

# City of Redmond



## Agenda

Tuesday, July 25, 2023

4:30 PM

City Hall: 15670 NE 85th St; Remote: Comcast Ch. 21/321, Ziplify Ch. 34,  
Facebook Live, YouTube, Redmond.gov/rctvlive, or 510-335-7371

### **Committee of the Whole - Parks and Environmental Sustainability**

#### **Committee Members**

*David Carson, Presiding Officer*

*Jeralee Anderson*

*Steve Fields*

*Jessica Forsythe*

*Varisha Khan*

*Vanessa Kritzer*

*Melissa Stuart*

**AGENDA**

ROLL CALL

1. Approval of Consultant Agreement with Herrera [CM 23-394](#)  
Environmental Consultants, Inc. in the Amount of \$122,718,  
for the Climate Resiliency and Sustainability in Vegetation  
Management Plan

[Attachment A: Consultant Services Agreement with Herrera Environmental  
Consultants, Inc.](#)

*Department: Parks and Recreation, 10 minutes*

*Requested Action: Consent, August 2nd*

2. Annexation of Parcel 272605-9145 for the Redmond Central [CM 23-392](#)  
Connector Phase III

[Attachment A: Annexation Ordinance](#)

*Department: Parks and Recreation/Planning and Community Development, 5  
minutes*

*Requested Action: Consent, August 2nd*

3. Update of Comprehensive Emergency Management Plan [CM 23-393](#)

[Attachment A: CEMP Updated July 2023](#)

*Department: Fire, 5 minutes*

*Requested Action: Consent, August 2nd*

ADJOURNMENT



## Memorandum

**Date:** 7/25/2023

**Meeting of:** Committee of the Whole - Parks and Environmental Sustainability

**File No.** CM 23-394

**Type:** Committee Memo

**TO:** Committee of the Whole - Parks and Environmental Sustainability

**FROM:** Mayor Angela Birney

**DEPARTMENT DIRECTOR CONTACT(S):**

Parks	Loreen Hamilton	425-556-2336
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**DEPARTMENT STAFF:**

Parks	Dave Tucheck	Deputy Director
Public Works	Chris Stenger	Deputy Director
Parks	Caroline Chapman	Planning Manager

**TITLE:**

Approval of Consultant Agreement with Herrera Environmental Consultants, Inc. in the Amount of \$122,718, for the Climate Resiliency and Sustainability in Vegetation Management Plan

**OVERVIEW STATEMENT:**

As part of the approved 2023-24 budget, staff is requesting council authorization of \$122,718 for Herrera Environmental Consultants, Inc. to lead the Climate Resiliency and Sustainability in Vegetation Management Plan project. Herrera Environmental Consultants, Inc. was selected after a competitive bid process.

☒ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☐ **Receive Information**

☒ **Provide Direction**

☐ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**  
2023/24 City of Redmond Adopted Budget, draft 2023 PARCC Plan, Tree Canopy Strategic Plan, Environmental Sustainability Action Plan, 20-Year Forest Management Plan.
- **Required:**  
Council approval is required for contracts exceeding \$50,000.
- **Council Request:**  
N/A
- **Other Key Facts:**  
N/A

**OUTCOMES:**

Building upon previous City planning efforts related to environmental sustainability, the consultant will provide the City a plan that includes actionable items and strategies resulting in a more climate resilient and sustainable natural environment. Strategies will include (but not limited to) tree canopy expansion on public lands, rewilding City owned properties, replacing formal lawn areas with naturalized meadows/pollinator habitat, modifications of maintenance practices, future electrification recommendations, adjusting tree/plant species (varieties) to align with climate change, and additional carbon sequestration opportunities.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**  
Outreach will occur during plan development and after plan completion
- **Outreach Methods and Results:**  
Stakeholder focus groups, digital media, in-person outreach, and outreach collateral
- **Feedback Summary:**  
Outreach summary report

**BUDGET IMPACT:****Total Cost:**

\$122,718

**Approved in current biennial budget:**☒ **Yes**☐ **No**☐ **N/A****Budget Offer Number:**

0000146 - Service Enhancement

**Budget Priority:**

Healthy and Sustainable

**Other budget impacts or additional costs:**☐ **Yes**☒ **No**☐ **N/A****If yes, explain:**

N/A

**Funding source(s):**

General Fund Surplus

**Budget/Funding Constraints:**

N/A

☐ **Additional budget details attached****COUNCIL REVIEW:**

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**Date:** 7/25/2023

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**File No.** CM 23-394

**Type:** Committee Memo

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**Previous Contact(s)**

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
8/2/2023	Special Meeting	Approve

**Time Constraints:**

Approval of the consultant agreement will allow the consultant to begin work in August 2023 and the final Climate Resiliency and Sustainability in Vegetation Management Plan to be completed by February 2024. Following the completion of the plan, actionable items will be implemented in 2024. If additional funding is necessary to implement portions of the plan, a budget request will be submitted during 2025-2026 budget process.

**ANTICIPATED RESULT IF NOT APPROVED:**

If the City Council chooses not to approve this consultant agreement, a Climate Resiliency and Sustainability in Vegetation Management Plan will not be developed, slowing progress towards a more resilient and sustainable environment.

**ATTACHMENTS:**

Attachment A: Consultant Services Agreement with Herrera Environmental Consultants, Inc.

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<b>PROJECT TITLE</b>	<b>EXHIBITS</b> (List all attached exhibits - Scope of Work, Work Schedule, Payment Schedule, Renewal Options, etc.)
<b>CONTRACTOR</b>	<b>CITY OF REDMOND PROJECT ADMINISTRATOR</b> (Name, address, phone #)  City of Redmond
<b>CONTRACTOR'S CONTACT INFORMATION</b> (Name, address, phone #)	<b>BUDGET OR FUNDING SOURCE</b>
<b>CONTRACT COMPLETION DATE</b>	<b>MAXIMUM AMOUNT PAYABLE</b>

**THIS AGREEMENT** is entered into on \_\_\_\_\_, 20\_\_ between the City of Redmond, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".

**WHEREAS**, the CITY desires to accomplish the above-referenced project; and

**WHEREAS**, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and

**WHEREAS**, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,

**IN CONSIDERATION OF** the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. **Retention of Consultant - Scope of Work.** The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. **Completion of Work.** The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.

3. **Payment.** The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice

the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The CITY shall pay all such invoices within 30 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. Changes in Work. The CONSULTANT shall make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY. This work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. Extra Work.

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute under the Disputes clause of this agreement, as provided in Section 13. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.



6. **Ownership of Work Product.** Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT.

7. **Independent Contractor.** The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. **Indemnity.** The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, and employees, from and against any and all claims, losses, or liability, for injuries, sickness or death of persons, including employees of the CONSULTANT, or damage to property, arising out of any willful misconduct or negligent act, error, or omission of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that:

A. The CONSULTANT's obligations to indemnify, defend and hold harmless shall not extend to injuries, sickness, death or damage caused by or resulting from the sole willful misconduct or sole negligence of the CITY, its officers, agents or employees; and

B. The CONSULTANT's obligations to indemnify, defend and hold harmless for injuries, sickness, death or damage caused by or resulting from the concurrent negligence or willful misconduct of the CONSULTANT and the CITY, or of the CONSULTANT and a third party other than an officer, agent, subconsultant or employee of the CONSULTANT, shall apply only to the extent of the negligence or willful misconduct of the CONSULTANT.

9. **Insurance.** The CONSULTANT shall provide the following minimum insurance coverages:

A. Worker's compensation and employer's liability insurance as required by the State of Washington;

**B. General public liability and property damage insurance in an amount not less than a combined single limit of two million dollars (\$2,000,000) for bodily injury, including death, and property damage per occurrence.**

**C. Professional liability insurance, if commercially available in CONSULTANT's field of expertise, in the amount of two million dollars (\$2,000,000) or more against claims arising out of work provided for in this agreement.**

**The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.**

**All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement. The additional insured endorsement shall provide that to the extent of the CONSULTANT's negligence, the CONSULTANT's insurance shall be primary and non-contributing as to the City, and any other insurance maintained by the CITY shall be excess and not contributing insurance with respect to the CONSULTANT's insurance. The certificates of insurance shall cover the work specified in or performed under this agreement. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.**

**10. Records. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose.**

**11. Notices. All notices required to be given by either party to the other under this Agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this Agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.**

12. **Project Administrator.** The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it meets the requirements of this Agreement, and for reviewing, monitoring and approving the quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator.

13. **Disputes.** Any dispute concerning questions of fact in connection with the work not disposed of by agreement between the CONSULTANT and the CITY shall be referred for resolution to a mutually acceptable mediator. The parties shall each be responsible for one-half of the mediator's fees and costs.

14. **Termination.** The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified above. In the event that this agreement is terminated by the City other than for fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. **Non-Discrimination.** The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, creed, color, national origin, sex, religion, honorable discharged veteran or military status, familial status, sexual orientation, age, or the presence of any sensory, mental, or physical disability or the use of a trained dog or service animal by a person with a disability, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this Agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. **Compliance and Governing Law.** The CONSULTANT shall at all times comply with all applicable federal, state, and local laws, rules, ordinances, and regulations. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

17. **Subcontracting or Assignment.** The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any sub-consultants approved by the CITY at the outset of this agreement are named on separate Exhibit attached hereto and incorporated herein by this reference as if set forth in full.

18. **Non-Waiver.** Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

19. **Litigation.** In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this agreement, the parties agree that such actions shall be initiated in the Superior Court of the State of Washington, in and for King County. The parties agree that all questions shall be resolved by application of Washington law and that parties to such actions shall have the right of appeal from such decisions of the Superior Court in accordance with the law of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior Court of the State of Washington, in and for King County. The prevailing party in any such litigation shall be entitled to recover its costs, including reasonable attorney's fees, in addition to any other award.

20. **Taxes.** The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

21. **City Business License.** The CONSULTANT has obtained, or agrees to obtain, a business license from the CITY prior to commencing to perform any services under this agreement. The CONSULTANT will maintain the business license in good standing throughout the term of this Agreement.

22. **Entire Agreement.** This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto. These standard terms and conditions set forth above supersede any conflicting terms and conditions on any attached and incorporate exhibit. Where conflicting language exists, the CITY'S terms and conditions shall govern.

**page 8 – Consulting Services Agreement, Non-Public Work  
City of Redmond, standard form**

**IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the  
day and year first above written.**

**CONSULTANT:**

**CITY OF REDMOND:**

\_\_\_\_\_  
**By:** \_\_\_\_\_  
**Title:** \_\_\_\_\_

\_\_\_\_\_  
**Angela Birney, Mayor**  
**DATED:** \_\_\_\_\_

**ATTEST/AUTHENTICATED:**

\_\_\_\_\_  
**City Clerk, City of Redmond**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
**Office of the City Attorney**



## BID RESPONSE

Responding To:

**Bid/Project Number: RFP 10788-23**

**Bid/Project Title: Climate Resiliency and Sustainability in Vegetation Management**

**Closing Date: 06/14/2022, 2pm PST**

Submitted By:

Name of Company Submitting Response:

Herrera Environmental Consultants, Inc.

Printed Name of Person Submitting Response:

Jill Patterson

Email:

jpatterson@herrerainc.com

Signature of Person Submitting Response:

DocuSigned by:  
*Jill Patterson*  
2CCA5E23F7FC490...

Date:

6/14/2023

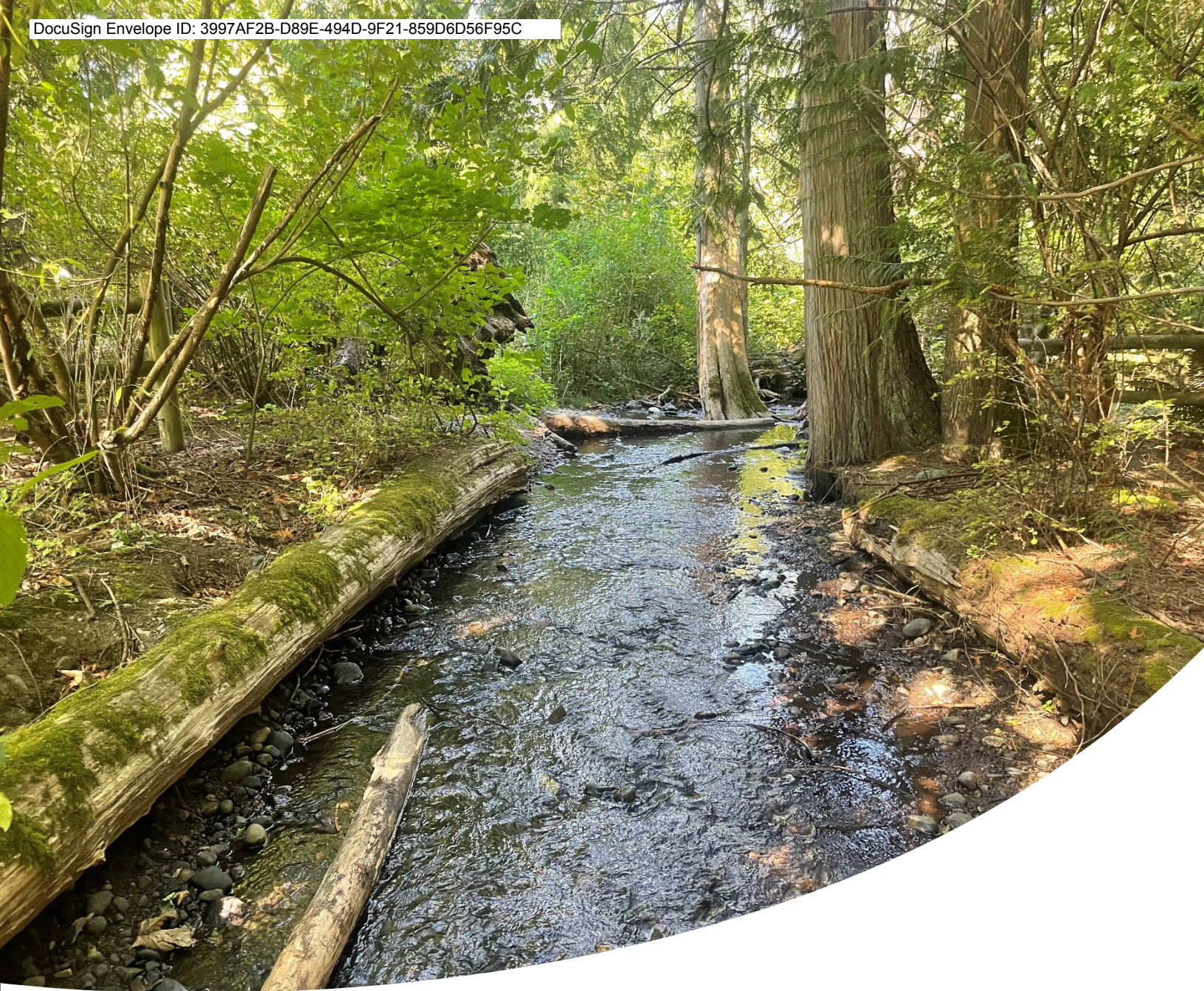
Attach Your Bid/Proposal:

Remember to sign your bid/proposal



Attach all pages of your response here





# Qualifications and Proposal for City of Redmond Climate Resiliency & Sustainability In Vegetation Management

Prepared by:  
**Herrera Environmental Consultants, Inc.**  
2200 Sixth Avenue, Suite 1100  
Seattle, Washington 98121  
p. 206.441.9080





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**Attachment A:** Resumes of Key Team Members



# Executive Summary and Overall Approach

## Firm Qualifications

Established in 1980, **Herrera** is an innovative employee-owned consulting firm providing scientific and engineering services to public and private clients throughout the Pacific Northwest. Environmental stewardship and scientific integrity are woven into our firm values and work. Our interdisciplinary staff include more than 130 highly qualified engineers, environmental scientists, arborists, landscape architects, and planners who integrate across disciplines to deliver forward-looking and climate-adaptable projects that protect natural resources. Through regular internal science-design feedback loop meetings, we teach and learn about the newest best management practices and strategies for more successful science and project delivery. Herrera's expert staff team approaches green infrastructure design and management from multiple angles including engineering and landscape architecture design, restoration, management and maintenance, and geospatial analysis. Our expert green infrastructure engineers, GIS analysts, botanists, arborists, and restoration ecologists have deep experience related to natural resource management and planning as well as best practices for adapting green infrastructure to be more climate resilient. Herrera has supported hundreds of projects throughout the Pacific Northwest, including Redmond's Paired Watershed Study, that include analysis of natural areas in both rural and urban settings to help our clients best characterize and protect the natural environment. In addition, we bring decades of experience in green infrastructure and climate resiliency planning for many local agencies, including the Cities of Redmond, Kent, Shoreline, and Tacoma as well as Seattle Public Utilities, King County, WSDOT, and Sound Transit.



2200 Sixth Avenue, Suite 1100

Seattle, WA 98121

Contact: Rachel Johnson

Phone: 206.787.8225

Email: rjohnson@herrerainc.com

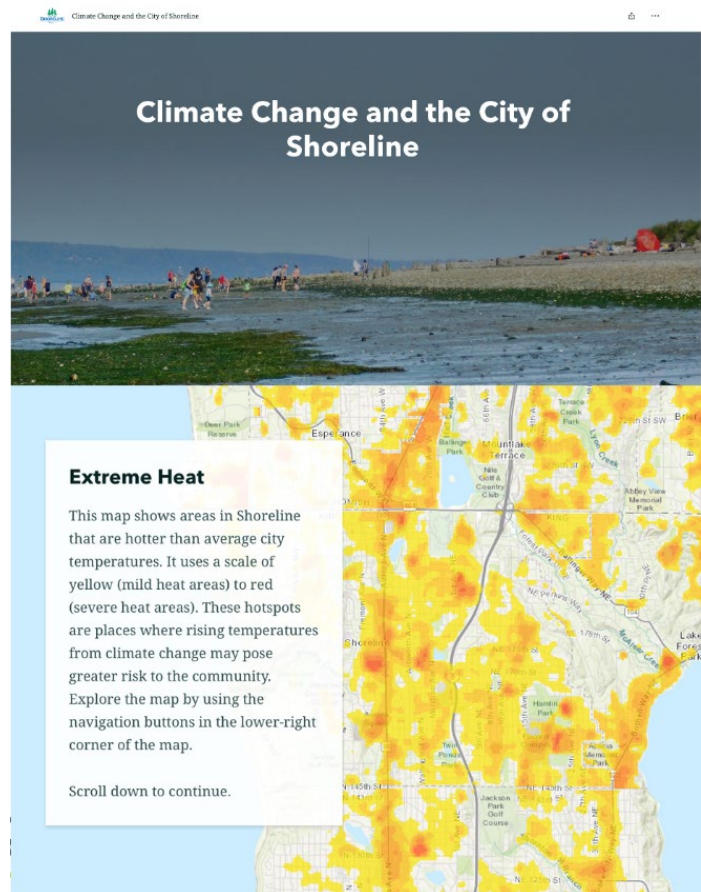


**Cascadia Consulting Group** has been a close partner of Herrera's since 2000. Together, our firms have collaborated on a wide range of climate adaptation and resilience, low impact development, ecosystem restoration, and sustainability outreach projects for cities, counties, and state agencies around Puget Sound. Since its founding in 1993, Cascadia has worked with public, corporate, nonprofit, and tribal clients to advance projects that benefit their communities and the environment. Cascadia complements Herrera's natural resources technical prowess with expertise in strategic planning, analysis, community engagement, and management of projects focused on climate change mitigation and adaptation, energy efficiency and renewable energy, recycling and materials management, and resource conservation.

In recent years, Herrera and Cascadia have successfully completed multiple, high-profile climate adaptation and resiliency projects together. These efforts, described below, include the City of Redmond Environmental Sustainability Action Plan (2020), the City of Shoreline Climate Change Impact and Resiliency Study (2020), the City of Tacoma Climate Adaptation Strategy (2021), and the City of Kent Parks Climate Resiliency and Sustainability Plan (2023). Our project team is ready to support the full range of technical expertise required to effectively design a climate-resilient and sustainable vegetation management plan for the City of Redmond.

*StoryMaps (like the one featured at right, from our team's work with the City of Shoreline) are online tools that can be used to visually relay complex scientific analysis in a way that is easy for the public to interact with.*

Find it online at: [Adaptation & Resilience | City of Shoreline \(shorelinewa.gov\)](https://www.shorelinewa.gov/adaptation-resilience)





## Project Understanding

We are eager to work closely with the City of Redmond to support the creation of a Climate Resiliency and Sustainability Vegetation Management Plan (Plan) that meets the City's and community's long-term needs and vision. As climate impacts continue – including warmer air temperatures, more intense rainfall, greater exposure to wildfire, and longer summer drought conditions – there is an urgency to plan for and be adaptable to these new conditions.



The City has done an impressive job to date of being at the forefront of sustainability and resource protection initiatives, through longstanding commitments and planning efforts to protect the natural environment, reach carbon neutrality, and prepare for climate impacts. We understand the need to now integrate previous efforts related to vegetation and develop a clear roadmap for the future that comprehensively considers the diverse types of vegetation managed across many departments, is consistent with City and community values, and considers the long-term impacts of population and economic growth as well as climate change. We know that vegetation management extends well beyond plants: it touches on stormwater infrastructure, maintenance staffing, utilities, community health and wellbeing, property values, recreation opportunities, habitat quality, and greenhouse gas mitigation.

The Plan will support the City in achieving more climate-resilient and sustainable vegetation resources. This plan will aid the City in sustaining an environment that is healthy, resilient to climate impacts and disruptions, and provides resources for future generations. To be effective, the Plan must address the following questions:

- How can the City most effectively build on past progress? What are notable successes and challenges, and what lessons can we incorporate to make this Plan as effective as possible?
- What are the existing City of Redmond trends in municipal vegetation management to support climate resiliency and sustainability?
- What innovative community engagement strategies can be deployed to reach diverse and equitable members of the community to get their support of the City's vision?
- What are the key City organizational strengths, weaknesses, opportunities and threats when looking to be a state leader in maintaining vegetation to support climate resiliency and sustainability?
- What are the opportunities for upcoming CIP projects to implement improvements in vegetation management to improve resiliency and increase the tree canopy in the City?

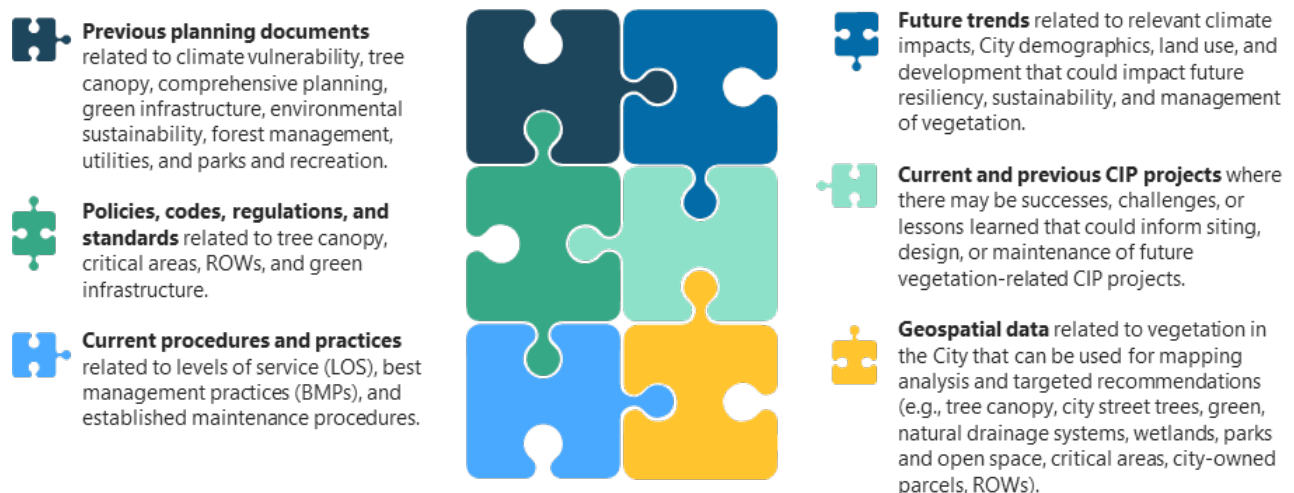
Our approach and strategy, described on page 4, outlines our plan for answering these questions and delivering a vegetation management plan that is innovative and forward-looking for a natural environment that is more sustainable and climate resilient.

## Project Approach and Strategy

We applaud the City of Redmond for taking this forward-looking and integrated city-wide approach to vegetation management. We, the Herrera and Cascadia team, propose to work with the City collaboratively to inspire, inform, and support the City in realizing an overall vision of a climate-resilient and sustainable natural environment that supports future residential and employment growth and high quality of life. This is exactly the type of project that aligns with our values and the skills of our interdisciplinary team of ecologists, engineers, landscape architects, arborists, and community outreach specialists. Our team looks forward to working across City departments to build on the work we accomplished with you as part of the 2020 Environmental Sustainability Action Plan.

Our general approach to this project revolves around early, and often, collaboration among our interdisciplinary team and the City. As a first step, we will convene an in-person **kick-off meeting** with key representatives from the City (City Sustainability Team) to introduce the project team, help establish an early rapport, and confirm project goals and outcomes. We anticipate discussing opportunities to align this plan with other City initiatives, recent community and internal stakeholder engagement activities, lessons learned, and client/consulting team roles, responsibilities, and expectations (including logistics and timeline). From the kick-off meeting, we will develop a shared understanding of the project's goals, process, and milestones. We will continue regular communication and collaboration with City staff. Rachel Johnson, our proposed Project Manager, will lead communication, monitor progress, and provide monthly invoices and activity reports.

To develop a complete picture of the City of Redmond's policy context, unique community characteristics, and work already underway, we plan to conduct a **literature review and inventory** of the City's previous planning efforts related to vegetation management, sustainability, and climate adaptation. Since climate resilience and sustainability planning is a cross-disciplinary activity, conducting a literature review of plans, policies, and trends is critical for developing a plan that builds on and integrates with the City of Redmond's existing initiatives and does not conflict with other City priorities. During the kick-off meeting, Herrera will confirm the list of relevant materials that may inform or direct the Plan, including those referenced in the RFP.



Herrera will leverage our extensive historic and ongoing work with the City on a variety of projects (e.g., Redmond Paired Watershed, Mitigation Monitoring, 2020 Environmental Sustainability Action Plan, etc.) to provide additional insights during this literature review process.

To gain a holistic understanding of the City’s current operations and opportunities, we will supplement the literature review with information from key City representatives - across related City departments such as Parks & Recreation, Public Works, Maps & GIS, Planning, Transportation, and Public Works - gathered at an in-person **cross-department internal workshop**. At the workshop, we will discuss and gain buy-in on project goals and objectives and use a **SWOT analysis tool** to characterize significant internal (strengths and weaknesses) and external (opportunities and threats) factors related to the City’s current and future sustainable vegetation management. The findings from these conversations will feed directly into the development of potential actions and improvements that fill in gaps and capitalize on unrealized opportunities. We have experience facilitating stakeholder meetings in person or virtually and will work with the client team to determine the appropriate venue.

Internal	Strengths	Weaknesses
	What data is the City already collecting? What are successes to date?	Where is improvement needed? What resources are needed? Where is the City seeing vegetative cover decreasing?
External	Opportunities	Threats
	What are emerging trends for vegetation management? Where can management practices yield improvements in survivability?	What are the obstacles to achieving a resilient and sustainable natural environment? What climate disruptions is the City not prepared for?

While conducting the literature review and internal engagement with key City staff, in parallel we will engage with the broader Redmond community to facilitate buy-in of the final plan. Our **community outreach plan** will include detailed methods for engaging important external stakeholders and the public. We anticipate employing a diversity of methods to ensure broad and diverse participation to build on existing relationships and identify new perspectives for this process, with the knowledge that the City will continue to grow and become more diverse in the coming decades. Our outreach plan will be divided into three phases described below: goal & strategy development, collaborative planning, and implementation transition and socialization.

Phase 1 – Goal & Strategy Development	Phase 2 – Collaborative Planning	Phase 3 –Implementation Transition and Socialization
<b>Objectives:</b> gain important background context (e.g., prior planning efforts, current climate vulnerabilities); vet proposed targets/goals; brainstorm actions; identify high-level challenges and opportunities	<b>Objectives:</b> review, vet, and prioritize proposed strategies & actions	<b>Objectives:</b> prepare for implementation and plan to socialize the final Plan with the public (e.g., marketing materials, outreach opportunities)

We can work with the City to determine the relevant outreach tactics. These may include:



**Communitywide survey.** Using a survey, we can gather input from as many residents as possible, especially those who may be interested in the planning process but cannot attend any of the events. Based on our extensive experience conducting community surveys, we recommend that the survey be kept as short and focused as possible. We can work with the City to identify ways to advertise, such as posts on social media accounts and sharing with local media outlets.



**Stakeholder focus groups or interviews.** The Cascadia outreach team can use direct stakeholder engagement through focus groups or one-on-one interviews to allow for more in-depth, personal, and focused conversations with key stakeholders—beyond what is possible through large meetings or broad surveys. Potential stakeholders include those representing hard-to-reach communities and key implementation partners.



**Digital Media.** We can use Facebook, NextDoor, City webpages, regular virtual gatherings or organizations (e.g., Chamber of Commerce), and apps like WeChat to reach a broad and diverse cross-section of the population, including those who may not have the time or interest to attend a workshop.



**In-person outreach.** Cascadia's outreach team has expansive experience conducting outreach at community events like farmers markets and popular public places like parks, grocery stores, and houses of worship. In-person activities enable us to meet people where they are and can be especially powerful for engaging with communities most impacted by climate change—for example, in neighborhoods that have increased heat island effects.



**Online platforms.** Cascadia has used platforms such as Konveio to solicit online feedback, host online open houses, and to facilitate public comment processes.



**Outreach collateral.** This collateral can include educational materials, factsheets, webpages, slidedecks, posters for in-person events, and other branded materials.



**Translated materials.** If needed and included in the outreach plan, Cascadia can translate materials into over a dozen languages with in-house language experts and community partners.

With information from the internal workshop, community engagement, and literature, we will synthesize the material and prepare a brief **literature review and workshop summary memo** that collates current and previous significant and successful sustainability work, identified gaps, trends, and themes related to sustainable and climate-resilient citywide vegetation management. This review and compilation will ensure that our planning process builds upon the City's planning and management efforts that are underway or have already been completed (e.g., Tree Health Risk Analysis and Mitigation, etc.). To maximize efficiency, the content created for this deliverable will be easily integrated into the draft Plan. We have found that creating interim deliverables not only saves time and budget, but also splits the planning process into manageable phases and milestones to incorporate City feedback.

Following the initial internal workshop and SWOT analysis, we will develop an **initial set of actions** related to procedures and practices that will prepare the City's natural environment and maintenance teams for current and future climate impacts. These identified opportunities, resources, improvements, and changes will align with the City's existing programs, maintenance procedures, and parallel planning efforts. They will also reflect community priorities, be feasible, cost-effective, fit within existing operations, and bring additional co-benefits to the Redmond community (e.g., advance public health or economic goals). Where applicable, in developing these actions, we will also pull from our extensive experience working with other Pacific Northwest jurisdictions and agencies – including communities like Seattle, Bellevue, Shoreline, Portland, and Kent, as well as King County, Washington State Parks, and Vancouver, B.C – that may have new ideas and strategies relevant to the City of Redmond.

After building out a suite of potential actions, we propose assessing and ranking the actions through a **multi-criteria analysis**. Criteria for the analysis may include feasibility, impact, community buy-in (informed by community outreach), cost, urgency, realization of co-benefits, and urgency. Our team will rank the actions based on our expertise, review of climate risks, and the City of Redmond's vision and goals.

In parallel with the development of actions, we will leverage our GIS expertise to partner with the City's GIS & Maps team to conduct **spatial analysis and mapping** of locations for potential CIP projects that would enhance the City's natural environment. Depending on the priority goals and objectives for the project, this spatial analysis could include a spectrum of different project types, costs, and sizes. For example, we could conduct a hotspot analysis of prime locations in the City for tree canopy expansion to align with the Tree Canopy Strategic Plan goals by considering areas with low canopy cover, high urban heat island effect, low abundance of heat and drought tolerant tree species, and City-owned parcels and ROWs. To identify potential areas for lawn conversion projects to naturalized meadows and pollinator gardens, we could train a model to classify grassy areas using LiDAR and multispectral imagery, and filter the sites by size, zoning, and other criteria. We could also employ GIS technology to identify locations to adjust maintenance practices, such as ROW areas where lower levels of maintenance and irrigation could be adopted while still maintaining standards around safety and aesthetics.

We will present the initial rankings and results of mapping to the City's Sustainability Team at an in-person **internal workshop**, review them collaboratively with interactive mapping exercises, and adjust the rankings as needed. Ultimately, from the analysis, we will identify a shortlist of high-priority actions, including improvements that are low-cost, low-hanging fruit, and easy initial wins for the City, that improve climate resiliency and environmental stewardship of the City's vegetation management practices.

The actions, strategies and spatial mapping will come together in a clear, concise, and forward-looking **Climate Resiliency and Sustainability Vegetation Management Plan**. Starting from the kick-off meeting we will work closely with the City to envision the format, objectives, and audience for the final deliverable. While the exact plan layout will be subject to the City's Sustainability Team's input, we anticipate the plan including key elements including: important findings from the literature review, community outreach, participatory SWOT analysis, **GIS maps of priority project and CIP project locations, and finalized strategies and actions**. The plan could also include components such as lists for recommended drought and heat-tolerant species that add diversity and habitat to the City's tree canopy and green spaces. The plan will highlight discrete, measurable actions that can be used to inform funding requests in the next budget cycle so that the City has the resources to make the plan a reality.



# Experience and Capabilities

## Capabilities and Expertise

Herrera and Cascadia have worked closely on a broad range of sustainability projects over the past two decades. Our history of collaboration in the climate action field includes developing Redmond's Sustainability Plan, Tacoma's Vulnerability Assessment and Adaptation Plan, and a Climate Action Plan for Kent Parks. Herrera and Cascadia have also worked together on a large portfolio of additional projects including King County's Green Tools green building contract and Herrera is currently supporting Cascadia on a statewide behavior-change campaign focused on improving private-sector low impact development practices.

In summary, the Herrera and Cascadia team has a deep history of collaborating to support municipal clients in planning for climate resiliency and sustainability. Descriptions of our team's most relevant projects are included in the following pages.

## Why Herrera & Cascadia?

20+ years working together on climate resiliency & sustainability.

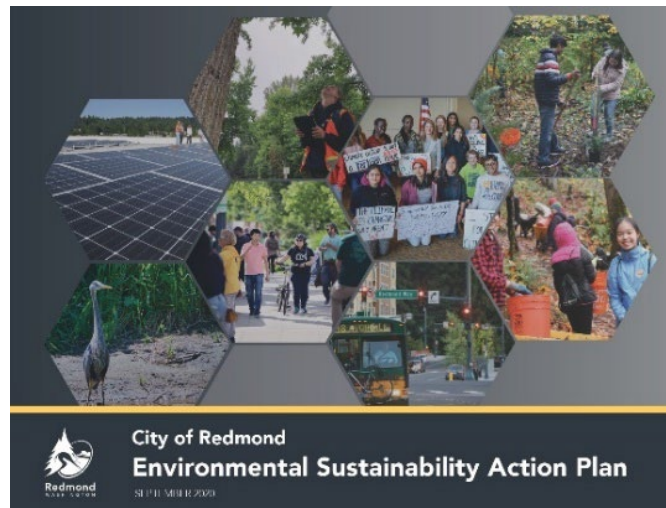
Ongoing relationship with of the City of Redmond.

Collaborative approach to engaging local stakeholders in restoration in public spaces.

## City of Redmond Environmental Sustainability Action Plan | Redmond, WA

**Key Team Members:** Matt Fontaine and Christina Merten

Herrera supported Cascadia in developing a foundational, comprehensive Sustainability Plan for the City of Redmond. The project goal was to review current activities and develop a list of sustainability projects and programs that could enhance the City's reduction of greenhouse gas emissions and advance integration of sustainable practices into the overall City organization in a systematic, coordinated, and financially responsible manner. Our analysis included a literature review, stakeholder interviews and surveys, and a workshop with City staff. We captured the results in conceptual diagrams that mapped key factors in achieving the City's goals and developed quantitative metrics for tracking progress, such as tree canopy percentages and sector-specific GHG emissions. Herrera provided expertise and focus on natural systems, water management, and materials management. In addition, Cascadia led a GHG wedge analysis and transitioned GHG data to the ClearPath platform for improved tracking and evaluation in the future.





Building on this sustainability inventory, we assessed and prioritized strategies and actions to advance sustainability and climate action in municipal action and throughout the community at large. Our team—which included an Advisory Panel of experts in mobility, green building, stormwater, waste reduction, and economics—analyzed potential strategies based on impact and co-benefits such as public health, economic resilience, and equity. As part of the project, Cascadia led a stakeholder and public engagement process that included a series of four workshops with internal project teams, a survey, an online open house, and ongoing online engagement through the City’s engagement platform. After completing the plan, Cascadia built on the work to provide implementation support for the City, including a municipal operations carbon neutrality implementation plan (adopted unanimously by City Council in 2021) and provision of GHG inventorying and training services.

## City of Shoreline Climate Change Impact and Resiliency Study | Shoreline, WA

**Key Team Members:** Jenn Schmidt, Matt Fontaine, and Rayna Gleason

The City of Shoreline wanted to assess vulnerabilities to climate change impacts and develop a framework for incorporating climate impacts into capital projects and operations. Cascadia and Herrera assessed four focus areas: stormwater infrastructure, built environment, public health and safety, and natural ecosystems. To support City staff in incorporating climate vulnerability into their capital project planning and stormwater management, Cascadia developed an online GIS map tool that guides project managers through a series of simple steps to identify strategies to reduce vulnerabilities of their projects to more intense rainfall and extreme heat, as well as to integrate equity considerations into the resilience planning process. The team complemented this map tool with a prioritization framework to identify top strategies for building resilience in the stormwater system. Based on the vulnerability assessment and prioritization framework we developed, our team identified adaptation measures for the City to implement and presented the results of the project in a series of public meetings and through an accessible and engaging written report.



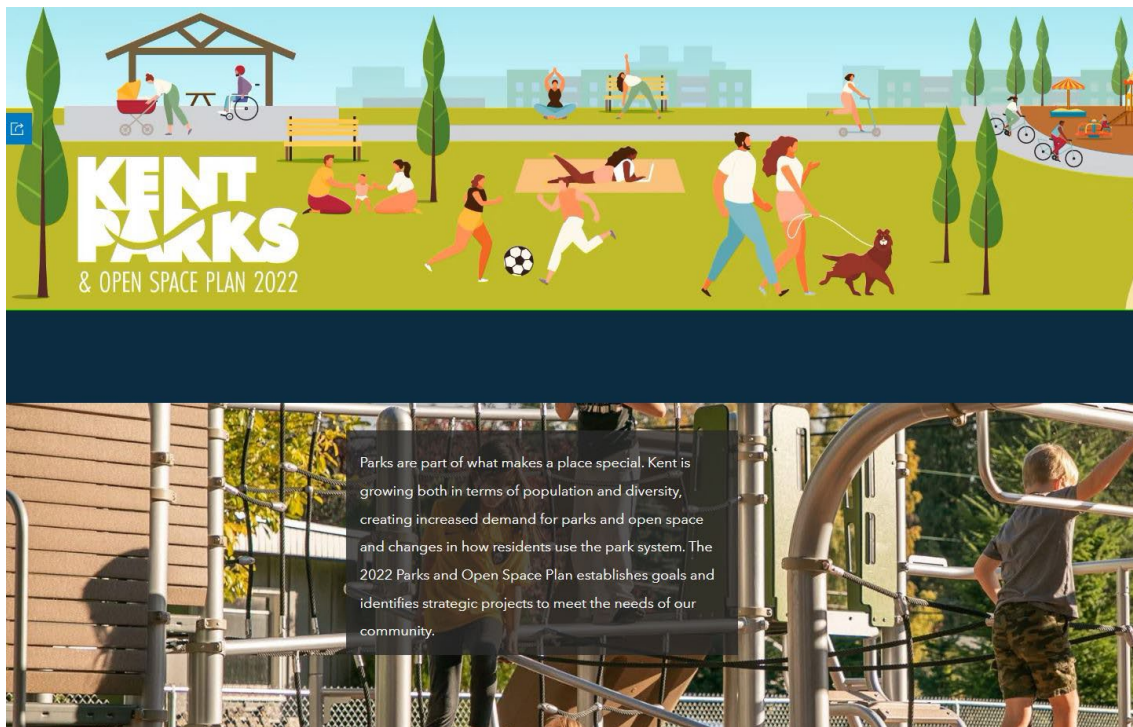
In addition to the Climate Impacts and Resiliency Study, Cascadia has supported virtually all of Shoreline’s climate mitigation planning and communication efforts over the past decade. Our work with the City began in 2012 with the creation of their first Climate Action Plan, continued in 2017 with an update of the City’s public communications around sustainability metrics and progress toward goals, and a current update of their original CAP to reflect progress made over the past decade and update goals and focus areas—including inclusive engagement and environmental justice themes.

## City of Kent Parks Climate Resiliency and Sustainability Plan | Kent, WA

**Key Team Members:** Rachel Johnson, Jenn Schmidt, and Mike Chang

Cascadia and Herrera worked together to support the development of a comprehensive and effective Climate Resiliency and Sustainability Plan (CRSP) that met the needs of the parks department and the community. The project included an initial inventory of current policies, practices, and procedures related to climate resilience, sustainability, and park operations, coupled with interviews with key representatives from multiple City of Kent departments. Through a climate vulnerability assessment, we assessed current and projected future impacts to major park resources including tree canopy and vegetation, staff and community health and well-being, and the built environment. This assessment included spatial analysis of park-owned parcels that could be prime locations for tree canopy expansion projects, as well as identification of a drought and pest-tolerant tree species list for future planting. Part of the analysis emphasized equity and built on previous work with the City through the 2022 Parks and Open Space Plan, where we created heat maps that identified high-need areas for future park investments. After identifying vulnerabilities, we aligned potential policy options, strategies, and measures with current legislative requirements and existing policies and programs to identify opportunities to support co-benefits for the community. We prioritized opportunities with a multi-criteria analysis tool, and created a final plan that is comprehensive, adaptable, and supports Kent Parks' wide range of goals for sustainability.

*You can find this StoryMap (below) that was developed for the City of Kent Parks and Open Space Plan online here: [City of Kent Parks and Open Space Plan](#)*



## City of Tacoma Climate Adaptation Strategy | Tacoma, WA

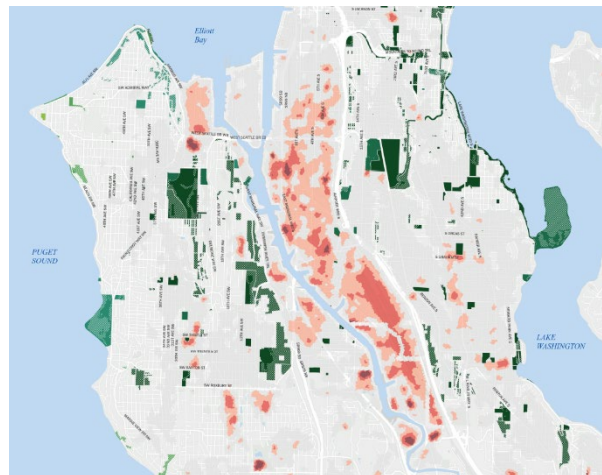
**Key Team Members:** Matt Fontaine and Mike Chang

Herrera and Cascadia worked with the City of Tacoma to develop a comprehensive climate adaptation strategy that is preparing the City for anticipated impacts of climate change, including rising sea levels, more frequent rain events, more powerful coastal storms, and more frequent days with heat over 90 degrees. This strategy sets a long-term vision with clear and compelling implementation pathways that position the city to maintain a high quality of life with livable neighborhoods, healthy open spaces, parks and tree canopy, and a growing business environment. As part of this process, the team, with help of a steering committee, reviewed the Tacoma Climate Resilience Study (which Herrera also worked on) and other pertinent studies to identify and document prominent climate-related risks. From this information, the team identified core goals, in addition to indicators and interim deadlines for measuring progress towards those goals. Once established, these goals were added to a database of potential adaptation actions, including actions for increasing resiliency in municipal operations, with a focus on technical infrastructure and stormwater solutions. From here, the team assessed and ranked actions through a multi-criteria analysis, identifying high-priority actions to carry forward into a more comprehensive cost-benefit analysis phase. Once Herrera and the team developed cost estimates for proposed adaptation actions, Herrera worked with city staff to better understand the City's typical capital facilities planning (CFP) process to provide recommendations on how the CFP process could incorporate relevant data to ensure capital facilities support the City's climate adaptation goals, including social equity. Following the capital facilities adaptation assessment, the team developed final recommendations and a timeline for implementation, taking into account the City's infrastructure, zoning, policy, and management priorities.

## Olmsted 200 Tree Support Program | Seattle, WA

**Key Team Member:** Jenn Schmidt

The rate of loss of trees in developed parks and boulevards in Seattle from age, disease, and climate stress is growing beyond the capacity of Seattle Parks and Recreation's available resources. Herrera is providing both GIS and ecological/arborist support for this program to address and prioritize tree replacement. Herrera completed a broad GIS screening analysis to identify priority parks and boulevards looking at factors like canopy change over time, wildlife corridors and habitat connectivity, tree health, equity considerations with each park or boulevard service area, and urban heat islands. Herrera is also providing input to help incorporate ecological considerations into tree selection criteria development, such as the potential for non-native species to become invasive in the future.





## Key Team Members

Figure 1 below provides a visual depiction of our team structure. **Rachel Johnson** will lead our team and be the main point of contact for the City of Redmond. Rachel has experience working on projects that couple GIS desktop analysis with targeted field efforts to help guide stewardship planning for resiliency and sustainability in the face of climate change. Rachel will guide input from our key team members shown in the organization chart (Figure 1) to streamline completing this project. **Christina Merten** will be our project principal, drawing upon her experience with leading analysis and design of over 60 ecological and natural resource focused projects (many of them located in parks and natural areas) and as a former Redmond resident to provide targeted and effective QA/QC oversight and senior technical reviews, and to ensure the appropriate Herrera firm resources are available to the project. Herrera's technical team includes **Jenn Schmidt** (GIS Lead), **Ian David Crickmore** (GIS/Arborist), **Randall Taylor** (Landscape Architect/Arborist), **Rayna Gleason** (Botanist/Arborist), **Nick Bartish** (Ecologist); **Matt Fontaine** (Green Infrastructure Engineer), and **Shawree Zhang** (Environmental Scientist). **Alyssa Rodriguez** will lead the community engagement with **Mike Chang** in an advisory role (both from Cascadia). In addition, Herrera has a full CAD/GIS services group to support the project. An overview of each key team member's qualifications for this project is provided following Figure 1. Resumes summarizing the expertise of our team members are included in Attachment A.

**Figure 1.**  
**Organization of the Herrera Team**





### **Rachel Johnson | Project Manager**

Rachel Johnson has 6 years of experience in assessing and planning for climate impacts related to water resources. She has a strong background in project management, science communication, and technical writing, and expertise that spans climate change impact assessments, stormwater green infrastructure planning, and coastal resilience policy. An engineer by training, Rachel has conducted numerous literature reviews, spatial analyses, and fieldwork in support of developing forward-looking recommendations for stormwater, restoration, and land use development policies for local municipalities in the face of climate change. Before joining Herrera, Rachel served as a coastal resilience policy analyst at NOAA, where she managed a portfolio of projects related to sea level rise, coastal flooding, and adaptation. In this role, she led multiple high-visibility communications projects around sea level rise science and climate adaptation planning, for audiences including the U.S. public and Congress.



### **Christina Merten, PE, PWS | Project Principal**

Christina Merten has over 20 years of technical experience in the natural resource monitoring, remediation and restoration field with demonstrated ability to perform as a key team member and independently lead projects. She oversees a variety of environmental studies for private and public development projects. She has managed and participated in multi-year monitoring of mitigation sites and creation of adaptive management plans for restoration and mitigation sites to ensure regulatory compliance and efficient long-term management. Christina has worked in state government (Washington State Department of Ecology) as a senior project manager on large wetland mitigation banking projects issuing CWA Section 401 Water Quality Certifications, overseeing adaptive management plans, and serving a key role on the Interagency Review Team..



### **Jenn Schmidt, GISP | GIS Lead**

Jenn is a GIS Specialist with 18 years of experience using GIS and related technologies to analyze rivers, coastlines, and floodplains and map and model geospatial trends in the Pacific Northwest. She is passionate about identifying rigorous and cost-effective data analysis methods to help support decision making. One of Jenn's primary areas of expertise is developing GIS overlay models that combine scientific expertise and available spatial data to identify and prioritize areas for multi-benefit habitat restoration projects over large geographic areas. In addition to analysis, Jenn is an expert at compiling and managing large volumes of spatial data and has used the publicly available datasets in Washington on hundreds of projects. Jenn is adept at synthesizing spatial datasets from multiple sources into attractive maps, tables, interactive tools, and other visual products that are tailor for easy understanding by a variety of audiences. She is experienced in public engagement and facilitation for projects and is adept in helping to bridge the gap between technical language and policy/science.



### **Ian David Crickmore** | GIS/Arborist

Ian David is an ISA certified arborist, geographic information analyst and biogeographer with 15 years of experience in arboriculture, geospatial analysis, environmental consulting. He has led comprehensive tree surveys and risk assessments for Sound Transit, King County, the City of Issaquah and Pacific Gas and Electric. Ian David leverages expertise in geography, environmental science and arboriculture to develop effective data collection and analysis solutions. Ian David is passionate about communicating information cartographically and working on projects that support the ecological integrity of our environment and improving its

accessibility to the people who live in it.



### **Randall Taylor, PLA** | Landscape Architect/Arborist

Randall has 15 years of experience. His passion lies at the intersection of design, sustainability, and nature. He is also an ISA Certified Arborist with experience conducting tree health assessments, supervising tree plantings, and providing tree trimming recommendations for a wide range of public and private clients. As a landscape architect, Randall strives to create public spaces that are aesthetically pleasing, purpose driven, and seamlessly meld with the surrounding native ecologies. His work and studies have focused on urban and ecological design. Randall

has worked on a diverse range of projects for public and private clients that include master planning and conceptual visioning as well as extensive variety of constructed projects. His work has included urban plazas, streetscapes, and civic spaces; park and recreation projects; schools and educational campuses; multi-use developments, commercial retail spaces, and residential design. In addition, Randall is a LEED Accredited Professional.



### **Rayna Gleason** | Botanist/Arborist

Rayna Gleason has 15 years of experience and has been an ISA certified arborist and Tree Risk Assessment Qualified (TRAQ) for over 5 years. Rayna has a strong understanding of tree physiology, plant selection in urban settings and natural habitats, and habitat restoration, which has allowed her to take the lead on a wide variety of field assessments. She has worked on numerous tree inventories and tree risk assessments within Washington, along with understory ecological

assessments and rare plant surveys in the Pacific Northwest. Rayna has also worked on the community development side of urban forestry, helping to develop stewardship plans, manage habitat restoration contracts, coordinate volunteer programs and develop restoration plans and designs.



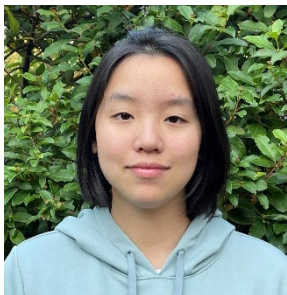
### **Nick Bartish, WPIT | Ecologist**

Nick is an environmental scientist and wetland professional in training with 4 years of consulting experience focused on wetland and critical areas delineations, mitigation, habitat assessments, water quality, and stormwater management. He is an experienced field lead, guiding field staff on projects that include habitat and vegetation assessment. He acts as both a project manager and assistant project manager on multiple projects and is responsible for coordinating with various clients including the City of Redmond, the City of Shoreline, and Seattle Public Utilities. He has authored delineation reports, critical areas reports, mitigation reports, tech memos, and has conducted peer reviews. Nick is Herrera's equipment manager, and is proficient with YSI meters, Arrow & BadElf GPS units, pressure transducers, flow meters, and dataloggers.



### **Matt Fontaine, PE | Green Infrastructure Engineer**

Matt Fontaine has 15 years of professional experience in stormwater planning, stormwater design, and stream restoration, throughout the northwest region. His experiences combine work in planning and natural hazards preparedness with practical experience in water resource engineering. He has performed alternatives analysis and developed engineering designs and cost estimates for green stormwater infrastructure (GSI) and traditional storm and surface water projects. He has also audited stormwater programs, written stormwater plans, evaluated compliance with new environmental regulations, managed construction projects, and conducted vulnerability assessments. Matt spent 2 years researching natural hazards preparedness approaches and climate phenomena in the western US. His most detailed research work relates specifically to Washington State, and includes evaluation of drought impacts, assessment of risks and vulnerability, identification of available adaptation measures, and work with stakeholders. Matt has also evaluated drought programs in each of the Western Governors' Association States, including a review of drought plan components and an examination of drought program implementation.



### **Shawree Zhang | Environmental Scientist**

Shawree has experience with forest and vegetation surveys; drafting technical reports; and mitigation site, stream, and water quality monitoring. She has contributed to many restoration and stormwater projects. Her field experience includes water quality, habitat and vegetation assessment. Shawree has supported fieldwork around the Seattle area including recent monitoring efforts in and for the City of Redmond.





### **Alyssa Rodriguez** | Community Engagement Lead

Alyssa leads outreach and engagement for a diversity of projects at Cascadia, where she focuses on community outreach and engagement, communications planning, facilitation, creative services, and project management. She has managed and led outreach, engagement, and communications for multiple capital transportation projects, serves as the manager for King County's Communities of Opportunities, and has led the engagement for multiple Climate Action Plans including the City of

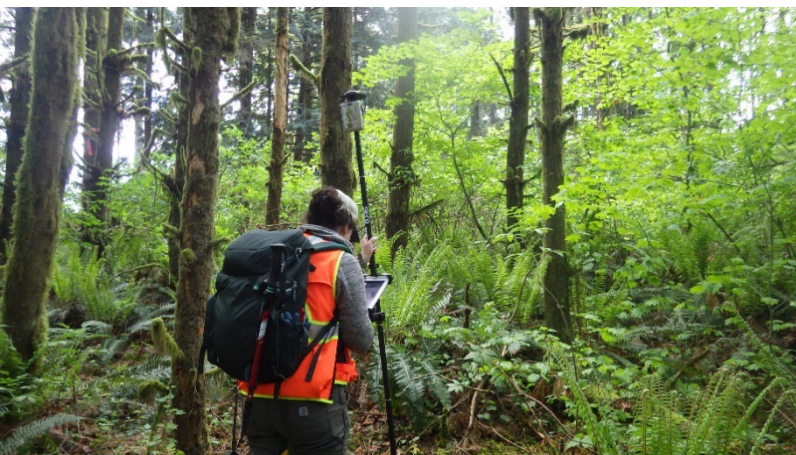
Edmonds (WA), the City of Gig Harbor (WA), and Foster City (CA). Before coming to Cascadia, Alyssa worked for sustainable consulting and community-based organizations, where she gained experience with recycling outreach, sustainability planning and reporting, and local food systems. Alyssa is a former Edmonds resident and has led multiple citywide outreach projects there related to climate change and development.



### **Mike Chang** | Community Engagement Advisor

Mike is a national leader in equitable climate action who brings related expertise in engagement and facilitation, strategic planning, and climate vulnerability and adaptation. His recent work includes leading an innovative climate vulnerability assessment for the City of Seattle, developing protocols for local governments to integrate climate change adaptation and mitigation policies in local comprehensive plans, and conducting a climate equity and justice assessment on climate

preparedness resources for the National Academies' Airport Cooperative Research Program. Mike coauthored the 4th National Climate Assessment, contributed to an upcoming U.S. Forest Service report on wildfire risks in the wildland-urban interface, and served on the Community Engagement Committee of Washington's Environmental Justice Task Force. He is currently the lead author of the 5th National Climate Assessment and is the co-chair of the National Adaptation Forum's Equity & Justice Working Group. Mike holds a Master of Marine Affairs from the University of Washington and a B.S. in Ecology & Evolutionary Biology from Yale University.





# Pricing Methodology

**Table 1. Hourly Rates for All Team Members (Including Overhead and Profit)**

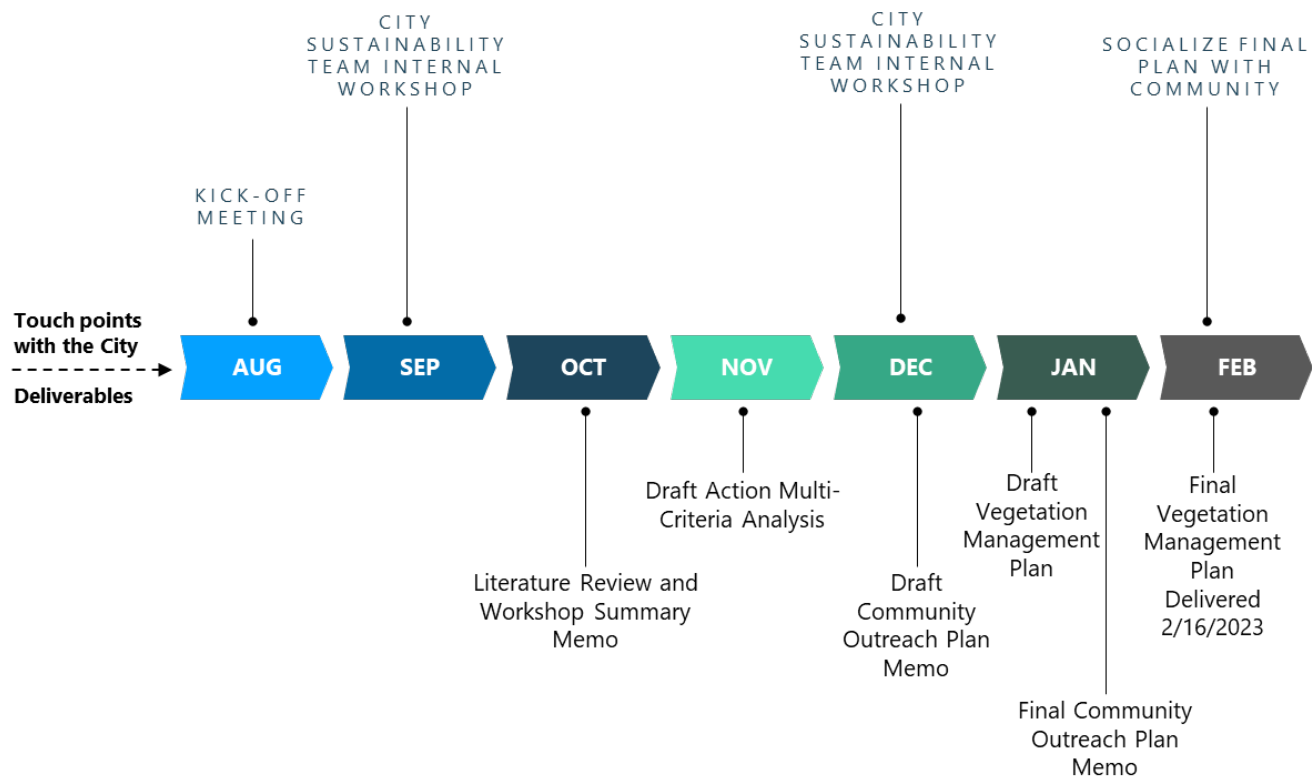
Staff/Title	Hourly Rate	For
<b>Rachel Johnson</b>   <i>Project Manager</i>	\$154.82	Project management/Climate Change lead
<b>Christina Merten</b>   <i>Project Principal</i>	\$269.20	Quality Assurance/Quality Control
<b>Randall Taylor</b>   <i>Lead Landscape Architect/Arborist</i>	\$154.89	Vegetation selection and management lead
<b>Jenn Schmidt</b>   <i>Lead GIS Analyst</i>	\$245.19	GIS analysis lead
<b>Nick Bartish</b>   <i>Ecologist</i>	\$122.29	Data processing and vegetation selection support
<b>Matt Fontaine</b>   <i>Green Infrastructure Engineer</i>	\$259.16	Stormwater engineering advisor
<b>Ian David Crickmore</b>   <i>GIS Analyst/Arborist</i>	\$180.06	GIS analysis
<b>Rayna Gleason</b>   <i>Botanist/Arborist</i>	\$140.81	Literature review and vegetation selection support
<b>Shawree Zhang</b>   <i>Environmental Scientist</i>	\$103.21	Literature review, data processing and management support
<b>Mike Chang</b>   <i>Community Engagement Advisor</i>	\$230.00	Community engagement advisor
<b>Alyssa Rodriguez</b>   <i>Community Engagement Lead</i>	\$155.00	Community engagement
<b>Tracy Rudnick</b>   <i>Project Accountant</i>	\$166.98	Account Management/Invoicing
<b>Pam Jackowich</b>   <i>Publications Specialist</i>	\$139.65	Document preparation

**Table 2. Cost Estimate for Final Report and Expenses**

Item	Cost
Cost of Final Report	\$122,639
Additional Expenses	\$79.00

# Project Schedule

Our proposed project schedule to complete the work within the City’s six month timeline is provided below. This schedule assumes that our team will receive notice to proceed in early August and our initial kick-off meeting will be scheduled mid-month.



# References

The following references can attest to our team's performance on similar projects in the last two years.

## For Herrera's Work in GIS Vegetation Mapping

**Andy Sheffer**, Seattle Parks and Recreation

Phone: 206.684.7041 Email: [Andy.Sheffer@seattle.gov](mailto:Andy.Sheffer@seattle.gov)

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## For Herrera's Experience with City of Redmond

**Andy Rheume**, City of Redmond

Phone: 425.556.2741 Email: [AJRHEAUME@redmond.gov](mailto:AJRHEAUME@redmond.gov)

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## For Herrera's Experience with Green Stormwater Infrastructure

**Shanti Colwell**, Seattle Public Utilities, GSI Projects Lead

Phone: 206.386.1501 Email: [shanti.colwell@seattle.gov](mailto:shanti.colwell@seattle.gov)

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## For Herrera/Cascadia's Work with the City of Kent

**Julie Parascondola**, City of Kent Parks, Recreation & Community Services, Director

Phone: 253.856.5007 Email: [jparascondola@kentwa.gov](mailto:jparascondola@kentwa.gov)

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## For Cascadia's Regional Climate Planning Work

**Karen Affeld**, North Olympic Resource Conservation & Development Council

Phone: 360.477.1593 Email: [karen@noprcd.org](mailto:karen@noprcd.org)

## Subconsultant

Since its founding in 1993, **Cascadia Consulting Group Inc.** has worked with public, corporate, nonprofit, and tribal clients to advance projects that benefit their communities and the environment. Cascadia's expertise includes strategic planning, analysis, and management of projects focused on climate change mitigation and adaptation, energy efficiency and renewable energy, recycling and materials management, and resource conservation. Through effective engagement, research and analysis, decision-support tools, program evaluation, and reporting, we empower our clients—and the communities they represent—to direct their own progress toward sustainability goals. Cascadia is a small, **women-owned C-corporation** with 85 staff members across its headquarters in Seattle, satellite office in Oakland (CA), and remote locations nationwide.



Cascadia has led in-depth greenhouse gas analyses and climate, energy, and sustainability planning efforts for many small and medium-sized cities in the Pacific Northwest and beyond—including **developing Redmond's own Environmental Sustainability Action Plan** together with Herrera and other partners, leading waste-reduction efforts throughout the Eastside, and delivering climate and sustainability action plans for virtually all of Redmond's peer cities. With nearly 30 years leading sustainability projects in Puget Sound and involvement in high-profile regional efforts—for example, Cascadia staff have co-authored the Northwest chapter of the National Climate Assessment and led efforts including the Puget Sound Regional Emissions Analysis project and Washington's Citizens Climate Assembly—we **deeply understand the unique strengths, vulnerabilities, and opportunities at play** when creating and implementing sustainability programs here. At the same time, we bring in national and international best practices and expertise, with climate planning work that spans coast to coast—including projects in California, Oregon, Arizona, Colorado, Montana, and Missouri—and internationally, including a high-profile climate resilience project with USAID in Vietnam and ongoing sustainability work with a global philanthropic organization.

## CASCADIA'S FEATURED PROJECTS

**Environmental Sustainability Action Plan** | *City of Redmond, WA*  
**Environmental Stewardship Plan** | *City of Bellevue, WA*  
**Climate Vulnerability Assessment and Adaptation Plan** | *City of Tacoma, WA*  
**Climate Resilience Plan** | *Washington Department of Natural Resources*  
**Climate Vulnerability Assessment** | *City of Seattle, WA*  
**Climate Action Plan** | *City of Mercer Island, WA*  
**Climate Action Plan; Climate Vulnerability Assessment** | *City of Issaquah, WA*  
**Parks, Trails, and Natural Areas Community Assessment and Needs Analysis** | *San Juan County, WA*  
**Recreation, Open Space, and Stewardship Plan** | *San Juan County, WA*  
**Parks, Recreation, and Open Space Plan Engagement** | *City of Burien, WA*  
**Wildland Fire Protection Strategic Plan** | *Washington Department of Natural Resources*  
**Climate Impacts and Resiliency Study; Climate Action Plan; Sustainability Program Communications** | *City of Shoreline, WA*  
**Climate Resilience Assessment** | *Kitsap County, WA*

## Business Name

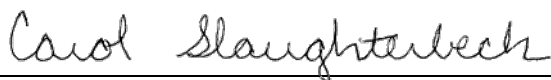
This proposal is made in the name of Herrera Environmental Consultants, Inc. The firm was incorporated in Seattle in 1986.

## Official Address

Herrera Environmental Consultants, Inc.  
2200 Sixth Avenue, Suite 1100  
Seattle, WA 98121

## Signatory

Duly authorized to legally bind the firm.



Carol Slaughterbeck, PE  
Executive Vice President/Chief Financial Officer

June 13, 2023

Date

## Business License

Herrera's current City of Redmond business license is valid until June 30, 2024.

## Valid Time Period

This proposal is valid for 60-90 calendar days.

# Attachment A:

## **Resumes of Key Team Members**

*alphabetical order by last name*

"Herrera staff are innovative, consistent, and extremely knowledgeable. I appreciate the depth and energy they bring to projects."

-Alexis Blue, PE  
Western Washington University



## Nick Bartish

### Ecologist

*Experience coordinating data collection and management in and for the City of Redmond.*



Nick is an environmental scientist and wetland professional in training with 4 years of consulting experience focused on wetland and critical areas delineations, mitigation, habitat assessments, water quality, and stormwater management. He is an experienced field lead, guiding field staff on projects that include habitat and vegetation assessment. Nick has been trained by the Washington Department Ecology on both ordinary high-water mark (OHWM) delineations as well as how to conduct wetland ratings using the 2014 Western Washington rating manual. He acts as both a project manager and assistant project manager on multiple projects and is responsible for coordinating with various clients including the City of Redmond, the City of Shoreline, and Seattle Public Utilities. He has authored delineation reports, critical areas reports, mitigation reports, tech memos, and has conducted peer reviews. Nick is Herrera's equipment manager, and is proficient with YSI meters, Arrow & BadElf GPS units, pressure transducers, flow meters, and dataloggers.

### CREDENTIALS

BS in Environmental Science from Western Washington University, 2018  
 Certification in Wetland Science and Management from University of Washington, 2022  
 Society of Wetland Scientists, Wetland Professional in Training, 2022

### EXPERIENCE

Assistant Project Manager/Lead Ecologist | **City of Redmond NE 40th Trunkline Extension**  
 Field Lead/Support | **City of Redmond Mitigation Monitoring (Various Sites)**  
 Field Lead | **City of Redmond Paired Watershed Project**  
 Wetland Ecologist | **King County Lake Hills Trunk/NW Lake Sammamish Sewer in Redmond, WA**  
 Senior Ecologist | **City of Issaquah Blackberry Park and Hillside Park Play Area Assessment**  
 Wetland Ecologist | **City of Sultan Hammer Park Design**  
 Wetland Ecologist | **WSDOT SR 167 Completion**  
 Field Lead/Support | **City of Bellevue Mitigation Monitoring**  
 Field Support | **North Kenmore Portal Wetland Delineation**



## Mike Chang

### Community Engagement Advisor

*National leader in equitable climate action and author of the 4<sup>th</sup> and 5<sup>th</sup> National Climate Assessments and contributor to the upcoming US Forest Services report on wildfire risks in urban areas.*



Mike is a national leader in equitable climate action who brings related expertise in engagement and facilitation, strategic planning, and climate vulnerability and adaptation. His recent work includes leading an innovative climate vulnerability assessment for the City of Seattle, developing protocols for local governments to integrate climate change adaptation and mitigation policies in local comprehensive plans, and conducting a climate equity and justice assessment on climate preparedness resources for the National Academies' Airport Cooperative Research Program. Mike coauthored the 4th National Climate Assessment, contributed to an upcoming U.S. Forest Service report on wildfire risks in the wildland-urban interface, and served on the Community Engagement Committee of Washington's Environmental Justice Task Force. He is currently the lead author of the 5th National Climate Assessment and is the co-chair of the National Adaptation Forum's Equity & Justice Working Group.

### CREDENTIALS

MMA from the School of Marine & Environmental Affairs, University of Washington  
BS in Ecology & Evolutionary Biology, Yale University

### EXPERIENCE

Project Manager | [City of Seattle Climate Vulnerability Assessment](#)

Adaptation Lead | [City of Tacoma Climate Vulnerability and Adaptation Plan](#)

Project Manager | [City of Edmonds Climate Action Plan Engagement](#)

Project Manager | [Tulalip Tribe Climate Health Indicators Study](#)

Facilitator/Equity Lead | [State of Washington Citizens' Climate Assembly](#)

Project Manager | [North Olympic Resource Conservation & Development Council Climate Preparedness Strategy](#)

Equity and Engagement Lead | [Georgia Tech University Climate Action Plan](#)

Equity and Engagement Lead | [University of Arizona Climate Action Plan](#)

Equity and Environmental Justice Lead | [Airport Cooperative Research Program, National Academies of Sciences Climate Change Toolkit](#)

Task Lead | [Sound Transit West Seattle to Ballard Link Extensions Climate Vulnerability Assessment](#)





## Ian David Crickmore

### GIS/Arborist

*Unique combination of geographic information system and arborist expertise.*



Ian David is a geographic information analyst with 15 years of combined experience in geospatial analysis environmental permitting, and environmental science. Ian David's experience also includes project management, client support, and working as a liaison with regulatory agencies. Ian David uses his skills in geography and geographic information sciences (GISc) to inform GIS project design and development, and leverages the tools of GIS, remote sensing, and cartography to reveal trends in environmental data and communicate them to targeted audiences. Ian David is also an ISA certified arborist. Ian David is passionate about communicating information cartographically through data visualization and about expanding the application of GISc to projects that center environmental and ecological integrity and maximize public benefit.

### CREDENTIALS

MS in Geography, University of Oregon, 2011  
BA in Environmental Studies, University of California Santa Cruz, 2006  
ISA Certified Arborist, #WE-8333A

### EXPERIENCE

GIS Analyst | **WA State Parks Climate Adaptation Implementation Plan**  
GIS Analyst | **WSDOT SR 167 Completion**  
GIS Analyst | **Green Stormwater Initiative for Seattle Public Utilities**  
Arborist | **City of Issaquah Hillside Park Play Area Tree Survey and Risk Assessment**  
Arborist | **Sound Transit Downtown Redmond Link Extension**  
Arborist | **Pacific Gas & Electric Vegetation Management**



## Matt Fontaine, PE

### Green Infrastructure Engineer

*Specialized experience combining green stormwater infrastructure with natural hazards preparedness related to drought impacts, risk assessment and vulnerability.*



Matt Fontaine has 15 years of professional experience in stormwater planning, stormwater design, and stream restoration, throughout the northwest region. His experiences combines work in planning and natural hazards preparedness with practical experience in water resource engineering. He has performed alternatives analysis and developed engineering designs and cost estimates for green stormwater infrastructure (GSI) and traditional storm and surface water projects. He has also audited stormwater programs, written stormwater plans, evaluated compliance with new environmental regulations, managed construction projects, and conducted vulnerability assessments. Matt spent 2 years researching natural hazards preparedness approaches and climate phenomena in the western US. His most detailed research work relates specifically to Washington State, and includes evaluation of drought impacts, assessment of risks and vulnerability, identification of available adaptation measures, and work with stakeholders. Matt has also evaluated drought programs in each of the Western Governors' Association States, including a review of drought plan components and an examination of drought program implementation.

### CREDENTIALS

MS in Civil Engineering with an emphasis in Water Resources, University of Washington, 2007  
BS in Civil/Environmental Engineering, Clarkson University, 2002  
Registered Professional Engineer in Washington # 46158, 2009

### EXPERIENCE

Project Manager | [City of Tacoma Climate Change Resilience Study](#)  
Project Manager | [City of Shoreline Climate Change Impact and Resiliency Study](#)  
Project Manager | [Sound Transit Climate Adaptation Strategy Implementation and Refinement](#)  
Project Engineer | [WA Department of Ecology State Drought Plan Review and Recommendations](#)  
Project Engineer | [WA State Department of Community, Trade, and Economic Development Assessment of Drought Impacts and Vulnerability](#)  
Project Manager | [City of Bainbridge Watershed Assessment, Funding, and Design](#)  
Capital Improvement Project Lead | [Federal Way Surface Water Management Comprehensive Plan and Watershed Prioritization in Support of Stormwater Management Action Planning](#)  
Project Manager | [City of Port Orchard Stormwater and Watersheds Comprehensive Plan](#)  
Green Infrastructure Engineer | [Thurston County Countywide Watershed Prioritization](#)



## Rayna Gleason

### Botanist/Arborist

*Complementary botany and arborist experience.*

Rayna Gleason has 15 years of experience and is an ISA certified arborist and Tree Risk Assessment Qualified (TRAQ). Rayna has a strong understanding of tree physiology, plant selection in urban settings and natural habitats, and habitat restoration, which has allowed her to take the lead on a wide variety of field assessments. She has worked on numerous tree inventories and tree risk assessments within Washington, along with understory ecological assessments and rare plant surveys in the Pacific Northwest. Rayna has also worked on the community develop side of urban forestry, helping to develop stewardship plans, manage habitat restoration contracts, coordinate volunteer programs and develop restoration plans and designs.



### CREDENTIALS

BLA in Landscape Architecture (Horticulture emphasis), University of Rhode Island, 2007

ISA Certified Arborist, International Society of Arboriculture, NY-5710A, 2011

ISA Tree Risk Assessment Qualified (TRAQ), 2019

### EXPERIENCE

Botanist/Arborist | [Washington Department of Social & Health Services Fircrest School Campus Master Plan](#)

Botanist/Arborist | [Portland Parks and Recreation Drainage, Surfacing and Accessibility Improvements](#)

Botanist/Arborist/Graphics | [Stillaguamish Village Housing Development Forest Management, Preservation and Enhancement](#)

Arborist | [City of Vancouver Raymond E. Shaffer Community Park Master Plan](#)

Arborist | [King County Cedar River Herzman Levee Setback Design](#)

Botanist | [City of Kent Morrill Meadows - East Hill Park Renovation](#)

Arborist | [King County Discovery Park Reservoir Outfall Critical Areas Investigation](#)

Arborist | [City of Shoreline Climate Change Impact and Resiliency Study](#)



## Rachel Johnson

### Project Manager

*Expertise in climate adaptation including impact assessments, communication, and policy analysis.*

Rachel Johnson has 6 years of experience in assessing and planning for climate impacts related to water resources. She has a strong background in project management, science communication, and technical writing, and expertise that spans climate change impact assessments, stormwater green infrastructure planning, and coastal resilience policy. An engineer by training, Rachel has conducted numerous literature reviews, spatial analyses, and field work in support of developing forward-looking recommendations for stormwater, restoration, and land use development policies for local municipalities in the face of climate change. Before joining Herrera, Rachel served as a coastal resilience policy analyst at NOAA, where she managed a portfolio of projects related to sea level rise, coastal flooding, and adaptation. In this role, she led multiple high-visibility communications projects around sea level rise science and climate adaptation planning, for audiences including the U.S. public and Congress.



### CREDENTIALS

MS in Biological Systems Engineering, University of Wisconsin-Madison, 2021  
 MS in Water Resources Management, University of Wisconsin-Madison, 2020  
 BA in Geology, Carleton College, 2014  
 Engineer in Training License #1513530, 2019

### EXPERIENCE

Project Manager | [United States Citizens - Application Guide for Sea Level Rise Practitioners](#)

Co-Project Manager | [City of Kent Parks Climate Resiliency and Sustainability Plan](#)

Co-Project Manager | [Capital Area Regional Planning Commission, Dane County, City of Fitchburg, and Town of Dunn - Waubesa Wetlands Climate and Land Use Impacts Study](#)

Assistant Project Manager | [Washington State Parks Sea Level Rise Vulnerability Assessment](#)

Assistant Project Manager | [City of Tumwater Stormwater Management Action Plan](#)

Construction Inspector | [King County Green Stormwater Infrastructure Retrofit Construction Inspection](#)



## Christina Merten, PE, PWS

### Principal

*History of overseeing Herrera's vegetation work for the City of Redmond.*



Christina Merten has over 20 years of technical experience in the natural resource monitoring, remediation and restoration field with demonstrated ability to perform as a key team member and independently lead projects. Christina was also a resident of Redmond for over 10 years. She oversees a variety of environmental studies for private and public development projects. She has managed and participated in multi-year monitoring of mitigation sites and creation of adaptive management plans for restoration and mitigation sites to ensure regulatory compliance and efficient long-term management. Christina has worked in state government (Washington State Department of Ecology) as a senior project manager on large wetland mitigation banking projects issuing CWA Section 401 Water Quality Certifications, overseeing adaptive management plans, and serving a key role on the Interagency Review Team.

### CREDENTIALS

BS in Civil Engineering with Environmental Specialty, Texas A&M University, 1997  
 Licensed Professional Engineer #39019 in Washington, 2002  
 Society of Wetland Scientists Certified Professional Wetland Scientist (PWS) #2785, 2017  
 Stream Restoration Certificate, University of Washington, 2011  
 Wetland Science and Management Certificate, University of Washington, 2004

### EXPERIENCE

Contract Manager | **City of Redmond On-Call Mitigation Monitoring Services**  
 Project Principal | **Sound Transit East Link Wetland and Stream Mitigation Monitoring in Redmond, WA**  
 Contract Manager | **City of Bellevue On-Call Specialty Services**  
 Contract Manager | **City of Issaquah Wetland and Stream Support On-call**  
 Senior Ecologist | **City of Redmond Senior Center Design**  
 Principal Ecologist | **WSDOT SR 167 Completion**  
 Principal Ecologist | **City of Sultan On-Call Environmental Services**  
 Principal Ecologist | **King County On-Call Environmental Services for Wastewater Treatment Division**





## Alyssa Rodriguez

### Community Engagement Lead

*Experience leading engagement for multiple climate action plans for municipal clients.*



Alyssa leads outreach and engagement for a diversity of projects at Cascadia, where she focuses on community outreach and engagement, communications planning, facilitation, creative services, and project management. She has managed and led outreach, engagement, and communications for multiple capital transportation projects, serves as the manager for King County's Communities of Opportunities, and has led the engagement for multiple Climate Action Plans including the City of Edmonds (WA), the City of Gig Harbor (WA), and Foster City (CA). Before coming to Cascadia, Alyssa worked for sustainable consulting and community-based organizations, where she gained experience with recycling outreach, sustainability planning and reporting, and local food systems. Alyssa is a former Edmonds resident and has led multiple citywide outreach projects there related to climate change and development.

### CREDENTIALS

BA in Business and Sustainability, Western Washington University

### EXPERIENCE

Engagement Lead | [City of Edmonds Climate Action Plan](#)

Project Manager | [King County: Communities of Opportunities Learning Community](#)

Project Manager and Engagement Lead | [City of Gig Harbor Climate Action Plan](#)

Project Manager | [City of Foster City Climate Action Plan Engagement](#)

Engagement and Strategy Lead | [Clallam County Climate Action Plan](#)

Engagement Support | [King County Hazardous Waste Management Program Plan Update](#)



## Jenn Schmidt, GISP

### GIS Lead

*Specializes in developing GIS overlay models that combine scientific expertise and available spatial data to support municipal planning and funding prioritization.*



Jenn is a GIS Specialist with 18 years of experience using GIS and related technologies to analyze rivers, coastlines, and floodplains and map and model geospatial trends in the Pacific Northwest. She is passionate about identifying rigorous and cost-effective data analysis methods to help support decision making. One of Jenn's primary areas of expertise is developing GIS overlay models that combine scientific expertise and available spatial data to identify and prioritize areas for multi-benefit habitat restoration projects over large geographic areas. In addition to analysis, Jenn is an expert at compiling and managing large volumes of spatial data and has used the publicly available datasets in Washington on hundreds of projects. Jenn is adept at synthesizing spatial datasets from multiple sources into attractive maps, tables, interactive tools, and other visual products that are tailor for easy understanding by a variety of audiences. She is experienced in public engagement and facilitation for projects and is adept in helping to bridge the gap between technical language and policy/science.

### CREDENTIALS

MAS in Spatial Analysis for Public Health, Johns Hopkins, 2019  
 BA in Geography – GIS Emphasis, University of Washington, 2004  
 Penn State, Graduate Certificate in Applied Statistics, 2017  
 Certified Geographic Information Systems Professional (GISP), GIS Certification Institute, 2010  
 Visual Basic Programming Certificate, University of Washington, 2007  
 SQL Server Specialist Certificate, University of Washington, 2009

### EXPERIENCE

GIS Lead | **City of Kent Parks & Open Space Plan Update and Climate Vulnerability Assessment**

GIS Lead | **WA State Parks Shoreline Vulnerability Assessment and Climate Adaptation Implementation**

GIS Lead | **Seattle Parks and Recreation Olmsted200 Tree Prioritization Planning**

GIS Lead | **Seattle Public Utilities Longfellow Starts Here Water Quality Infrastructure Integrated Plan**

GIS Lead | **King County WLRD Cedar River Corridor Plan and Capital Investment Strategy**

GIS Lead | **City of Shoreline Impact and Resiliency Study**

GIS Lead | **City of Tacoma Climate Change Resilience Study**



## Randall Taylor, PLA

### Landscape Architect/Arborist

*Combined landscape architecture and arborist expertise.*

Randall has 15 years of experience. His passion lies at the intersection of design, sustainability, and nature. He is also an ISA Certified Arborist with experience conducting tree health assessments, supervising tree plantings, and providing tree trimming recommendations for a wide range of public and private clients. As a landscape architect, Randall strives to create public spaces that are aesthetically pleasing, purpose driven, and seamlessly meld with the surrounding native ecologies. His work and studies have focused on urban and ecological design. Randall has worked on a diverse range of projects for public and private clients that include master planning and conceptual visioning as well as extensive variety of constructed projects. His work has included urban plazas, streetscapes, and civic spaces; park and recreation projects; schools and educational campuses; multi-use developments, commercial retail spaces, and residential design. In addition, Randall is a LEED Accredited Professional.



### CREDENTIALS

BS in Landscape Architecture, The Ohio State University, 2007  
Professional Landscape Architect #20120242, Washington, 2020  
ISA Certified Arborist, PN-8280A, 2016  
LEED AP BD+C, GBCI#: 0010717209, 2013

### EXPERIENCE

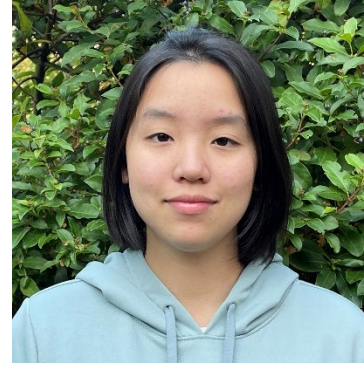
Lead Arborist | [City of Redmond Senior Center Tree Inventory](#)  
Lead Arborist | [Providence Supportive Housing Landscape Design](#)  
Landscape Architect | [Skagit County Pressentin Park Recreational Improvements](#)  
Landscape Design Support | [City of Albany Waterfront Development](#)  
Landscape Design Support | [WSDOT SR 167 Completion](#)  
Landscape Design Support | [City of Seattle Broadview 12th Ave. Drainage Improvements](#)  
Landscape Design Support | [City of Lynden Judson Street Downtown LID Project](#)



## Shawree Zhang

### Environmental Scientist

*Experienced in vegetation assessment fieldwork and monitoring for multiple local clients including the City of Redmond.*



Shawree has experience with forest and vegetation surveys; drafting technical reports; and mitigation site, stream, and water quality monitoring. She has contributed to many restoration and stormwater projects. Her field experience includes water quality, habitat and vegetation assessment. Shawree has supported fieldwork around the Seattle area including recent monitoring efforts in the Cities of Redmond and Bellevue.

### CREDENTIALS

BS in Environmental Science and Resource Management, University of Washington, 2022

### EXPERIENCE

- Field Scientist | [City of Redmond Paired Watershed Project](#)
- Field Scientist | [City of Bellevue Vegetation Monitoring](#)
- Field Scientist | [City of Issaquah Hillside Park Wetland Delineation](#)
- Field Scientist | [WSDOT SR 167 Completion](#)
- Field Scientist | [King County Elliott Bridge Reach Off-Channel Habitat and Floodplain Reconnection](#)
- Field Scientist | [Sound Transit East Link Wetland and Stream Mitigation](#)
- Field Scientist | [City of Lynnwood Equitable Park Access Plan](#)
- Field Scientist | [Sound Transit Gilliam Creek Mitigation Monitoring](#)

**Certificate Of Completion**

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**Signer Events**

Jill Patterson

jpatterson@herrerainc.com

Herrera Environmental Consultants, Inc.

Security Level: Email, Account Authentication  
(None)**Signature**

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## Memorandum

**Date:** 7/25/2023

**Meeting of:** Committee of the Whole - Parks and Environmental Sustainability

**File No.** CM 23-392

**Type:** Committee Memo

**TO:** Committee of the Whole - Parks and Environmental Sustainability

**FROM:** Mayor Angela Birney

**DEPARTMENT DIRECTOR CONTACT(S):**

Planning and Community Development	Carol Helland	425-556-2107
Parks	Loreen Hamilton	425-556-2336

**DEPARTMENT STAFF:**

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Jeff Churchill	Long Range Planning Manager
Planning and Community Development	Caroline Chapman	Parks Planning Manager
Planning and Community Development	Odra Cárdenas	Planner

**TITLE:**

Annexation of Parcel 272605-9145 for the Redmond Central Connector Phase III

**OVERVIEW STATEMENT:**

Staff recommends that the Council annex parcel 272605-9145 as described in Attachment A. The City owns this parcel and would pursue annexation under the Annexation for Municipal Purposes (RCW 35A.14.300) process, which requires a majority vote from Council to annex. The parcel will be used for the Redmond Central Connector Phase III.

☒ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☐ **Receive Information**

☒ **Provide Direction**

☐ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**  
City of Redmond Comprehensive Plan, Annexation and Regional Planning Element
- **Required:**  
N/A
- **Council Request:**  
N/A
- **Other Key Facts:**  
This is the only parcel along the 3.9-mile Redmond Central Connector (RCC) trail corridor that is in unincorporated King County. The parcel is within the urban growth area and adjacent to Redmond city limits.

Annexing the parcel will allow the Parks and Recreation Department to obtain RCC Phase III construction permits from the City. King County staff support the annexation of this parcel using the Annexation for Municipal Purposes method.

**OUTCOMES:**

Annexation of the parcel will simplify the permitting for and ongoing maintenance of the RCC Phase III. This PSE project has obtained permits from both King County and the City of Redmond to complete work. This annexation will result in the entirety of the RCC being within City limits and the City's permitting jurisdiction. Once completed, the RCC will connect to the 41-mile Eastrail and be a multimodal connection used by an estimated 250,000 annual users.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**  
N/A
- **Outreach Methods and Results:**  
N/A
- **Feedback Summary:**  
N/A

**BUDGET IMPACT:****Total Cost:**

Staff time to process the annexation is budgeted in the Community and Economic Development offer, which has a total value of \$4,616,401.

**Approved in current biennial budget:**☒ **Yes**☐ **No**☐ **N/A****Budget Offer Number:**

0000040

**Budget Priority:**

Vibrant and Connected

**Other budget impacts or additional costs:**☐ **Yes**☒ **No**☐ **N/A*****If yes, explain:***

N/A

**Funding source(s):**

General Fund

**Budget/Funding Constraints:**

N/A

☐ **Additional budget details attached**

**Date:** 7/25/2023

**Meeting of:** Committee of the Whole - Parks and Environmental Sustainability

**File No.** CM 23-392

**Type:** Committee Memo

**COUNCIL REVIEW:**

**Previous Contact(s)**

Date	Meeting	Requested Action
3/28/2023	Committee of the Whole - Parks and Environmental Sustainability	Receive Information

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
8/2/2023	Special Meeting	Approve

**Time Constraints:**

RCC3 permitting and development will begin in Q3 2023; annexation must be completed before the City can issue permits for RCC construction. Timely issuance of construction permits is essential so that the City can obligate \$2.1 million in grant funds by June 1, 2024.

**ANTICIPATED RESULT IF NOT APPROVED:**

If Council chooses not to proceed with this annexation, the Parks and Recreation Department will need to apply for permits from King County for construction and any future activity requiring permits. Delay in obtaining construction permits could impact timely obligation of grant funds.

**ATTACHMENTS:**

Attachment A: Annexation Ordinance

NON-CODE

**CITY OF REDMOND  
ORDINANCE NO. \_\_\_\_\_**

AN ORDINANCE OF THE CITY OF REDMOND, WASHINGTON, ANNEXING A 2.24-ACRE PARCEL IN UNINCORPORATED KING COUNTY PURSUANT TO RCW 35A.14.300, ANNEXATION FOR MUNICIPAL PURPOSES, APPLYING ZONING, PROVIDING FOR SEVERABILITY, AND ESTABLISHING AN EFFECTIVE DATE.

---

WHEREAS, the King County parcel 272605-9145 was purchased by the City of Redmond in 2010 and is legally described in Page 1 of Exhibit 1 and depicted in Exhibit 2, incorporated herein by these references as if set forth in full; and

WHEREAS, the City intends to use the land for a municipal purpose, specifically the Redmond Central Connector (RCC); and

WHEREAS, the parcel is within the King County urban growth area and adjacent to city limits; and

WHEREAS, it is the policy of the City of Redmond to support the annexation of land in its potential annexation areas; and

WHEREAS, by annexing the area as described, the City of Redmond will become the land use and permitting authority for the property, simplifying the permit process for the RCC Phase III; and

WHEREAS, RCW 35A.14.300 authorizes the City Council by a majority vote to annex this land for any municipal purpose.



NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF REDMOND,  
WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1.      Annexation.    That certain 2.24 acres of  
unincorporated King County that is located between the City of  
Redmond and the City of Kirkland, legally described on page 1 of  
Exhibit 1 and depicted in the map attached in Exhibit 2, is hereby  
annexed and made part of the City of Redmond.

Section 2.      Zoning.    Zoning for this 2.24 parcel shall be  
RA-5, pursuant to RZC 21.04.020.F.

Section 3.      Duties of Planning Staff. Planning staff are  
hereby directed to provide notices of this annexation as required  
by chapter 35A.14 RCW and to otherwise expeditiously effectuate  
the annexation.

Section 4.      Severability.    If any section, sentence,  
clause or phrase of this ordinance should be held to be invalid or  
unconstitutional by a court of competent jurisdiction, such  
invalidity or unconstitutionality shall not affect the validity or  
constitutionality of any other section, sentence, clause or phrase  
of this ordinance.

Section 6.      Effective date.    This ordinance shall become  
effective on November 1st, 2023.

ADOPTED by the Redmond City Council this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

CITY OF REDMOND

\_\_\_\_\_  
ANGELA BIRNEY, MAYOR

ATTEST:

\_\_\_\_\_  
CHERYL XANTHOS, MMC, CITY CLERK

(SEAL)

APPROVED AS TO FORM:

\_\_\_\_\_  
JAMES HANEY, CITY ATTORNEY

FILED WITH THE CITY CLERK:  
PASSED BY THE CITY COUNCIL:  
SIGNED BY THE MAYOR:  
PUBLISHED:  
EFFECTIVE DATE:  
ORDINANCE NO.

KING COUNTY PARCEL 2726059145

THAT PORTION OF NORTHERN PACIFIC SANTA FE RAILROAD, A STRIP OF LAND 100.0 FEET IN WIDTH, BEING 50.0 FEET ON EACH SIDE OF SAID MAIN TRACK CENTERLINE ESTABLISHED IN THAT CERTAIN DEED TO SEATTLE LAKE SHORE EASTERN RAILWAY COMPANY RECORDED UNDER RECORDING NO. 13812, RECORDS OF KING COUNTY, WASHINGTON, AS ORIGINALLY LOCATED AND CONSTRUCTED, UPON, OVER AND ACROSS THE NORTH HALF THE SOUTH HALF OF SECTION 27, TOWNSHIP 26 NORTH, RANGE 5 EAST, W.M., IN KING COUNTY, WASHINGTON, BOUNDED ON THE NORTH BY THE WESTERLY EXTENSION OF THE SOUTH MARGIN OF NORTHEAST 124TH STREET, BOUNDED ON THE WEST BY THE EASTERLY MARGIN OF 140TH AVENUE NORTHEAST AND BOUNDED ON THE EAST BY THE WEST BOUNDARY LINE OF THAT CERTAIN TRACT OF LAND, DESCRIBED AS FOLLOWS:

THE NORTHWEST QUARTER OF THE SOUTHEAST QUARTER AND THAT PORTION OF THE NORTHEAST QUARTER OF THE SOUTHWEST QUARTER OF SAID SECTION 27, LYING EASTERLY OF THE SNOQUALMIE BRANCH OF THE NORTHERN PACIFIC RAILROAD RIGHT-OF-WAY, BEING A PORTION OF THE PROPERTY DESCRIBED IN THAT CERTAIN REAL ESTATE CONTRACT RECORDED UNDER RECORDING NO. 1539715, RECORDS OF KING COUNTY, WASHINGTON.

SITUATE IN THE COUNTY OF KING, STATE OF WASHINGTON.

EASEMENT AREA

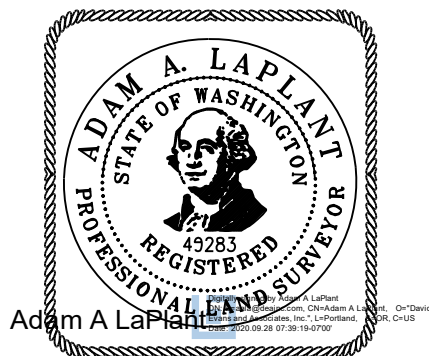
~~A STRIP OF LAND 50 FEET IN WIDTH BEING A PORTION OF SAID PARCEL 1 ALSO BEING A PORTION OF THE NORTH HALF OF THE SOUTH HALF OF SECTION 27, TOWNSHIP 26 NORTH, RANGE 5 EAST, W.M., KING COUNTY, WASHINGTON, SAID STRIP BEING 25 FEET ON EACH SIDE OF THE FOLLOWING DESCRIBED CENTERLINE:~~

~~COMMENCING AT A PUNCH IN 2" BRASS DISK IN MONUMENT CASING, FOUND IN PLACE AT THE INTERSECTION OF NE 124TH ST AND WILLOWS ROAD NE, FROM WHICH THE WEST QUARTER CORNER OF SAID SECTION, A PUNCH IN 3" BRASS DISK IN MONUMENT CASING, FOUND IN PLACE, BEARS NORTH 88°12'18" WEST, 2506.84 FEET DISTANT;  
THENCE SOUTH 86°28'59" EAST A DISTANCE OF 10.18 FEET TO THE INTERSECTION OF THE NORTH LINE OF THE SOUTH HALF OF SAID SECTION WITH THE WESTERLY MARGIN OF SAID REDMOND SPUR 100 FOOT STRIP AND TO A NON-RADIAL INTERSECTION WITH AN ARC OF A CURVE CONCAVE TO THE SOUTHEAST FROM WHICH ITS CENTER BEARS SOUTH 81°41'36" EAST A DISTANCE OF 3025 FEET;  
THENCE SOUTHWESTERLY ALONG THE ARC OF SAID CURVE AND SAID WESTERLY MARGIN THROUGH A CENTRAL ANGLE OF 1°01'01" A DISTANCE OF 53.68 FEET TO THE **POINT OF BEGINNING**;  
THENCE SOUTH 72°20'48" EAST A DISTANCE OF 62.76 FEET; THENCE SOUTH 4°46'59" WEST A DISTANCE OF 220.47 FEET; THENCE SOUTH 00°36'58" WEST A DISTANCE OF 193.56 FEET; THENCE SOUTH 05°17'19" EAST A DISTANCE OF 332.03 FEET; THENCE SOUTH 06°06'22" EAST A DISTANCE OF 464.62 FEET;~~

~~THENCE SOUTH 05°47'07" EAST A DISTANCE OF 17.13 FEET TO THE SOUTH LINE OF THE NORTH HALF OF THE SOUTH HALF OF SAID SECTION AND THE TERMINUS OF SAID STRIP CENTERLINE, FROM WHICH SAID WEST QUARTER CORNER BEARS NORTH 62°24'28" WEST 2967.03 FEET DISTANT.~~

~~THE SIDELINES OF SAID STRIP TO TERMINATE AT THE WEST LINE OF SAID PARCEL 1, THE WESTERLY EXTENSION OF THE SOUTH MARGIN OF NE 124TH STREET, AND THE SOUTH LINE OF THE NORTH HALF OF THE SOUTH HALF OF SAID SECTION.~~

~~CONTAINING 63,660 SQUARE FEET, MORE OR LESS.~~

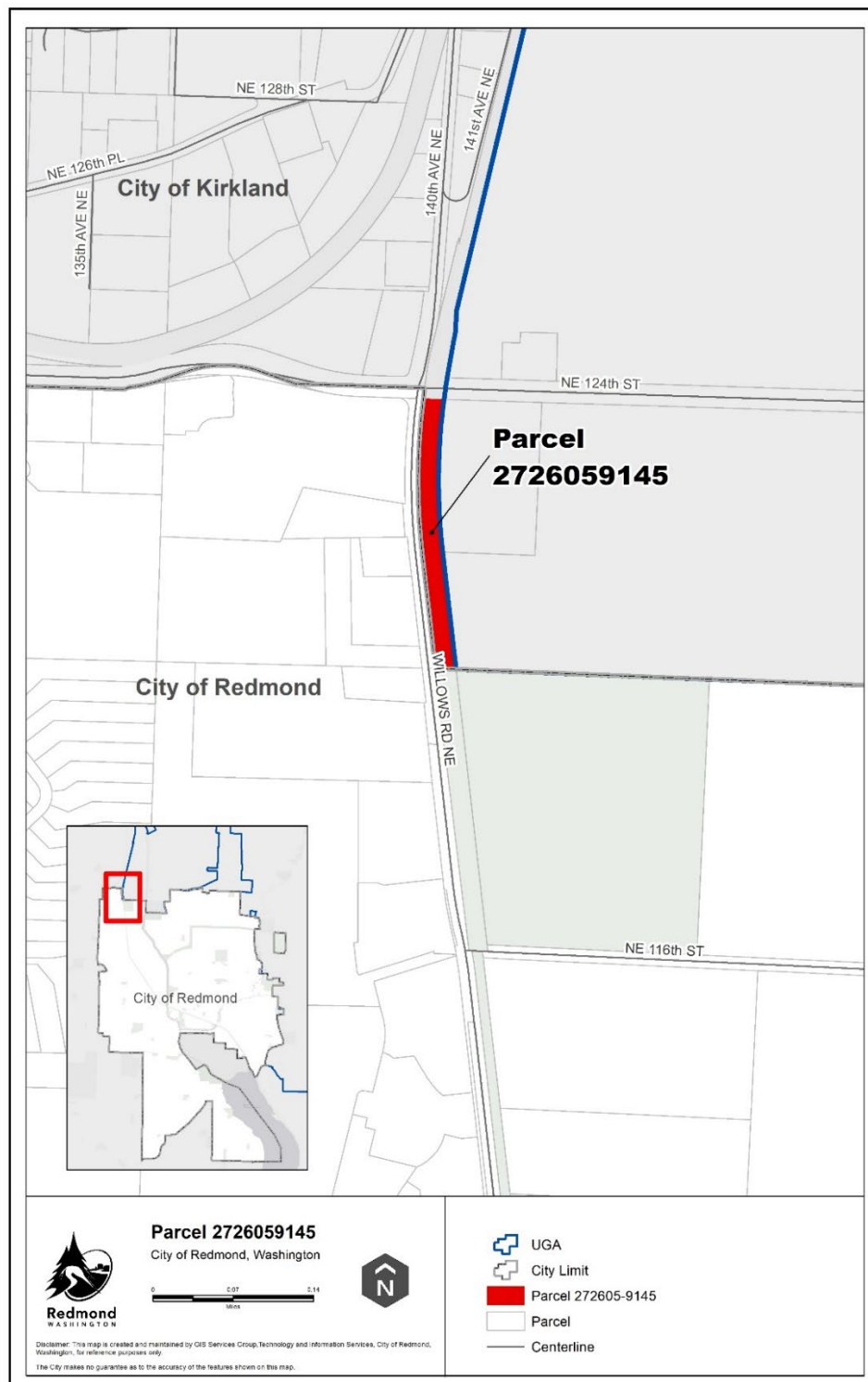


  
**DAVID EVANS  
AND ASSOCIATES INC.**  
14432 SE Eastgate Way, Suite 400  
Bellevue, WA 98007  
425.519.6500



**EXHIBIT 2**

**Map of parcel to be annexed**





## Memorandum

**Date:** 7/25/2023

**Meeting of:** Committee of the Whole - Parks and Environmental Sustainability

**File No.** CM 23-393

**Type:** Committee Memo

**TO:** Committee of the Whole - Parks and Environmental Sustainability

**FROM:** Mayor Angela Birney

**DEPARTMENT DIRECTOR CONTACT(S):**

Fire	Adrian Sheppard	425-556-2201
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**DEPARTMENT STAFF:**

Fire	Lisa Figueroa	Emergency Manager
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**TITLE:**

Update of Comprehensive Emergency Management Plan

**OVERVIEW STATEMENT:**

The Comprehensive Emergency Management Plan (CEMP) is one of a family of plans created to support the City of Redmond during emergencies and disasters. The CEMP, along with supporting plans and emergency support functions, provides a comprehensive framework for preparedness, response, recovery, and mitigation activities.

☒ **Additional Background Information/Description of Proposal Attached**

**REQUESTED ACTION:**

☐ **Receive Information**

☒ **Provide Direction**

☐ **Approve**

**REQUEST RATIONALE:**

- **Relevant Plans/Policies:**  
Previous Comprehensive Emergency Management Plan, 2015
- **Required:**  
N/A
- **Council Request:**  
N/A
- **Other Key Facts:**  
N/A

**OUTCOMES:**

Completion of CEMP complies with state and federal requirements and provides a framework of roles and responsibilities for emergency response. This plan better addresses the needs of the most vulnerable in the City of Redmond.

**COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:**

- **Timeline (previous or planned):**  
N/A
- **Outreach Methods and Results:**  
N/A
- **Feedback Summary:**  
N/A

**BUDGET IMPACT:****Total Cost:**

None

**Approved in current biennial budget:**☐ Yes☐ No☒ N/A**Budget Offer Number:**

0000016

**Budget Priority:**

Safe and Resilient

**Other budget impacts or additional costs:**☐ Yes☐ No☒ N/A***If yes, explain:***

N/A

**Funding source(s):**

General Fund

**Budget/Funding Constraints:**

N/A

☐ Additional budget details attached**COUNCIL REVIEW:****Previous Contact(s)**

Date	Meeting	Requested Action
------	---------	------------------

**Proposed Upcoming Contact(s)**

Date	Meeting	Requested Action
------	---------	------------------

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**Date:** 7/25/2023

**Meeting of:** Committee of the Whole - Parks and Environmental Sustainability

**File No.** CM 23-393

**Type:** Committee Memo

---

8/2/2023	Business Meeting	Approve
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**Time Constraints:**

N/A

**ANTICIPATED RESULT IF NOT APPROVED:**

An update of CEMP every five years is mandated by state and federal policies. An extension had been granted due to COVID-19 constraints but otherwise should have been completed in 2020. This new CEMP includes changes in the City, County, State, and Federal policies, and trends to better serve the residents and visitors of Redmond.

**ATTACHMENTS:**

Attachment A - CoR CEMP Updated DRAFT July 2023

City of Redmond

# **COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

*Office of Emergency Management  
2023 Update*

Reviewed by  
WA State Emergency Management Division  
July 2023





## **A Message from Mayor Birney**

With this notice, I am pleased to announce the *2023 Redmond Comprehensive Emergency Management Plan* (CEMP). The CEMP is part of a larger family of plans published by the City of Redmond Office of Emergency Management and is the framework for citywide mitigation, preparedness, response, and recovery activities. It provides a structure for standardizing plans citywide and facilitates interoperability between local, state, and federal governments.

City of Redmond staff worked diligently to ensure that the CEMP is compatible with the King County Regional Disaster Plan, the State of Washington Comprehensive Emergency Management Plan, the National Response Framework, and the Revised Code of Washington, Chapter 38.52. The plan's organization also aligns with the State of Washington Comprehensive Emergency Management Plan, further ensuring interoperability between the City and other government agencies during a disaster.

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 Redmond. The CEMP is a significant tool for saving lives, protecting property, preserving the environment, and sustaining the economy.

Finally, the CEMP is a reminder to department directors, agencies, commissions, and councils of their three primary goals in emergency management: to support the City of Redmond through the Emergency Operations Center (EOC); to establish and maintain a comprehensive internal process for conducting daily business before, during, and after an emergency or disaster event; to carry out the training, exercises, and plan maintenance to support Redmond's disaster readiness.

Together, the elements of the CEMP clarify the roles and responsibilities of city staff as well as governmental and nongovernmental partners during an emergency. The CEMP will help the City respond effectively to disasters to minimize loss of life, damage to property, and disruption to vital services.

Thank you for your involvement in this worthwhile endeavor.

A handwritten signature in black ink, appearing to read "Angela E. Birney". The signature is fluid and cursive, with a large initial "A" and "B".

Redmond Mayor Angela Birney

## **Approval and Implementation**

The City of Redmond sincerely appreciates the cooperation and support from all City departments contributing to the publication of the 2022 City of Redmond Comprehensive Emergency Management Plan (CEMP). The CEMP, also referred to as “the Plan” in this document, is a comprehensive emergency management framework for citywide mitigation, preparedness, response, and recovery activities.

The CEMP was revised through the synergistic efforts of the city departments to identify, develop, maintain, and enhance the City’s emergency management capabilities. This CEMP supersedes all previous plans. This plan has been presented to the Emergency Preparedness Council for approval.

The CEMP is one of the many efforts to prepare all people in the City of Redmond for emergencies or disasters. The CEMP is formatted to be consistent with the State of Washington CEMP, National Response Framework, complete with Emergency Support Functions (ESFs or single functional activities). This is to standardize plans throughout the State and to provide interoperability between local, state, and federal levels of government.

The Plan stresses the four phases of emergency management: mitigation, preparedness, response, and recovery activities. The CEMP moves us one step closer to being able to minimize the impacts of emergencies and disasters on people, property, the economy, and the environment of the City of Redmond. Our sincere thanks and congratulations to all who have made this Plan possible.

City of Redmond Office of Emergency Management

## Record of Changes

Change Number: YR-XXX	Date of Change: MM/YYYY	Change Summary/Sections Affected	Position Name/Initials

## Record of Distribution

Agency / Organization / Department	Position Name	Date of Delivery: MM/YYYY	Number of Copies/Format	Receipt, Review, & Acceptance
Executive Department			(1) <input checked="" type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Finance			(1) <input checked="" type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Fire			(3) <input checked="" type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Human Resources			(1) <input checked="" type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Parks and Recreation			(3) <input checked="" type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Planning			(1) <input checked="" type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Police			(3) <input checked="" type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review

City of Redmond - Comprehensive Emergency Management Plan (CEMP)

				<input type="checkbox"/> Acceptance
Public Works			(3) <input checked="" type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance
Technology and Information Services			(1) <input checked="" type="checkbox"/> Hardcopy (#) <input checked="" type="checkbox"/> Digital	<input type="checkbox"/> Receipt <input type="checkbox"/> Review <input type="checkbox"/> Acceptance

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## **1. Introduction**

The Comprehensive Emergency Management Plan (CEMP) (hereafter the Plan) is one of a family of emergency plans created by the City of Redmond. This plan provides the policy framework by which other emergency plans are guided. This plan provides the City of Redmond with structure in preparing for, responding to, and recovering from an incident. It outlines how city departments organize, direct, control, and coordinate their actions to continue essential functions during incidents. The Plan provides guidance and assistance in decision-making. The Plan uses the Incident Command System (ICS), a federally mandated command and control structure implemented during an incident, and is compliant with FEMA's Comprehensive Preparedness Guide for uniformity with local and federal government and the National Response Framework.

### **1.1. Purpose**

- 1.1.1. The City of Redmond is dedicated to protecting the lives, property, and environment of its residents through preparedness, response, recovery, and mitigation activities.
- 1.1.2. The basic plan provides an overview of the jurisdiction's approach to emergency operations. It identifies emergency response policies, describes the response organization, and assigns tasks. The elements listed in this section provide a solid foundation for the development of supporting annexes.
- 1.1.3. The Plan establishes the framework for effective emergency response methods for the City of Redmond. The Plan designates responsibility during an incident and for the sustainment of essential functions. The Plan also contains policies, guidelines, and tasks as they relate to Emergency Support Functions (ESFs).
- 1.1.4. The City of Redmond employees should have a thorough understanding of the Plan and their roles and responsibilities in the preparedness, response, and recovery process. The Plan will be reviewed and implemented by every city department.

### **1.2. Scope**

- 1.2.1. The Plan, including its supporting documents, gives guidance for the coordination of operations during incidents and the proper utilization of resources available for use within the City of Redmond and those that may come available from other jurisdictions.
- 1.2.2. The Plan supports and is compatible with State of Washington, King County, and surrounding jurisdictional plans, as well as the National Response Framework.
- 1.2.3. This plan is considered continuously activated from propagation as the processes, such as plan development and training, are ongoing emergency management processes.

### 1.3. Situation Overview

- 1.3.1. Redmond is the seventh most populous city in King County and the sixteenth most populous city in the State of Washington, with a residential population of approximately 73,256 in 2020. According to the Puget Sound Regional Council, Redmond’s population grows by 105 percent during the workday. It encompasses an area of over 17.14 square miles and is located less than 20 miles east of downtown Seattle at the north end of Lake Sammamish.

The city is a center of technology and home to some of the major high-tech firms in the country. The Sammamish River and Bear Creek pass through the city. The Cascade Range, a 1,000-mile-long chain of volcanic mountains, which extends from Northern California to southern British Columbia, Canada, is about 90 miles north of Redmond. WA State Highway 520 runs through the city. Cities bordering Redmond include Bellevue on the southwest, Kirkland on the west, and Sammamish, with a small border to the southeast. Many [earthquake fault lines](#) run near or through Redmond, including the Cascadia Subduction Zone to the west.

As Redmond continues to evolve into a thriving city of increasing diversity, it seeks to promote its sense of community through programs designed to celebrate its heritage, enhance its neighborhoods, and preserve its historical and natural treasures.

#### 1.3.2. Hazard Assessment Summary

- 1.3.2.1. Summary: Through hazard and vulnerability identification, risk ranking, and risk assessment in the Redmond Hazard Mitigation Plan (HMP), it has been determined that the City of Redmond is vulnerable to numerous natural, technological, and human-caused hazards. In addition to these hazards, the potential exists for emergencies occurring outside of the jurisdiction that may negatively affect our jurisdiction.

The King County [Regional Hazard Mitigation Plan](#) (KCRHMP) and the Redmond-specific [annex](#) to the plan describe hazard and vulnerability identification, hazard mitigation planning, and risk assessment in more detail.

The following list provides Hazard Risk Ranking Results for natural hazards in Redmond. Various types of hazards are prioritized based on a combination of the probability of occurrence and impact of the hazard. For example, a winter storm is very common, with lower impact, while a large earthquake doesn’t occur very often, but its impact could be devastating. Both are ranked high risk. For efficiency, planning efforts should take an all-hazards approach because actions taken regarding one type of hazard tend to overlap considerably with other hazards.

## Redmond Natural Hazard Risk Ranking

---

- Severe Winter Weather (High)
  - Severe Weather (High)
  - Earthquake (High)
  - Flood (Medium)
  - Wildfire (Low)
  - Landslide (Low)
  - Dam Failure (Low)
  - Volcano (Very Low)
  - Tsunami (Very Low)
  - Avalanche (Very Low)
- 

Note: Technological and human-caused hazards must be considered in addition to natural hazards. See the KCRHMP for more information about the following.

- Health hazards (epidemic, pandemic, and bioterrorism)
- Cybersecurity
- Terrorism (including mass shootings); see also the Terrorism topic elsewhere in this plan

## 1.4. Planning Assumptions

- 1.4.1. Planning Assumptions: Disasters may create significant property damage, injury, loss of life, and disruption of essential services, both inside and outside the City of Redmond. These situations may also create significant financial, psychological, and sociological impacts on the City of Redmond and its residents and visitors.

It is assumed that some incidents will occur with enough sufficient warning that appropriate notification may be issued, which may ensure some level of preparation. Other incidents will occur with no advanced warning. The initial event may trigger further cascading events.

It can be assumed that a major, widespread incident may isolate the City of Redmond, and any significant assistance from nearby communities, counties, state, or federal agencies would not occur for many days. The City of Redmond will need to rely on available city resources and those of the whole community (private organizations, businesses, and individuals) within the city for the initial response to an incident that is widespread in the region.

- 1.4.2. Planning Considerations: While we do not, in many instances, have the advantage of knowing when and where incidents will occur, nor how much destruction they may cause, we can take prudent steps prior to an incident to mitigate some harmful effects and outcomes. It is critical that the City, as a matter of public trust, ensure a reasonable process is in place to maintain the capability to sustain and perform essential functions. These functions can only be

accomplished when a solid framework of meaningful mitigation and preparedness measures are established, reviewed, tested, and implemented.

- 1.4.3. Access and Functional Needs: From the beginning, the planning effort must account for those who may be particularly vulnerable in a disaster. Age can be a factor – children and older adults may be especially vulnerable. Populations with limited English proficiency, limited access to transportation, and/or limited access to financial resources to prepare for, respond to, and recover from an emergency are also at risk.

Individuals may need assistance, accommodation, or modification for mobility, effective communication, transportation, safety, health maintenance, or other help due to any situation (temporary or permanent) that limits their ability to take action in an emergency.

Situations involving notification, evacuation, and/or sheltering are examples which may require additional pre-planning to assist individuals.

Note: Federal civil rights law and policy require nondiscrimination for certain populations, including on the basis of race, color, national origin, religion, sex, age, disability, English proficiency, and economic status.

- 1.4.4. Pets must also be included in planning efforts because history has shown that people often won't take refuge if their pets must be left behind.
- 1.4.5. By effective stewardship for the whole community in hazards planning, the City's emergency preparedness activities can reduce casualties; infrastructure, property, and environmental damage; and loss of essential services.

**See also:** King County Regional Hazard Mitigation Plan (KCRHMP) 2020 Update for more information on the 14 areas of resilience. [Regional Hazard Mitigation Plan - King County](#)



## 2. Concept of Operations

### 2.1. General

- 2.1.1. Plan Activation: At the onset of an incident, city employees will activate their response processes per their department's Standard Operating Procedures (SOPs) and Standard Operating Guidelines (SOGs).

Each city department leader will communicate and coordinate with the City Emergency Operations Center (EOC) to support the City's response structure and activities and provide reports to include department operating status and capabilities; injuries; damage to the City's transportation and utility infrastructure, facilities, and equipment; transportation route availability; and critical needs. The EOC leadership will communicate with the Mayor or Mayor's successor for a Proclamation of Emergency if appropriate.

Each department shall develop operational plans and provide training and practice exercises with department employees to ensure that their essential functions can be performed. The City will also develop and implement an emergency communications plan to support efficient and effective communication between departments, with the EOC, and with the whole community.

- 2.1.2. Overall Coordination of Incident Management Activities: The Director of Emergency Preparedness (Fire Chief) coordinates incident management activities through the authority given by the City Council as defined in Municipal Code 2.20.

The director appoints an Emergency Preparedness Program Manager (Emergency Manager) as defined in Redmond Municipal Code 2.20. The Emergency Manager, Director of Emergency Preparedness, or designee may activate the EOC and assume the role of EOC Director.

The City EOC is the hub for incident coordination and communication activities. Coordination activities take place between the EOC and Incident Command field locations, Department Operations Centers (DOCs), King County Emergency Operations Center, the State Emergency Operations Center, Non-Governmental Organizations (NGOs), and private industries.

- 2.1.3. Concurrent Implementation of Other Plans: When significant incidents occur, other plans may be activated. These plans may include Facilities Plans, Standard Operating Guidelines (SOG), Standard Operating Procedures (SOP), and other hazard-specific plans. Each department director is responsible for the management of staff and resources available to support and or respond to an incident. Department directors are responsible for having relevant plans completed and tested to ensure the department is prepared.
- 2.1.4. Organizational Structure: The Director of Emergency Preparedness (Fire Chief) is responsible for ensuring emergency preparedness, response, and recovery activities for an incident are effectively carried out within the city. Day-to-day organizational structure of city departments is maintained as much as practical as essential functions are executed.

- 2.1.5. Emergency Response Teams (Field Level, DOCs, EOC, and EPC): When responding to an incident, the City's departments and personnel activate and respond by pre-defined alerting processes and/or when requested as the incident progresses. EOC activation procedures will be initiated, which include appropriate notification within the City. Each city department self-activates their incident plans when appropriate and executes their respective incident activities.

2.1.5.1. INCIDENT RESPONSE ACTIVITIES

The City's department responses are per individual department plans and Standard Operation Procedures (SOPs). Department Operations Centers (DOCs) become operational in an incident per department plans. Each department is responsible for responding to the incident, continuing essential functions, and staffing the EOC and other emergency support activities throughout the duration of the incident as staffing and other resources permit.

2.1.5.2. MAINTENANCE OF ESSENTIAL FUNCTIONS

Planning for the maintenance of essential functions should occur through department Continuity of Operations Plans (COOPs). These plans should identify essential functions and the emergency procedures to be implemented to ensure these functions are carried out during an incident.

2.1.5.3. DEPARTMENT OPERATIONS CENTERS (DOCS)

City departments' incident response activities are organized using the Incident Command System (ICS). Using their appropriate plans, city departments activate their DOCs to coordinate their response activities. Coordination and communication should be established and maintained with the City EOC when activated. Each department activates all applicable plans to handle the department's internal and external response, recovery, and reconstitution (return to normal operations) activities to continue essential functions and to support the EOC assignments as required or when requested.

2.1.5.4. EMERGENCY OPERATIONS CENTER (EOC)

The City EOC is used for citywide communication and coordination duties in response to an incident. The EOC may activate if an incident warrants. Selected city department members responsible for activities in the EOC immediately deploy when notified or self-deploy depending on operating guidelines. Department representatives may be summoned to the EOC to create situational awareness and develop a common operating picture, provide centralized coordination and communication regarding the incident, and assist the city departments in responding to an incident. An alternate or virtual EOC may activate if the primary location is damaged or inadequate.

2.1.5.5. EMERGENCY PREPAREDNESS COUNCIL (EPC)

During an incident, the EPC will meet regularly to make and approve rules and regulations and other policy-level decisions to be implemented in response to the incident. The EPC is comprised of the Mayor, Chief Operating Officer, the Director of Emergency Preparedness, all

city department directors, the Emergency Manager, and other city officials with expertise relevant to the incident. EPC members should actively participate in the planning process to develop incident-related plans. Non-emergency EPC updates will be incorporated into ongoing Directors Meetings.

- 2.1.6. Department of Defense Support to Civilian Authorities: The City of Redmond will not normally have direct interaction with the Department of Defense. There may be a possibility during a catastrophic incident and/or when martial law is enacted.

Military support from the Washington National Guard is outlined in Emergency Support Function 20 (ESF-20) of the King County and Washington State CEMPs. Redmond does not have its own ESF-20. Redmond would work with the King County Office of Emergency Management (KCOEM) and the Washington State Military Department, Emergency Management Division (WAEMD) if military support is needed.

## 2.2. Whole Community Involvement

- 2.2.1. The Whole Community is defined by the Federal government as:

- 2.2.1.1. "Whole Community is a means by which residents, emergency management practitioners, organizational community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. Whole Community includes individuals and families, including those identified as at-risk or vulnerable populations; businesses; faith-based and community organizations; nonprofit groups; schools and academia; media outlets; and all levels of government, including state, local, tribal, territorial, and federal partners."
- 2.2.2. Involving the Whole Community is a means by which Washington State residents, businesses, non-profit organizations, emergency management practitioners, organizational and community leaders, and government officials at all levels can collectively identify and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. The Whole Community approach in Washington State attempts to engage the full capacity of the public, private, and nonprofit sectors. This includes businesses, faith-based and disability organizations, and the public, including people with Access and Functional Needs (AFN), people covered under the Americans with Disabilities Act (ADA), people with limited English proficiency (LEP), and culturally diverse populations. This engagement is in conjunction with the participation of local, tribal, state, and federal governmental partners.
- 2.2.2.1. State and local governments carrying out emergency response and providing disaster assistance shall comply with all applicable non-discrimination provisions contained in RCW 49.60, Discrimination - Human Rights Commission, as well as in Public Law 110-325, Americans with Disabilities Act (ADA) of 1990 as amended with ADA Amendments Act of 2008.

- 2.2.2.2. Recipients of any federal funds must acknowledge and agree to comply with applicable provisions of federal civil rights laws and policies prohibiting discrimination, including, but not limited to, Title VI of the Civil Rights Act of 1964, which prohibits recipients from discriminating on the basis of race, color, or national origin. Recipients of federal financial assistance must also take reasonable steps to provide meaningful access for persons with limited English proficiency (LEP) to their programs and services.
- 2.2.2.2.1. Providing meaningful access for persons with LEP may entail providing language assistance services, including oral interpretation and written translation. Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency (August 11, 2000), requires federal agencies to issue guidance to grant recipients, assisting such organizations and entities in understanding their language access obligations. The Department of Homeland Security (DHS) published the required grant recipient guidance in April 2011, DHS Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons, 76 Fed. Reg. 21755-21768, (April 18, 2011). The guidance provides helpful information, such as how a grant recipient can determine the extent of its obligation to provide language services, select language services, and elements of an effective plan for language assistance for LEP persons.
- 2.2.3. The term Access and Functional Needs (AFN) has replaced “special needs,” “vulnerable,” “high-risk,” and similar terms. People with access or functional needs are those who may have additional needs before, during, or after an incident in functional areas, including, but not limited to, maintaining health, independence, communication, transportation, support, services, self-determination, and medical care. Individuals in need of additional response assistance may include people who have disabilities, who live in institutionalized settings, who are older adults, who are children, who are from diverse cultures, who have limited English proficiency or who are non-English speaking, or who are transportation disadvantaged (National Preparedness Goal, September 2015).
- 2.2.4. The Pets Evacuation and Transportation Standards (PETS) Act amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to ensure state and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency.

## 2.3. Operational Objectives

### 2.3.1. Incident Management

#### 2.3.1.1. Operational objectives are based on the following priorities:

- 2.3.1.1.1. **Life Safety;**
- 2.3.1.1.2. **Incident Stabilization;**
- 2.3.1.1.3. **Protection of Property;** and
- 2.3.1.1.4. **Protection of the Environment.**

#### 2.3.1.2. NIMS Components to Achieve Priorities

2.3.1.3. Incident management priorities include saving lives, stabilizing the incident, and protecting property and the environment. To achieve these priorities, incident personnel apply and implement NIMS components in accordance with the principles of flexibility, standardization, and unity of effort.

- 2.3.1.3.1. *Flexibility* – allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, cultural, and organizational authorities.
- 2.3.1.3.2. *Standardization* – defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations, defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved, and includes common terminology to enable effective communication.
- 2.3.1.3.3. *Unity of Effort* – coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.
- 2.3.1.3.4. *Integration* - The National Incident Management System (NIMS) is part of the National Response Framework (NRF) that establishes a standardized incident response. NIMS provides a systematic, proactive approach to guide departments and agencies at all levels of government to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents.

The City of Redmond adopted the National Incident Management System (NIMS) on July 19, 2005. This resolution (number 1207) was passed by the City Council and signed by the Mayor as the system to prepare for and respond to incidents and as the city standard for incident management.

In order to be compliant with the National Incident Management System, the City of Redmond uses the Incident Command System (ICS) to respond to incidents. ICS is a standardized all-hazards incident management approach that is flexible to the size and demands of the incident.

## 2.4. Request for a Proclamation of Emergency

- 2.4.1. A Proclamation of Local Emergency is made by the Mayor and is the legal method that authorizes the use of extraordinary measures to accomplish tasks associated with responding to an incident. The Proclamation is normally a prerequisite to state and federal disaster assistance. The City Council is advised of the Proclamation as soon as practical.
- 2.4.2. The City of Redmond is a non-chartered code city. As such, RCW 35A.38.010 states the succession of authority by which the Proclamation may be issued. In the absence of the Mayor, such proclamation may be made by the Mayor Pro Tem (Council President) and, in the absence of the Mayor Pro Tem, by the Vice President of the City Council.
- 2.4.3. The Proclamation authorizes the City to take necessary measures to respond to an incident, protect lives, property, and the environment and exercise the powers vested in RCW 38.52.070.
- 2.4.4. The EOC Director is responsible for the preparation of the Emergency Proclamation, and, once signed, is responsible for the notification of appropriate county, state, and federal agencies following the Proclamation.
- 2.4.5. Requests to the Governor to declare a State of Emergency are made by the Mayor directly to the Governor or through the King County Emergency Operations Center (KCEOC). Declaration by the Governor is necessary to pursue a Presidential Declaration and federal disaster relief funds.



### 3. Direction, Control, and Coordination

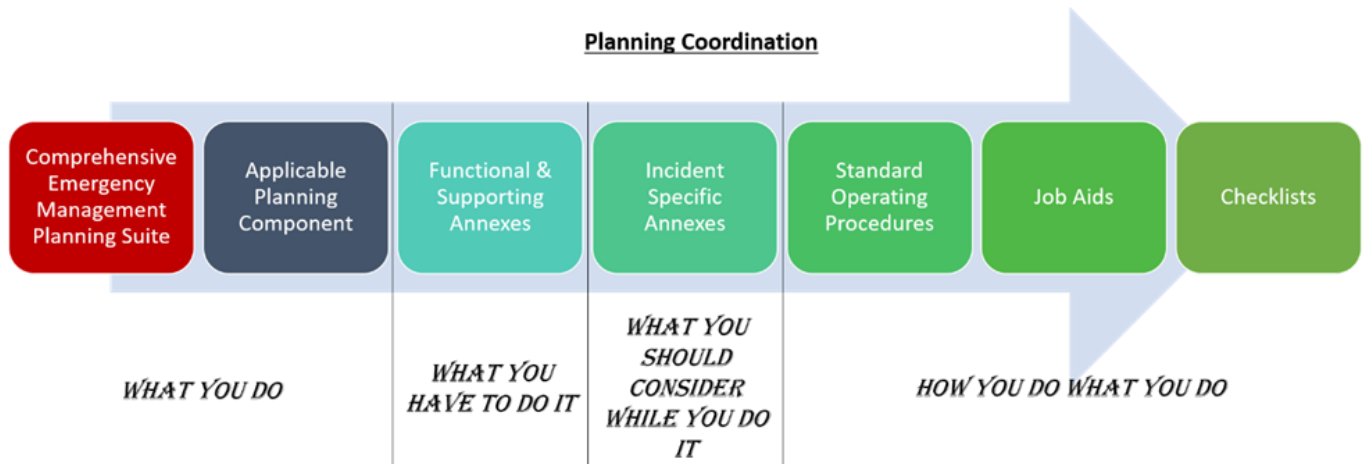
#### 3.1. Multi-Jurisdictional Coordination

- 3.1.1. Key concepts of the Plan include Incident Command System (ICS), Emergency Support Functions (ESFs), reliable and redundant communication systems and processes, Department Operations Centers (DOCs), Emergency Operations Center (EOC) responsibilities, resource management, mutual aid agreements, and memoranda of agreement or understanding.



### 3.2. Horizontal Integration

This plan is one of a family of emergency plans created by the City of Redmond to provide the policy framework by which other emergency plans are guided. This plan provides the City of Redmond guidance in preparing for, responding to, and recovering from an incident. It discusses guidelines on how city departments organize, direct, control, and coordinate their actions to continue essential functions during incidents. The Plan supports the Emergency Preparedness Council, providing guidance and assistance in decision-making.



### 3.3. Vertical Integration

The Plan uses the Incident Command System (ICS), a federally mandated command and control structure implemented during an incident. The Plan is compliant with FEMA's Comprehensive Preparedness Guide for uniformity with local and federal government and the National Response Framework.

### 3.4. Unity of Effort through Core Capabilities

The core capabilities contained in the Goal are the distinct critical elements necessary for our success. They are highly interdependent and require us to use existing preparedness networks and activities, coordinate and unify efforts, improve training and exercise programs, promote innovation, leverage and enhance our science and technology capacity, and ensure that administrative, finance, and logistics systems are in place to support these capabilities. The core capabilities serve as both preparedness tools and a means of structured implementation.

COMMON CORE CAPABILITIES
Planning
Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

COMMON CORE CAPABILITIES
Public Information and Warning
Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Operational Coordination
Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of Core Capabilities.

### 3.5. Common Prevention and Protection

SHARED PREVENTION & PROTECTION CORE CAPABILITIES
Intelligence and Information Sharing
Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
Interdiction and Disruption
Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
Screening, Search, and Detection
Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio-surveillance, sensor technologies, or physical investigation and intelligence.

### 3.6. Prevention Mission

Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. Unlike other mission areas, which are all-hazards by design, Prevention’s core capabilities are focused specifically on imminent terrorist threats, including ongoing attacks or stopping imminent follow-on attacks.

City and department plans should address human-caused hazards and acts of violence such as active shooter and other potential terrorist activity. The Department of Homeland Security (DHS) National Terrorism Advisory System (NTAS) warns of credible threats. The public should be encouraged to help by reporting suspicious activity to local law enforcement. The “If You See Something, Say Something” national campaign encourages vigilance by individuals and communities and suggests following NTAS alerts.

PREVENTION CORE CAPABILITIES
Forensics and Attribution
Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, including forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

### 3.7. Protection Mission

Protection includes the capabilities to safeguard the homeland against acts of terrorism and man-made or natural disasters. It focuses on actions to protect our people, our vital interests, and our way of life.

PROTECTION CORE CAPABILITIES
Access Control and Identity Verification
Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
Cybersecurity
Protect (and, if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
Physical Protective Measures
Implement and maintain risk-informed countermeasures and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.

PROTECTION CORE CAPABILITIES
Risk Management for Protection Programs and Activities
Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
Supply Chain Integrity and Security
Strengthen the security and resilience of the supply chain.

### 3.8. Preparedness Mission

In a significant incident, it is likely that emergency services will be overwhelmed. County, state, and federal government responses may be delayed. Therefore, the City should be prepared to take care of its own basic survival needs for at least seven days after an incident and communicate this principle to each employee and to local businesses and residences.

#### 3.8.1. Individual Preparedness

Individuals are the foundation of preparedness for an organization, whether the organization is a city, a business, or the community as a whole. An organization's ability to respond depends on the personal readiness of its employees. Employees who prepare themselves and their families in advance improve their ability to report to work to help restore vital services and operations. By discussing expectations in advance, encouraging employees to prepare, and training them how to do so, employers foster a partnership that increases the resilience of the whole community. A culture of preparedness will help recovery efforts and restoration to a new normal.

All employees should develop:

- A family support plan that ensures family members will be safe and secure during an emergency situation.
- An out-of-area contact person that family members can use to relay messages if regular methods of communication fail.
- A personal "go kit" that includes the items needed if they have to evacuate or shelter in place.

### 3.8.2. Preparedness Measures

Reducing the hazards and risks from an incident can be accomplished by practicing preparedness in the workplace. Directors are responsible for maintaining these measures. To ensure adequate preparedness, the activities listed below should be considered:

Preparedness Measures
1. Develop and maintain a capacity for at least seven days of sustainability among employees and within facilities.
2. Stock adequate emergency supplies to support employees and visitors.
3. Periodically conduct/participate in drills to test employee readiness. These drills should be all-hazards based and include evacuation, shelter-in-place, and lockdown drills.
4. Provide employees with individual and family preparedness training.
5. Implement non-structural mitigation measures to protect employees, clients, and visitors, including preventing damage to equipment and other property. This may include fastening down file cabinets, electronic equipment, and items that can cause injury or damage.
6. Provide lift and carrier devices for the injured or people with disabilities.
7. Periodically review hazard-specific Standard Operating Procedures (SOPs) and Standard Operating Guidelines (SOGs).

### 3.8.3. Department Continuity of Operations Plans

When an incident occurs, essential functions must be carried out in every department through the processes established in the department's Continuity of Operations Plans (COOPs).

Ten Critical Elements of Continuity of Operations Plans
1. Essential Functions
2. Delegations of Authority
3. Orders of Succession
4. Alternate facilities

5. Interoperable Communications
6. Vital Records, Systems, and Equipment
7. Human Capital Management
8. Tests, Training, and Exercises
9. Devolution of Control and Direction (capability to transfer statutory authority and responsibility from an agency's primary operating staff and facilities to other employees and facilities)
10. Reconstitution (return to normal operations)

#### 3.8.4. Facility Management

City Buildings and facilities should be adequately maintained so they can support incident response activities and maintenance of essential services.

Facility Management
1. Identify safety hazards. For those that can't be eliminated immediately, find ways to isolate or lessen risks pending permanent resolution.
2. Verify structural and non-structural hazard analysis of city buildings to identify and mitigate hazardous conditions. This should be in coordination with facility management.
3. Establish procedures to quickly determine threats to city facilities and to alert occupants.
4. Review each Facility Emergency Plan for city buildings and train personnel in regard to building emergency standard operating guidelines, including evacuation, shelter-in-place, and lockdown.
5. Conduct post-incident preliminary inspections.
6. Maintain emergency backup power for all essential systems and facilities. Critical electronic data communication systems should have uninterruptible power supplies (UPSs) and surge protection.



7. Periodically test building warning systems and procedures to ensure they remain functional.
8. Limit access to areas that do not require public accommodation.
9. Regularly verify that security cameras and monitors are working properly.
10. Regularly check all entry and exit doors, especially those that provide access to sensitive or secure areas, to be sure they are working properly, are adequately controlled, and locked to prevent unauthorized access when no one is present or after the close of business.
11. Conduct random security checks around the exterior of buildings and outer boundary perimeters (such as fence lines); note and report any suspicious circumstances to higher authorities or call 911.

#### 3.8.5. Records and Information Services

Records and Information Services
1. Store city records and information in a secure location that prevents damage and loss from an incident.
2. Ensure resiliency in city record keeping, tracking, and receiving.
3. Records and information should be stored in a manner that they are accessible during an incident.
4. Plan for records protection during the COOP process.

#### 3.8.6. Financial Considerations

Financial Considerations
1. Develop, update, and maintain guidelines and procedures to document and report incident-related expenditures for insurance, state, or federal reimbursement.
2. Inform the Office of Emergency Management (OEM) of all emergency management issues that would require approval in the budget process.

3.8.7. Essential Employees

To ensure essential operations can function during and after an incident, maintain and establish a staff trained in emergency actions.

Essential Employees
1. Identify emergency duties, essential positions, and staff assignments, including two alternates for every designated primary.
2. Ensure essential primary and backup personnel are identified and that contact information is kept current and available during an incident.
3. Provide essential employees clear explanations as to when they will be needed for duty and what their position will be.
4. Disperse and assign critical equipment to key personnel.
5. Train personnel assigned to an essential position and conduct necessary monitoring, testing, and refresher training to ensure adequate levels of readiness.
6. Anticipate who should replace persons vacating essential positions and assign replacements early enough to allow time for training before the replacement assumes the essential position.
7. Ensure upon Plan activation that essential employees are informed of their roles and are not released from the City despite the closure.

### 3.9. Mitigation Mission

- 3.9.1. Mitigation includes those capabilities necessary to reduce loss of life and property by lessening the impact of disasters. It is focused on the premise that individuals, the private and nonprofit sectors, communities, critical infrastructure, and the Nation as a whole are made more resilient when the consequences and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced.
- 3.9.2. Mitigation Activities: Mitigation activities in the City of Redmond are designed to decrease the impact of an incident. Factors considered when determining mitigation activities include life safety, protection of property and the environment, the importance of parks and public facilities (including city utility infrastructure), and resilient transportation options.
- 3.9.3. Mitigation Strategies: The following strategies from the Redmond Hazard Mitigation Plan Annex are intended to simultaneously increase the self-sufficiency of Redmond’s residents and strengthen the City’s resilience.
- Promote incident preparedness through outreach activities with residents
  - Develop alternate service centers in less-hazardous areas
  - Promote retrofitting with safe-to-fail mechanisms
  - Invest resources in creating more resilient transportation networks
  - Develop and deliver business outreach programs
  - Build a flood-tolerant community able to accommodate increases in low-impact flooding
  - Continue to maintain compliance and good standing under the National Flood Insurance Program
  - Integrate the KCRHMP and Redmond-specific annex into other plans, ordinances, or programs to dictate land uses within the jurisdiction

MITIGATION CORE CAPABILITIES
Community Resilience
Enable the recognition, understanding, communication of, and planning for risk, and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
Long-term Vulnerability Reduction
Build and sustain resilient systems, communities, and critical infrastructure, and key resource lifelines to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences. When applicable, plans must address the impacts of climate change and favor environmental sustainability.

MITIGATION CORE CAPABILITIES
Risk and Disaster Resilience Assessment
Assess risk and disaster resilience so that decision-makers, responders, and community members can take informed action to reduce their entity's risk and increase its resilience.
Threats and Hazards Identification
Identify the threats and hazards that occur in the geographic area, determine the frequency and magnitude, and incorporate this into analysis and planning processes to clearly understand the needs of a community or entity.

### 3.10. Common Response and Recovery

SHARED RESPONSE & RECOVERY CORE CAPABILITY
Infrastructure Systems
Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

### 3.11. Response Mission

- 3.11.1. Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring the jurisdiction can effectively respond to any threat or hazard, including those with cascading effects. Response emphasizes saving and sustaining lives, stabilizing the incident, rapidly meeting basic human needs, restoring basic services and technologies, restoring community functionality, providing universal accessibility, establishing a safe and secure environment, and supporting the transition to recovery.
- 3.11.2. Activation of the Emergency Operations Center (EOC): Any city employee may request activation of the EOC by consulting with the on-duty or on-call supervisor from Fire (Battalion Chief), Police (Patrol Lt.), Public Works, or the Office of Emergency Management (OEM) activation does not entail command of the EOC. Additional information is included in Section 4.3.5 Activation.

#### 3.11.3. Notification/Personnel Reporting to Work

The Human Resources (HR) Department is the lead for notification of all city employees and works with the Communications Office to ensure employees are informed of incidents and equipped with talking points for the public. For department-specific activities, each city department is responsible for notifying its own personnel. The department will determine when and how to contact each employee. Software can facilitate the notification. Key departments will be notified whenever the EOC is activated.

It is the policy of the City that all city offices remain open and in operation during established work hours. City employees are responsible for supporting the needs of the residents of Redmond. See the City of Redmond Personnel Manual for specific policy information. All essential employees will make a concerted effort to report to work in the event a significant incident should occur.

#### 3.11.4. Assessment

All city personnel will assess the effects of the incident on themselves, their co-workers, facilities and equipment, and other areas under their responsibility. They will pass this initial assessment information up the chain of command to their Department Operations Centers (DOC), where it will then be collated and passed on to the Emergency Operations Center (EOC).

Damage assessments and situation reports are created and given to the EOC, which compiles the reports and forwards them on to the County and the State EOCs.

Critical documents used for reporting the incident include City Facility Reports and Situation Reports (SitReps). Other reports may also be required depending on the type of incident and whether it is proclaimed by local, state, or federal authorities.

#### 3.11.5. Response Procedures

The Incident Command System (ICS) will help ensure that teams respond and use resources in a coordinated and organized manner. ICS formulates a logical flow of steps and helps responding staff carry out their assignments in a controlled environment. It also expands and contracts the quantity of personnel at will without degrading the response teams and without losing command and control.

##### 3.11.5.1. Departmental Initial Response Activities

- When an imminent hazard warning is received, follow pre-planned precautionary measures to reduce negative impacts.
- If appropriate, be capable of fulfilling all responsibilities required of the City of Redmond, including responding to the incident, establishing the Department Operations Centers (DOCs), maintaining essential functions, and sending staff to support EOC activation.
- Recognize situations and requirements that need to be coordinated with, or referred to, the EOC.
- As appropriate and whenever requested, be capable of supporting a multi-agency response.

#### 3.11.5.2. Common Response Activities

- Ensure assigned personnel remain ready and able to self-report for emergency duty in an incident should they be notified.
- Regularly create situation reports (SitReps) and send them to the City EOC.
- Respond to requests from the city, county, or state when asked.

3.11.6. Requests for Assistance: Requests for assistance may be required when the City’s resources have been depleted and/or become inaccessible. Inter-local agreements and mutual aid agreements should be implemented to ensure support from alternate sources.

RESPONSE CORE CAPABILITIES
Critical Transportation
Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals and the delivery of vital response personnel, equipment, and services into the affected areas.
Environmental Response/Health & Safety
Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.
Fatality Management Services
Provide fatality management services, including decedent remains recovery and victim identification, and work with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage, or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains and providing counseling to the bereaved.
Fire Management & Suppression
Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and environment in the affected area.
Logistics & Supply Chain Management
Deliver essential commodities, equipment, and services in support of impacted communities and survivors, including emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Mass Care Services

<b>RESPONSE CORE CAPABILITIES</b>
Provide life-sustaining and human services to the affected population, including hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
<b>Mass Search &amp; Rescue Operations</b>
Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
<b>On-scene Security, Protection, &amp; Law Enforcement</b>
Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
<b>Operational Communications</b>
Ensure the capacity for timely communications in support of security, situational awareness, and operations using various communications tools to reach all affected communities in the impact area and all response forces.
<b>Public Health, Healthcare, &amp; Emergency Medical Services</b>
Provide lifesaving medical treatment via Emergency Medical Services and related operations, and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.
<b>Situational Assessment</b>
Provide all decision-makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

### 3.12. *Recovery Mission*

- 3.12.1. Recovery includes those capabilities necessary to assist communities affected by an incident to recover effectively. Support for recovery ensures a continuum of care for individuals to maintain and restore health, safety, and resiliency, with a focus on those who experience financial, emotional, and physical hardships. Recovery capabilities support the well-coordinated, transparent, and timely restoration, strengthening, and revitalization of infrastructure and housing; an economic base; health and social systems; and a revitalized cultural, historical, and environmental fabric.
- 3.12.2. Salvage and restoration of incident-affected areas may overlap with the initial emergency response. Recovery of the City’s essential functions is not part of this plan and should be addressed in Continuity of Operations Plans (COOPs).



3.12.2.1. Short-Term Recovery

Efforts include support activities to essential functions and extended incident operations.

The Department Operations Centers (DOCs) oversee the recovery activities of the department. The top priorities are the restoration of essential functions and community critical infrastructure.

3.12.2.2. Long-Term Recovery

Recovery and restoration actions begin upon the initiation of response actions and will be determined by the specific event. For most incidents, recovery activities will begin in the EOC as staff work to assemble data on the extent of damages.

3.12.3. Demobilization

3.12.3.1. Reconstitution Activities

Demobilization should be a planned and coordinated effort with the Department Operations Centers (DOC), EOC, Emergency Preparedness Council (EPC), and all other involved departments and agencies. Demobilization planning should begin when an incident begins.

3.12.3.2. Resumption Activities (Close of Activation)

Mitigation planning continues after the response to an incident concludes and normal operations resume.

- All impacted city departments will complete an After Action Report (AAR), including Lessons Learned and areas for improvement (IP – Improvement Plan), and submit them to the Office of Emergency Management (OEM) as soon as possible for review after an incident.
- After Action Report / Improvement Plan (AAR/IP) recommendations will likely be the primary source for mitigation activities.
- This Plan and other relevant plans should be reviewed for helpful revision points or clarification needed based on lessons learned.
- Budgets should be submitted to cover the cost of replacement, updating, or filling depleted reserves.

RECOVERY CORE CAPABILITIES	
Economic Recovery	
	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
Health & Social Services	
	Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
Housing	
	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
Natural & Cultural Resources	
	Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and Executive orders.

## 4. Organization

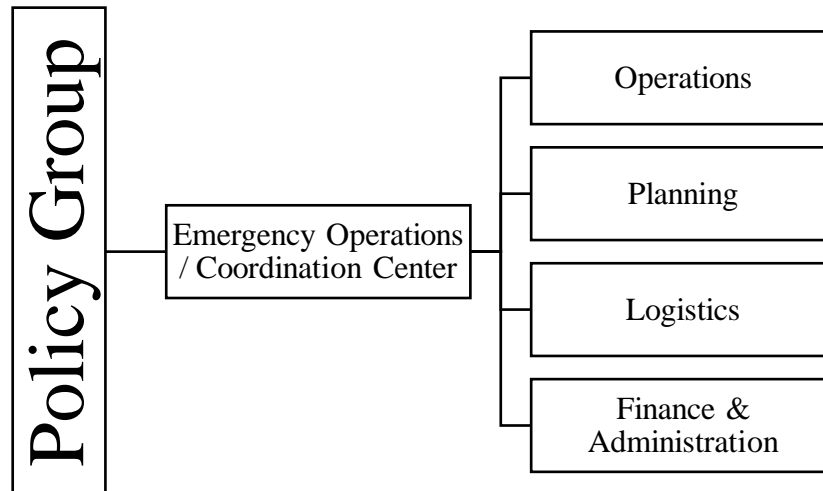
### 4.1. Authority

The Director of Emergency Preparedness (Fire Chief) coordinates incident management activities through the authority given by the City Council as defined in Municipal Code 2.20.

The director appoints an Emergency Preparedness Program Manager (Emergency Manager) as defined in Redmond Municipal Code 2.20.

### 4.2. Emergency Organizational Structure

- 4.2.1. ICS and EOC organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment. Responsibility for establishing and expanding ICS organizations and EOC teams ultimately rests with the Incident Commander (or Unified Command) and EOC Director. Responsibility for functions that subordinates perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities. As incident complexity increases, organizations expand as the Incident Commander, Unified Command, EOC Director, and subordinate supervisors delegate additional functional responsibilities.
- 4.2.2. Maintaining an appropriate span of control helps ensure an effective and efficient incident management operation. It enables management to direct and supervise subordinates and to communicate with and manage all resources under their control. The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this.
- 4.2.3. Bringing representatives from various stakeholder and partner organizations together in EOCs optimizes unity of effort and enables staff to share information, provide legal and policy guidance to on-scene personnel, plan for contingencies, deploy resources efficiently, and provide support. The composition of EOC teams may vary depending on the nature and complexity of the incident or situation.



### 4.3. Emergency Operations Center

4.3.1. The City Emergency Operations Center (EOC) is the hub for incident coordination and communication activities. Coordination activities take place between the EOC and Incident Command field locations, Department Operations Centers (DOCs), King County Emergency Operations Center, the State Emergency Operations Center, Non-Governmental Organizations (NGOs), and private industries. EOCs are locations where staff from multiple agencies typically come together to address imminent threats and hazards and to provide coordinated support to incident command, on-scene personnel, and other jurisdictional EOCs.

4.3.2. Primary functions of staff in EOCs, whether virtual or physical, include:

- 4.3.2.1. Collecting, analyzing, and sharing information;
- 4.3.2.2. Supporting resource needs and requests, including allocation and tracking;
- 4.3.2.3. Coordinating plans and determining current and future needs; and
- 4.3.2.4. Providing coordination and policy direction.

4.3.3. Agencies and departments also have operations centers. However, these organization-specific operations centers differ from multidisciplinary EOC. Departmental Operations Center (DOC) staff coordinate their agency or department's activities. While they communicate with other organizations, EOCs, and may exchange liaisons with other agencies, DOC staff are primarily inward-looking, focusing on directing their own assets and operations.

#### 4.3.4. *Primary/Alternate Location*

4.3.4.1. The primary EOC is located in City Hall. An alternate or virtual EOC may be activated if the primary EOC is damaged or unavailable.

#### 4.3.5. *Activation Process*

4.3.5.1. EOCs are activated for various reasons based on the needs of a jurisdiction, organization, or Incident Commander; the context of a threat; the anticipation of events; or in response to an incident. Circumstances that might trigger EOC activation include:

- More than one jurisdiction becomes involved in an incident, and/or the incident involves multiple agencies or departments;
- The Incident Commander or Unified Command indicates an incident could expand rapidly, involve cascading effects, or require additional resources;
- A similar incident in the past led to EOC activation;

- Any city employee may request activation of the EOC by consulting with the on-duty or on-call supervisor from Fire (Battalion Chief), Police (Patrol Lt.), Public Works, and the Office of Emergency Management (OEM). Activation does not entail command of the EOC.
- An incident is imminent;
- Threshold events described in other plans occur; and/or
- Significant impacts to the population are anticipated.

#### 4.3.5.2. Activation Authority

Activation of the EOC is authorized by the Director of Emergency Preparedness (Fire Chief), the Chief Operating Officer (COO), Police Chief, Emergency Manager, or any of designees of those named. The Office of Emergency Management (OEM) facilitates the activation of the EOC.

#### 4.3.5.3. Activation Levels

Activation Level	Level	Color	Description
Zero Level	Daily Operations	Blue	Activities are within the scope of normal city operations. EOC is not activated.
First Level	Monitoring Condition	Green	A notification, prediction, or forecast has been issued for an incident. Appropriate departments are notified to monitor the situation and take precautionary actions.
Second Level	Limited Activation	Yellow	This may involve a smaller incident that a limited number of responders can handle, or it may involve the early stages of what later becomes a larger problem. During limited activation, many positions may not be needed, and depending on the incident requirements, some may be authorized to operate remotely from their regular workplace rather than the EOC.
Third Level	Full Activation	Red	The EOC is activated, and all or most of the positions needed are filled. This involves an incident requiring a full-scale city (or regional) response effort.

#### 4.3.6. *Deactivation Process*

- 4.3.6.1. The EOC Director deactivates the EOC staff as circumstances allow, and the EOC returns to its normal operations/steady state condition. Deactivation typically occurs when the incident no longer needs the support and coordination functions provided by the EOC staff, or those functions can be managed by individual organizations or by steady-state coordination mechanisms. EOC leadership may phase deactivation depending on mission needs. EOC staff complete resource demobilization and transfer any ongoing incident support/recovery activities before deactivating.

### 4.4. Emergency Roles in Emergency Support Functions (ESFs)

- 4.4.1. This Plan, with the ESF annexes that follow, assigns response and preparedness roles and responsibilities for city departments. Each department's role is identified with the understanding that roles may change depending on the situation.

#### 4.4.2. *Office of Emergency Management*

- 4.4.2.1. Overseeing the preparedness activities for a particular capability and coordinate with its primary and support agencies. Responsibilities of the coordinator include:
  - 4.4.2.1.1. Maintaining contact with primary and support agencies through conference calls, meetings, training activities, and exercises.
  - 4.4.2.1.2. Monitoring the progress in meeting the core capabilities it supports.
  - 4.4.2.1.3. Coordinating efforts with corresponding private sector, NGO, and Federal partners.
  - 4.4.2.1.4. Ensuring engagement in appropriate planning and preparedness activities.

#### 4.4.3. *Primary Department Leads*

- 4.4.3.1. Primary agencies have significant authorities, roles, resources, and capabilities for a particular function within a capability. Primary agencies are responsible for:
  - 4.4.3.1.1. Orchestrating support within their functional area for the appropriate response core capabilities and other missions.
  - 4.4.3.1.2. Notifying and requesting assistance from support agencies.
  - 4.4.3.1.3. Managing mission assignments (in Stafford Act incidents) and coordinating with support agencies, as well as appropriate state officials, operations centers, and other stakeholders.
  - 4.4.3.1.4. Coordinating resources resulting from mission assignments.
  - 4.4.3.1.5. Working with all types of organizations to maximize the use of all available resources.
  - 4.4.3.1.6. Monitoring progress in achieving core capability and other missions and providing that information as part of situational and periodic readiness or preparedness assessments.

- 4.4.3.1.7. Planning for incident management, short-term recovery operations, and long-term recovery.
- 4.4.3.1.8. Maintaining trained personnel to support interagency emergency response and support teams
- 4.4.3.1.9. Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards or to validate and improve capabilities to address changing risks.
- 4.4.3.1.10. Promoting physical accessibility, programmatic inclusion, and effective communication for the whole community, including individuals with disabilities.

#### 4.4.4. *Support*

- 4.4.4.1. Support agencies have specific capabilities or resources that support primary agencies in executing capabilities and other missions. The activities of support agencies typically include:
  - 4.4.4.1.1. Participating in planning for incident management, short-term recovery operations, long-term recovery, and the development of supporting operational plans, standard operating procedures, checklists, or other job aids.
  - 4.4.4.1.2. Providing input to periodic readiness assessments.
  - 4.4.4.1.3. Maintaining trained personnel to support interagency emergency response and support teams.
  - 4.4.4.1.4. Identifying new equipment or capabilities required to respond to new or emerging threats and hazards, or to improve the ability to address existing threats.
  - 4.4.4.1.5. Coordinating resources resulting from response mission assignments.



## 5. Responsibilities

The responsibilities for Emergency Support Functions (ESFs) are listed as Annexes to this Plan. Responsibilities for each ESF are led by a primary department or jointly with multiple departments. Additionally, each ESF has supporting departments and agencies that assist the primary department(s).

### 5.1. City Departments- Common Roles and Responsibilities:

The following common responsibilities apply to each department. This is not a comprehensive list, but it includes critical responsibilities that are necessary for mitigation, protection, preparedness, response, and recovery from an incident.

For complete roles and responsibilities for city departments, refer to the Emergency Support Function (ESF) annexes to this plan. The goal is to work together, reviewing plans, agreements, and operational initiatives to ensure the whole community can build, sustain, and improve its capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

City Departments Common Roles and Responsibilities
1. Support the Mayor and City Council.
2. Continue essential functions as appropriate during an incident.
3. Establish a departmental line of succession to activate and carry out incident responsibilities.
4. Establish and maintain a Continuity of Operations Plan (COOP) that establishes policy and guidelines regarding essential functions, staff, and operational plans to ensure performance during an incident.
5. Support and participate in the City's emergency management mission, including participation in training and exercises.
6. Develop and implement policies that reduce the effects of an incident.
7. Ensure the department director participates actively in the Emergency Preparedness Council.
8. Provide for command and control for department disaster operations through established Standard Operating Guidelines (SOGs) as appropriate.

City Departments	
Common Roles and Responsibilities	
9.	Develop departmental Standard Operating Guidelines (SOGs) that include the identification and preservation of essential records.
10.	Develop the capability to continue operations during an incident and to carry out the responsibilities outlined in this plan.
11.	Identify location(s) for managing departmental operations to support essential functions during an incident.
12.	Identify departmental responsibilities, capabilities, and resources, including personnel, facilities, and equipment.
13.	Identify information needed to manage the department during an incident and the means of obtaining that information.
14.	Support the Emergency Operations Center (EOC) when necessary.
15.	Activate a Department Operating Center (DOC) or alternate work site when necessary.
16.	Assign and send personnel to the City EOC when activated.
17.	Communicate and coordinate with the City EOC when activated.
18.	Activate response procedures during an incident or when requested.
19.	Provide various reports to the City EOC, including but not limited to requests for assistance, situation reports, damage assessment reports, and operational capability.
20.	Train departmental staff in the Incident Command System (ICS) and National Incident Management System (NIMS) in accordance with the national NIMS Training Program.
21.	Ensure department staff read this Plan and are aware of departmental Standard Operating Guidelines (SOGs) and the responsibilities during an incident.
22.	Provide basic supplies for incident preparedness within their department, such as emergency supply kits, safety helmets, flashlights, and food and water, to continue essential operations for at least seven days. Foster a culture of preparedness. Encourage employees to maintain a personal emergency supply kit in their office, car, and at home to help meet the needs of themselves and their families in a disaster.

<b>City Departments</b>
<b>Common Roles and Responsibilities</b>
23. Provide initial damage assessment for department facilities to the City EOC.
24. Document incident activities and costs.
25. Work actively with Human Resources to identify and designate essential status on appropriate city staff.
26. Conduct resource needs and assessments of availability for all hazards mentioned in the City's Hazard Mitigation Plan (HMP). Consideration should be given to both essential and non-essential personnel, equipment, facilities, essential functions, critical operations, and materials for life safety.
27. Ensure department and city plans are maintained, exercised, and implemented.
28. Ensure department directors give adequate emphasis and attention to risk management, including security and prevention, and that established procedures and practices are updated whenever necessary and are strictly enforced.
29. Proactively seek grant opportunities for mitigation projects and programs.

## 5.2. City Council Roles and Responsibilities:

<b>City Council</b>
<b>Roles</b>
Their essential functions are Policy Development and Council Contingency.
<b>Responsibilities</b>
1. Continue essential functions as appropriate.
2. Appropriate resources for special requests and unanticipated expenses.
3. Appropriate funds to provide emergency preparedness programs and mitigation activities within the city.

4. Give advice and consent to the Mayor regarding appointments made pursuant to Section <a href="#">2.20.040</a> .
5. Consider the adoption of emergency preparedness mutual aid plans and agreements and other such ordinances, resolutions, rules, and regulations as are necessary to implement such plans and agreements.
6. Promptly approve, after their issuance, rules and regulations that are reasonably related to the protection of life and property which is affected by an incident. Such rules and regulations having been made and issued by the Emergency Preparedness Director or the Emergency Manager.
7. Approve mutual aid agreements referenced in and pursuant to Section 2.20.100.
8. Provide visible leadership to the community.
9. If necessary, Mayor or designee will declare an emergency and waive competitive bidding, and award all necessary contracts for purchases and public works construction pursuant to RCW 39.04.280. Should competitive bidding be waived under this section, the Council or its designee must make a written finding of emergency within two weeks after the contract is awarded.

### 5.3. Executive Department Roles and Responsibilities

<b>Executive Department</b>
<b>Roles</b>
1. Assess public needs; propose policies and develop strategies to address those needs.
2. Coordinate and support city incident response.
3. Act as the spokesperson in communicating incident-related information to the public.
<b>Responsibilities</b>
1. Serve as Chair of the Emergency Preparedness Council.
2. Provide leadership to the community and make announcements to the media.
3. Sign Proclamation of Emergency and Delegation of Authority.

4. Proclaim special emergency orders as prepared by the Director of Emergency Preparedness, i.e., curfews, street use, etc.
5. Provide for the accompaniment of visiting officials from other jurisdictions and levels of government.
6. Sign, on behalf of the City and the Emergency Preparedness Council, mutual aid agreements with other municipalities, the County, and other governmental subdivisions, which have been approved by the City Council.

#### 5.4. Emergency Preparedness Council (EPC)

##### Positions

Emergency Preparedness Council	Position
Mayor	Council Chair
Chief Operating Officer	Member
Fire Chief - Director of Emergency Preparedness	Vice Chair
Emergency Manager	Member
Police Chief	Member
Director of Public Works	Member
Director of Finance	Member
Director of Planning	Member
Director of Parks and Recreation	Member
Director of Human Resources	Member
Director of Technology and Information Services	Member
Technical Advisors	Members added during emergency situations as needed.

## Emergency Preparedness Council Roles and Responsibilities

<b>Emergency Preparedness Council</b>
<b>Roles</b>
Recommend, review, and approve rules and regulations issued by the Director of Emergency Preparedness during an incident.
<b>Responsibilities</b>
1. Provide policy directions and decisions during an incident.
2. Participate in emergency planning processes.
3. Establish priorities for conducting routine, day-to-day activities during an incident.
4. Request assistance via the Redmond EOC in the event a situation is, or will become, beyond the capabilities of the resources of the City and those provided through mutual aid.

### 5.5. Director of Emergency Preparedness (Fire Chief) Roles and Responsibilities:

<b>Director of Emergency Preparedness</b>
<b>Roles</b>
The essential functions of the director (Fire Chief) are the management of citywide emergency preparedness, response, recovery, and mitigation activities. Other city directors (Police Chief, Director of Public Works, etc.) may also serve as the director in the absence of the Fire Chief or in a supporting role in unified command.
<b>Responsibilities</b>
1. Make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by natural or human-caused incidents; provided, however, such rules and regulations must be approved by the Emergency Preparedness Council and confirmed by the City Council at the earliest practicable time.
2. Obtain vital supplies, equipment, and such other properties found lacking and immediately needed for the protection of the life and property of the people, and bind the City for the fair value thereof, and, if required immediately, to commandeer the same for public use.

3. Require emergency services of any city officer or employee and to command the aid of as many residents of this community as s/he thinks necessary in the execution of his/her duties; such persons shall be entitled to all privileges, benefits, and immunities as are provided by state law for registered emergency worker volunteers.
4. Requisition of necessary personnel or material of any city department or agency.
5. Execute all the special powers conferred by City Municipal Code or by resolution adopted pursuant thereto, all powers conferred by statute, agreement approved by the Emergency Preparedness Council, or by any other lawful authority.

## 5.6 Emergency Manager Roles and Responsibilities:

<b>Emergency Manager</b>
<b>Roles</b>
The essential function is the administration of the Office of Emergency Management.
<b>Responsibilities</b>
1. Develop appropriate mitigation, preparation, response, and recovery mechanisms and include them in the appropriate emergency plans. Coordinate the review, update, and development of the CEMP across city departments; publish the CEMP.
2. Manage and maintain the Emergency Operations Center (EOC).
3. Along with the director, act as a spokesperson for Emergency Preparedness and management.
4. Preside over and guide interdepartmental emergency management planning committees that may be created by the Emergency Preparedness Council.
5. Coordinate with local volunteer groups such as Citizen Corps Council, Amateur Radio Emergency Services (ARES), Community Emergency Response Team (CERT), Neighborhood Watch, Volunteers in Police Service (VIPS), and Medical Reserve Corps (MRC).
6. Coordinate city emergency preparation activities with various city, county, state, and federal agencies.
7. Conduct and evaluate testing of emergency plans.
8. Manage disaster preparedness, public education, and outreach for the whole community.



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| 9. Educate city staff about ICS/NIMS training requirements. Share training opportunities on a regular basis. Offer or host classes based on demand.  |
| 10. Distribute the functions and duties of the city emergency preparedness organization among the divisions, services, and special staff referred to in Section 2.20.090 of the Redmond Municipal Code. The Office of Emergency Management (OEM) is vested with Executive authority as delegated by the Mayor. |

## 5.7 Legal Services Roles and Responsibilities:

### Legal Services

#### Roles

Provide high-quality legal advice to the Mayor, City Council, boards and commissions, and city staff.

#### Responsibilities

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| 1. Provide and coordinate legal advice to the Executive Department and to city departments as it pertains to hazard planning, mitigation, response, and recovery. |
| 2. Review agreements, contracts, and other incident-related documents for form and content.   |
| 3. Review Proclamation signatures in conjunction with the Mayor.  |
| 4. Prepare other necessary incident-related ordinances and resolutions.   |
| 5. Provide a legal review of incident plans and supporting documents to ensure compliance with local, state, and federal agencies.                                |
| 6. Provide applicable laws to any city employee during preparedness, response, and recovery activities.   |
| 7. Provide liability releases for volunteers.   |

## 5.8 Finance Department Roles and Responsibilities:

<b>Finance Department</b>
<b>Roles</b>
Manage the identification of outside resources and provide guidance and funding for emergency resource procurement, and track incident-related expenses.
<b>Responsibilities</b>
1. Track the status of incident-related expenses.
2. Coordinate with other departments to identify resource shortfalls.
3. Provide a budget for supplies and equipment for incident-related spending.
4. Document and submit incident-related spending for State and federal reimbursement.
5. Keep up to date with the FEMA process for reimbursement of disaster-related expenses. Coordinate the reimbursement process with other departments; this role may be delegated if one department incurs the bulk of expenses, as Public Works normally does with storm response like plowing snow and applying anti-icing agents.
6. Develop and disseminate procedures to other departments regarding expense tracking in emergency situations.

## 5.9 Technology and Information Services Roles and Responsibilities:

<b>Technology and Information Services</b>
<b>Roles</b>
Provide service for managing telecommunications and information systems infrastructure.
<b>Responsibilities</b>
1. Conduct damage assessments of city computers and electronic-related equipment.
2. Advise the EOC on the status and capability of emergency communications systems.
3. Ensure that communication systems can be utilized from or to the EOC and mobile facilities.

4. Coordinate repair/restoration of information technology and phone services.
5. Develop redundant infrastructure (network, communications, data backup, etc.) in advance to help ensure functionality in a disaster.
6. Develop processes for system recovery and data restoration in case of failure.

#### 5.10 Fire Department Roles and Responsibilities:

<b>Fire Department</b>
<b>Roles</b>
Manage and coordinate firefighting, Emergency Medical Service (EMS), hazardous materials response, and rescue activities.
<b>Responsibilities</b>
1. Conduct situation and damage assessments of Fire Dept. facilities; assist Planning and Public Works in assessments if available.
2. Establish incident command; coordinate with other departments whether Unified Command is needed.
3. Determine resource needs.
4. Assume full responsibility for the suppression of fires.
5. Provide Urban Search and Rescue (USAR) capability, which involves the location, extrication, and initial medical stabilization of individuals trapped in confined spaces. Coordinate with Police on ESF-9 Search and Rescue; Police Dept. is primary, Fire Dept. secondary.
6. Respond to hazardous materials occurrences.
7. Provide basic and advanced life support.
8. Coordinate the transport of ill or injured persons.
9. Recommend relocation or redistribution of radio resources to effectively maintain adequate communications in an incident; coordinate with other departments.

### 5.11 Human Resources Department Roles and Responsibilities:

<b>Human Resources Department</b>
<b>Roles</b>
1. Effective use of city staff during an incident.
2. Coordinate the use of emergency workers and volunteers during an incident.
<b>Responsibilities</b>
1. Develop plans for employee notification and support during disaster activities.
2. Manage the use of non-essential employees during an incident in coordination with the EOC.
3. Coordinate city employee family locator information. Encourage employees to establish an out-of-area contact in advance to help them communicate with family members when usual communication methods fail.
4. Coordinate the registration of emergency workers and volunteers.

### 5.12 Parks and Recreation Department Roles and Responsibilities

<b>Parks and Recreation Department</b>
<b>Roles</b>
Coordinate the provision of sheltering, feeding, and mass care of persons and animals affected by an incident.
<b>Responsibilities</b>
1. Meet urgent mass care needs of those affected by an incident.
2. Coordinate mass care activities with support agencies and volunteer organizations such as Red Cross, Medical Reserve Corps (MRC), and Community Emergency Response Team (CERT).

3. Operate or coordinate the operation of emergency shelters.
4. Coordinate the provision of meals, potable water, and ice at fixed feeding locations and provide mobile feeding as required.
5. Coordinate emergency first aid in designated mass care locations.
6. Coordinate issues related to large and small animal evacuation and sheltering during an incident.
7. Coordinate response to animal and plant disease and pest response.
8. Provide debris removal, emergency protective measures, and emergency disposal procedures; temporary repair and/or construction of city facilities in support of other departments.
9. Provide equipment and personnel to other city departments to assist in emergency response.

### 5.13 Planning and Community Development Roles and Responsibilities

Planning and Community Development Department
<b>Roles</b>
1. Conduct initial and subsequent damage assessments to both public and private properties.
2. Coordinate city recovery efforts.
<b>Responsibilities</b>
1. Provide initial preliminary damage assessment (PDA) for both residential and business structures, including city-owned buildings, within the community.
2. Provide assistance in ongoing damage assessments of city infrastructure and emergency restoration of department facilities.
3. Ensure emergency preparedness planning is included in building administration.
4. Develop plans to address land use, environmental impact, and related mitigation issues before and following disasters.

5. Anticipate human service needs. Coordinate with the Parks Department when mass care activities such as shelter and feeding are required due to a disaster.
6. Provide expertise and recommendations for construction, demolition, and mitigation before and after a disaster.
7. Determine building safety within the city and recommend evacuation as appropriate (coordinate with Police/Fire).
8. Streamline the Building Department permit process for disaster recovery efforts.
9. Coordinate the establishment of Disaster Assistance Centers to support community recovery efforts.
10. Plan for the recovery of city facilities and infrastructure.

#### 5.14 Police Department Roles and Responsibilities

<b>Police Department</b>
<b>Roles</b>
Keep and preserve the public peace and safety.
<b>Responsibilities</b>
1. Coordinate emergency traffic control.
2. Establish incident command; coordinate with other departments whether Unified Command is needed.
3. Initiate, coordinate, and direct land and/or water search and rescue (SAR).
4. Assist Public Works Transportation Division to plan for, coordinate, and lead the evacuation of portions of the population if necessary.
5. Provide law enforcement to public and private facilities, including evacuated facilities or shelters, as necessary.
6. Recommend relocation or redistribution of radio resources to effectively maintain adequate communications in an incident; coordinate with other departments. Develop a communications Plan.

## 5.15 Public Works Department Roles and Responsibilities

<b>Public Works Department</b>	
<b>Roles</b>	
1.	Manage and assess transportation, drinking water, stormwater, and wastewater infrastructure and operations.
2.	Establish incident command; coordinate with other departments whether Unified Command is needed.
3.	Provide debris removal, emergency protective measures, temporary repair, and/or construction of citywide transportation and city utilities, and provide engineering assistance to meet the City of Redmond's needs.
4.	Provide equipment and personnel to other city departments to assist in emergency response.
<b>Responsibilities</b>	
1.	Provide initial preliminary damage assessment (PDA) for city infrastructure within the community.
2.	Provide assistance in ongoing damage assessments of city infrastructure and emergency restoration of department facilities.
3.	Provide expertise and recommendations for construction, demolition, and mitigation before and after an incident.
4.	Lead the effort in major recovery work for city facilities, including roads, bridges, signal and lighting systems, public utilities, and buildings.
5.	Coordinate and control incident-related traffic in conjunction with the Redmond Police Department.
6.	Identify emergency routes in and out of the city and provide recommendations on traffic routes during an incident.
7.	Notify all appropriate departments, agencies, and affected individuals as soon as possible to provide roadway conditions.

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| 8. Monitor for contamination of water systems and disruption of stormwater and wastewater systems. Provide mitigation measures when needed for short-term restoration of utility services. |
| 9. Provide advice and assistance with debris clearing, emergency protective measures, and emergency disposal procedures.   |



## 6. Communications

Leadership, at the incident level and in EOCs, facilitates communication through the development and use of a common communications plan, interoperable communications processes, and systems that include voice and data links. Integrated communications provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing. Planning, both in advance of and during an incident, addresses equipment, systems, and protocols necessary to achieve integrated voice and data communications.

The principles of communications and information management, which support incident managers in maintaining a constant flow of information during an incident, are (1) Interoperability; (2) Reliability, Scalability, and Portability; (3) Resilience and Redundancy; and (4) Security. Information and intelligence management includes identifying essential elements of information (EEI) to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel.

### 6.1 Interoperable Communications Plans

#### 6.1.1 *Federal*

##### 6.1.1.1 National Emergency Communications Plan (NECP)

- 6.1.1.1.1 The NECP is the Nation’s strategic plan for emergency communications that promotes communication and sharing of information across all levels of government, jurisdictions, disciplines, and organizations for all threats and hazards, as needed and when authorized.

#### 6.1.2 *State*

##### 6.1.2.1 The Alert and Warning Center (AWC)

- 6.1.2.1.1 The AWC is a function of the State Emergency Operations Center (SEOC), which provides 24-hour, seven days a week coverage for notifications, alerts, and warnings of emergency events and incidents affecting Washington State. The AWC provides continuous situational monitoring during non-emergency periods as well as in times of disaster and emergency. Federal, state, local and tribal officials are then responsible for further dissemination or action as needed.

##### 6.1.2.2 Information Management Systems

- 6.1.2.2.1 Washington State maintains information management systems, such as WebEOC, to manage disasters and emergencies and to support and increase public safety information sharing. The system provides the SEOC and local jurisdictions with a platform to receive, process, and manage information. The system is used as a gateway to share information and provide communications among county/city/EOCs, the SEOC, and state, federal, and local public safety entities. This information sharing allows authorized users to make informed decisions regarding public safety operations during disasters or emergencies and supports statewide collaboration.

6.1.2.3 State Radio Amateur Civil Emergency Services (RACES) Plan

6.1.2.4 State Telecommunications Service Priority (TSP) Planning Guidance

6.1.2.5 Statewide Communications Interoperability Plan (SCIP)

6.1.2.6 Washington Statewide AMBER Alert Plan

6.1.2.7 Appendix: Communicating with Limited English Proficient Populations; Washington State CEMP – ESF 15

## **6.2 Community Communications Plans**

6.2.1.1 The City has a family of communications plans designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders

6.2.1.2 The Inclusive Emergency Communications Plan (IECP) outlines the City of Redmond’s actions to safeguard all Redmond residents by making emergency communications accessible to all, including residents with limited English proficiency (LEP) and those with other access and functional needs. In collaboration and coordination with other jurisdictions, public agencies, and community partners, the City of Redmond will convey critical life-safety messages to all Redmond residents pursuant to RCW 38.52.070 inclusive emergency communication requirements.

6.2.1.3 The City uses US Census Data to determine which LEP communities meet the statutory threshold of 1,000 residents or five percent of the City’s population. Based on this data, Redmond prioritizes Spanish, Chinese, Hindi, and Russian for translation.

6.2.1.4 The City supports regional coordination of life-safety messaging by maintaining contact information for Public Information Officers (PIOs) of neighboring jurisdictions, media contacts, translation services, and regional partners who can assist in disseminating critical information to Redmond residents, including LEP communities and those with other access and functional needs.

6.2.1.5 It is understood that providing properly translated alerts and emergency information is crucial to life safety to LEP communities, and every effort will be made to provide such information in a timely manner.

6.2.1.6 The City uses King County’s list of approved contractors for translation and interpretation.

## **7. Administration**

### **7.1 Reporting**

The Governor, Washington Military Department, Emergency Management Division (EMD), and other governmental officials require information concerning the nature, magnitude, and impact of a disaster or emergency. This information allows for evaluating and providing the most efficient and appropriate distribution of resources and services during the response to and recovery from a disaster or emergency. State agencies, local jurisdictions, and other organizations provide these reports, including but not limited to:

- 7.1.1 Situation Reports;
- 7.1.2 Requests for Proclamations of Emergency;
- 7.1.3 Requests for Assistance;
- 7.1.4 Costs/Expenditures Reports;
- 7.1.5 Damage Assessment Reports; and/or
- 7.1.6 After Action Reports.

### **7.2 Documentation**

Records will be kept in such a manner to separately identify incident-related expenditures and obligations from general programs and activities of local jurisdictions or organizations. Complete and accurate records are necessary to document requests for assistance, for reimbursement under approved applications pertaining to declared emergencies or major disasters, and for audit reports.

### **7.3 Preservation**

Local government offices may coordinate the protection of their essential records with the state archivist as necessary to provide continuity of government under emergency conditions pursuant to RCW 40.10.010. It is the responsibility of each department to establish policies for the identification, preservation, and retention of essential records.

## 8. Finance

### 8.1 Local

Local jurisdictions requesting assistance should assume the resources requested will need to be paid out of local funding. Local jurisdictions may incur disaster-related obligations and expenditures in accordance with the provisions of RCW 38.52.070(2), applicable state statutes, and local codes, charters, and ordinances, which may include but are not limited to the following:

8.1.1 Emergency expenditures for cities with populations less than 300,000. RCW 35.33.081.

8.1.2 Emergency expenditures for towns and cities with an ordinance providing for a biennial budget. RCW 35.33.081.

8.1.3 Emergency expenditures for code cities. RCW 35A.33.080 and RCW 35A.34.140.

8.1.4 Emergency expenditures for counties. RCW 36.40.180.

### 8.2 Federal

The Federal Emergency Management Agency (FEMA) requires that state and local governments receiving federal financial assistance under the Stafford Act comply with FEMA's rules prohibiting discrimination, as provided in 44 Code of Federal Regulation (CFR) § 206.11. As a result of this federal requirement, state and local governments seeking to receive federal disaster assistance will follow a program of non-discrimination and incorporates FEMA's Whole Community approach (discussed in the

**Concept of Operations** section). This requirement encompasses all state and local jurisdiction actions to the Federal/State Agreement.

- 8.2.1 All personnel carrying out federal major disaster or emergency assistance functions, including the distribution of supplies, the processing of applications, and other relief and assistance activities, shall perform their work in an equitable and impartial manner, without discrimination on the grounds of race, religion, sex, color, age, economic status, physical and sensory limitations, Limited English Proficiency (LEP), or national origin.
- 8.2.1.1 As a condition of participation in the distribution of assistance or supplies under the Stafford Act, government bodies and other organizations shall provide a written assurance of their intent to comply with regulations relating to nondiscrimination promulgated by the President or the administrator of the Federal Emergency Management Agency (FEMA), and shall comply with such other regulations applicable to activities within an area affected by a major disaster or emergency as the administration of FEMA deems necessary for the effective coordination of relief efforts.
- 8.2.2 The Pets Evacuation and Transportation Standards (PETS) Act amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The PETS Act is operational when a federal disaster declaration is made and can provide reimbursement for allowable, documented services used in the declared emergency. Eligible costs related to pet evacuations and sheltering are in FEMA's Public Assistance Program and Policy Guide (PAPPG).

### 8.3 Incurred Costs Tracking

- 8.3.1 The Finance Department will follow guidelines for the FEMA process for reimbursement of disaster-related expenses and coordinate the reimbursement process with other departments, as needed.

### 8.4 Cost Recovery

- 8.4.1 Disaster-related expenditures and obligations of state agencies, local jurisdictions, and other organizations may be reimbursed under a number of federal programs. The federal government may authorize reimbursement of approved costs for work performed in the restoration of certain public facilities after a major disaster declaration by the President of the United States under the statutory authority of certain federal agencies.
- 8.4.2 *Federal Assistance Programs*
  - 8.4.2.1 Public Assistance (PA) Program
    - 8.4.2.1.1 FEMA's Public Assistance (PA) grant program provides federal assistance to government organizations and certain private nonprofit (PNP) organizations following a Presidential disaster declaration. PA provides grants to state, tribal, territorial, and local governments, and certain types of PNP organizations so that communities can quickly respond to and recover from major disasters or emergencies. Through the program, FEMA provides supplemental federal disaster grant assistance for debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged

publicly-owned facilities, and the facilities of certain PNP organizations. The PA program also encourages the protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. The federal share of assistance is not less than 75 percent of the eligible cost. The Recipient (usually the state) determines how the non-federal share (up to 25 percent) is split with the subrecipients (eligible applicants).

#### 8.4.2.2 Individual Assistance (IA) Program

8.4.2.2.1 FEMA provides assistance to individuals and households through the Individual Assistance Program, which includes all of the following:

8.4.2.2.1.1 Mass Care and Emergency Assistance (MC/EA);

8.4.2.2.1.2 Crisis Counseling Assistance and Training Program (CCP);

8.4.2.2.1.3 Disaster Unemployment Assistance (DUA);

8.4.2.2.1.4 Disaster Legal Services (DLS);

8.4.2.2.1.5 Disaster Case Management (DCM); and

8.4.2.2.1.6 Individuals and Households Program (IHP).

8.4.2.2.1.6.1 IHP is comprised of two categories of assistance: Housing Assistance (HA) and Other Needs Assistance (ONA).

#### 8.4.3 State Assistance Programs

##### 8.4.3.1 Public Assistance (PA) Program

8.4.3.1.1 The Public Assistance (PA) State Administrative Plan (SAP) provides procedures used by the Military Department, Emergency Management Division staff (as Grantee) to administer the Public Assistance Program. Audits of state and local jurisdiction emergency expenditures will be conducted in the normal course of state and local government audits. Audits of projects approved for funding with federal disaster assistance funds are necessary to determine the eligibility of the costs claimed by the applicant.

##### 8.4.3.2 Individual Assistance (IA) and Other Needs Assistance (ONA) Programs

8.4.3.2.1 The Individual Assistance (IA) State Administrative Plan (SAP) for the Other Needs Assistance (ONA) Program is used by the State Emergency Management Division staff (as Grantee) to administer the Individual Assistance Program. The IA SAP sets forth the organization, staffing, and procedures for the administration of the Individuals and Households Program, Other Needs Assistance, in Washington State subsequent to a major disaster declaration by the President.

## 9. Logistics and Resource Management

### 9.1 NIMS resource management

NIMS resource management guidance enables many organizational elements to collaborate and coordinate to systematically manage resources—personnel, teams, facilities, equipment, and supplies. Most jurisdictions or organizations do not own and maintain all the resources necessary to address all potential threats and hazards. Therefore, effective resource management includes leveraging each jurisdiction's resources, engaging private sector resources, involving volunteer organizations, and encouraging further development of mutual aid agreements.

### 9.2 Resource Typing

- 9.2.1 Resource typing defines and categorizes incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the capabilities they requested. FEMA leads the development and maintenance of resource typing definitions for resources shared on a local, interstate, regional, or national scale. Jurisdictions can use these definitions to categorize local assets.

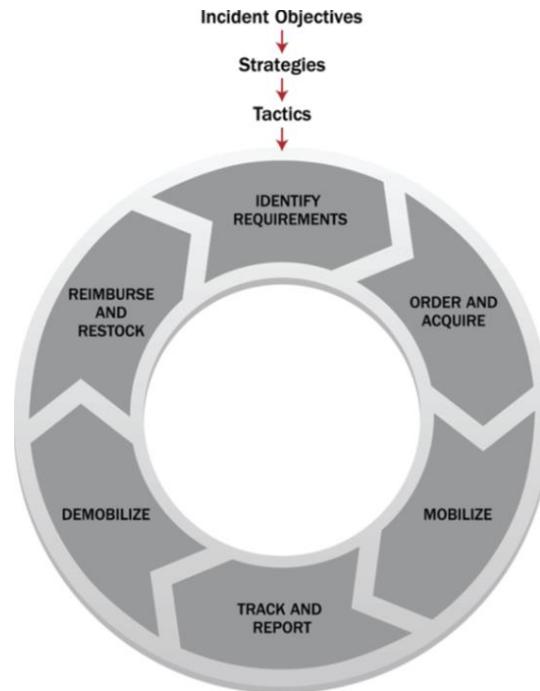
### 9.3 Emergency Worker Program/Liability Protection

- 9.3.1.1.1 RCW 38.52 authorizes the use of emergency workers as outlined in state law. "Emergency Worker" is defined in RCW 38.52.010(7), while provisions addressing the registration, use, classification, and coverage of emergency workers are addressed by RCW 38.52.180, RCW 38.52.310, and WAC 118.04.

### 9.4 Procurement Methodology

- 9.4.1 The Washington Intrastate Mutual Aid System (WAMAS), established in RCW 38.56, provides for in-state mutual assistance among member jurisdictions, including every county, city, and town of the state.
- 9.4.2 Out-of-state mutual aid resources are requested through the Emergency Management Assistance Compact (EMAC), established in Public Law 104-321, or the Pacific Northwest Emergency Management Arrangement (PNEMA), established in Public Law 105-381, both coordinated through Washington Emergency Management Division.
- 9.4.3 Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems. Resources that authorities do not request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.
- 9.4.4 Resource requests are tracked throughout their entire life cycle, from the time submitted, until filled (if consumable) or until the resource is demobilized and returned (if non-consumable). Supply chain elements, such as state and local staging areas, reception and integration centers, movement coordination centers, and movement control points, activate as

appropriate to the situation. State and local staging areas serve as temporary storage areas for the movement of resources to affected areas. Reception and integration centers provide reception, integration, onward movement, and accountability for out-of-state resources.



10.

## 9.5 Demobilization

Demobilization should be a planned and coordinated effort with the Department Operations Centers (DOC), Emergency Operations Center (EOC), Emergency Preparedness Council (EPC), and all other involved departments and agencies. Demobilization planning should begin when an incident begins.

## 9.6 Resource Gaps

Comprehensive and integrated planning can help other levels of government plan their response to an incident within a jurisdiction. By knowing the extent of the jurisdiction's capability, supporting planners can pre-identify shortfalls and develop pre-scripted resource requests.



## 10 Development and Maintenance

### 10.1 Core Planning and Development Team

#### 10.1.1 Planning Process

10.1.1.1 Planning is a continuous process that does not stop when the plan is published. The planning team develops a rough draft of the basic plan or annexes. As the planning team works through successive drafts, they add necessary tables, charts, and other graphics. The team prepares a final draft and circulates it for comment to organizations that have responsibilities for implementing the plan. The written plan should be checked for its conformity to applicable regulatory requirements and the standards of Federal or state agencies and for its usefulness in practice. Once validated, the planning team presents the plan to the appropriate officials for signature and promulgation. The promulgation process should be based on a specific statute, law, or ordinance. Once approved, the planner should arrange to distribute the plan to stakeholders who have roles in implementing the plan.

10.1.1.2 The Plan must be updated with new planning and policy goals and objectives in order to remain current. Updates to the Plan will occur at a minimum of every five years.

#### 10.1.2 Review Process

10.1.2.1 Commonly used criteria can help decision-makers determine the effectiveness and efficiency of plans. These measures include adequacy, feasibility, and acceptability. Decision-makers directly involved in planning can employ these criteria, along with their understanding of plan requirements, not only to determine a plan's effectiveness and efficiency but also to assess risks and define costs.

10.1.2.1.1 *Adequacy* – a plan is adequate if the scope and concept of planned operations identify and address critical tasks effectively; the plan can accomplish the assigned mission while complying with the guidance; and the plan's assumptions are valid, reasonable, and comply with the guidance.

10.1.2.1.2 *Feasibility* – a plan is feasible if the organization can accomplish the assigned mission and critical tasks by using available resources within the time contemplated by the plan. The organization allocates available resources to tasks and tracks the resources by status (e.g., assigned, out of service). Available resources include internal assets and those available through mutual aid or through existing state, regional, or Federal assistance agreements.

10.1.2.1.3 *Acceptability* – a plan is acceptable if it meets the requirements driven by a threat or incident, meets decision-maker and public cost and time limitations, and is consistent with the law. The plan can be justified in terms of the cost of resources and if its scale is proportional to mission requirements. Planners use both acceptability and feasibility tests to ensure that the mission can be accomplished with available resources without incurring excessive risk regarding personnel, equipment, material, or time. They also verify that risk

management procedures have identified, assessed, and applied control measures to mitigate operational risk (i.e., the risk associated with achieving operational objectives).

10.1.2.1.4 *Completeness* – a plan is complete if it:

10.1.2.1.4.1 Incorporates all tasks to be accomplished;

10.1.2.1.4.2 Includes all required capabilities;

10.1.2.1.4.3 Integrates the needs of the general population, children of all ages, individuals with disabilities and others with access and functional needs, immigrants, individuals with limited English proficiency, and diverse racial and ethnic populations;

10.1.2.1.4.4 Provides a complete picture of the sequence and scope of the planned response operation;

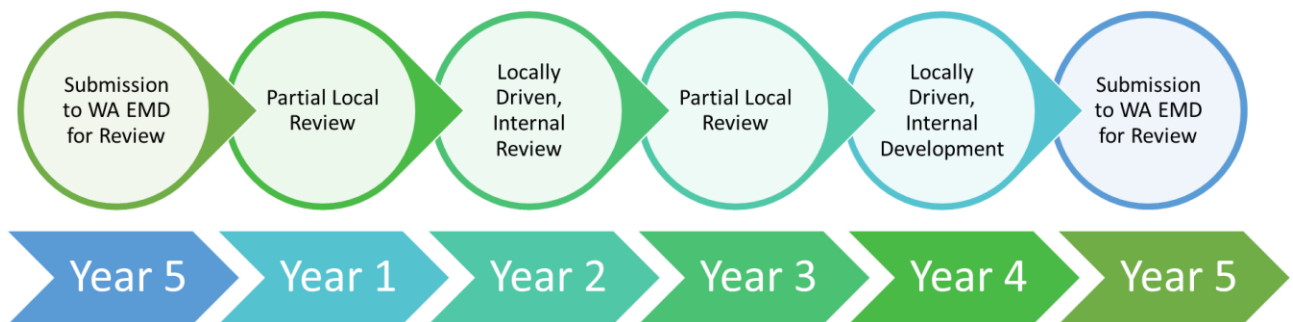
10.1.2.1.4.5 Makes time estimates for achieving objectives; and

10.1.2.1.4.6 Identifies success criteria and a desired end-state.

10.1.2.1.5 *Compliance* – the plan should comply with guidance and doctrine to the maximum extent possible because these provide a baseline that facilitates both planning and execution.

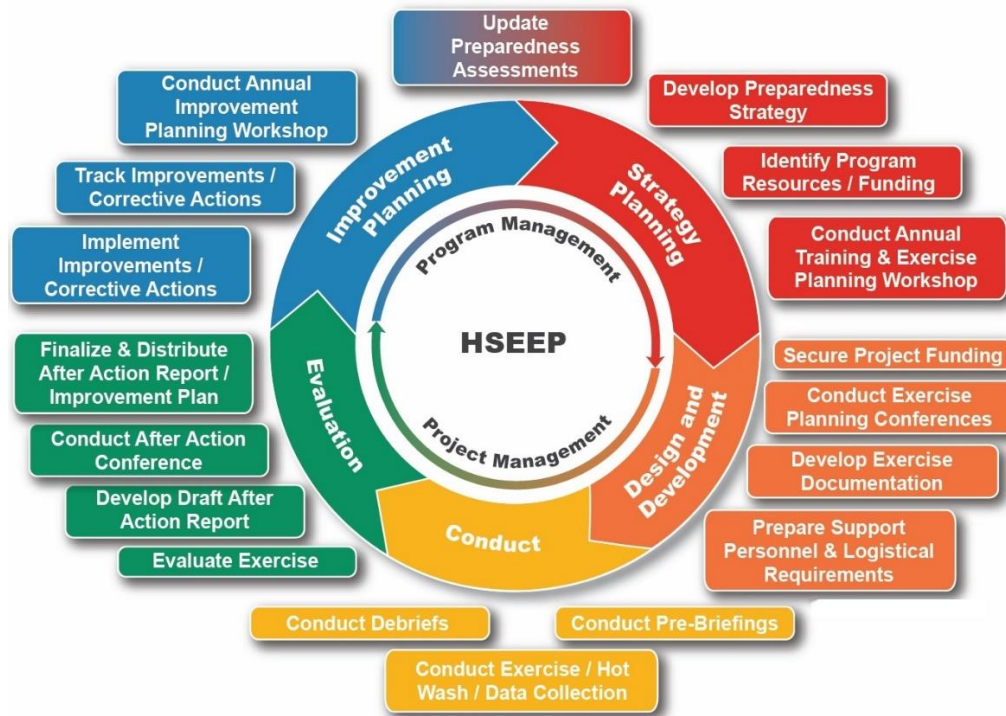
#### 10.1.3 Revision Process

10.1.3.1 Plans should evolve as lessons are learned, new information and insights are obtained, and priorities are updated. Evaluating the effectiveness of plans involves a combination of training events, exercises, and real-world incidents to determine whether the goals, objectives, decisions, actions, and timing outlined in the plan led to a successful response. Planning teams should establish a process for reviewing and revising the plan. Reviews should be a recurring activity. In no case should any part of the plan go for more than two years without being reviewed and revised.



## 10.2 Training & Exercise Program

- 10.2.1 Through the implementation of the Homeland Security Exercise and Evaluation Program (HSEEP), organizations can use training and exercises to improve current and required Core Capability levels, identify gaps, and overcome shortfalls. A Capabilities Assessment provides and gap analysis, by Core Capability, for each desired outcome and capability target; each of the Homeland Security Regions is required to complete an assessment. After the Capabilities Assessment is completed, it is referenced to determine the priority capabilities for training and exercise planned activities and should be coordinated with the Training and Exercise Plan (TEP) of the state.



### 10.2.2 Training Program

All city employees are considered emergency services workers and may be called to assist in an appropriately skilled position other than their primary role during a response. To understand this obligation, all staff must take ICS 100 and ICS 700, which are available online.

### 10.2.3 Exercise Program

- 10.2.3.1 Applying the following principles to both the management of an exercise program and the execution of individual exercises is critical to the effective examination of capabilities:

- 10.2.3.1.1 *Capability-based, Objective Driven* - through HSEEP, organizations can use exercises to examine current and required core capability levels and identify gaps; exercises focus on assessing performance against capability-based objectives.
- 10.2.3.1.2 *Progressive Planning Approach* - a progressive approach includes the use of various exercises aligned to a common set of exercise program priorities and objectives with an increasing level of complexity over time.

- 10.2.3.1.3 *Whole Community Integration* – encourage exercise planners to engage the whole community throughout exercise program management, design and development, conduct, evaluation, and improvement planning.
- 10.2.3.1.4 *Informed by Risk* – identifying and assessing risks and associated impacts helps organizations identify priorities, objectives, and core capabilities to be evaluated through exercises.
- 10.2.3.1.5 *Common Methodology* – enables organizations of divergent sizes, geographies, and capabilities to have a shared understanding of exercise program management, design and development, conduct, evaluation, and improvement planning; and fosters exercise-related interoperability and collaboration.

#### 10.2.4 After-Action Reporting Process

- 10.2.4.1 The After-Action Report (AAR) summarizes key exercise-related evaluation information, including the exercise overview and analysis of objectives and core capabilities; however, the AAR can also be used to capture and analyze key incident-related information throughout the phases of an incident. The AAR should include an overview of performance related to each exercise objective and associated core capabilities while highlighting strengths and areas for improvement. Upon completion, the exercise evaluation team provides the draft AAR to the exercise sponsor, who distributes it to participating organizations prior to drafting a formal AAR. The Emergency Preparedness Council will review and confirm observations identified in the formal AAR and determine which areas for improvement require further action. Areas for improvement that require action are those that will continue to seriously impede capability performance if left unresolved.
- 10.2.4.2 All impacted city departments will complete an After Action Report (AAR), including Lessons Learned and areas for improvement (IP – Improvement Plan), and submit them to the Office of Emergency Management (OEM) as soon as possible for review after an incident.

#### 10.2.5 Corrective Action Program

- 10.2.5.1.1.1 Corrective actions are concrete, actionable steps that are intended to resolve capability gaps and shortcomings identified in exercises or real-world events. In developing corrective actions, the Office of Emergency Management and involved departments should first review and revise the draft AAR, as needed, to confirm that the issues identified by evaluators are valid and require resolution. The reviewer then identifies which issues fall within their organization’s authority and assume responsibility for acting on those issues. Finally, they determine an initial list of appropriate corrective actions to resolve identified issues.

## ANNEXES

### Emergency Support Function (ESF) and Responsible Leads

	<b>Emergency Support Function</b>	<b>Lead Department or Division</b>
<b>ESF 1</b>	Transportation	<ul style="list-style-type: none"> <li>Public Works Department</li> </ul>
<b>ESF 2</b>	Communications and Warning	<ul style="list-style-type: none"> <li>Police Department – Redmond Police Dispatch Center</li> <li>Technology and Information Services (TIS)</li> </ul>
<b>ESF 3</b>	Public Works and Engineering	<ul style="list-style-type: none"> <li>Public Works Department</li> </ul>
<b>ESF 4</b>	Firefighting	<ul style="list-style-type: none"> <li>Fire Department</li> </ul>
<b>ESF 5</b>	Emergency Management	<ul style="list-style-type: none"> <li>Office of Emergency Management (OEM)</li> </ul>
<b>ESF 6</b>	Mass Care, Housing, and Human Services	<ul style="list-style-type: none"> <li>Parks and Recreation Department</li> </ul>
<b>ESF 7</b>	Logistical and Resource Support	<ul style="list-style-type: none"> <li>Finance Department</li> </ul>
<b>ESF 8</b>	Public Health and Medical Services	<ul style="list-style-type: none"> <li>Fire Department</li> </ul>
<b>ESF 9</b>	Search and Rescue	<ul style="list-style-type: none"> <li>Police Department</li> <li>Fire Department</li> </ul>
<b>ESF 10</b>	Hazardous Materials Response	<ul style="list-style-type: none"> <li>Fire Department</li> </ul>
<b>ESF 11</b>	Agriculture and Natural Resources	<ul style="list-style-type: none"> <li>Parks and Recreation Department</li> <li>Public Works- Water &amp; Natural Resource Divisions</li> </ul>
<b>ESF 12</b>	Energy	<ul style="list-style-type: none"> <li>Public Works Department</li> </ul>
<b>ESF 13</b>	Public Safety, Law Enforcement, and Security	<ul style="list-style-type: none"> <li>Police Department</li> </ul>
<b>ESF 14</b>	Long-Term Community Recovery	<ul style="list-style-type: none"> <li>Planning and Community Development Department</li> </ul>
<b>ESF 15</b>	Public Affairs	<ul style="list-style-type: none"> <li>Communications Department</li> </ul>

## Authorities

The City of Redmond Emergency Preparedness Plan is developed under the authority of the following local, state, and federal statutes and regulations:

1. City of Redmond Municipal Code (RMC) Chapter 2.20; Emergency Preparedness
2. City of Redmond Ordinance No. 1694, July 17, 1992; Amendments to RMC Ch. 2.20
3. NIMS City Resolution Number 1207, July 19, 2005
4. RMC Chapter 9.12 Civil Emergency; Section 9.12.020 Proclamation by Mayor
5. City of Redmond Resolution No. 1421, March 3, 2015; Adoption of the King County Regional Hazard Mitigation Plan (KCRHMP), Volume 1, and the Redmond Annex to the plan
6. Public Safety Contracts
  - Contract 4667 - Interlocal Agreement Hazardous Materials Response Unit and Teams with Eastside Cities and Fire Districts, July 13, 2004
  - Contract 5085 - 2006 Basic Life Support Services with King County
  - Contract 5303 - Mutual Assistance and Interlocal Agreement with King County, October 3, 2006
  - Contract 5367 - Fire/Police Emergency Communications Agreement, Amendment 2
  - Contract 7514 - Interlocal Cooperative Agreement to Consolidate and Coordinate Training and Share Resources for the East Metro Fire Training Group (EMTG), December 31, 2013
  - Contract 7828 - Regional Coordination Framework for Disasters and Planned Events, March 16, 2015
7. King County Regional Disaster Plan
8. Chapter 38.52 RCW, Emergency Management
9. Chapter 38.54 RCW, Fire Mobilization
10. Chapter 38.56 RCW, Intrastate Mutual Aid System
11. Chapter 43.06 RCW, Governor's Emergency Powers
12. Title 118, WAC, Military Department, Emergency Management
13. Chapter 118-30, Washington Administrative Code, Local Emergency Management

14. Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act
15. Public Law 99-499, Superfund Amendment and Reauthorization Act (SARA) of 1986, Title III, Emergency Planning Community Right-to-Know Act (EPCRA)
16. Post Katrina Emergency Management Reform Act (PKRA) of 2006
17. American Disabilities Act of 1990 as amended
18. Executive Order 13166 & Executive Order 13347
19. Pets Evacuation & Transportation Standards Act of 2006
20. Referenced Materials in the Development of this Template include:
21. National Preparedness Goal (NPG)
22. National Incident Management System (NIMS)
23. National Planning Frameworks
24. Core Capability Development Worksheets
25. A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action
26. Comprehensive Preparedness Guide (CPG) 101
27. Homeland Security Exercise and Evaluation Program (HSEEP) Guidance
28. Emergency Management Performance Grant Guidance - Notice of Funding Opportunity
29. THIRA/SPR Standardized Target and Impact Language
30. Revised Code of Washington 38.52
31. Washington State Comprehensive Emergency Management Plan (CEMP)
32. Washington State Local Limited English Proficiency Communication Planning Framework

## Resources

### City of Redmond Emergency Management Plans

[Emergency Plans | Redmond, WA](#)

### King County Office of Emergency Management - Plans

[Emergency management professionals - King County](#)

### Washington State Military Department, Emergency Management Division (WA EMD)

[Emergency Management Division | Washington State Military Department, Citizens Serving Citizens with Pride & Tradition](#)

### Washington State Emergency Management Plans

[Plans | Washington State Military Department, Citizens Serving Citizens with Pride & Tradition](#)

### Federal Emergency Management Agency (FEMA), U.S. Department of Homeland Security

[FEMA.gov FEMA - Emergency Management Institute \(EMI\) | National Preparedness Directorate National Training and Education Division](#)- Online Independent Study Courses

### National Response Framework, Second Edition, May 2019

[National Response Framework | FEMA.gov](#)





The City of Redmond assures that no person shall, on the grounds of race, color, national origin, or gender, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. For more information about Title VI, please visit [redmond.gov/TitleVI](http://redmond.gov/TitleVI).

无歧视声明可在本市的网址 [redmond.gov/TitleVI](http://redmond.gov/TitleVI) 上查阅 | El aviso contra la discriminación está disponible en [redmond.gov/TitleVI](http://redmond.gov/TitleVI).