensive Emergency Management Plan. This helps enable effective and coordinated emergency management operations, consistent with individual department and agency authorities and responsibilities.

4.4 Operational Concepts

Managing “routine” emergencies is the function of certain municipal agencies such as the Police Department and the Fire Department. Management of a major emergency or disaster will require the Emergency Coordination Center (ECC) activation to coordinate overall Citywide response.

A major emergency or disaster exists when a situation exceeds the everyday capabilities of responding agencies or requires coordination between agencies. Some elements that can be found in a major emergencies or disaster include:

- A significant number of casualties;
- Severe or widespread property damage;
- Non-routine multi-agency response;
- Shortage of needed resources;
- Extended interruption of vital services such as transportation or utilities;
- Evacuations requiring sheltering;
- Extensive news media coverage;

All City employees are considered mission-essential and will report to a City Disaster Rally Areas (DRA) for accountability, to report their status and provide information of damages seen. Emergency response and recovery operations will continue 24 hours a day as indicated, broken into two 12-hour operational periods.

4.4.1 Emergency Management

Emergency Management coordinates emergency preparedness, training, exercises, mitigation, response and recovery for the City. Emergency Management accomplishes this task by acting as a facilitator to ensure the City has the appropriate means for command, control, and communications to respond to and recover from an emergency or disaster. The Emergency Management Coordinator at the request of Fire and/or Police (incident dependent) may act as operational support, providing logistical, technical, or advisory support to the Incident Commander/Manager in the ECC and/or field.

Within the City of Lakewood, a Lakewood Emergency Management Committee has been established and is made up of Emergency Managers or Safety and Security Managers from local schools, hospitals, public health, utilities and transit. This committee meets monthly to establish and maintain relationships, coordinate plans, training and exercises.

Representatives from the Committee may serve as Liaisons during ECC activations.

Emergency Management has established a local resource list and Memorandums Of Understanding (MOU) with local vendors, businesses, civic and volunteer groups, and congregations to quickly acquire and access necessary additional assets during a disaster.

Top priorities for emergency management are to assist with:

- Saving lives and protect the health and safety of City workers, the public, emergency responders, and recovery workers;
- Coordination of response and recovery with local, county and state agencies;
- Protecting and restoring critical infrastructure and key resources;
- Protecting property and mitigating damages and impacts to individuals, communities, and the environment; and
- Facilitating recovery of individuals, families, businesses, government, and the environment.

4.4.2 Emergency Declarations

The City Manager may declare an emergency to expedite access to the resources needed for incident response. If the required response exceeds local capabilities, the City Manager may ask for county and state assistance and request a gubernatorial disaster declaration. The Governor may request federal aid when it appears that the combined resources of local and state agencies will be inadequate. If state or federal resources are made available to the City, they will be under the operational control of the City Manager, Emergency Management Director or designee.

4.4.3 Continuity of Government

A large incident could result in the death or injury of key government officials, City workers, destruction of established seats of government, and damage to public records that are essential to continued operations of government. Throughout an emergency, the City must continue to function as a government entity so that it may provide continuity of effective leadership, direction of emergency operations, and management of recovery operations.

The City currently has a Continuity of Operations Plan (6/2008) however with recent turnover of City leadership, the plan will be updated (Summer 2015) to ensure essential services will be continual during a disaster.

4.4.4 Delivery of Essential Services

Essential functions are those that deliver life and safety services to the City and maintain the economic well-being of the community. Upon the update completion of the City Continuity of Operations Plan, all departments will have identified and will annually update their essential functions, the personnel required to perform those functions, and the lines

of succession for managerial or specialized staff.

4.5 Emergency Coordination Center (ECC)

The ECC is located at Lakewood Police Department, 9401 Lakewood Drive SW, Lakewood. Its role during an emergency or threat is to coordinate and communicate command decisions, resources and provide public information on a strategic level. The ECC's role does not eliminate the requirements that responding agencies have for tactical level coordination of labor and resources. The ECC facilitates the coordination of multiple agencies and departments into a comprehensive strategy of incident response. During a large-scale emergency, the ECC may become the temporary seat of City government.



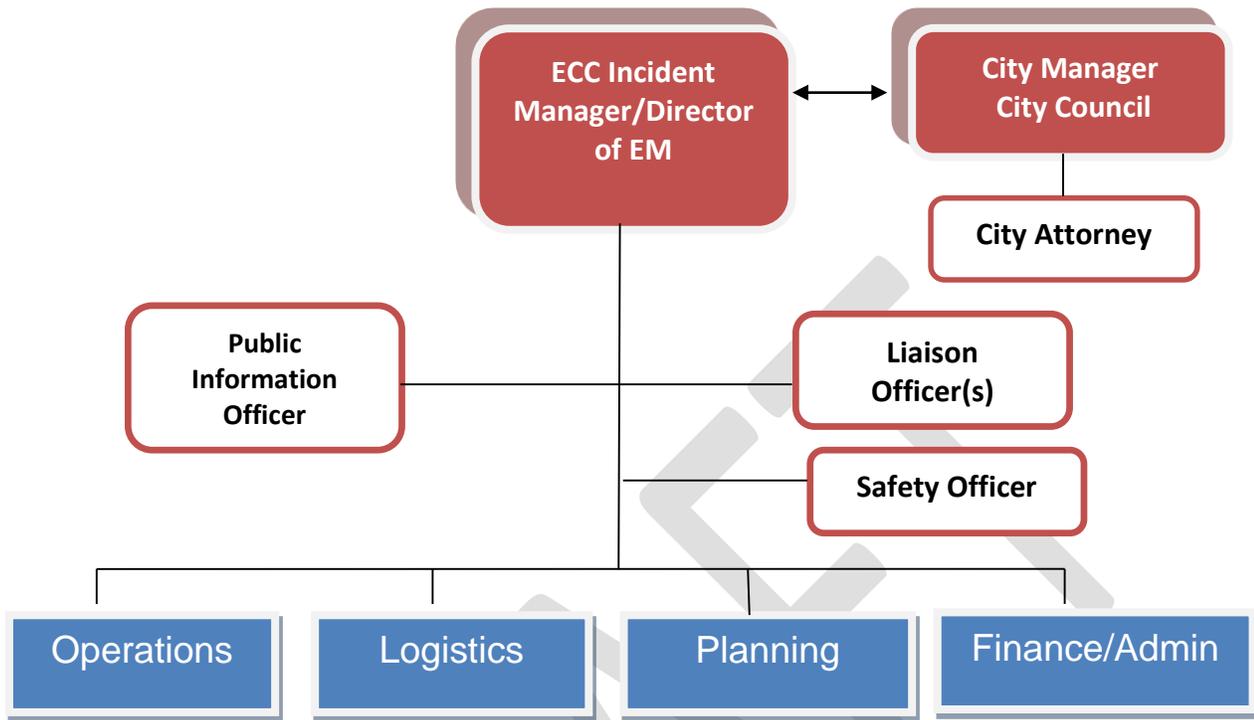
The strategic goals of the ECC are:

- Save and protect the greatest number of people at risk;
- Ensure the safety of first responders and City employees;
- Save and protect as many residential, business and industrial properties as possible;
- Save and protect as much vital infrastructure as possible;
- Minimize human suffering and economic interruptions;
- Facilitate the recovery of Lakewood to normalcy as quickly as possible.

4.5.1 Staffing the Emergency Coordination Center

During normal day to day operations the ECC is not staffed but is maintained by the Emergency Management Coordinator. Once activated, the ECC will be staffed by the City's Emergency Response Planning Group and community partners utilizing the Incident Command System. The Emergency Response Planning Group is comprised of City employees who meet monthly to train and exercise their roles within the ECC. The Emergency Management Coordinator will facilitate training in Incident Command and the functions required to perform an ECC role. ECC teams will work together for an operational period of 8-12 hours or as defined by the ECC Incident Commander/Manager. City employees working in the activated ECC will not perform their regular job functions during an emergency. Organizational structure on the following page.

City of Lakewood ECC Organizational Structure - ICS Org Chart



4.5.2 Activating the Emergency Coordination Center

The ECC will be activated to support response or recovery operations when the scope or scale of an emergency surpasses the capacity to be managed from a field Incident Command Post. Persons authorized to activate the ECC are the following:

- City Manager or designee
- Emergency Management Director or designee
- Emergency Management Coordinator
- Public Works Director
- Field Incident Commander

4.5.3 Contingency Emergency Coordination Centers

In the event that the primary ECC, located in the Police Department training room becomes damaged or otherwise unavailable during an emergency, the ECC may be located Lakewood City Hall.

Alternate ECC facility located outside of the Lakewood area is Tacoma Department of Emergency Management Emergency Coordination Center, 420 Fawcett Ave, Tacoma WA 98402. (POC: Ute Weber) This site if necessary may operate as a contingency ECC or in coordination with Lakewood ECC.

V Emergency Management Phases

This section describes emergency management actions ranging from initial advisory of an incident or threat, to notification to conduct early coordination efforts to assess and disrupt the threat if possible, to preparatory activation of the ICS structure, to deployment of resources in support of incident response and recovery operations. These actions do not necessarily occur in sequential order; many may be undertaken concurrently in response to single or multiple threats or incidents.

5.0 Phases of Disaster Operations

▪ **Mitigation and Preparedness**

Before a disaster strikes– the City shall take steps to reduce the disaster effects. These steps shall include, but not be limited to:

- Conducting continuous planning studies of potential disaster elements in the City and developing a comprehensive emergency management program.
- Reviewing the disaster readiness capabilities and upgrading procedures in keeping with changing emergency management and response technology.
- Encouraging and maintaining interagency cooperation and coordination of readiness planning.
- Maintaining vehicles, equipment, and facilities in a readiness condition.
- Conducting programs of public information and education on disaster preparedness and personal survival.
- Reviewing and improving response capabilities by conducting training, drills, and exercises.
- Update and revise Lakewood Hazard Mitigation Annex in the Pierce County Hazard Mitigation Plan. (Currently in process of 5 year update to be completed May 2014).
- Plan for and participate in an all-hazards exercise program.
- Implement training program for City staff in accordance with ICS organizational structures, doctrine and procedures. Including the use of Incident Action Planning, and common communications plans.

▪ **Response - Increased Readiness Period**

If a disaster is imminent all personnel with emergency responsibilities shall:

- Comply with established checklists and review response status and procedures.
- Notify key staff according to suggested operating guidelines.
- Notify the appropriate organizations.
- Prepare and update necessary information for release to the public.
- Activate, as appropriate, the Emergency Coordination Center (ECC).
- Initiate mitigation and preparedness programs to reduce the effects of the disaster.
- Initiate all record keeping, data collection, and control measures as needed.

▪ **Response - Emergency Period**

When a disaster strikes all personnel with emergency responsibilities shall:

- Initiate and conduct disaster response operations in accordance with established suggested operating guidelines, checklists and procedures.
- Coordinate response with all involved agencies and jurisdictions through the City's Emergency Coordination Center (ECC).
- Keep the public and government officials advised of the actions taken.
- Assess and evaluate the effectiveness of emergency response efforts and establish priorities in the application of resources.

▪ **Recovery**

After the threat to life and property has passed, those involved in the response shall:

- Obtain detailed damage assessment information.
- Coordinate the application of resources to meet the long-term needs of the community through the Emergency Coordination Center (ECC).
- Identify deficiencies in response, conduct after action debriefings, and implement actions for improvement.

VI Roles and Responsibilities

This section discusses the roles and responsibilities of local government, private-sector, nongovernmental organizations and citizens involved in support of emergency management.

6.1 City of Lakewood Government

The following are basic responsibilities of City leaders during an emergency/disaster:

▪ **The Mayor**

- With Council, suspend local ordinances when necessary to support emergency operations.
- Provide leadership in helping the public, businesses, and organizations cope with the consequences of major emergencies or disasters affecting the City.

▪ **The Lakewood City Council**

- Establish policy.
- Adopt and enact ordinances/resolutions and appropriate revenue.
- Provide leadership in helping the public, businesses, and organizations cope with the consequences of major emergencies or disasters affecting the City.

▪ **The City Manager**

- Assess the impact on the City and establish priorities.
- Establish communication with County and State EOC and report status of personnel, damages and available and needed emergency resources beyond mutual aid.
- Frequently re-assess, identify critical actions for response and recovery and adjust priorities.
- Issue declaration of an emergency if necessary and request the Governor to issue a declaration of “State of Emergency”.
- Liaison between the ECC and Policy Group.
- Temporarily reassign functions of City departments and personnel when necessary to facilitate emergency services.
- Request through the Pierce County Emergency Coordination Center, county, state, and federal assistance when local capabilities have been or are reasonably expected to be exhausted.
- Establish staffing for 24-hour operations potentially requiring emergency services of all City employees.
- In the event of a proclamation of an extreme emergency or disaster by the Governor, command the aid of as many citizens as may be deemed necessary and such persons be entitled to all privileges, benefits and immunities as are provided by state law for registered emergency workers.

▪ **The Director of Emergency Management**

- Coordinate local resources to address all phases of emergency management for potential hazards including terrorism, natural and man-made disasters, and other hazards listed in the City Hazard Identification Vulnerability Analysis.
- Recommend for adoption by the City Manager or City Council as appropriate, emergency management plans and mutual aid agreements.
- Direct coordination and cooperation between City departments in carrying out the provisions of the emergency operations plan, and to resolve questions of authority and responsibility that may arise between them.
- In consultation with the City Manager direct the implementation of emergency response and recovery.

- When necessary, request the City Manager issue declaration of emergency and in the absence of the City Manager issue a declaration with confirmation of the City Manager at the earliest practical time.
- Direct other duties as assigned by the City Manager.
- **Deputy Director of Emergency Management**
 - Direct the implementation of emergency response and recovery as assigned by the City Manager or Director of Emergency Management.
 - Exercise the powers and perform the duties of the Director during his/her absence or disability.
- **The Emergency Management Coordinator**
 - Advise City departments on emergency planning and coordinate interdepartmental activities.
 - Prepare, monitor and maintain the City's Hazard Identification and Vulnerability Analysis, Comprehensive Emergency Management Plan and Emergency Operations Plan.
 - Coordinate training programs and emergency operation drills.
 - Plan, direct, and critique disaster-training exercises.
 - Equip, stock and maintain the City's Emergency Coordination Center (ECC).
 - Develop and maintain City's emergency preparedness capabilities.
 - Coordinate emergency activities with local agencies in preparing and responding to a disaster.
 - Act as a Liaison for requesting disaster assistance from other governmental agencies (except automatic/mutual aid).
 - Prepare damage assessment, incident, or disaster analysis reports, as necessary and forward to County EM and State EMD.
 - Warn the public of impending disasters and provide adequate instructions before, during, and after emergencies when possible.
 - Provide public information and education as it pertains to disaster preparedness and response.
 - Ensure response and documentation complies with FEMA regulations for maximum federal and state reimbursements.
- **City Attorney**
 - Provide legal advice and representation to the City, Mayor, City Council, City Manager and City staff.

- Prepare emergency ordinances and other legal documents as needed during the disaster.
- Participate as a member of the Policy Group as the legal officer.
- Review contracts for emergency work and procurement, and other disaster-related documents.
- Prepare declaration of emergency when needed.
- **Emergency Response Planning Group members (select City employees)**
 - Report to the City ECC as quickly as possible if safe to do so.
 - Staff the ECC roles of the Incident Command System as assigned by the ECC Manager.
 - Endeavor to use the emergency operations plans checklists as a guide to section related duties.
- **City of Lakewood Employees**
 - Report to a designated disaster rally area with proper clothing and equipment when notified or directly after a major incident.
 - Be ready to assist in completing a City wide damage assessment, evacuations, evacuation center activities, as ECC staff, runners and any other related emergency duties.
- **City Departments**
 - Designate a department chain of command.
 - Provide the ECC an updated inventory of department personnel and equipment resources.

6.2 Support Agencies

The roles and responsibilities of a few select support agencies below are agencies that have assisted and/or participated with the City ECC in the past. The City has no authority over these agencies and considers them partners in emergency preparedness, response and recovery.

- **West Pierce Fire and Rescue:**
 - Mobilizes and deploys fire resources for the protection of life, property, and the environment if resources allow.
 - Prevents and suppresses fires and mitigates hazardous material incidents as resources allow.

- Conducts search & rescue and technical operations as resources allow.
- Provides mutual aid, if requested and available.
- Assists Police with alerting and warning, evacuation efforts, and traffic control as needed and resources allow.
- Provides a Liaison to the City ECC when possible.
- **Pierce County Department of Emergency Management:**
 - Coordinates emergency activities of local participating cities in preparing and responding to a disaster.
 - Acts as the contact point for requesting disaster assistance from other governmental agencies, except for mutual aid.
 - Prepares damage assessment, incident, or disaster analysis reports, as necessary for WA State EMD.
 - Sends out regular countywide situational reports as it pertains to the incident and subsequent emergency support function activities.
 - Coordinates countywide, state and FEMA public and private assistance programs.
- **Lakeview Light & Power:**
 - Restores electrical power on a priority basis as resources allow.
 - Removes downed electrical lines from roadways and other areas as resources allow.
 - Shares information with the City regarding power availability and restoration as resources allow.
- **Lakewood Water District:**
 - Restores and repairs water service on a priority basis as resources allow.
 - Shares information with the City ECC and WPFR of water conditions and flow when possible.
 - Works with the City and WPFR to provide axillary water when necessary.
 - Provides Liaison to the City ECC when possible.
- **Tacoma Pierce County Health District:**
 - Advises on public health matters.
 - Coordinates and directs all TPCHD response assets.
 - Examines food and water sources for contamination.

- Maintains sanitation systems and basic hygiene as resources allow.
- Coordinates community medical response, including volunteers registered as emergency workers.
- Acts as lead agency for Emergency Support Function 8, (Health and Medical)

- **Fire Comm & South Sound 911:**
 - Alerts emergency forces of a disaster or impending disaster.
 - Provides information relay to emergency forces.
 - Provides situational awareness as resources allow.
 - Provides warning to the public as requested by the Incident Commander.

- **Clover Park and University Place School Districts:**
 - Develops district and building emergency plans in accordance with State and District guidance and policy.
 - Provides situation reports to the ECC when possible.
 - Provides busses on a temporary rental or lease basis if available.

- **Pierce and Clover Park Technical Colleges:**
 - Develops building emergency plans in accordance with State guidance and policy.
 - Provides building space for temporary evacuation or shelter sites when and if available and resources allow.
 - Provides situation reports to the ECC when possible.

6.3 Nongovernmental and Volunteer Organizations

Nongovernmental and volunteer organizations collaborate with first responders, governments at all levels, and other agencies and organizations providing relief services to sustain life, reduce physical and emotional distress, and promote recovery of disaster victims when assistance is not available from other sources.

Some City businesses, civic and volunteer groups have entered into agreements with the City of Lakewood as documented in the form of “Memorandums of Understanding”. These nongovernmental organizations may:

- Provide emergency food and water to the incident emergency/disaster workers.
- Provide mass care for disaster victims including shelter and food.
- Provide non-emergent health and mental health services.

- Coordinate “un-met needs” recovery assistance for disaster victims.
- Provide facilities, equipment and/ or personnel during the incident.
- Provide expendable and non-expendable material.

6.4 Private Sector

The City coordinates with the private sector to share information, form courses of action, and incorporate available resources to prevent, prepare for, respond to, and recover from Incidents.

Roles: The roles, responsibilities, and participation of the private sector during incidents vary based on the nature of the organization and the type and impact of the incident. The roles of private-sector organizations are summarized below.

Type of Organization	Role
Impacted Organization or Infrastructure	Private-sector organizations may be affected by direct or indirect consequences of the incident, including privately owned critical infrastructure, key resources, and those main private-sector organizations that are significant to local, regional, and national economic recovery from the incident. Examples of privately owned infrastructure include transportation, telecommunications, private utilities, financial institutions, and medical facilities.
Response Resource	Private-sector organizations provide response resources (donated or compensated) during an incident—including specialized teams, equipment, and advanced technologies—through local public-private emergency plans, mutual aid agreements, or incident specific requests from government and private-sector-volunteered initiatives.
Regulated and/or Responsible Party	Owners/operators of certain regulated facilities or hazardous operations may bear responsibilities under the law for preparing for and preventing incidents from occurring, and responding to an incident once it occurs.
State/Local Emergency Organization Member	Private-sector organizations may serve as an active partner in local and state emergency preparedness and response organizations and activities.

Response Resources: Unless the response role is inherently governmental (e.g., fire, law enforcement, etc.), private-sector organizations are encouraged to develop and maintain capabilities to respond to and manage a complete spectrum of incidents and emergencies. The City maintains ongoing interaction with the critical infrastructure and key resource industries to provide coordination for prevention, preparedness, response,

and recovery activities. When practical, or when required under law, private-sector representatives should be included in planning and exercises. The government may, in some cases, direct private-sector response resources when they have contractual relationships, using government funds.

6.5 Citizen Involvement/Unaffiliated Volunteers

Strong partnerships with citizen groups and organizations provide support for incident management prevention, preparedness, response, recovery, and mitigation.

The U.S. Citizen Corps brings these groups together and focuses efforts of individuals through education, training, and volunteer service to help make communities safer, stronger, and better prepared to address disasters of all kinds.

The City of Lakewood has implemented the following Citizen Corps groups; Community Emergency Response Teams (CERTs) and Neighborhood Watch.

Other programs unaffiliated with Citizen Corps such as the Lakewood Shelter Team and Public Safety Advisory Committee also provide organized citizen involvement opportunities in support of local response to major disasters and emergencies.

Steps will be taken to appropriately register all emergency/disaster volunteers either spontaneous or as part of an affiliated group through the WA State Emergency Worker Program.

VII Ongoing Plan Management and Maintenance

7.1 Coordination

The City of Lakewood uses the “preparedness organization” concept described in the National Incident Management System for the ongoing management and maintenance of the Comprehensive Emergency Management Plan. These organizations typically include all agencies with a role in emergency management (Lakewood Emergency Management Committee) and provide a forum for coordination of policy, planning, training, exercising, equipping, and other preparedness requirements.

7.2 Plan Maintenance

The Emergency Management Coordinator is responsible for the Comprehensive Emergency Management Plan management and maintenance. The Plan will be updated every two years to incorporate new Presidential directives, legislative changes, RCW and WAC changes and local procedural changes based on lessons learned from exercises and actual events.

7.2.2 Coordination and Approval

Any department or individual may propose a change to the plan. The Emergency Management Coordinator is responsible for coordinating all proposed modifications with stakeholders. The Emergency Management Coordinator will coordinate review and

approve proposed modifications through the City Manager and Emergency Management Director.

7.3 Notice of Change

After coordination has been accomplished, including the necessary approval supporting the final change, the Emergency Management Coordinator will issue an official “Notice of Change”.

The notice will specify the date, number, subject, purpose, background, and action required, and provide the change language on one or more numbered and dated insert pages that will replace the outdated pages. Once published, the modifications will be considered part of the Plan for operational purposes pending a formal revision and reissuance of the entire document. Interim changes can be further modified or updated using the above process.

7.4 Distribution

The Emergency Management Coordinator will distribute Notices of Change to all plan holders.

Annexes located on the following pages.

DRAFT

Annex 1 – Sample Emergency Declarations

City of Lakewood Declaration for City-Wide Snow Emergency

WHEREAS, the City has received an usually large amount of snow fall within a 2 day period,

WHEREAS, there is an emergency present which necessitates activation of the City of Lakewood Emergency Coordination Center and utilization of emergency powers grants pursuant to RCW 38.52;

WHEREAS, the City recognizes the need for additional assistance and resources,

NOW THEREFORE, I (City Manager) as a result of these unprecedented snow storms do hereby proclaim that a State of Emergency exists within the City of Lakewood.

Designated departments are authorized under RCW 38.52.070(2) to enter into contracts and incur obligations necessary to combat such an emergency. Each designated department is authorized to exercise powers vested in this resolution in light of demands of extreme emergency situation without regard to time consuming procedures and formalities prescribed by law (excepting mandatory constitutional requirements).

DATED this ____ day of _____

John J. Caulfield, City Manager

Annex 2 – Sample Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING BETWEEN:

FOR: (insert what the MOU is needed for e.g. (Access to and utilization of construction equipment or shelter during a disaster or emergency.)

THIS MEMORANDUM OF UNDERSTANDING is entered into on this day of _____, 2014 by and between the following parties:

City of Lakewood and (*insert business, agency, entity name*)

WITNESSETH:

WHEREAS: Washington State statute RCW Chapter 38.52 (Emergency Management) provides for and mandates that local governments develop comprehensive emergency management programs for the purpose of preparing for disasters and carrying out emergency functions; and

WHEREAS: City of Lakewood is to create and maintain Comprehensive Emergency Response Plans and to conduct mitigation, preparedness, response and recovery activities for the local jurisdictions and political subdivisions of the City of Lakewood and

WHEREAS: City of Lakewood and (*insert business, agency, entity*) agree that in order to provide the maximum possible protection for the lives and property for the citizens of City of Lakewood, it is desirable to cooperate and to fully utilize available local resources; and

WHEREAS: The parties desire to render assistance to the Citizens of Lakewood and in the spirit of cooperation to provide local (*insert type of resource*) in order to deal with natural or man-made emergencies within the City of Lakewood.

BE IT THEREFORE UNDERSTOOD AND AGREED between the aforesaid parties:

1. **Identification of Need for Assistance.** The Lakewood Incident Commander, Emergency Management Director or designee for the City of Lakewood Emergency Coordination Center (ECC) or Command Post is authorized to request assistance from (*insert agency, business, entity*) if confronted with an emergency situation for which the requestor has urgent need of (*insert resource*) at the scene of a disaster, during response and recovery efforts, for mitigating additional disaster or emergency potential, or for any other designated emergency.

2. **Request for Assistance.** Following identification of the need for assistance, a request for (*insert resource*) support shall be made through the City of Lakewood Emergency Coordination Center or Command Post via the Logistics Coordinator who shall contact (*insert agency, business, entity 24 hour contact*) and request assistance under the terms of this Memorandum Of Understanding.

3. **Response to Request.** (name of business or agency) shall:

3.1 Determine if (resource) is available to respond to the City of Lakewood request, and determine the number and type(s) of (resource) available and deliver (if appropriate) (resource) to the agreed designated location or make (resource) available.

3.2 In the event the requested (resource) is not immediately available, (name of business or agency) will advise the City of Lakewood Logistics Coordinator and will give an estimated time when needed (resource) may become available or advise the City of Lakewood that the (resource) is not available.

4. **No Requirement to Provide Assistance:** All (resources and/or services) provided under the terms of this agreement are furnished voluntarily and at the discretion of (Business or agency). Reimbursement (if required) shall be the standard daily rate of the day before the disaster or emergency.

5. **Command Responsibility at the Disaster/Emergency Scene:** The Incident Commander, Emergency Management Director or designee for the City of Lakewood Emergency Coordination Center (ECC) or Command Post shall be in charge of the resource and will ensure (resource) is operated or used in accordance with manufactures recommendations (if appropriate) following recommended service intervals and operator care (or if a facility as agreed upon). For repairs beyond what the City of Lakewood is capable, work shall be done by designated personnel from (business or agency), their vendor or unless otherwise designated in this agreement.

6. **Termination of Service:** The (resource) shall be released from service by the Incident Commander, Emergency Management Director or designee for the City of Lakewood Emergency Coordination Center (ECC) or Command Post as soon as conditions warrant. (The resource, if appropriate) will remain in a safe and secured location on site or moved to a designated secure site which is accessible to (business or agency) to retrieve unless otherwise stated.

7 **Liability:** Each party shall be responsible for its own liability arising from its respective acts or omissions. Neither party agrees to assume any liability for the other, or defend the other party arising from the other party's negligent acts or omissions.

8. **Insurance:** Each party agrees to be adequately self-insured or to maintain adequate insurance coverage.

City of Lakewood - Comprehensive Emergency Management Plan

9. **Term:** This MOU shall be in effect from _____ 2013 and shall continue until otherwise modified or terminated. Modification will occur only with mutual and written consent of the parties. Any termination shall be pursuant to written notice, and shall be effective upon receipt of such written notice by the other party, or within three (3) days of mailing said notice, whichever occurs first. The parties agree that the MOU should be reviewed at least every five (5) years.

RECOMMENDED FOR APPROVAL:

*City of Lakewood Police Chief Brett Farrar,
Emergency Management Director*

Date

(Business or agency Primary Contact)

Date

Attest:

By: _____
*Alice Bush
City Clerk*

Date

Approved as to Form:

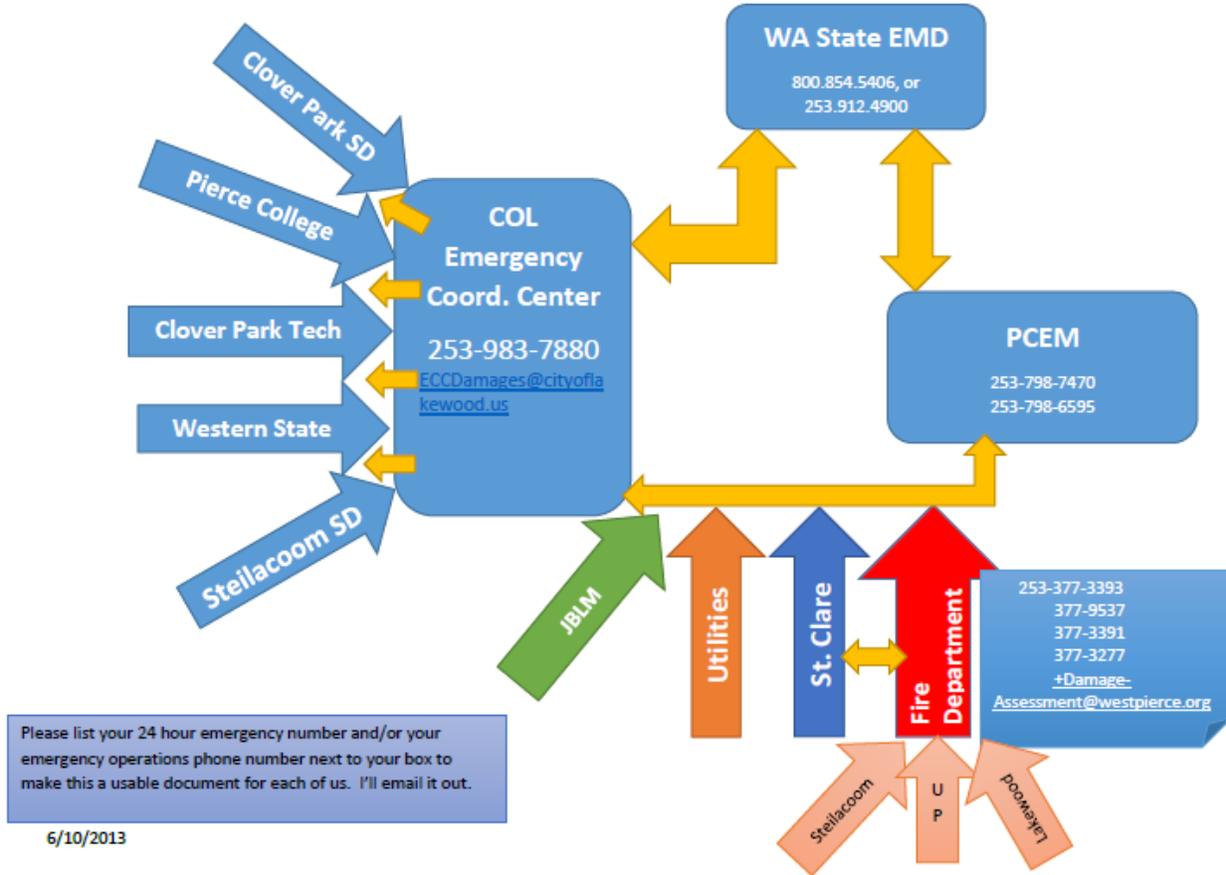
By: _____
City Attorney

Date

For questions or revisions to this MOU, please contact:
Christine Badger, City of Lakewood Emergency Management Coordinator
6000 Main Street, Lakewood WA 98499
cbadger@Cityoflakewood.us (253) 983-7797

Annex 3 – City of Lakewood Disaster Communications

Lakewood Emergency Management Disaster Communication Wheel



Annex 4 – Employee Disaster Rally Areas and Windshield Survey Disaster Rally Area Implementation Instructions:

1. Assign a leader at this location.
2. Assign a scribe to help the leader.
3. Pull out accountability roster of employees.
4. As employees arrive to the Rally Area check them in and list time. (Location is for HR)
5. List what communication they have with them. (cell, PW radio etc.).
6. Pull out the envelopes which are listed by Grid Map:
 - a. Inside the envelope is a Grid Map of Lakewood
 - b. DRA instruction
 - c. Windshield Survey sheets and instructions
 - d. Individual Grid Map of specific area to survey
 - e. Sheet of specific high life hazard areas if there are any in the Grid
7. Give a briefing regarding how to complete their assignment of Windshield Survey (Briefing sheet attached).
8. Assign a Grid or two (within about 2-5 miles of your Rally Area) to a team of 2 City Staff.
9. Verify they have a communication mechanism (if they do not they will bring the packet back to the Rally Area after completing one Grid if there is serious life threat in that area).
10. Write the names of those you gave the Grid packet to on the Grid of your Lakewood Map.
11. Once the team completes the Windshield Survey of their Grid(s) they will come back to the Rally Area for additional Grids or to stage until further directions are given.
12. Continue to assign Grids until those within the 2-5 miles of your Rally area are complete.
13. Send information from the Windshield Survey's to the City ECC either by email, voice or runner.
14. Assign additional Grids (in other parts of the City) if the ECC requests you to do so.
15. The ECC may then ask you to start sending teams into the field based on priority of life safety and property.
16. Provide a safety briefing (vests, high visibility shirts, helmets, gloves, precautions, what to enter and what not to, PPE to use if necessary and any other safety messages that come from the ECC).
17. Continue to communicate with the ECC regarding assignments and continue all documentation.
 - a. Add all documentation to the Disaster Rally Box
18. On the accountability roster, mark time out when the employee leaves your area to go to another or leaves for home. List where they are headed to so that can be relayed to their families if requested.
19. When event is complete, take box to City Hall so the documents used can be added to the event files. It will be replenished and returned.

CITY OF LAKEWOOD DISASTER RALLY AREAS IN AN EXTREME EMERGENCY OR DISASTER

City of Lakewood Disaster Rally Areas:

PUBLIC WORKS O&P - 9420 Front St. S
PARKS BUILDING - 9115 Angle Lane SW
CITY HALL – 6000 Main Street
POLICE DEPARTMENT - 9401 Lakewood Drive SW

If you are on the road within the City of Lakewood when an extreme emergency (large explosion, mass casualty, other incident that limits movement within the City etc.) or disaster (earthquake, volcanic eruption etc.) occurs:

- Travel to the nearest City Disaster Rally Area (DRA),
- Check in with the senior supervisor or department head (accountability)
- Await instructions

At this time you become part of the City labor pool. The key things to remember during a disaster situation is to remain FLEXIBLE and Be Aware. The DRA concept is primarily for accountability of staff as communication may be an issue. It also allows for the ability to pair up workers to go out in City vehicles and conduct Windshield Surveys and Reconnaissance, reporting back findings so City management and emergency responders can set priorities quickly. The whole tone of the City's emergency response is set within the first two hours.

The City, West Pierce Fire & Rescue as well as others will be conducting Windshield Surveys as quickly as possible. From each DRA you will be asked to travel no more than 5 miles to conduct your survey. You'll be given a packet which will tell you which route to go and what to look for, called "Target Hazards". In your packet you'll see the Windshield Survey/Reconnaissance Report along with street maps and target hazards for the grid you are traveling. The passenger will fill out the report and if possible call or email in the information to the ECC. Once your route is complete, return to the DRA, hand over your packet; receive another packet or stage in labor pool once again.



WINDSHIELD SURVEY/RECONNAISSANCE REPORT

APPARATUS REPORTING:

ZONE/GRID:

TRAVEL ROUTE: (i.e. North on Bridgeport, west on Cirque)

START TIME:

Street Access Issues? **Notes** (list streets affected)

Infrastructure

Level of Damage (if Known)	Minor	Moderate	Severe	Notes
Water				
Power				
Street lights				

Commercial Damages

Structural Damage (list address or name of structure/business)	Moderate	Severe	Injury – Fatality #’s	Notes (trapped/need for SAR, hazardous materials spills, etc.)
			G Y R DOA	
			G Y R DOA	
			G Y R DOA	
			G Y R DOA	
			G Y R DOA	

Residential Damages

Address (only list those with moderate to severe damage)	Moderate	Severe	Injury – Fatality #’s	Notes:
			G Y R DOA	
			G Y R DOA	
			G Y R DOA	
			G Y R DOA	
			G Y R DOA	

REPORT COMPLETED BY:

TIME:

REPORTED TO:

INSTRUCTIONS FOR WINDSHIELD SURVEY/RECONNAISSANCE REPORT

This is a rapid assessment; only list what you can see from your route. Stay on main roads if possible. It is not expected to be precise.

1. Enter team completing survey.
2. Enter Grid Map or Zone #.
3. Time started survey.
4. Route traveling.
5. Enter any road/street/bridge information important for others to know.
6. Enter any infrastructure damages that can be seen from the street.
7. List any commercial or high life hazard structure(s) within the grid/zone that you believe to have sustained moderate to severe damage or may become a hazard. List injury #s if known.
8. List residential addresses that have sustained more than minor damage. List injury #s if known.
9. Sign report and who you reported to. Time completed.
10. Send pictures if taken to: ECCDamages@Cityoflakewood.us

Triage Colors:

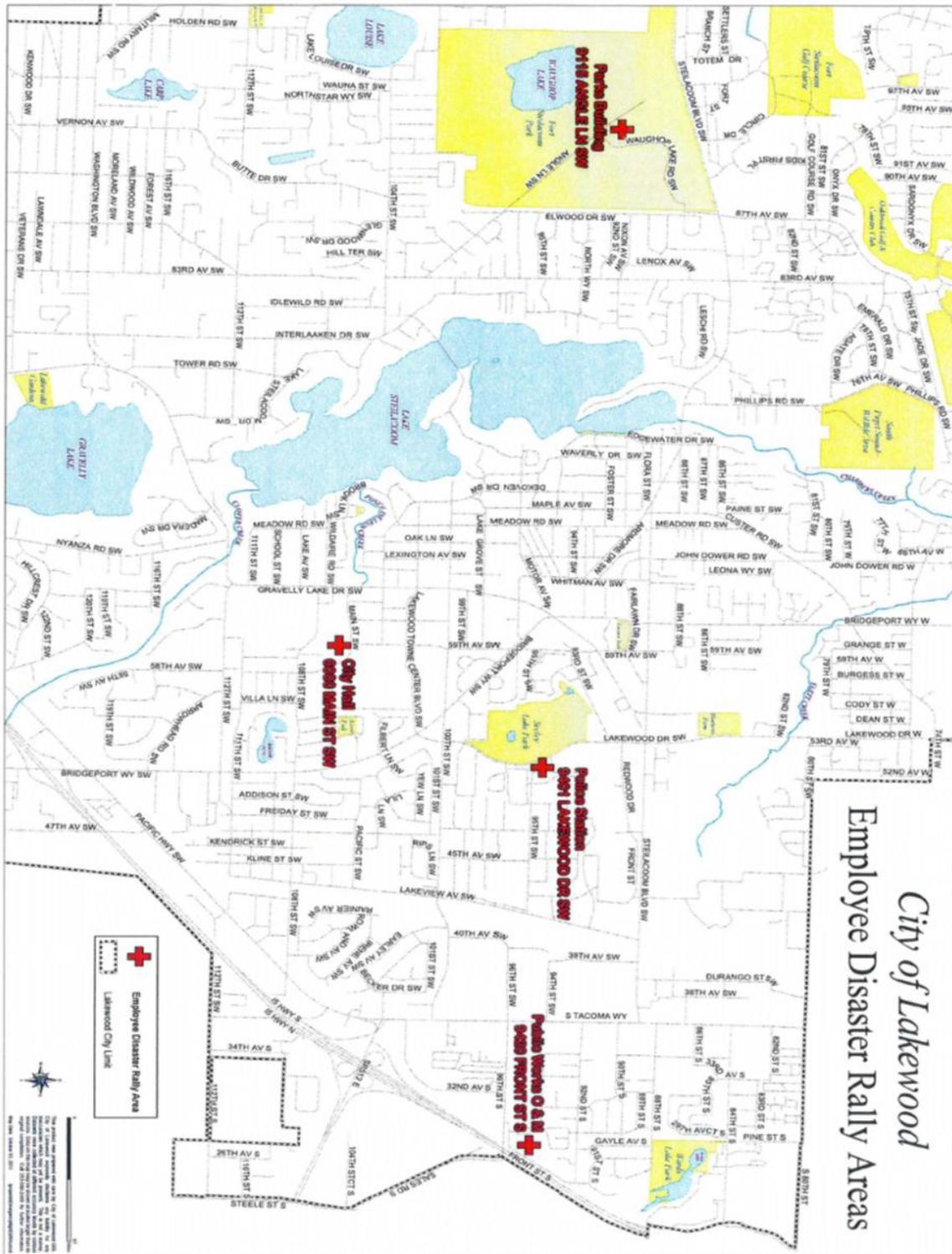
Red = severe injuries/life threatening (mass trauma, severe bleeding, loss of limb, heart

attack symptoms but still breathing on their own)

- Yellow = moderate injuries/not life threatening but will need quick assistance and could go into shock or to Red
- Green = minor non-life threatening injuries (normal broken bone, regular breathing, able to help others and get themselves out of harm's way)
- Black = not breathing, or slow respirations, unable to breathe on their own even after head-tilt-chin-lift done, highly likely to die before getting to a hospital or already deceased.

Additional notes:

City of Lakewood - Comprehensive Emergency Management Plan



Annex 5 – Emergency Support Functions

The federal government, state and local governments organize many of their resources and capabilities under 15 Emergency Support Functions (ESF's). ESF's align categories of resources and provide strategic objectives for their use.

During a response, ESF's are a critical mechanism to coordinate functional capabilities and resources provided by federal, state and local departments and agencies, along with certain private sector and non-governmental organizations. ESF's may be selectively activated for any incident where an emergency has been declared and/or the City of Lakewood ECC has been activated. Not all incidents result in activation of ESF's.

The Incident Command System (ICS) provides for the flexibility to assign ESF's and other stakeholder resources according to their capabilities, tasking, and requirements to augment and support the sections of Lakewood's ECC, a Multi-Agency Coordination Center or National Response Coordination Center in order to respond to incidents in a more collaborative and cross-cutting manner.

Abbreviated ESF descriptions are on the following pages. City of Lakewood ESF documents are currently being updated to include primary and support agencies. The documents will soon be available on the "J" drive under the Emergency Management tab and inserted into the ECC Emergency Operations Plan and Checklist binders.

City of Lakewood - Comprehensive Emergency Management Plan

ESF	ESF Name	Scope
#1	Transportation	Transportation support, safety, restoration/recovery of transportation infrastructure, movement restrictions, damage and impact assessment
#2	Communications	Coordination of telecommunications with local stakeholders, restoration/repair of telecommunications, radio and other communication mechanisms
#3	Public Works & Engineering	Infrastructure protection, emergency repair, restoration, engineering services, emergency routing, building assessments, construction management
#4	Firefighting	Resources to support to local fire districts
#5	Information & Planning/Emergency Management	Collects, analyzes, processes, and disseminates information about a potential or actual incident, conducts planning activities, supports ECC staff with incident action planning and provides situational awareness
#6	Mass Care, Housing and Human Services	Coordination of sheltering, food, water and post incident housing
#7	Resources Support	Logistics support e.g. facility space, equipment, supplies, contracting services etc.
#8	Public Health & Medical Services	Coordinates for safe public health, shelter inspections, safe food handling, water contamination, medical services, mortuary services, support to hospitals
#9	Search and Rescue	Life-saving assistance, urban search and rescue
#10	Oil and Hazardous Materials Response	Environmental safety and short-and-long term cleanup
#11	Agricultural and Natural Resources	Nutrition assistance, animal and plant disease/pest response, mass animal carcass elimination, food safety and security, protection and restoration of cultural and historic properties
#12	Energy	Energy infrastructure assessment, repair and restoration, coordination and energy forecasts

City of Lakewood - Comprehensive Emergency Management Plan

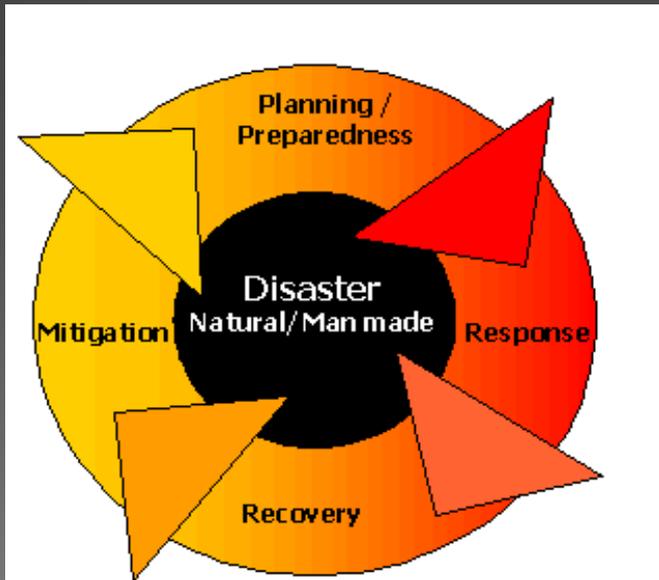
#13	Public Safety and Security	Facility and resources security, planning, technical and resources assistance, public safety support, access, traffic and crowd control
#14	Long-Term Community Recovery and Mitigation	Social and economic community impact assessment and management, provides guidance for city agencies in concert with other jurisdictions, citizens, non-governmental organizations and businesses to expedite recovery of the greater community to a nominal pre-disaster condition
#15	Public Information/External Affairs	Provides accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including children, those with disabilities and others with access and functional needs, and individuals with limited English proficiency

DRAFT

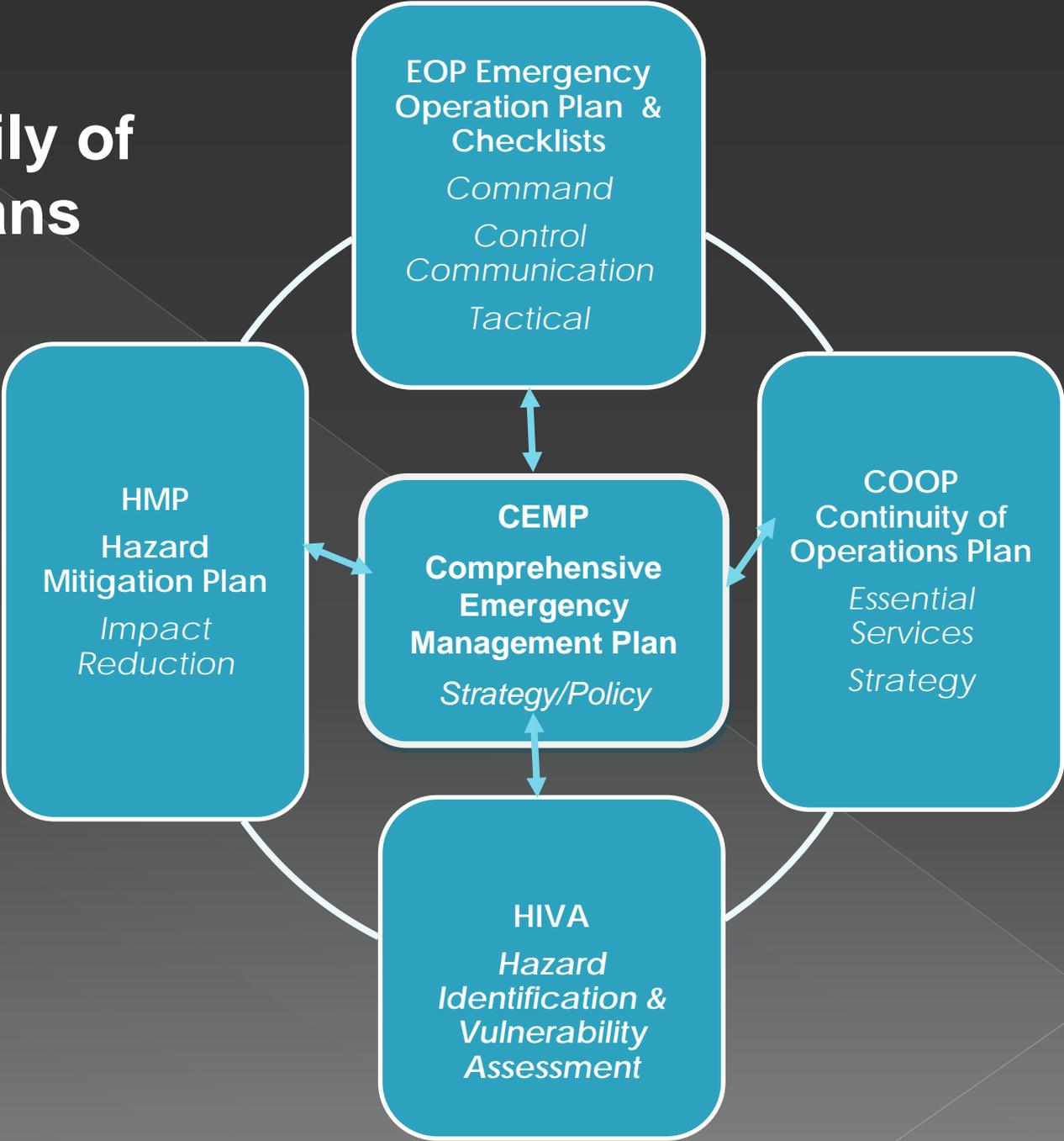
END of CEMP Basic Plan

Comprehensive Emergency Management Plan

Council Overview
Nov. 24, 2014



Family of Plans



CEMP

- Fulfills requirement for an Emergency Management entity to have a Comprehensive Emergency Management Plan as stated in RCW 38.52
- Complies with Emergency Management Performance Grant
- Strategy plan to build additional emergency plans

CEMP

Basic Plan, required under RCW 38.52, Emergency Management

Emergency Support Functions (15), An overview of who does what, aligns with FEMA models

Additional plans to come (e.g. Donations Mgmt, Volunteers, Communication & Public Information, Debris Mgmt. etc.)

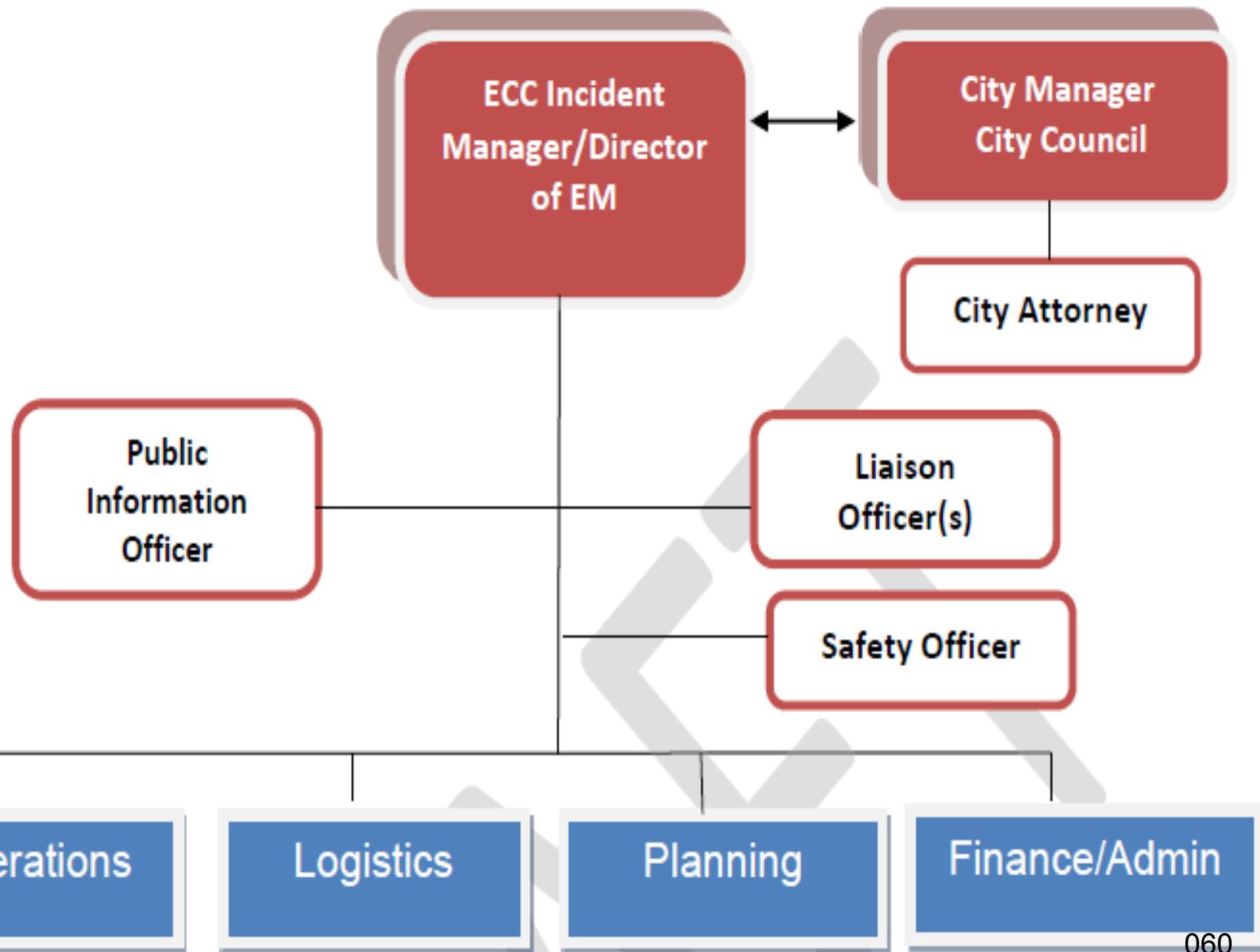
CEMP Basic Plan

- ◉ Delineates roles & responsibilities
- ◉ Provides general assumptions
- ◉ Describes Emergency Management
- ◉ Describes relationships with partner agencies
- ◉ Describes role of Emergency Coordination Center
- ◉ Incident Command/National Incident Management System

Emergency Coordination Center

- Its role during an emergency or threat is to **coordinate and communicate command** decisions, resources and provide public information on a strategic level.
- Controls the chaos

City of Lakewood ECC Organizational Structure - ICS Org Chart



Emergency Support Functions

- Lists primary department or agency with responsibility for that particular ESF within Pierce Co. and/or the City
- Coordination at County and State level
- Smaller jurisdictions rarely have enough staff to activate ESF's
- Crosswalk between the City of Lakewood ECC Incident Command System Sections and ESF's at the County I

Emergency Support Functions

- ◉ National Response Framework
Emergency Support Function (ESF)
Annexes:
- ◉ ESF #1 - Transportation (Logistics)
- ◉ ESF #2 - Communications (Public Info Officer)
- ◉ ESF #3 - Public Works and Engineering ESF #4 - Firefighting (Operations)
- ◉ ESF #5 - Information And Planning (Planning)
- ◉ ESF #6 - Mass Care, Emergency Assistance, Temporary Housing and Human Services

◎ What's next?

- › Updating of Emergency Support Functions with individual departments, agencies, organizations
- › Continuity of Operations Planning with individual departments
- › Updating of ECC Checklists
- › Table Top Exercises
- › Functional Exercise including partnering agencies and organizations
- › After-action updates to plans.....
- › *And the cycle starts again!*

If you think preparing for
disaster is difficult,
try explaining why you
didn't!

Questions??





To: Mayor and City Councilmembers

From: Debi Young, Human Resources Director

Through: John J. Caulfield, City Manager *John J. Caulfield*

Date: November 24, 2014

Subject: Providing Human Resources Support Services to the City of DuPont

It is recommended the City of Lakewood enter into an interlocal agreement with the City of DuPont to provide specialized human resources services. The City of DuPont is seeking a partnership opportunity to on-call professional level human resources expertise. The City of Lakewood has on staff professional level, technical expertise able to provide assistance in general human resources support services and labor relations.

The City of Lakewood will provide assistance with labor negotiations to include but not limited to; status of negotiation activities, issues, proposals, counter-proposals, drafting language for difficult topics or areas not addressed in the past, meetings with management to determine the best course of action, or guidance regarding general collective bargaining agreement administration. Assistance may involve; advice on grievances, how to conduct internal investigations, application of employment rules and procedures, and specialized services or training.

The City of DuPont shall pay the City of Lakewood \$70.00 per hour, as needed.

AN INTERLOCAL AGREEMENT BETWEEN
THE CITY OF LAKEWOOD AND THE CITY OF DUPONT PROVIDING HUMAN
RESOURCES SUPPORT SERVICES

WHEREAS, the City of Lakewood, "Lakewood" has the capacity to provide human resources support services to the City of DuPont, "DuPont" in a manner beneficial to both parties and that DuPont desires to use these services; and

WHEREAS, Lakewood and DuPont wish to cooperate and enter into this Agreement for general and specialized human resources support services provided by Lakewood; and

WHEREAS, the parties agree that provision of services as detailed in this Agreement are in the best interests of the citizens of both cities; and

WHEREAS, Title 39.34 of the Revised Code of Washington authorizes joint and cooperative Agreements between governmental agencies;

NOW, THEREFORE, the parties agree as follows:

A. Purpose. The purpose of this Interlocal Agreement is to provide professional level human resources services and expertise to the City of DuPont.

Services. The Scope of Services will be outlined below:

- 1) Assistance with DuPont's approach to labor negotiations, including discussion regarding the status of negotiation activities, issues, proposals, counter-proposals, drafting language for particularly difficult topics or areas not addressed in the past, assisting with meetings of management to determine a course of action and guidance regarding general administration of a collective bargaining agreement and matters of contract interpretation.
- 2) Advising Human Resource Analyst or management (or those who are chiefly responsible) on grievances or grievance proceedings as requested.
- 3) General specialized services and training to include items such as advising Human Resource Analyst or supervisors on how to handle difficult situations and people, how to conduct internal investigations, or application of other employment rules and procedures such as FMLA, ADA, FLSA, Hostile Work Environment or Harassment.
- 4) Assistance with administrative support such as recruitment, training, documentation and other Human Resources activities.
- 5) Providing such other services as may be requested by the DuPont management team as it relates to professional level human resources expertise.

B. Financial Provisions. In consideration for the services provided in this Agreement, the parties agree to the following:

- 1) Compensation shall be paid directly to Lakewood based on an hourly rate of \$70.00.
- 2) DuPont will be billed no more often than monthly. DuPont will pay Lakewood within thirty (30) days of the receipt of an invoice.

C. Agreement Administration. The parties are expected to work cooperatively as though the

Lakewood staff is DuPont staff when handling DuPont issues.

1) Dispute resolution. Disputes between the parties that cannot be resolved at staff level are to be resolved by the respective City Managers/City Administrators. It is understood between the parties that this Agreement is of benefit to both and there is a common interest in working through issues to continue the Agreement.

2) Reporting. Review of work performance shall be conducted in November of each year.

D. Indemnification. In executing this Agreement, Lakewood does not assume liability or responsibility for or in any way release DuPont from any liability or responsibility which arises in whole or in part from DuPont's acts or omissions. DuPont shall defend, indemnify and hold Lakewood, its officers, employees, and agents harmless from and against any and all liability, loss, expense (including reasonable attorneys' fees) or claims for injury or damages arising out of the performance of this Agreement but only in proportion to and to the extent such liability, loss, expense, attorneys' fees, or claims for injury or damages are caused by or result from the negligent or intentional acts or omissions of DuPont, its officers, agents or employees.

E. Term. The initial term of this Agreement is for one year through December 31, 2015 with the parties consulting on a regular basis to establish whether amendments are needed to achieve the best results possible for both parties. If the desired results cannot be achieved through an Agreement between the parties, either party shall notify the other in writing no later than July 1 for an anticipated termination of December 31 of the same year. This allows both parties sufficient time to address alternative measures timely within the budget session. Amendments to this Agreement must be in writing and may be made at any time during the term of the Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed effective this ____ day of _____, 20__.

CITY OF LAKEWOOD

CITY OF DUPONT

By: _____

John J. Caulfield
City Manager

Ted Danek
City Administrator

Attest:

Alice M. Bush, MMC, City Clerk

Approved as to Form:

Heidi Ann Wachter, City Attorney