City of Bellevue – Comprehensive Emergency Management Plan

2026 - 2030

Contents

Promulgation Statement

City of Bellevue | **City Manager's Office**

February 26, 2026

Letter of Promulgation for the Comprehensive Emergency Management Plan (2026-2030)

The 2026-2030 Comprehensive Emergency Management Plan (CEMP) represents a multi-year planning effort that reflects existing city policies, procedures, and responsibilities related to all phases of emergency management. Representatives from all City of Bellevue departments supported the development of this plan, as well as numerous partners and stakeholders who are involved in emergency management. This plan supersedes all previous versions of the City of Bellevue's CEMP.

This CEMP describes the basic strategies, assumptions, operational objectives, and mechanisms through which the City of Bellevue will mobilize resources and conduct activities to respond to and recover from emergencies and disasters. The City of Bellevue recognizes that these incidents are dynamic, and circumstances may require responders and staff to deviate from this plan to respond as effectively and efficiently as possible, depending on the nature of the specific incident.

This plan will be reviewed annually by the Office of Emergency Management (OEM) and will be formally updated at least every five years in accordance with statutory requirements.
All city departments are directed to take appropriate actions to implement this plan and maintain the necessary capabilities to respond effectively to emergencies and disasters. Finally, I encourage all staff to become familiar with the CEMP to improve their understanding of how their activities align with citywide efforts.

Diane M Carlson

Diane Carlson, City Manager
Director of Emergency Services

02/26/2026

Date

425-452-7228 • PO Box 90012 • Bellevue, Washington • 98009-9012
Offices located at 450 110th Ave NE

Washington State CEMP Review Letter

STATE OF WASHINGTON
MILITARY DEPARTMENT
EMERGENCY MANAGEMENT DIVISION
MS: TA-20 Building 20 • Camp Murray, Washington 98430-5122
Phone: (253) 512-7000 • FAX: (253) 512-7200

January 8, 2026

Carl Lunak
Emergency Manager
City of Bellevue
450 110th Avenue NE
Bellevue, Washington 98004

Re: City of Bellevue Comprehensive Emergency Management Plan

Dear Mr. Lunak:

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

The enclosed documents provide a compilation of recommendations for your next planning and review cycle to meet the requirements of chapter 38.52 RCW and chapter 118-30 WAC. Addressing the lawful requirements category will ensure your CEMP's continued consistency with the State CEMP and incorporate industry's best practices. The Washington Emergency Management Division (EMD) looks forward to receiving the next iteration of the City of Bellevue's CEMP in five years.

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

Sincerely,

Robert Ezelle
Director

Enclosures (2)
EMD CEMP Evaluated Checklist – City of Bellevue 2025
CEMP Review and Recommendations – City of Bellevue 2025

Record of Distribution

The record of distribution will be used to verify that key city staff have received a copy of the City of Bellevue's Comprehensive Emergency Management Plan (CEMP). An electronic version of the CEMP will be publicly available for all staff and residents on the City of Bellevue Office of Emergency Management's website at https://bellevuewa.gov/city-government/departments/fire/emergency-management.

Delivery Date	Number of Copies	Delivery Method	Receiver Name, Title, and Department

Record of Changes

From the date of promulgation of the City of Bellevue's Comprehensive Emergency Management Plan (CEMP), the Office of Emergency Management (OEM) will track and record changes made to the document below. The process for making revisions can be found in the Plan Development & Maintenance section of this plan.

Revision	Section	Revision Date	Author of Revision	Description of Revision
1	Response Annex	12/24/2025	OEM Emergency Planner	Updated ESF #3.
2	Base Plan	3/3/2026	OEM Emergency Planner	Added WA EMD & City of Bellevue signature pages.

Executive Summary

The City of Bellevue's Comprehensive Emergency Management Plan (hereafter referred to as the "CEMP") is a comprehensive approach to the content and organization of all emergency management plans and documents for the City of Bellevue's Emergency Management Program. The CEMP describes the basic strategies, assumptions, operational objectives, and mechanisms through which the City of Bellevue will mobilize resources and conduct activities to guide and support local emergency management efforts through preparedness, response, recovery, and mitigation.

The CEMP is designed to be flexible, adaptable, and scalable. It articulates the roles and responsibilities among local, state, and federal emergency officials. The content of the CEMP supersedes the City of Bellevue 2018 Comprehensive Emergency Management Plan and all previous iterations. All other documentation within the Office of Emergency Management (OEM) supports the CEMP through the OEM business lines (Planning, Training & Exercise, Education & Outreach, and Finance/Administration).

This CEMP includes a Base Plan and supplemental annexes, including the Mitigation, Continuity, Response, and Recovery Annexes. These annexes provide more detailed information and directives to assist personnel in implementing the CEMP. The CEMP is a collection of strategic and operational documents. Strategic-level documents are supported by an assortment of operational documents (i.e., manuals and SOPs) that provide guidance for executing the responsibilities outlined in this CEMP. The CEMP is formally updated every five years in accordance with [Washington Administrative Code (WAC) 118-30-60 – Comprehensive Emergency Management Plan](#), however staff review and make revisions annually to ensure the CEMP accurately reflects the rapidly evolving city and ensures all possible steps are taken to promote resilience within the City of Bellevue.

Introduction

Purpose

The City of Bellevue's Comprehensive Emergency Management Plan (CEMP) provides a framework for how the City of Bellevue will address emergencies and disasters where people, animals, the economy, environment and/or property may be adversely impacted by natural and/or human caused hazards. It provides guidance to Bellevue's emergency management organization for all facets of emergency management, including prevention, protection, mitigation, response and recovery and outlines the roles of all those involved in emergency management throughout each phase.

The CEMP is designed to meet the requirements for a comprehensive emergency management plan as described in [WAC 118-30 - Local Emergency Management Organizations…](#), [Revised Code of Washington (RCW) 38.52 - Emergency Management](#), and [Bellevue City Code (BCC) 3.98 - Emergency Management Program](#). A more detailed accounting of relevant laws can be found in the [Authorities and References](#) section of this CEMP.

The CEMP is comprised of a "Base Plan", along with Mitigation, Continuity, Response and Recovery Annexes that support the Base Plan. Each annex reflects how the City of Bellevue would execute the function and is captured in a separate document that accompanies the CEMP. The CEMP outlines policies and guidelines designed to minimize the adverse effects of disasters or emergencies on the people, property, environment, and economy of the City of Bellevue.

The CEMP, including its appendices and supporting documents, provides for an all-hazards approach to the coordination of resources. The City of Bellevue has institutionalized the use of the Incident Command System (ICS) as per the National Incident Management System (NIMS).

Ultimately, the desired outcome of this plan is to be sufficiently prepared for emergencies so that if (or when) an emergency or disaster occurs, the City of Bellevue is able to respond efficiently and effectively to protect life, property, the environment, and economy. Much of this plan is dedicated to determining the processes and resources that would be necessary to restore essential services and build a resilient community that will support that end state goal.

Scope

This CEMP establishes a mutual understanding of operations, authority, responsibilities, and functions of local government. It also provides a basis for incorporating essential, non-

governmental agencies and organizations into the emergency management organization. All directions contained in this plan apply to preparedness and emergency activities undertaken by the City of Bellevue and supporting organizations required to minimize the effects of incidents or disasters and facilitate recovery activities.

The CEMP applies within the City of Bellevue's boundaries. While the CEMP is generally always in active use, specific sections can become activated for the operational efforts that impact the city and/or its operations as needed. According to BCC 3.98.015 - Emergency Management Program, the CEMP provides guidance for the implementation of the Incident Command System (ICS) and National Incident Management System (NIMS) within the City of Bellevue. The City of Bellevue's CEMP supports and is compatible with King County and Washington State emergency plans, the National Response Framework (NRF), National Disaster Recovery Framework (NDRF), and the King County Regional Coordination Framework. This document provides support for Title III of the Superfund and Re-authorization Act of 1986 and other plans required by the State and Federal governments. Any conflicts will be addressed on a case-by-case basis.

Planning Assumptions

The information and procedures included in this CEMP have been prepared utilizing the best information and planning assumptions available at the time of preparation. As it is impossible to predict the nature, extent, or impact of a disaster before it occurs, the City of Bellevue can only endeavor to make every reasonable effort to respond based on the situation, information, and resources available at the time. There is no guarantee implied by this CEMP that a perfect response to emergencies or disasters is practical, or even possible. The final outcome of an emergency may be different than the outcome based on the assumptions made in this CEMP.

It is assumed that any of the hazards or situations identified in this CEMP could create significant property damage, injury, loss of life, and disruption of essential services in the City of Bellevue. These situations may also create significant financial, psychological, and sociological impacts on the residents of the community and the City of Bellevue's governmental organization. It is reasonable to assume that, with impending incidents such as storms and floods, warnings may be issued to enable some preparation prior to the event. Other emergencies will come with no advance warning. In the event of a major emergency or disaster, there will likely not be any significant assistance from nearby communities, counties, state, or federal agencies for 72 hours or longer. In this situation, the City of Bellevue will need to rely on available city resources and those of private organizations, businesses, and community members for initial response operations.

Situation Overview

City of Bellevue - Community Profile

Prior to delving into emergency plans, it is first important to establish a clear understanding of the City of Bellevue and what makes it a unique city. This Community Profile provides an overview of the city's location, population, infrastructure, government structure, and environment. The majority of this information was derived from the City of Bellevue's Comprehensive Plan and the Community Development Department's Community Data, unless otherwise cited.

Location

The City of Bellevue is located in King County in the Central Puget Sound region of Washington State. It is approximately eight miles (13 kilometers) east of Seattle and is set between two large lakes: Lake Washington the west and Lake Sammamish to the east.

Bellevue covers an area of approximately 33.5 square miles and shares boundaries with numerous different municipalities, including Kirkland, Redmond, Renton, Newcastle, Beaux Arts, Issaquah, Medina, Hunts Point, Yarrow Point, and Clyde Hill, as well as unincorporated areas of King County. The map to the right shows the Bellevue boundaries and neighboring jurisdictions. Major thoroughfares running through Bellevue include I-405, I-520, and I-90, effectively making Bellevue a major transportation hub for the region.

Figure 1: Bellevue Map (Bellevue Comprehensive Plan)

Demographics

Bellevue was first incorporated in 1953. The young city proceeded to annex several neighboring areas, contributing to its rapid growth. In the past three decades, the city has grown to skyscraper heights downtown and shed its "suburban" status to become a thriving, diverse metropolis and high-tech hub.

As of 2025, Bellevue has a citywide population of approximately 158,000 people, with a downtown population of 15,907 people. Its population makes it the fifth largest city in Washington State (following Seattle, Spokane, Tacoma, and Vancouver). The population is

rapidly growing and has increased by approximately 12.29% since the last CEMP was published.

The chart below demonstrates the rapid growth in Bellevue since the city was first incorporated.
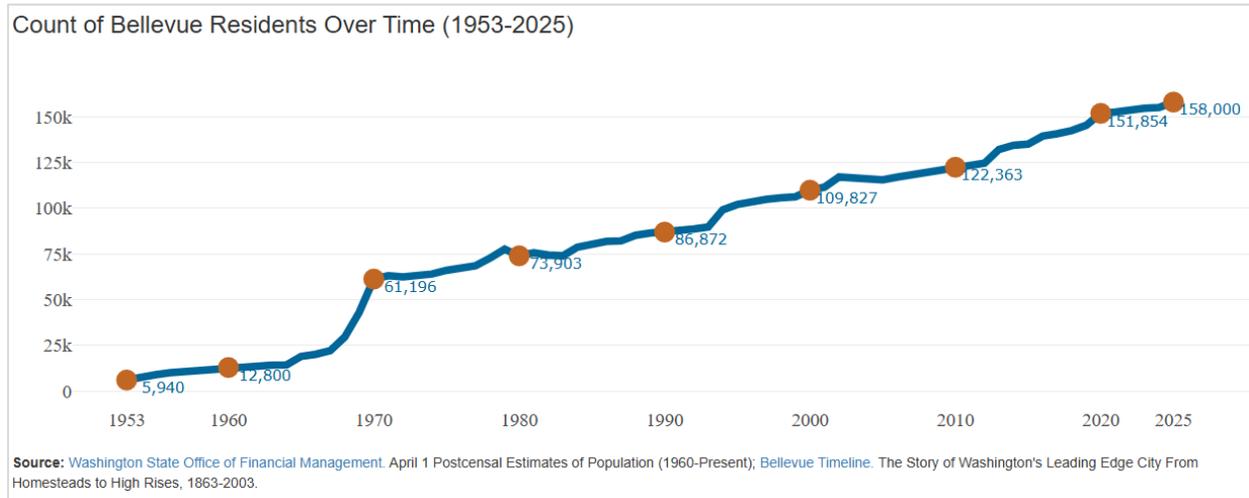
Figure 2: Bellevue Population Growth (*Demographic Profile*)

Housing

Bellevue has an estimated 68,305 total housing units and over half of them are multi-family housing units (approximately 35,337 as of 2025). As of 2023, approximately 46.6% were single-family homes, 17.2% were middle housing (2-9 units) and 36.1% were large multifamily homes (10+ units). Of all the households in Bellevue, approximately 74% live within 1/3 of a mile of green space, highlighting Bellevue's reputation as a "city in a park".

Income

The median income is relatively higher in Bellevue compared to the rest of King County. According to the American Community Survey 2010-2023, as of 2023 the median household income was $158,253 (compared to King County which was $120,824). Despite this relatively high median income, the median income for those in the bottom quintile have a median income of $28,357, which reflects a significant disparity in income.
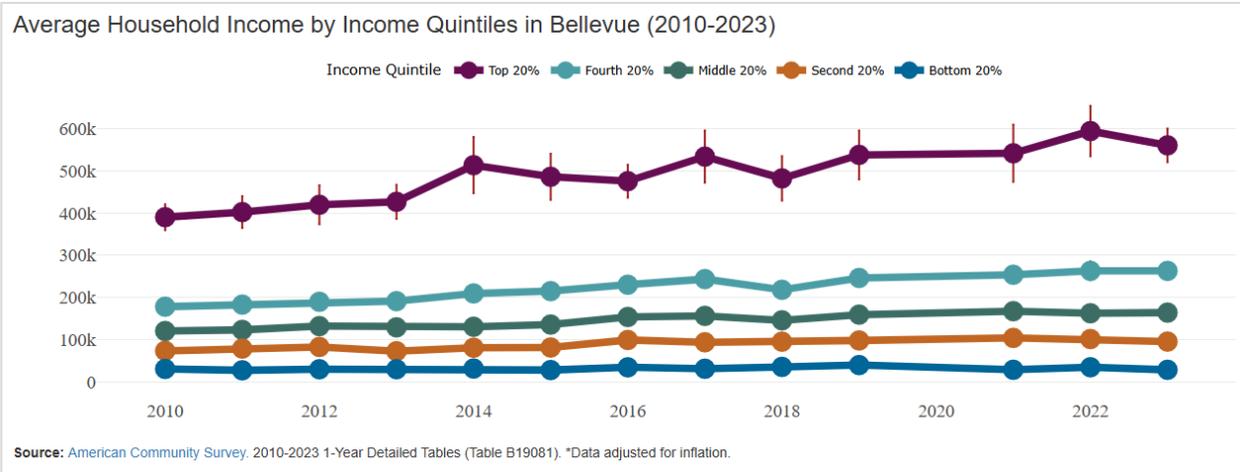
Figure 3: Average Household Income by Income Quintiles (Demographic Profile - Living in Bellevue)

While the population in Bellevue living under the poverty line is relatively low compared to King County and the rest of Washington State, it is still at 7.3% meaning there are populations who may need additional resources and support before, during, and after an emergency or disaster.

Diversity & English Proficiency

Bellevue prides itself on its diverse population. The City Council's vision begins "Bellevue welcomes the world. Our diversity is our strength…". Bellevue is increasingly diverse and approximately 59% of residents identify as people of color and 44.7% were born outside of the United States of America. As of 2023, approximately 50% speak a language other than English at home and 17.2% identify as having limited English proficiency. The following chart identifies the top ten languages spoken in Bellevue (minus English) and highlights the percentage of speakers with limited English proficiency.
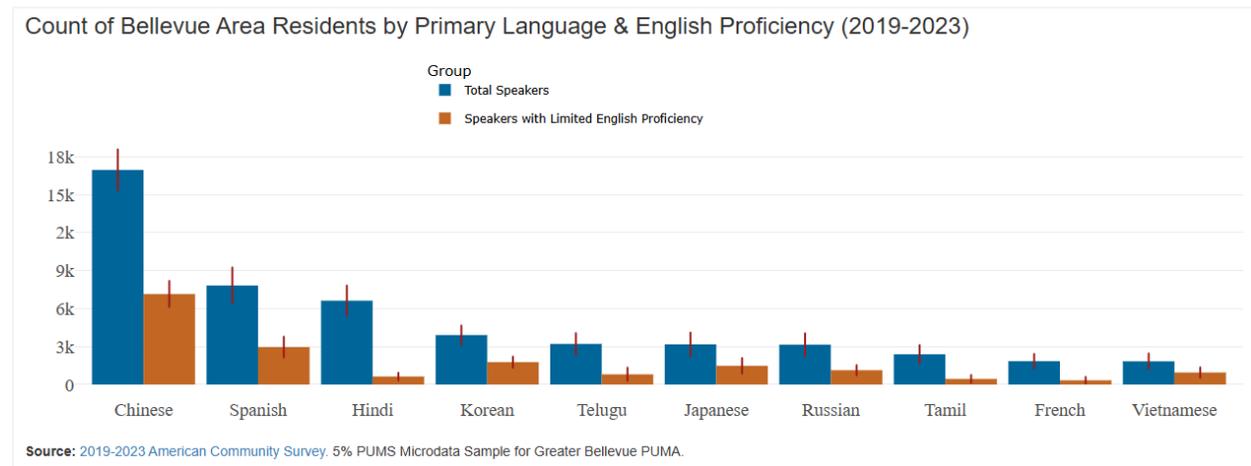
Figure 4: Bellevue Area Residents by Primary Languages (Demographic Profile)

This data underscores the importance of making sure emergency alerts and messaging are sent out in languages besides English, to ensure that residents can get critical information in an emergency.

Disability

Overall, 7.7% of Bellevue residents identify as having some kind of disability. This includes individuals with hearing, vision, cognitive, ambulatory, self-care, and independent living difficulties (see chart below).
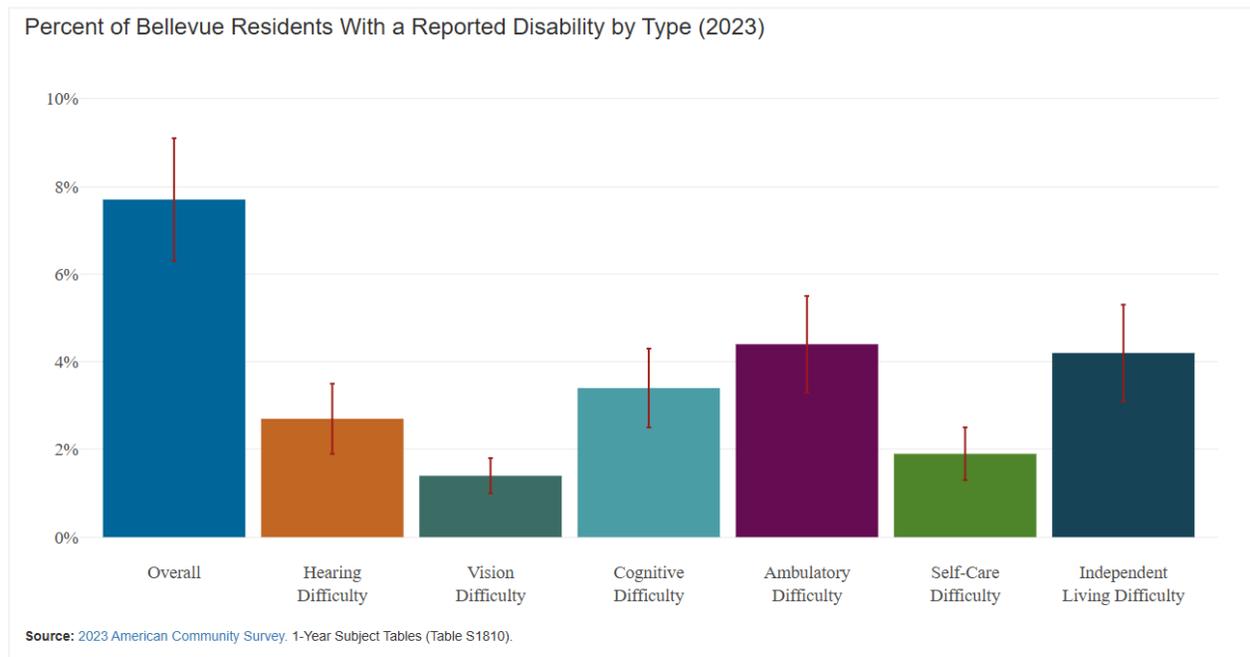
Figure 5: Percent of Bellevue Residents with a Reported Disability by Type ([Demographic Profile – Thriving in Bellevue](#))

Of the individuals who identify as having a disability, approximately 40.5% are over the age of 75. This underscores the importance of taking additional steps for individuals with access and functional needs during an emergency and making sure that all emergency planning efforts are inclusive to the best of our ability.

Economy & Employment

With approximately 162,040 jobs within the city, Bellevue serves as a metropolitan center for King County's Eastside. With the influx of businesses to the area, Bellevue has a growth target of 228,805 jobs by 2044 (according to the Puget Sound Regional Council).
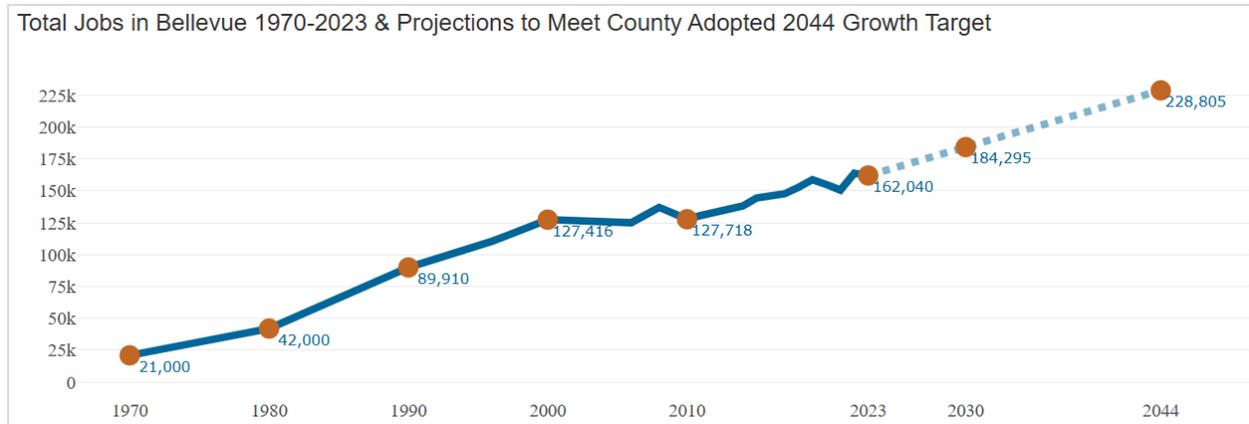
Figure 6: Total Jobs in Bellevue 1970-2023 ([Demographic Profile – Working in Bellevue](#)).

Bellevue residents work in a variety of fields. According to the 2023 American Community Study, almost a third work in technology, engineering, or science fields, with another 14.8% working in management. From there, residents' occupation is broken down into the following fields:

- Education, Legal, Arts, and Office: 11.6%
- Business & Finance: 8.5%
- Service: 7.0%
- Production, Transportation, and Material Moving: 5.2%
- Healthcare: 5.2%
- Natural Resources, Construction and Maintenance: 2.5%

Bellevue is a major regional job center, with more people working in the city than living in it. Many of Bellevue's workers live in surrounding regions and commute into the city. According to Bellevue's demographic profile, approximately 9.88% of Bellevue's workers live in Bellevue. Over double of Bellevue's workers live in Seattle (19.24%) with another 16.3% living in neighboring jurisdictions such as Redmond, Kirkland, Issaquah, Renton and Sammamish. The rest of workers are spread throughout the greater Puget Sound region. While this is a testament to the many opportunities in Bellevue, it can also pose a logistical challenge in emergency response efforts if there is significant damage to Bellevue's infrastructure and staff are unable to report to work.

Bellevue's economy is driven by four major industry clusters: Information Technology, Business Services, Retail, and Tourism. Information Technology is one of the fastest growing industries in Bellevue. Amazon is the top employer in Bellevue in terms of personnel. Other top employers include T-Mobile, Meta/Facebook, Overlake Hospital, Bellevue School District, the City of Bellevue and Tik-Tok.
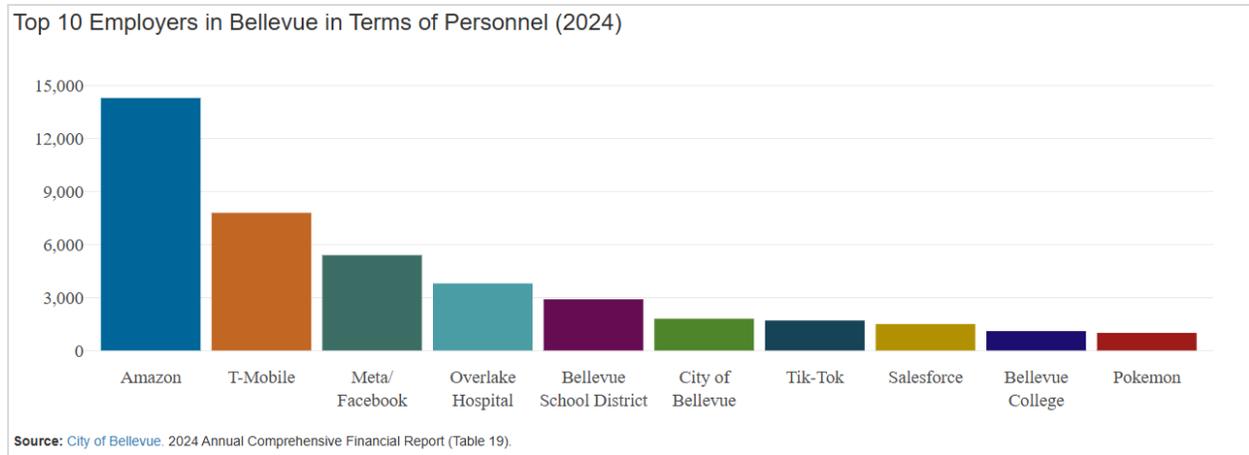
Figure 7: Top 10 Employers in Bellevue In Terms of Personnel (*Demographic Profile - Working In Bellevue*)

Development continues to increase in Bellevue, attracting additional businesses and workers to the community.

Education

Bellevue residents are some of the most highly educated in Washington State. Approximately 76.4% of Bellevue residents over the age of 25 have a bachelor's degree and just over 37% of total residents have some form of graduate degree.

With its reputation for good schools, Bellevue continues to attract families with children. According to Bellevue School District, in Bellevue there are currently:

- Sixteen regular elementary schools
- One Spanish immersion elementary school
- One Mandarin dual language elementary school
- Five regular middle schools
- Four regular high schools
- Three choice schools

This list does not include the significant number of private schools also located in Bellevue.

Neighborhoods

Bellevue is a city of diverse neighborhoods, each of which has distinct characteristics, history, and communities.

The neighborhoods in Bellevue are listed below and included in the accompanying map from the City of Bellevue's Comprehensive Plan.

Figure 8: Bellevue Neighborhood Boundaries ([Bellevue Comprehensive Plan](#))

- Bridle Trails
- Cougar Mountain / Lakemont
- Crossroads
- Downtown
- Eastgate / Factoria
- Lake Hills

- Newport
- Northeast Bellevue
- Northwest Bellevue
- Somerset
- West Bellevue

- West Lake Sammamish
- Wilburton / BelRed
- Woodridge

More detailed information about each neighborhood can be found on the Community Development Department's [Neighborhood Profiles](#) website. Recognizing the unique characteristics, strengths and needs will be vital to crafting an effective citywide response after a disaster.

Environment

There are numerous characteristics that make up Bellevue's environment. This includes, but is not limited to, miles of urban forests, open streams, wetlands, freshwater lakes, and foothills. Bellevue is fortunate to have a rich natural environment. However, those same characteristics can be hazardous in an emergency or disaster. More information about the natural hazards in Bellevue can be found in the City of Bellevue's Hazard Mitigation Plan (HMP).

Under the Washington State Growth Management Act, the city has identified environmental critical areas that are parts of the landscape that are afforded special protection because they provide unique environmental functions that are difficult, if not impossible, to replace, and they promote public health, safety, and welfare. In the City Land Use Code, the City Critical Areas Ordinance identifies six types of critical areas: streams and riparian areas, wetlands, habitats for species of local importance, geological hazard areas, flood hazard areas, and shorelines. This is to meet state and regional requirements, the City Council's 2021 Vision, and other topics of importance to the community and City Council.

City of Bellevue – Internal Profile

An important part of the Bellevue community are the staff employed by the city and the government officials who were elected to govern. More details about Bellevue's operational and political structure are included below.

Council Vision & Core Values

In September 1999, the City of Bellevue's City Council adopted the [City of Bellevue Core Values](#). These were recently updated in April 2024 to reflect the addition of a new core value. The established mission statement and core values continue to be fundamental drivers of city operations and values.

Mission Statement: Provide exceptional customer services, uphold the public interest and advance the community vision.

Vision Statement: Be a collaborative and innovative organization that is future focused and committed to excellence.

The six essential and enduring principles that guide Bellevue's individual actions, interactions, and decision-making in the City of Bellevue organization:

Exceptional Public Service:

We deliver outstanding service to the customer. We are committed to exceptional service for all of our customers. We demonstrate quality, caring, and sensitivity in every process, service, and product we deliver. We value the contributions of citizens and partners. Our community can expect open, fair, consistent, and responsive service.

Stewardship:

We preserve and enhance the community's environmental, financial, human, and physical resources. We provide diligent and visionary management of all of the community's resources: environmental, financial, human, and physical. We accept the responsibility for enhancing and preserving our resources and for balancing competing needs. We value the public trust and recognize that today's decisions will determine tomorrow's community.

Figure 9: Bellevue's Core Values ([Mission & Core Values](#))

Commitment to Employees:

We value all employees and their contributions and treat each other with caring and respect. The city invests in its employees and continually demonstrates how valuable each person is to the organization. We encourage and reward employee growth and development. We treat each other equitably and with caring, respect, and trust. We recognize each other's contributions. We build on our commonalities and our differences. We believe that investing in employees fosters good government and quality public services.

Integrity:

We are trustworthy, truthful, and ethical. Our leadership is centered on sound principles. We behave ethically, honestly, and fairly. We perform our work with steadfastness to truth, responsibility, and open communication. We adhere to visible values that are consistent throughout the organization.

Innovation

We encourage and reward creative ideas and solutions. We encourage and reward proactive, creative problem solving, planning, and service delivery. We continue our tradition of leadership. We are empowered to explore new ideas and introduce cutting-edge solutions. We support taking reasonable risks in order to find better ways to deliver our services.

Diversity, Equity, and Inclusion:

We create an inclusive and equitable community where everyone feels valued, respected, and empowered to thrive. We create an environment where everyone feels a sense of belonging, and experiences equitable treatment. We value the unique perspectives, backgrounds, and identities of all individuals, ensuring that everyone has an opportunity to thrive and contribute to our community. We promote inclusivity, respect, and fairness in every aspect of our operations, services, and interactions.

Government Structure

The City of Bellevue was incorporated in 1953 and operates under a City Council / City Manager form of government. In this form of government an elected City Council, who represent the community, establish policies and develop a long-range vision for Bellevue's future. Seven council members, elected at-large, serve staggered four-year terms. The councilmembers, in turn, select a mayor and deputy mayor from among themselves. Boards, commissions, and other committees provide in-depth review of important topics and give recommendations to the council.

A City Manager, appointed by the City Council, oversees all city operations. As of September 2025, the City of Bellevue consists of thirteen departments with approximately 1,543 Fully Benefitted Employees and 314 Partially Benefitted Employees. The City Manager serves as the Director of Emergency Services and is directly responsible for the organization, administration, and operation of the emergency management program. The chart below outlines the city's structure and departments.
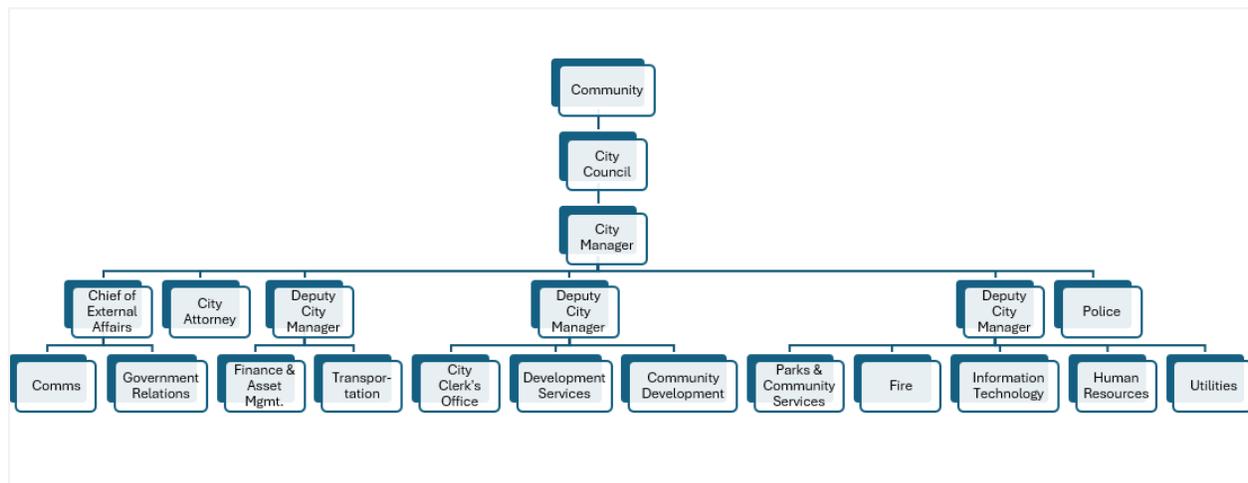
Figure 10: Bellevue Department Structure ([2023 - 2024 Adopted Budget](#))

A general overview of each department's primary responsibilities as outlined in the [2023-2024 Adopted Budget](#) are included in following chart. Emergency responsibilities are detailed in the "[Organization and Responsibilities](#)" section of this plan.

Department	Responsibilities
City Attorney's Office	• Legal support for City Council, all departments, and boards and commissions • Prosecution • Litigation
City Clerk's Office	• City Council support

	• City records and documents • Hearing Examiner staffing
City Manager's Office	• City administration • Intergovernmental relations • Media relations and publications • Diversity
Community Development	• Rezones • Affordable housing • Comprehensive planning • Community outreach • Economic and demographic statistical analysis • Community development functions of Capital Improvement Projects • Arts program and Arts Commission staffing • Business development and retention • Redevelopment of small neighborhood centers • Promote tourism and international trade
Development Services	• Development review and permitting • Clearing and grading permitting and inspection • Code enforcement
Finance & Asset Management Department	• General supervision of the city's financial affairs • Real property and survey • Service First public service desk • Facilities and tenant services • Mechanical and electronic equipment repair • Risk Management
Fire Department	• Fire suppression and rescue services • Fire prevention and education • Emergency medical services • Disaster preparedness • Hazardous materials emergency management
Human Resources	• Personnel services, recruitment, selection • Personnel policy • Compensation and classification • Workforce diversity • Staff training
Information Technology	• Management of city's computers and telecommunications systems • Telephone systems management • Computer applications programming • Geographic information systems (GIS)

Parks & Community Services Department	• Administration of city parks and recreation programs • Youth link • Human services • Human Services Commission staffing • Probation • Park planning and development • Park Board staffing
Police Department	• Policing functions • Police-related community programs • Park patrol • Public safety communications center
Transportation Department	• Street maintenance • Transportation planning, design, construction management, and operation • Transportation Council staffing
Utilities Department	• Water, sewer, storm water, surface water and solid waste utilities • Private utility franchising • Utility billing • Environmental Services Commission staffing

Figure 11: City of Bellevue Department Overview

Infrastructure

Infrastructure systems in Bellevue are provided by a combination of city-managed and non-city-managed providers. Details for each system are included in the following sections.

Transportation

An efficient transportation system is essential to the social and economic development of the city and region overall. The Bellevue Transportation Department plans, designs, builds, operates and maintains the transportation system in Bellevue. They provide a safe and balanced transportation network that includes streets, sidewalks and bike paths that support great neighborhoods and a healthy economy.

Interstate 405, Interstate 90, and State Route 520 are major highways that transect the City of Bellevue. These major thoroughfares facilitate travel to and from Bellevue and are managed by Washington State's Department of Transportation.

The City of Bellevue is served by two public transit systems: King County Metro and Sound Transit. King County Metro provides bus service, RapidRide, Community Shuttles,

Community Vans, Trailhead Direct, Metro Flex, Access services, and the King County Water Taxi within King County.

Sound Transit is a regional agency that operates regional transit, including light rail and express buses, serving King, Snohomish, and Pierce Counties.

Figure 12: East Link Light Rail Line (Bellevue Transportation Department)

Sound Transit is in the process of extending the East Link light rail line, which will extend 14 miles from downtown Seattle to the Overlake area in Redmond, with 10 stations in Mercer Island, South Bellevue, downtown Bellevue, BelRed (Bellevue), and Overlake. When in service, this will be known as the 2 line and will help connect Bellevue with the rest of the greater Seattle area. Plans and procedures related to transportation infrastructure are addressed in ESF #1 – Transportation.

Olympic Pipeline

The British Petroleum / Olympic Pipeline Company manages two fuel pipelines that traverse Bellevue from North to South (approximately 11 miles).

Though it is privately owned, the company works with Federal, State and local jurisdictions (including Bellevue) to ensure public safety and security of the pipeline, pump stations, and terminals. Plans and procedures related to the Olympic Pipeline are addressed in ESF #10 – Oil and Hazardous Materials Response.

Power

Puget Sound Energy (PSE) serves Bellevue with electrical power and natural gas. The city maintains a list and schematic system map of necessary electrical transmission, distribution, and substation facilities and administers policies that guide provision of adequate electrical power to serve the community. The city also has environmental review and permitting authority over the activities of the utility within the city's boundaries. PSE imports electrical energy from generation sources in Canada, on the Columbia River, and from other generation sites inside and outside of Puget Sound Energy's service territory. Puget Sound

Figure 13: PSE Crews during Bomb Cyclone Response in November 2024 (PSE Facebook)

Energy also builds, operates, and maintains the natural gas distribution system serving Bellevue. In 2024, Puget Sound Energy served more than 34,000 natural gas customers within Bellevue.

The Pacific Northwest receives natural gas from various regions of the United States and Canada. Natural gas is transported throughout the states of Washington, Oregon and Idaho via a network of interstate transmission pipelines owned and operated by Northwest Pipeline Corporation. Puget Sound Energy takes delivery of natural gas from Northwest's Williams Pipeline east of Lake Sammamish and distributes the gas to customers via Puget Sound Energy's distribution system. The distribution system serving Bellevue consists of both high pressure and intermediate pressure mains. Plans and procedures specific to power are addressed in ESF #12 – Energy.

Trash, Recycling, and Compost

The City of Bellevue contracts with Republic Services for solid waste collection for Bellevue residents and businesses. Bellevue administers programs to educate customers on environmentally friendly waste practices. Plans and procedures related to trash, recycling, and compost can be found in ESF #3 – Public Works and Engineering.

Utilities

Wastewater, water, storm and surface water utilities are all managed by the City of Bellevue. Solid waste management activities are also coordinated by the city. The wastewater and water utilities are self-supporting enterprise operations and serve the City of Bellevue and several jurisdictions outside of Bellevue's city limits

The wastewater utility serves approximately 35,000 customers, including customers in Beaux Arts, Clyde Hill, Hunts Point, Medina, and Yarrow Point. It includes:

- 524 miles of mainline pipes
- 130 miles of service stubs
- 45 pump and lift stations

The wastewater collection system discharges into larger pipes which are operated by the King County Wastewater Treatment Division.

Figure 14: Utility Service Areas ([Bellevue Comprehensive Plan](#))

The wastewater collection system discharges into larger pipes which are operated by the King County Wastewater Treatment Division. Management of lake

lines is critical to maintaining and protecting water quality in Bellevue. Currently Bellevue owns 15 miles of submerged wastewater pipelines in Lake Washington and 4 miles of submerged wastewater pipeline in Lake Sammamish.

Bellevue purchases water from the Cascade Water Alliance, a regional supplier to several cities and special purpose districts and serves over 37,000 customers, including the adjacent communities of Clyde Hill, Hunts Point, Medina, Yarrow Point, and portions of the cities of Issaquah and Kirkland. Bellevue works with Cascade Water Alliance to promote the efficient use of the public water supply to customers through education, technical assistance and incentive programs.

Bellevue's storm and surface water operations include stormwater runoff and flood control, protection of surface water quality, support of fish and wildlife habitats, protection of the environment, and public education. Bellevue provides storm and surface water utility service to all properties within the city. Plans and procedures related to Utilities can be found in ESF #3 – Public Works and Engineering.

Hazard Assessment Summary

The City of Bellevue is susceptible to numerous hazards that can adversely impact life safety and property. These hazards may be natural or human-caused (or could potentially be either). The City of Bellevue has identified thirteen hazards that are the most likely to occur / have the most potential impact in Bellevue.
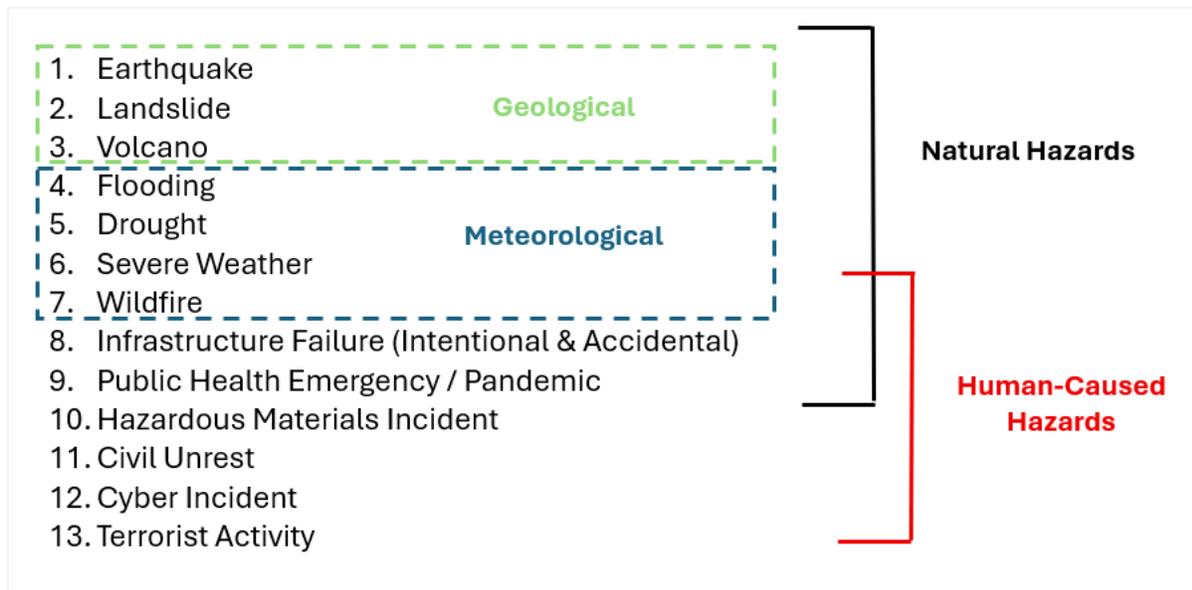
Figure 15: Hazards in Bellevue

These hazards may adversely impact the city in a variety of ways, including loss of life, injuries, disruption of services, property damage, etc. Additionally, some of these hazards are interrelated and have the potential to start a chain reaction. For example, an earthquake may lead to landslides, or excessive flooding could accelerate the spread of an infectious disease. More details about each of these hazards are included below.

Natural Hazards

The City of Bellevue's Hazard Mitigation Plan (HMP) provides a detailed analysis of eight of the natural hazards in Bellevue. A risk assessment is the process of measuring the potential loss of life resulting from natural hazards, as well as personal injury, economic injury and property damage in order to determine the vulnerability of people, buildings and infrastructure to natural hazards. For this plan, risk assessment models were developed with the newest data and technologies. The following factors were used to rank risk and gauge the potential impacts of each hazard of concern in the city:

- Hazard identification and profiling
- Probability of the hazard occurring
- Assessment of the impact of hazards on physical, social, and economic assets
- Identification of particular areas of vulnerability
- Estimates of the cost of potential damages

The findings of this risk assessment are included in the chart below. A more detailed analysis of this assessment process can be found in the HMP.

Risk Ranking	Hazard	Risk Score	Risk Classification
1	Severe Weather	48	High
2	Earthquake (Cascadia)	32	Medium
3	Earthquake (Seattle)	18	Medium
4	Landslide	18	Medium
5	Drought	14	Low
6	Wildfire	12	Low
7	Volcano	11	Low
8	Flood	10	Low
9	Dam Failure*	6	Low

Figure 16: Hazard Risk Ranking (Bellevue HMP)

An overview of each hazard, including descriptions, historical occurrences, probability, potential impact, future trends, and secondary hazards are included in the HMP.

Dam failure included due to likely underlying causes.

Human Caused Hazards

Human-caused hazards are the result of human intent, error, or as a result of failed systems. They can be caused by accidents in human-built infrastructures or technologies, or intentional human actions that cause destruction or loss of life. Some of the human-caused hazards Bellevue may be susceptible to, includes the following:

- Wildfire
- Infrastructure Failure (Intentional & Accidental)
- Public Health Emergency / Pandemic
- Hazardous Materials Incident
- Civil Unrest
- Cyber Incident
- Terrorist Activity

Some of these hazards may also be the result of natural causes too. Brief overviews of each of these hazards are included in the following sections.

Wildfire

The most likely wildfire scenario in Bellevue would be a Wildland Urban Interface (WUI) fire. This refers to a potential wildfire in a geographic area in which structures and other human development meets or intermingles with wildland or vegetative fuels. There are some locations within Bellevue city limits where structural developments meet and intermingle with wildland areas. This condition gives rise to the possibility of WUI fires, especially when weather conditions are dry (like following a drought) and fuels are abundant. Relatively the risk in Bellevue is low compared to other parts of Washington. However, there are significant areas with risk of indirect or direct exposure, especially along the southern border (see below).
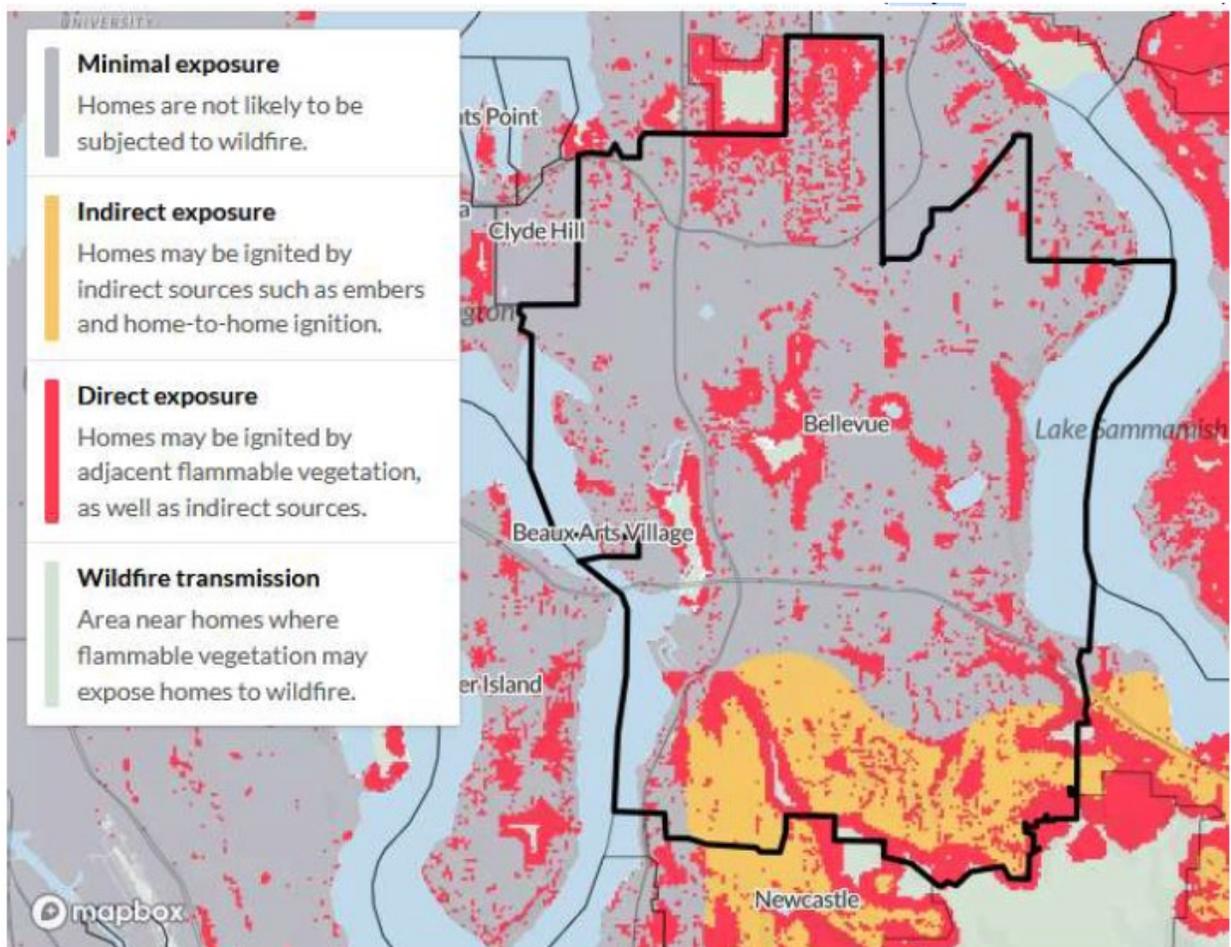
Figure 17: Wildfire Exposure Risk in Bellevue (City of Bellevue Hazard Mitigation Plan)

Strategies and potential mitigation actions have been identified in the City of Bellevue's Hazard Mitigation Plan, which includes a Community Wildfire Protection Plan.

Infrastructure Failure (Intentional & Accidental)

Bellevue is responsible for a wide array of infrastructure within the city limits, including buildings, roads, bridges, water systems, etc. There are two main potential types of infrastructure failure:

- *Intentional Infrastructure Failure:* This type of failure is caused due to criminal or malicious actions (i.e., terrorism) where perpetrators intentionally damage the impacted system. All infrastructure failures due to acts of terrorism represent secondary hazards and impacts from the terrorist act itself.
- *Accidental Infrastructure Failure:* This type of failure is caused by natural events, such as inclement weather or infrastructure wear and tear. Accidental infrastructure

failure is the primary hazard, and the secondary hazards are the residual impacts based on the type of loss (i.e., loss of energy, outage, hazardous materials leakage, etc.)

Public Health Emergency / Pandemic

A public health emergency is an event or situation that poses a significant risk to the health of a population that has the potential to overwhelm the routine capabilities of the healthcare system. Most recently, Bellevue was impacted by the COVID-19 pandemic that had widespread impacts across the world.

Hazardous Materials Incident

This type of incident involves the release (or potential release) of dangerous substances that can pose a risk to people, property, or the environment. These substances can be chemical, biological, radiological, or nuclear in nature and are commonly found in industrial, agricultural, medical, or transportation settings. More details can be found in the Emergency Support Function (ESF) #10 – Oil and Hazardous Materials Response.

Civil Unrest

This refers to an incident that disrupts a community where intervention is required to maintain public safety is a civil disturbance. Examples are demonstrations, riots, strikes, public nuisances, and criminal activities. They may be caused by such political grievances and urban economic conflicts as racial tension, unemployment, unpopular political actions and a decrease in the supply of essential goods and services. In general, civil disturbance most often arises from highly emotional social and economic issues. More details can be found in the Emergency Support Function (ESF) #13 – Public Safety.

Cyber Incident

This refers to an event that jeopardizes the integrity, confidentiality, or availability of information systems or the information they process, store, or transmit. It can involve unauthorized access, data breaches, system disruptions, or malicious activity targeting computers or networks. The frequency and severity of these types of incidents has increased in recent years, as people have become more dependent upon technology for day-to-day functions. The Information Technology Department (ITD) has plans specifically detailing mitigation measures and response procedures for cyber incidents.

Terrorist Activity

According to the Federal Bureau of Investigations, there are two types of terrorism:

- *International Terrorism:* Violent, criminal acts committed by individuals and/or groups who are inspired by, or associated with, designated foreign terrorist organizations or nations (state-sponsored)
- *Domestic Terrorism:* Violent, criminal acts committed by individuals and/or groups to further ideological goals stemming from domestic influences, such as those of a political, religious, social, racial, or environmental nature.

Due to Bellevue's populous nature, terrorism may always be a potential concern. Community members should connect with the [Washington State Fusion Center (WSFC)](#) for more information on community awareness and steps to keep the community safe.

Response plans and procedures for these incidents are addressed in the Response Annex of this CEMP.

Concept of Operations

General

This concept of operations provides an overview of the emergency management structure and procedures for the City of Bellevue's response to an emergency or disaster situation. The primary intent of Bellevue's leadership and staff is the protection of life, property, the environment, and the economy. As such, the objectives of this CEMP are to:

- Protect the health and safety of all community members.
- Contain and stabilize the emergency.
- Minimize damage to the City of Bellevue's property, facilities, the environment, and the economy.
- Minimize disruptions to City of Bellevue operations.
- Resume normal City of Bellevue activities and operations in a timely manner.

To achieve these objectives, incident personnel will implement key components of NIMS and ICS guidance, including (but not limited to) the following principles:

- *Flexibility* – this principle focuses on being adaptable and scalable, meaning it can be applied to any incident regardless of size, complexity, or location. This flexibility allows for adjustments in organizational structure and operational procedures to best suit the specific needs of the situation.
- *Standardization* – this principle emphasizes the importance of using standardized organizational structures, processes, and procedures to enhance interoperability and coordination among different agencies and jurisdictions. This includes standard terminology, common operating pictures, and consistent resource management practices.
- *Unity of Effort* – this principle highlights the importance of coordinating the actions of all involved parties to achieve a common set of objectives. It involves establishing clear lines of communication, coordinating activities, and fostering collaboration among all stakeholders to ensure a unified and effective response.

Specific guidance for how this plan will be implemented and how these objectives are to be achieved are included in the following sections and annexes to this CEMP.

Proclamation of Emergency

In the event of an emergency, or imminent threat thereof, in the City of Bellevue that threatens to result in the death or injury of persons, or the destruction of or damage to property, the Mayor of Bellevue has the authority to proclaim in writing the existence of a civil emergency (as per BCC 9.22.010 – Proclamation of Emergency – Emergency defined).

For these purposes, a civil emergency is defined as:

- A riot, unlawful assembly, insurrection, enemy attack, sabotage, or other hostile actions
- A natural or human-caused disaster, including fire, flood, storm, explosion, earthquake, volcanic disturbance or other natural causes

The Proclamation of Civil Emergency is a requirement to access many federal disaster recovery programs, as well as the Emergency Management Assistance Compact (EMAC). In the absence of the Mayor, a Civil Emergency may be declared by the Deputy Mayor. If neither individual is available, the City Manager may issue the proclamation.

The proclamation only applies within the City of Bellevue. All proclamations should include the nature and scope of the emergency, and the conditions that have necessitated the proclamation / termination of the proclamation. It should also include details of the specific orders that are in effect because of the Proclamation. Some examples of possible orders may include, but are not limited to, the following:

- An order imposing a general curfew
- An order requiring any or all business establishments to close and remain closed
- An order closing any or all public spaces to the public

A current list of the potential orders are in BCC 9.22.020 – Actions which may be taken. The City Attorney (or designee) is responsible for preparing and drafting the proclamation in coordination with the Emergency Manager and will be responsible for ensuring it compliance with all applicable legal requirements. The proclamation will then be signed by the City Attorney and the Mayor.

Once the proclamation has been issued, the Mayor is responsible for disseminating it to the news media and other available means, potentially including public alert systems, to give notice of the proclamation to the public (BCC 9.22.030 – Delivery to news media).

Bellevue is responsible for coordinating emergency response efforts within its city boundaries. If the incident overwhelms the city's available resources, its emergency management agency may request assistance through King County's Regional Communications and Emergency Coordination Center (RCECC) or Washington State's Emergency Operations Center (EOC).

A template of Bellevue's Proclamation of Civil Emergency can be found in Attachment A of this document. This template may be modified as needed for the nature and scope of the emergency or disaster.

The King County Executive has the authority to proclaim an emergency for King County ([King County Code (KCC) 12.52.030 - Powers delineated](#)). The Washington State Governor has the authority to proclaim a state of emergency for Washington State as per [RCW 43.06.010(12) - General powers and duties](#). Details of King County and Washington State emergency proclamation processes can be found in their respective CEMPs. The President of the United States is authorized to declare an emergency or disaster for the country ([Title 44, Code of Federal Regulations, Part 206, Subpart B](#)).

Emergency Management

Local authorities, including those in the City of Bellevue, have the primary responsibility for their jurisdictions in emergencies and disasters, as well as the responsibility for the majority of emergency incidents that are handled on a regular basis by local resources. The City Manager is the Director of Emergency Services for the City of Bellevue, in accordance with [BCC 3.98.030 – Director of Emergency Services](#). They oversee the emergency management program.

The Director of Emergency Services has the authority to appoint an emergency manager to be directly responsible for the organization, administration, and operation of the Office of Emergency Management (OEM). In accordance with [BCC 3.98.050 – Emergency Manager](#), the Emergency Manager and OEM team are responsible for the following:

- Development, implementation, and maintenance of the CEMP
- Coordination with outside agencies involved in emergency planning
- Provision of public education and information involving emergency preparedness
- Training staff working in the EOC
- Coordination with neighboring jurisdictions

To ensure OEM is able to quickly respond in an emergency, OEM has personnel on call 24/7 who are responsible for monitoring and responding to minor incidents or emergencies during day-to-day operations. In the event additional resources are needed beyond the capacity of the on-call staff, the city will begin the process to activate the Emergency Operations Center (EOC) as outlined in the [Bellevue EOC Response](#) section of this plan.

If an emergency or disaster is imminent or has just occurred, the Office of Emergency Management, Fire, Police, and other city departments will respond. The City of Bellevue strives to protect public safety and maintain order throughout all response and recovery efforts. It is possible that an emergency or disaster may occur that overwhelms the City of Bellevue's normal response capabilities. In this event, the protection of life, property, the environment and restoration of city government services will be priorities. The Mayor may issue a Proclamation of Civil Emergency to support response and recovery efforts. Details for this process can be found in the [Proclamation of Emergency](#) section of this plan.

In an emergency, the day-to-day organizational structures of city departments are to be maintained as much as practical. All City of Bellevue employees have a "duty to report" in accordance with Human Resources Policies and Procedures Manual (HRPPM), Chapter 12. This means that all employees are required to report to work following an emergency (after ensuring the safety and welfare of their loved ones) unless otherwise directed. Even if employees are not normally responsible for performing essential functions (as defined by the City of Bellevue's Continuity of Operations Plan) they may be needed to support other response, recovery, or continuity efforts.

Following an incident, the City of Bellevue and community members may not be able to return to pre-incident status. If a long-term disruption does occur, the city will ensure that delivery of critical services are maintained to the best of their ability. Recovery will look different for every incident and the manner in which these functions are performed (and services are provided), may be permanently altered. More details for this can be found in the City of Bellevue's Continuity of Operations Plan.

Field Response

All departments and the City of Bellevue as a whole will operate within the ICS structure, as set forth in NIMS. The Incident Commander (IC) will be responsible for the management and coordination of field activities. The IC will be determined by the nature of the emergency or disasters (i.e., Fire will appoint an IC for wildfire incidents, etc.). In an emergency or disaster involving multiple departments, Unified Command may be established to develop a common set of incident objectives and strategies, make joint decisions, and maintain unity of command. Individual departments will still continue to manage their own personnel and resources. The Department Coordination Centers and Emergency Operations Center provide support to the Incident Commander and field crews, to the best of their abilities.

Department Response

Bellevue has thirteen departments, each of which is responsible for executing their responsibilities as outlined in this CEMP Base Plan and supplemental annexes. Individual departments should also establish policies and procedures for accounting for their personnel, assessing damage to facilities and resources, reporting their status and situation to the EOC, and sending representatives to the EOC if requested to support citywide response and recovery efforts. Finally, departments are responsible for taking the steps outlined in their Continuity of Operations Plan Department Annexes to ensure their essential services continue to be provided following an emergency (see the Continuity Annex of this plan).

Departments may choose to activate their respective Department Coordination Centers (DCCs) if necessitated by the nature and scope of the emergency or disaster. Though any department may choose to open a DCC to help facilitate their response and recovery efforts, the following departments currently have established procedures for activating and operating a DCC:

- Development Services Department
- Finance & Asset Management Department
- Fire Department
- Information Technology Department

- Parks & Community Services Department
- Police Department
- Transportation Department
- Utilities Department

DCCs will be responsible for coordinating response and recovery activities for their respective departments, including sharing information and dispatching department-controlled resources. If DCCs require resources and mutual aid support beyond their own capabilities, they may request resources and mutual aid activations through the Bellevue EOC (when it is activated). Departments are responsible for developing plans and standard operating procedures (SOPs) to guide their response and recovery efforts and DCC operations.

Emergency Operations Center

Depending on the nature and scope of an emergency, the City of Bellevue's Emergency Operations Center may be activated (see the Bellevue EOC Response section for activation procedures) to help facilitate the city's response and recovery efforts. All departments are responsible for identifying staff who are trained in EOC procedures and can be recalled to work in the EOC when activated, as per BCC 3.98.110 – Emergency operations center staff. The EOC is responsible for coordinating citywide response efforts, including maintaining situational awareness, developing a common operating picture (COP), helping to manage resources, facilitating communication, and coordination with the Emergency Operations Board (EOB).

Emergency Operations Board

Per BCC 3.98.070 – Emergency operations board, the Emergency Operations Board (EOB) is the policy group that helps the Director of Emergency Services to make decisions on key response issues and provide reports to the City Council. The Emergency Operations Board shall be chaired by the Director of Emergency Services. The EOB consists of the City Manager, Deputy City Manager(s), Chief Communications Officer, City Attorney, Fire & Police Chiefs, and Department Directors. Other departments or divisions may be included as designated by the Director of Emergency Services.

Emergency Management Committee

According to [BCC 3.98.080](#), the Emergency Operations Board shall appoint an emergency management committee to provide staff support to the Emergency Manager and EOB in the development and implementation of the Comprehensive Emergency Management Plan (CEMP). The committee shall consist of key city personnel designated by the city department directors. EMC members shall act as strategic liaisons and exchange information with their respective departments for emergency response, mitigation, continuity, and recovery activities as determined by the Emergency Manager. The Emergency Manager shall chair the committee.

Bellevue Emergency Operations Center (EOC) Response

The purpose of the City of Bellevue's Emergency Operations Center (EOC) is to facilitate the citywide coordination of emergency response and recovery efforts. This is accomplished through the coordination of resource management, information gathering, incident analysis, and response/recovery activities.

The EOC organization follows the concepts of the Incident Command System (ICS), National Incident Management System (NIMS), and Emergency Support Functions (ESFs), with some modifications. The City of Bellevue uses the Federal Emergency Management Agency's (FEMA's) ICS and span of control parameters for all EOC activations. The EOC Manager is ultimately responsible for facilitating all EOC efforts to support field activities and coordinate resources for appropriate response and recovery efforts. Responsibilities are delegated, as needed, based on the extent and impact of the incident. In accordance with best practices, the advised span of control for each position is three to seven personnel.

Incident specific objectives will be set for each emergency. However, the EOC has some overarching goals that remain constant:

- Protect life and health
- Protect property
- Develop and disseminate public information
- Restore essential services and facilities
- Minimize economic disruptions to the community
- Preserve existing institutions and organizations

Department directors are required to appoint personnel to serve in the EOC during activations. These staff members will respond to the EOC (when activated) and leverage their skills and subject matter expertise to help coordinate citywide disaster response and

recovery. All EOC staff have been assigned to a primary section (EOC Management, EOC Logistics-Finance, EOC Operations, or EOC Planning). Their assignments are based on their respective skillsets and expertise. All staff assigned to the EOC are expected to regularly participate in ongoing trainings and exercises to ensure they are prepared to fulfill their emergency response roles.

More detailed information regarding the EOC's function, operations, and procedures can be found in the EOC Manual.

EOC Activation & Demobilization

During normal times, response to smaller scale incidents is managed by individual departments. In the event a larger, more coordinated response is required, the City of Bellevue may choose to open and operate their Emergency Operations Center (EOC).

Activation Authorities & Procedures

The City of Bellevue Director of Emergency Services (City Manager), Deputy City Managers, City Department Directors/Chiefs (or their designee) and the Emergency Manager all have the authority to request the activation of the City of Bellevue EOC when there is an emergency or disaster that requires additional support to day-to-day response or recovery capabilities. To make a request, individuals should notify the OEM staff member who is on call (staff are available 24/7, 365 days a year). When making a request, individuals should indicate the nature and scope of the disaster or emergency that necessitated the activation, what type of support is needed, and what level of activation is requested.

Upon receiving the request, the OEM staff member will travel to the EOC (or respond remotely depending on the nature of the emergency) in order to activate the EOC. If the Emergency Manager is not the one notified of the request to activate, they should be notified by OEM staff as soon as is feasible.

Once the EOC has been activated, EOC staff will be notified and recalled via Bellevue Inform (if it is available). NORCOM, the King County Office of Emergency Management, and Washington State Emergency Management Division (EMD) should be notified that the Bellevue EOC has been activated as soon as possible. During notification, the EOC staff will request a Mission Number from Washington State EMD (unless one has already been assigned) to facilitate incident tracking. Guidance for the OEM staff to activate and operate the EOC can be found in the EOC Manual and other supporting documents (i.e., the EOC Activation Checklist).

In many cases, it is unlikely that there will be warning prior to an emergency or disaster (i.e., earthquake). Therefore, it is the responsibility of the Emergency Manager and OEM

staff to ensure that the EOC is well-maintained and prepared to be activated at any time. The EOC should have enough equipment, power, and resources to sustain a fully functioning EOC for at least three days. This is also true for any alternate EOC locations (see the Primary & Alternate Locations section later in this plan.

EOC Activation Levels

The City of Bellevue EOC is designed to be scalable and should be able to operate at different levels depending on the type of incident and the needs of the first responders in the field. Positions in the EOC organizational chart will be filled as needed, at the discretion of the EOC Manager, and in accordance with ICS principles.

The EOC has four activation levels, which are determined by the nature and extent of the incident:

Level	Description	Examples
Level 4 – Steady State	No anticipated or presently occurring incidents or events. Denotes regular, day-to-day operations and monitoring by OEM staff. OEM staff are on call 24/7, 365 days a year. They continuously monitor local / regional events and communicate with Bellevue departments and other partners.	Ongoing
Level 3 – Enhanced Monitoring Activation	An anticipated or presently occurring incident or event is being monitored by OEM on call staff and additional OEM personnel, as needed.	Examples of a level three activation include winter weather advisories or planned, small community events.
Level 2 – Partial Activation	A smaller incident and/or event may require the recall of limited EOC staff, including OEM, to respond to the EOC and facilitate interdepartmental coordination, public information dissemination, and information collection. This may include activating for planned, large community events. The section chief roles may be filled without additional staff.	Examples of a level two activation include large wind or snowstorms.
Level 1 – Full Activation	This is a larger incident and/or event requiring additional personnel to fill many of the roles within the EOC organization chart. OEM and department representatives	Examples of a level one activation include a large earthquake or terrorist attack.

	are requested to respond to the EOC. The Section Chiefs require subsequent positions to be filled to coordinate response and recovery efforts.	

The EOC activation levels may change throughout response and recovery efforts depending on the need of the incident.

EOC Staffing

The EOC is staffed by city staff and other relevant partners, at the discretion of the EOC Manager. Staff assigned to the EOC have been pre-identified by their departments and participate in regular EOC trainings and exercises throughout the year.

An organizational chart of the Bellevue EOC is contained below:
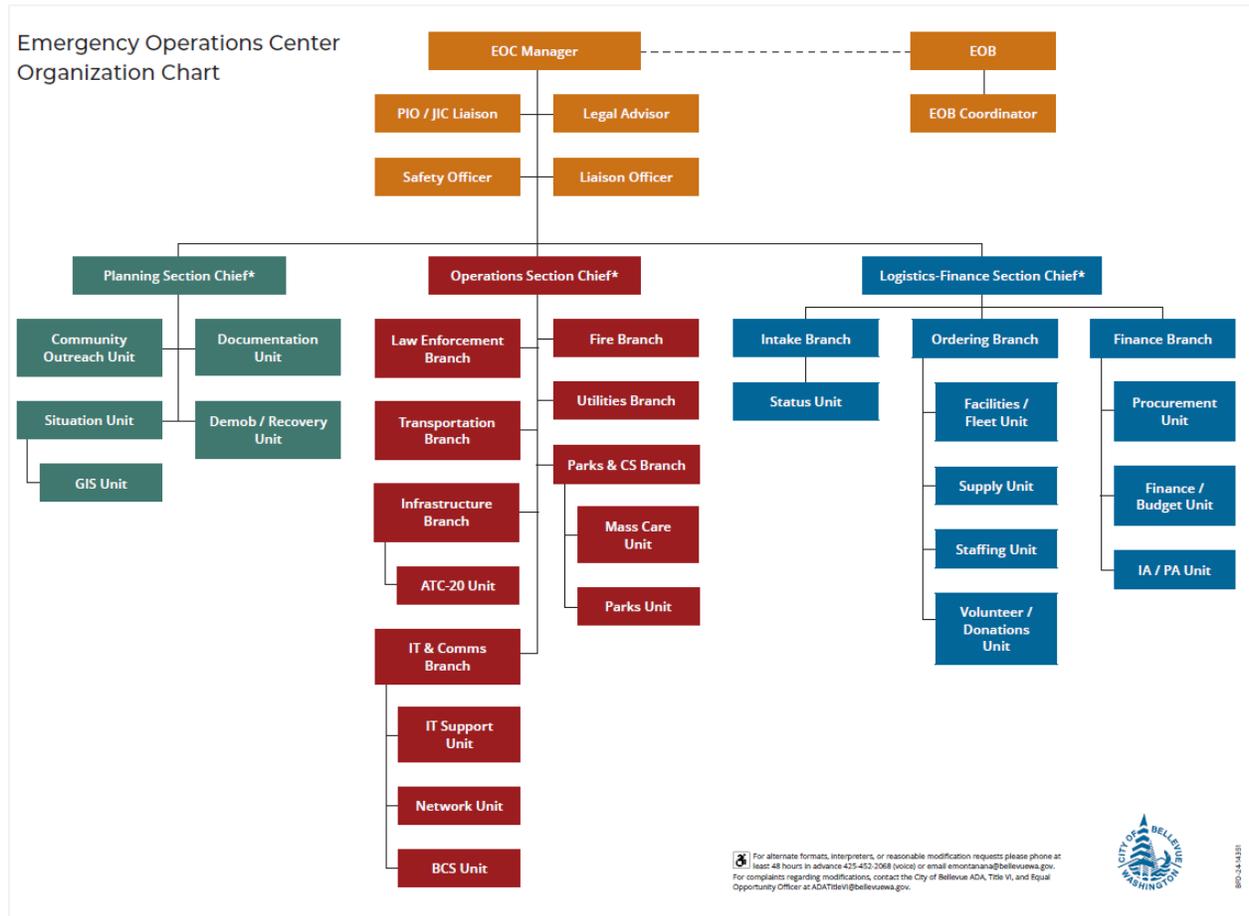
More details regarding the structure and specific positions can be found in the EOC Manual.

Primary & Alternate Locations

The EOC is a permanent room located on the third floor of Bellevue City Hall (450 110th Ave NE, Bellevue, WA 98004). The room has been outfitted with essential technology and resources, including laptops, display processors, plans and reference materials, ICS forms, office supplies, and other logistical equipment.

If the primary facility is compromised or unavailable, the alternate site has been identified in the OEM COOP Annex and EOC Manual. Necessary equipment and resources are stored at the alternate site, including a copy of the CEMP. Additional back-up locations have also

been identified. Guidance for relocating and activating an Alternate EOC can be found in the EOC Manual.

EOC Demobilization

Once the City of Bellevue's response and recovery efforts have slowed and the need for greater citywide coordination is no longer required, the city may choose to demobilize the EOC. The initial decision to demobilize should be made by the Emergency Manager and/or EOC Manager, with approval from the Director of Emergency Services. Prior to demobilization, the EOC should develop a Demobilization Plan that will provide guidance for how the city will continue to facilitate the remaining response and recovery activities and ensure there is no unnecessary disruption to the provision of services. Additional details for the demobilization process can be found in the EOC Manual.

Continuity of Operations / Continuity of Government

Ensuring continuity of government and continuity of operations is critical following an emergency or disaster. Strong continuity of operations plans help to ensure that community services and infrastructure can be restored as efficiently as possible. The Continuity of Government Act (RCW 42.14 - Continuity of Government Act) establishes provisions for the continuation of government in the event its leadership is incapacitated.

RCW 42.12 – Vacancies and RCW 35A.12 – Mayor-Council Plan of Government, provides for the filling of vacant elective offices by the City Council. The line of succession for elected city officials shall be Mayor and Deputy Mayor. Further lines of succession shall be by majority vote of the City Council as absences and/or vacancies occur.

The City Manager is the executive head of the City of Bellevue. BCC 3.98 - Emergency Management Program designates the City Manager (or their designee) to be the Director of Emergency Services. The line of succession for the Director of Emergency Services shall be City Manager and then Deputy City Manager(s).

The Director of each City Department shall designate a line of succession for their respective departments. Upon direction of the Department Director, key divisions or offices within the department may designate their respective lines of succession.

More information regarding continuity and lines of succession can be found in the City of Bellevue's Continuity of Operations Plan (COOP) and the thirteen department COOP Annexes.

Whole Community Involvement

Bellevue City Council's vision statement begins "Bellevue welcomes the world. Our diversity is our strength…" Nowhere is this statement truer than in emergency management. The City of Bellevue provides day-to-day emergency services to all community members and experience has demonstrated that all phases of emergency management are more effective when they involve the "whole community".

The "whole community" approach refers to an inclusive strategy that involves everyone, including residents, families, businesses, community organizations, faith-based groups, schools, and all levels of government in the planning and response to emergencies. The goal is to build stronger partnerships and a collective body of knowledge to understand and meet the diverse needs of the entire community, especially those with access and functional needs, to enhance overall resilience and preparedness.

This non-discriminatory approach requires engagement with public, private, and non-profit partners. These partners include a wide spectrum of organizations and populations, such as private sector partners, faith and community-based organizations, volunteer groups, and general community members. It also includes individuals covered by the Americans with Disabilities Act (ADA), people with Access and Functional Needs, people with Limited English Proficiency (LEP), children, and others who have traditionally been disproportionately impacted by disasters.

The city will strive to make every reasonable effort to provide that their actions are compliant with applicable laws related to accessibility, including the Americans with Disabilities Act (ADA). People with access or functional needs should receive the same standard of services and care as the rest of the population. No services or assistance will be denied or withheld on the basis of race, color, national origin, religion, sex, economic status, age, disability or Limited English Proficiency (LEP). Local activities pursuant to the Federal/State Agreement for major emergency recovery will be carried out in accordance with [RCW 49.60 – Human Rights Commission](#), [Title 44 Part 7](#), and other relevant laws against discrimination. Federal emergency assistance is conditional upon compliance with this code.

In the interest of providing services to the whole community, the city has worked to develop an accurate picture of the community to identify varying degrees of impacts for a variety of emergencies. In the "Community Profile" section of this plan, OEM has synthesized key demographic data for Bellevue, including population characteristics that can contribute to AFN status such as age, poverty levels, and LEP status. Gathering and evaluating this information helps to create an enhanced picture of what is required for continuity, response, mitigation, and recovery processes. For example, specific Bellevue neighborhoods contain higher concentrations of LEP populations or lower income

populations. Some of these populations are in high-risk geographic areas. Having this information prior to a disaster or emergency enables an enhanced level of interaction before, during, and after an emergency.

This belief in "whole community" involvement in emergency management is critical and is incorporated throughout this CEMP, including all appendices, attachments, etc.

Considerations for Individuals with Disabilities and Access & Functional Needs

Access and Functional Needs (AFN) refers to people who may have additional needs before, during, or after an incident. The community members that identify as having an access or functional need may vary based on the nature and scope of the disaster, however generally it includes individuals who have disabilities, those who live in retirement or assisted living facilities, elderly populations, children, those from lower socio-economic classes, those who are transportation disadvantaged, and Limited English Proficiency (LEP) communities.

The city recognizes that these populations require ongoing support, special considerations, and accommodations as they may be more vulnerable during and after an emergency or disaster. For example, individuals with limited mobility or those that are transportation disadvantaged may have increased difficulty during emergency evacuations, which need to be addressed during evacuation planning.

Identifying and addressing these concerns is something that has been integrated throughout all emergency planning efforts and training. For example, as part of the mass care planning process, the City of Bellevue proactively purchased shelter equipment designed for individuals with disabilities (e.g., medical equipment, a Hoyer Lift, sensory items, etc.) which are stored at pre-designated shelter locations to ensure city-run shelters are accessible. The city has also launched several outreach initiatives specific to senior centers and assisted living facilities to promote personal preparedness. Efforts like these are always ongoing as the city continually strives to ensure response and recovery efforts are as inclusive as possible.

Considerations for Essential Needs of Children

The City of Bellevue recognizes that there are special considerations that must be considered when planning for disaster response and recovery. Children in a disaster may have limited understanding of circumstances, may be more emotionally distressed, and require supervision and assistance due to their limited capabilities. The city ensures that information about preparedness measures unique to children are addressed in emergency

preparedness outreach and community trainings and also makes sure to address considerations for children in emergency plans and procedures.

Considerations for Individuals with Limited English Proficiency

The City of Bellevue takes pride in their diverse population. As a result, there are a variety of languages besides English spoken in homes throughout Bellevue. Supporting individuals with Limited English Proficiency (LEP) may require providing language assistance services, including oral and written translation services. The recent update to RCW 38.52.070 - Local organizations and... requires that emergency communications be translated into languages spoken by "significant populations" (populations that exceed 1,000 people or 5% of the jurisdiction's population based on data from the Office of Financial Management).

However, the City of Bellevue recognizes that true whole community involvement necessitates involving members of all the LEP communities (not just those required by law) throughout all phases of emergency management. The city will strive to work with LEP populations to identify resources and strategies that will help ensure they are able to fully benefit from emergency preparedness, response and recovery efforts. The Bellevue OEM is a strong proponent of King County's Trusted Partner Network and works proactively to help residents enroll so community members can receive emergency alerts in their native language when possible. Additional information regarding Bellevue's resources and strategies for fulfilling this requirement can be found in ESF #2, the City of Bellevue's Limited English Proficiency Emergency Communications Plan, and King County's Inclusive Emergency Communications Plan.

Considerations for Service Animals & Household Pets

The Pets Evacuation and Transportation Standards (PETS) Act is an amendment to the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The purpose of this amendment is to ensure state and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major emergency or disaster.

Additionally, the Washington State Legislature recently passed an update to RCW 38.52 – Emergency Management directing jurisdictions to integrate companion animals in planning and response efforts related to emergency sheltering, including warming and cooling centers. Bellevue addresses special considerations and sheltering plans for service and companion animals in the City of Bellevue's Shelter Management Plan (SMP) and accompanying Pet Sheltering Annex.

After-Action Reports (AARs)

The City of Bellevue is dedicated to continuous improvement and always looking for ways to improve their preparedness, mitigation, response, and recovery efforts. At the discretion of the Emergency Manager, after incidents or emergency situations, the City of Bellevue may develop an After-Action Report (AAR). These AARs allow the city to capture observations, strengths, and gaps observed during these incidents so that they can be addressed prior to future emergencies.

For real incidents, the Office of Emergency Management may gather feedback via survey, individual interviews, an after-action report meeting, or any combination of the three. They will then synthesize the feedback and share with relevant stakeholders (i.e., first responders, Emergency Operations Center staff, Emergency Management Committee members, Emergency Operations Board members, etc.). Documentation of feedback received during the AAR, as well as final documents, will be maintained and preserved in accordance with the guidance outlined in the [Administration](#) section of this plan.

A more detailed overview of the AAR process and application of findings can be found in the [Integration of After-Action Reports (AARs)](#) of this plan.

Organization & Responsibilities

General

Emergency management is a complex function that involves members of the community, non-governmental organizations, city staff, first responders, leadership, city officials, and a wide variety of other partners. An overview of each individual / group and their role are detailed in the following sections.

Organization

ICS is a portion of the National Incident Management System and is intended to be an organizational model that helps facilitate vertical and horizontal integration of jurisdictions through all phases of emergency management. All levels of government should work together to address each phase and ensure that emergency management is as efficient and effective as possible.

As much as possible, emergencies should be managed at the local level, with local jurisdictions (such as the City of Bellevue) directing immediate response and recovery efforts. When local resources become overwhelmed, the City of Bellevue may reach out to King County Office of Emergency Management, Washington's Emergency Management Division and other neighboring jurisdictions for assistance and support.

When these resources are overwhelmed, the Governor may request Federal assistance under a Presidential Disaster Declaration or Emergency Disaster Declaration. The Federal Government, through FEMA, coordinates the federal response to save lives and to protect property, the economy, and the environment, along with providing resources for the recovery of areas impacted. Each jurisdiction is responsible for developing their own plans to help ensure they are able to execute their respective responsibilities.

Responsibilities

The following are basic responsibilities, as they relate to emergency management operations, for the City of Bellevue. It is understood that these responsibilities may vary depending on the scope, nature, and complexity of the situation. Departments are also responsible for complying with their responsibilities as defined in current Mutual Aid Agreements.

Key Position Powers & Duties

This section outlines responsibilities for key positions and organizations with a role in emergency management.

Mayor

- Issue a Proclamation of Civil Emergency in accordance with [BCC 9.22, Mayor's Emergency Powers](#) (when necessary).
- Provide visible leadership to the community and make announcements to the media and Bellevue community members.
- Provide policy direction through the City Manager and Emergency Operations Board (EOB).

City Council

- Appropriate funds to meet emergency needs
- Continue essential functions and maintain continuity of government
- Provide for the coordination of visiting officials from other jurisdictions and levels of government
- Appropriate funds to provide emergency preparedness programs and mitigation activities within the City of Bellevue.

Director of Emergency Services (City Manager)

- Serve as Chair of the Emergency Operations Board (EOB).
- Review and approve the Comprehensive Emergency Management Plan (CEMP).
- Coordinate with City Council.
- Provide policy direction to the Emergency Manager and Emergency Operations Center (EOC) staff, in consultation with the Emergency Operations Board (EOB).
- Issue a Proclamation of Civil Emergency, in accordance with [BCC 9.22, Mayor's Emergency Powers](#), in the absence of the Mayor and Deputy Mayer.

Emergency Manager

- Oversee the administration and operation of the Office of Emergency Management.
- Direct and coordinate the development, implementation, and maintenance of the City of Bellevue's Comprehensive Emergency Management Plan (CEMP).
- Coordinate the development and maintenance of relevant citywide emergency plans to facilitate mitigation, preparedness, response, and recovery activities.
- Act as Chairperson of the Emergency Management Committee (EMC).

- Conduct and evaluate trainings and exercises on emergency plans.
- Monitor training of personnel who staff the Emergency Operations Center (EOC).
- Manage public education and outreach regarding disaster preparedness.
- Educate departments on ICS / NIMS requirements.
- Request the activation of the EOC as necessary.
- Support the Emergency Operations Center during emergencies and fill the role of EOC Manager as needed.
- Assist the City Attorney (or designee) with the preparation of a Proclamation of Emergency if needed.
- Coordinate the compilation and preparation of disaster assistance paperwork with City departments and the Applicant Agent. Submit paperwork to the appropriate agencies.
- Coordinate with the PIO to disseminate emergency communications. Ensure emergency communications are disseminated in compliance with RCW 38.52.070.
- Assist in requesting assistance from other jurisdictions when necessary.
- Provide coordination with outside agencies and organizations involved in emergency management.
- Approve and sign emergency management related guidance and documentation, as needed.

Emergency Operations Board (EOB)

- Provide support, leadership, and guidance for the Emergency Manager, Emergency Management Committee, and Emergency Operations Center.
- Help make key decisions on issues related to response and recovery.
- Support the Director of Emergency Services in reporting to City Council during an emergency.
- Request the activation of the Bellevue EOC, when necessary.
- Appoint representatives from their respective departments to fill important emergency roles (i.e., Emergency Management Committee, Emergency Operations Center, Shelter Staff, etc.)

Emergency Management Committee (EMC)

- Provide support to the Emergency Manager and Emergency Operations Board in the development and implementation of the Comprehensive Emergency Management Plan (CEMP).
- Act as strategic liaisons and exchange information with their respective departments for all emergency management activities (i.e., response, recovery, mitigation, etc.)

Emergency Operations Center (EOC) Staff

- Staff the EOC during an emergency or disaster under the direction of the EOC Manager.
- Maintain readiness through trainings and exercises as coordinated by the Office of Emergency Management.

Office of Emergency Management

- Support the Emergency Manager with the operation of the Emergency Management Program.
- Support the Emergency Manager and maintain the primary and alternate emergency operations center sites for readiness.
- Serve as lead / coordinating division for Emergency Support Function #2 – Communications.

Responsibilities by Department

This section outlines responsibilities for all thirteen of Bellevue's departments. More detailed responsibilities can be found in the annexes to the CEMP (Mitigation, Continuity, Response, and Recovery). Departments are also responsible for developing and complying with their responsibilities as defined in current Mutual Aid Agreements (MAA), Memorandums of Agreement (MOA), and Memorandums of Understanding (MOU).

All Departments – Shared Responsibilities

All City of Bellevue departments are responsible for the following:

- Develop and maintain relevant plans and SOPs to provide guidance for department responsibilities defined in this plan (and relevant annexes).
- Provide the required personnel, facilities, and equipment needed to support the responsibilities outlined in the CEMP, including EOC and shelter operations, to the best of their abilities.
- Ensure equipment and supplies are maintained and capable of supporting operations for an extended period of time.
- Regularly train and exercise staff so they are prepared to fill their respective emergency roles. Ensure EOC staff participate in ongoing EOC trainings and exercises.
- Ensure compliance with ICS and NIMS training for department staff, following guidance from the Emergency Manager.

- Provide for the identification and preservation of essential department records. This includes developing procedures to guide the identification and preservation process.
- Establish and maintain a department-specific annex to the Continuity of Operations Plan (COOP) that provides guidance regarding essential functions, lines of succession, delegation of authority, etc. to ensure continued provision of essential services in an emergency.
- Identify EOC staff prior to an emergency and send personnel to the EOC when activated.
- Ensure emergency communications comply with RCW 38.52.070.
- Assign staff to maintain contact lists in the alert and warning system to ensure all personnel are able to receive timely emergency alerts.
- Activate and operate their Department Coordination Centers (DCCs) if necessary. DCCs should coordinate with the EOC when activated.
- Establish policies and procedures for accounting for department personnel, assessing damage to facilities, and reporting situation / status to the EOC.
- Promote personal preparedness amongst department staff to help ensure employees will be ready to respond in an emergency.

City Attorney's Office

- Provide legal advice to city departments, the Emergency Operations Board, the Emergency Management Committee, and Emergency Operations Center as it pertains to disaster response and recovery.
- Review contracts for emergency work and procurement, as needed.
- Prepare a Proclamation of Emergency, when needed, in coordination with the Emergency Manager and City Manager.
- Provide legal review of emergency plans and supporting documents to ensure compliance with local, state, and federal laws.

City Clerk's Office

- Provide information and direction to city departments on requirements for the identification and preservation of essential city records.
- Assist with documentation of emergency related costs, activities, and relevant information in the EOC when activated.
- Maintain historical records of all local emergency proclamations.

City Manager's Office

- Provide overall direction and control of emergency operations.

- Ensure that activities from all phases of emergency management are carried out throughout the city.
- Appoint a Public Information Officer to coordinate preparation and dissemination of information to the public and the media on behalf of the City.
- Support preparation of Proclamations of Emergency and other necessary emergency ordinances or resolutions.
- Serve as the lead / coordinating agency for Emergency Support Function #15 – External Affairs.
- Prepare reports and/or briefings for City Council on issues related to emergency response and recovery efforts.

Community Development Department

- Develop plans to dela with land use, environmental impact, and related mitigation issues following disasters.
- Work with Cultural Navigators to help facilitate emergency communications with community members with limited-English proficiency in emergency situations.
- Convene with the King County RAHP Consortium Interlocal for Regional Housing following an emergency, as needed.

Development Services Department

- Provide support in the initial damage assessment of city infrastructure.
- Coordinate and compile initial damage assessment and safety evaluation of designated citywide facilities.
- Determine building safety and recommend evacuations as appropriate.
- Provide expertise and recommendation for reconstruction, demolition and structural mitigation during the recovery period.
- Provide permit processes for disaster recovery efforts.

Finance & Asset Management Department

- Provide damage assessment and emergency repairs for general city facilities.
- Provide engineering and architectural services for general city facility infrastructure, including expertise and recommendations for reconstruction, demolition and mitigation during response and recovery periods.
- Coordinate with facility security as needed.
- Maintain operation of radios and other communications equipment owned by the city.
- Help with relocation efforts in accordance with the Citywide COOP Plan.
- Assist in identifying sources of disaster funds if departmental budgets are exceeded.
- Review emergency contracts for the city.

- Coordinate disaster-related purchases and expenditures.
- Provide for the procurement of contractors' services, materials, supplies, equipment, and food when necessary.
- Coordinate the receipt, storage, and distribution of donations in coordination with the EOC.
- Assist other departments with the compilation of disaster-related financial information and serve as Applicant Agent for reimbursement.
- Serve as lead / coordinating department for Emergency Support Function #7 – Logistics (in coordination with the Human Resources Department).

Fire Department

- Provide command and control for field operations through Command Posts as appropriate. Coordinate with other departments if Unified Command is required.
- Provide fire suppression services.
- Provide hazardous materials incident response. Coordinate with outside agencies as appropriate.
- Provide direction and control for search and rescue activities.
- Provide light and limited heavy rescue.
- Provide emergency medical services.
- Participate in initial citywide damage assessment as appropriate.
- Support evacuation efforts as appropriate.
- Serve as lead / coordinating department for the following Emergency Support Functions:
    - ESF # 4 – Firefighting
    - ESF #8 – Public Health and Medical Services
    - ESF #9 – Search and Rescue
    - ESF #10 – Oil and Hazardous Materials Response
- Provide support to the Public Information Officer in the dissemination of emergency warning information to the public.

Human Resources Department

- Coordinate employee notification and support during disaster activities with the EOC.
- Develop procedures and coordinate the registration of temporary emergency workers and volunteers.
- Assist with staffing recall and reassignment as needed (i.e., shelter staffing), in compliance with HRPPM and union contracts.
- Coordinate personnel needs and monitor human resources, and employee / volunteer safety.

- Serve as the lead / coordinating agency for Emergency Support Function #7 – Logistics (in coordination with the Finance & Asset Management Department).
- Coordinate resource information, as needed, to employees, the media, and/or the public with the Public information Officer.

Information Technology Department

- Provide city departments with guidance and direction for the protection of computer hardware, software, data, and city telephone systems.
- Develop redundant infrastructure (e.g., network, communications, etc.) prior to an emergency to improve functionality in a disaster.
- Advise the EOC on status and capability of citywide emergency communications systems during emergency response and recovery.
- Support technology needs during relocation activities in accordance with the COOP plan.
- Coordinate the recovery operations of the city's computer and telephone systems as well as restoration of data following disaster situations.
- Provide telecommunications and technology support to the Emergency Operations Center.
- Lead city efforts to plan for and respond to cyber incidents

Parks & Community Services Department

- Assist OEM in the development of plans for mass care operations.
- Coordinate through the EOC for the utilization of city facilities and park sites for use as reception centers/staging areas or shelters, as needed.
- Provide building inspections of the Parks-owned facilities and designated shelters as needed.
- Assist in managing distribution of emergency goods and supplies (i.e. water, food, etc.) to the public with staff or volunteers. Utilities is responsible for establishing and maintaining safe emergency drinking water distribution system(s).
- Serve as lead / coordinating departments for the following Emergency Support Functions:
  - ESF #6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services
  - ESF #11 – Agriculture and Natural Resource
- Coordinate with other city departments and relief agencies to transport and distribute food, water, and essential supplies to city staff/residents when needed.

Police Department

- Provide command and control for field operations through established command posts as appropriate. Coordinate with other departments if Unified Command is required.
- Provide law enforcement activities within the city, that includes the enforcement of any special emergency orders issued by the Mayor and/or City Manager.
- Provide emergency traffic control.
- Provide support to the King County Medical Examiner in the identification of the deceased.
- Coordinate evacuation processes.
- Provide support to the Public Information Officer in the dissemination of emergency warning information to the public.
- Serve as the lead / coordinating department for Emergency Support Function #13 – Public Safety and Security.
- Provide explosive device identification, handling, and disposal.
- Act as a liaison between city personnel and military personnel responding to an emergency.

Transportation Department

- Provide damage assessment of transportation routes, designate emergency traffic routes, and provide temporary traffic control measures/devices and operational control of traffic signals.
- Provide damage assessment and emergency repairs for transportation facilities restoration (signals and streetlights).
- Provide support to citywide evacuation planning and assist in evacuation efforts as appropriate.
- Serve as lead / coordinating department for the following Emergency Support Functions:
  - ESF #1 – Transportation
  - ESF #3 – Public Works & Engineering (with the Utilities Department)
  - ESF #12 - Energy
- Manage debris clearance of city roadways, including ingresses/egresses to critical infrastructure, incident scenes and services. For downed power lines, coordinate with private utilities identified in ESF 12.
- Provide engineering and architectural services for transportation facility infrastructure (roads, bridges, retaining walls, sidewalks), including expertise and recommendations for reconstruction, demolition, and mitigation.

Utilities Department

- Maintain operation of, and implement repairs to, the public water system, to provide safe drinking water and fire flow.
- Maintain operation of and implement repairs to the public wastewater system to provide public sanitation needs and control wastewater pollution to the environment.
- Maintain the operation of, and implement repairs to, the public drainage system to minimize flooding and property damage. Respond to environmental emergencies in coordination with other departments (with the exception of hazardous materials response when Fire is the lead).
- Serve as the lead / coordinating agency of Emergency Support Function #3 – Public Works and Engineering.
- Set up emergency water distribution station(s) with the EOC, and test water safety when emergency drinking water distribution to the public is needed.

Responsibilities by Emergency Management Phase

The City of Bellevue shares common responsibilities aligned with emergency management phases as part of the implementation of NIMS and incident management. These phases create a continuous, holistic cycle of emergency management. There are four phases of emergency management: mitigation, preparedness, response, and recovery. Engagement with the whole community throughout all phases of emergencies or disasters is vital to protecting life safety and property during an emergency.

Figure 18: Emergency Management Phases

Mitigation

Mitigation is the effort to reduce loss of property by lessening the impact of disasters. For mitigation to be effective, it is necessary to establish a clear understanding of the local hazards and risks in the community. Mitigation activities are then designed to analyze, reduce, and ensure against those risks. Examples of mitigation activities can include improvements to:

- Regulations
- Local ordinances
- Land use
- Building practices and/or
- Mitigation projects

These activities are designed to eliminate or significantly reduce risk. This helps to reduce the human and financial impacts after an emergency. It is impossible to predict when and where a disaster will strike, but mitigation actions taken in advance can be invaluable in significantly reducing the adverse impacts of those disasters or emergencies.

A more comprehensive overview of Bellevue's mitigation activities can be found in the Mitigation Annex of this plan, which contains the City of Bellevue's Hazard Mitigation Plan (2025). This plan provides detailed accounts of the significant hazards that Bellevue is susceptible to, as well as a series of mitigation strategies and actions that can be taken to mitigate Bellevue's risk.

Preparedness

Preparedness activities are those that help develop and maintain a state of readiness for individuals, businesses, community organizations and government. Preparedness activities often take an all-hazards approach, as it is impossible to predict the nature or scope of the next disaster. Preparedness requires participation from the whole community to be truly effective.

Examples of preparedness activities may include:

- Development of emergency plans (i.e., CEMP) that help to facilitate response and recovery efforts.
- Development and maintenance of Standard Operating Procedures (SOPs) to provide guidance for executing the roles and responsibilities identified in plans.
- Develop SOPs to guide documentation and reporting processes regarding disaster-related expenses. This will help to facilitate development of public assistance / reimbursement applications.

- Improved understanding of local and regional hazards (i.e., City of Bellevue Hazard Mitigation Plan).
- Training and exercising city employees and volunteers to ensure they are prepared to execute their emergency roles and responsibilities as effectively and efficiently as possible.
- Providing education and outreach opportunities to improve resident preparedness.
- Develop and maintain MOAs/MOUs with public and private sector partners to aid in response/recovery coordination and resource management.
- Maintain facilities, equipment, and supplies so they are ready to respond if required.
- Identification of and coordination with local AFN communities (i.e., disability communities, LEP populations, etc.) This helps to identify and address possible barriers that may limit their participation in emergency response and recovery efforts.
- Continuous coordination, planning, training and exercise with partners. These partners may include, but are not limited to, the following: residents, community-based organizations, faith-based organizations, NGOs, volunteer groups, private sector partners, neighboring jurisdictions, other levels of government, etc.

Response

Response activities refer to the actions to be taken during an emergency to ensure efficient and effective emergency response. This is necessary to protect lives and property during an emergency or disaster.

Examples of response activities include:
- Activation of the Emergency Operations Center (EOC) to coordinate citywide emergency response efforts.
- Emergency response operations (i.e., law enforcement, fire, search and rescue, evacuation, etc.)
- Coordination with partners, including residents, community based-organizations, faith-based organizations, NGOs, volunteer groups, private sector partners, neighboring jurisdictions, other levels of government, etc.
- Emergency notification and warning to City of Bellevue staff via the alert and warning system.
- Dissemination of emergency notifications to the public.
- Maintenance of Situational Awareness and a Common Operating Picture (COP).
- Coordination and management of resources required for response efforts.

A more comprehensive overview of Bellevue's response activities can be found in the Response Annex to this plan.

Recovery

Recovery activities refer to those activities required to help the community return to a normal or improved state following an emergency. Recovery encompasses a broad range of areas, including the economy, health and human services, housing, infrastructure, etc. While recovery takes place after an emergency, planning and preparation for recovery will ideally begin prior to an emergency. For recovery to be most effective, the whole community must be involved.

Examples of recovery activities include:

- Identify required recovery projects and coordinate project completion with involved stakeholders.
- Conduct damage assessments and identify needed repairs.
- Compile financial information from the emergency or disaster and process for reimbursement applications.
- Coordinate the repair and restoration of citywide infrastructure.
- Coordinate the application for and provision of short-term and long-term recovery funding and disaster assistance (public and individual).
- Develop after-action reports to identify areas that need improvement and actions that can be taken to address those issues.

A more comprehensive overview of Bellevue's recovery activities can be found in the Recovery Annex to this plan.

Direction, Control, and Coordination

General

The National Incident Management System (NIMS) provides a consistent, nationwide template to enable federal, state, tribal, and local governments; the private sector; and non-governmental organizations (NGO to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity. The City of Bellevue adopted NIMS as the basis for incident management in the city and use of the Incident Command System (ICS) in managing emergency situations by Administrative Order No. 05-01 on September 19, 2005. NIMS, mandated by Homeland Security Presidential Directive (HSPD)-5, provides a consistent, nationwide approach for federal, state, local, and tribal governments; the private sector; and NGOs to effectively and efficiently prepare for, respond to, and recover from domestic incidents. NIMS represents a core set of concepts, principles, and terminology that enables effective, efficient, and collaborative incident management.

Incident Management

Direction and control of emergency management functions is the responsibility of the Mayor, the City Council, and the City Manager. Depending upon the size, scope, and/or complexity of the emergency or disaster, the Emergency Operations Center (EOC) may be activated to facilitate coordination and aid in overall management or coordination of response and recovery activities. The EOC's activities will be directed by the Director of Emergency Services (City Manager) who is supported by the rest of the Emergency Operations Board (EOB). They serve as the "Policy Group" and provide policy guidance and direction for response.

All departments and the city will operate within the ICS structure, as set forth in NIMS. The Incident Commander (IC) will be responsible for the management and coordination of field activities. The IC will be supported by the EOC and its staff. Incident Command may choose to delegate extended functions to EOC staff, but staff in the EOC do not normally make operational decisions regarding management of the incident. Rather, they coordinate with, and support Incident Command as requested.

Departments may also activate their department coordination centers (DCCs). DCCs may be established to manage the dispatch and coordination of department-controlled resources. They will work with the Incident Commander and EOC (when activated) regarding incident priorities and resource status to ensure incident objectives are aligned.

In a multidepartment, multi-jurisdiction or multi-agency incident/event, Unified Command may be established to develop a common set of incident objectives and strategy, make joint decisions, and maintain unity of command. On-scene management of emergencies will normally follow ICS as outlined in NIMS and as required by the RCW 38.52.070 - Local organizations...for responses to multi-agency/multi-jurisdiction operations and the WAC 296-843 – Hazardous Waste Operations for responses to hazardous materials incidents per BCC 3.96 - Hazardous Materials Incident Command Agency. The IC is the on-scene manager responsible for direction and control at the scene of the incident.

The chart below reflects how incident coordination takes place amongst the parties involved in incident management (IC falls under field operations).
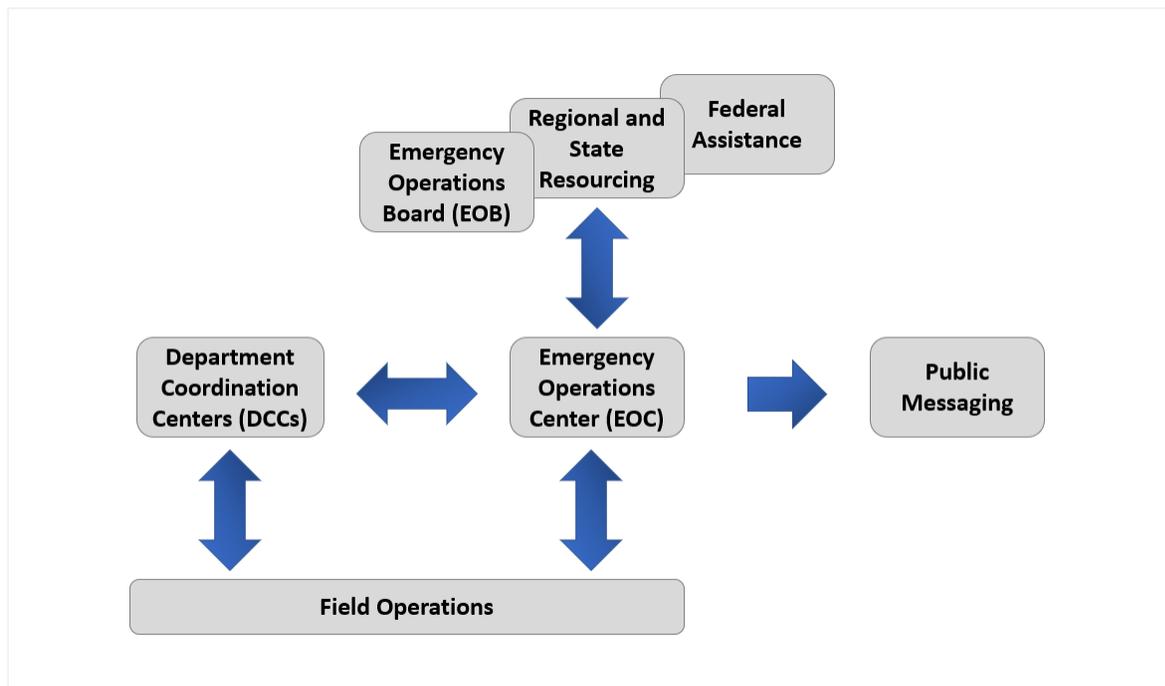
Figure 19: City of Bellevue Coordination

Multi-Jurisdictional Coordination

It is often said that disasters don't stop at borders and emergency management cannot take place in a vacuum. This highlights the importance of coordinating with other jurisdictions and regional partners both before and after an emergency. When activated, the EOC facilitates coordination with neighboring jurisdictions, King County OEM, Washington EMD, FEMA, and other partners. While coordination is vital to success, each jurisdiction maintains direction and control over their respective response and recovery efforts.

Relationship to Mission Areas

Mission areas in emergency management were developed to organize and guide preparedness efforts by defining key capabilities needed to address and build resilience against all hazards and threats. These mission areas provide the City of Bellevue with a comprehensive framework for emergency management activities before, during and after an emergency to prevent harm, secure populations, lessen damage, save lives and restore communities.

The five mission areas are included below:

Figure 20: Emergency Management Mission Areas

Each mission area aligns with specific core capabilities. Core capabilities are the critical skills, functions, and resources needed to prevent, protect against, mitigate, respond to, and recover from hazards and incidents. Some core capabilities can apply to multiple mission areas. Planning, Public Information & Warning, and Operational Coordination apply to all mission areas. Details for how core capabilities relate to Emergency Management Support Functions (ESFs) can be found in the Response Annex of this CEMP. Definitions for each of the 32 core capabilities can be found on Washington Emergency Management Division's "Core Capability Development Sheets".

Prevention and Protection Mission

The prevention mission area addresses capabilities necessary to prevent, avoid or stop an imminent, threatened or actual act of terrorism. The protection mission area addresses capabilities necessary to protect the jurisdiction against acts of terrorism and man-made or natural disasters. It is specifically focused on actions to protect community members, assets, systems, and networks against threats to our interests, aspirations and way of life.

The following core capabilities align with these mission areas:

Prevention Core Capabilities	Protection Core Capabilities
• Planning • Operational Coordination • Public Information & Warning • Intel & Information Sharing • Screening, Search & Detection • Interdiction & Disruption • Forensics & Attribution	• Planning • Operational Coordination • Public Information and Warning • Intel and Information Sharing • Screening, Search & Detection • Interdiction & Disruption • Access Control & Identity Verification • Cybersecurity • Physical Protective Measures • Risk Management For Protection Programs & Activities • Supply Chain Integrity & Security

Figure 21: Prevention & Protection Core Capabilities

The Bellevue CEMP addresses all hazards planning to guide actions before, during, and after a disaster regardless of the hazard type. It defines who does what, when, and where in order to mitigate, prepare for, respond to, and recover from the effects of natural, technological, and human-caused hazards or threats. Bellevue works closely with regional partners, including the Washington State Fusion Center for these mission areas. Plans and procedures specific to public safety and terrorism are addressed in ESF #13 – Public Safety.

Mitigation Mission

The mitigation mission area addresses capabilities necessary to reduce loss of life and property by lessening the impact of future disasters. The following core capabilities align with the mitigation mission area:

Mitigation Core Capabilities
• Planning • Operational Coordination • Public Information & Warning • Community Resilience • Long-Term Vulnerability Reduction • Risk & Disaster Resilience Assessment • Threat & Hazard Identification

Figure 22: Mitigation Core Capabilities

The City of Bellevue has developed a citywide Hazard Mitigation Plan (HMP) that considers the impact of regional hazards and identifies mitigation strategies that are designed to reduce injury, death, and damage from the hazards that Bellevue is susceptible to. The City of Bellevue may also participate in the Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program to help fund some of these mitigation actions and build a more resilient community.

Response Mission

The response mission area addresses core capabilities that are necessary to respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of an emergency or disaster. The following core capabilities align with the response mission area:

Response Core Capabilities	
• Planning	• Mass Care Services
• Operational Coordination	• Mass Search & Rescue Operations
• Public Information & Warning	• On-Scene Security, Protection, and Law Enforcement
• Infrastructure Systems	• Operational Communications
• Critical Transportation	• Logistics & Supply Chain Management
• Environmental Response/Health & Safety	• Public Health, Healthcare, & Emergency Medical Services
• Fire Management & Suppression	
• Fatality Management	

Figure 23: Response Core Capabilities

The Response Annex of this plan contains Emergency Support Functions (ESFs) that provide greater detail for the plans, procedures, and policies involved in the execution of these core capabilities. Each ESF identifies the lead/coordinating department and supporting agencies to clearly outline each entity's role in response.

Recovery Mission

The recovery mission area addresses capabilities related to helping communities affected by an incident to restore the learning environment and return to their normal operations and activities. The following core capabilities align with this mission area:

Recovery Core Capabilities	
• Planning	• Economic Recovery
• Operational Coordination	• Health & Social Services
• Public Information & Warning	• Housing
• Infrastructure Systems	• Natural & Cultural Resources

Figure 24: Recovery Core Capabilities

The Recovery Annex to this plan provides an overview of the framework the City of Bellevue would implement when recovering from an emergency or disaster. While it is impossible to develop a specific action plan without knowing the nature and scope of the incident, the framework focuses on common elements of recovery, including:

- Community assistance
- Economic recovery
- Health, education and human services
- Housing
- Infrastructure Systems
- Natural & Cultural Resources

The goal of recovery is to not only recover but build a community that is more resilient than before.

Information Collection, Analysis, and Dissemination

General

Management of information is an iterative process. During response, the situation is often fluid and staff have to make constant updates and adjustments as new information becomes available. It is vital that information is relevant and timely to maintain situational awareness and develop a Common Operating Picture (COP). Situational awareness is a result of continuous information collection and analysis through various means and products to develop context relevant to the incident. The COP is the resulting situational awareness that is shared among all involved partners. This is important because this is the foundation that is used to help make establish priorities, manage resources, issue alerts, restore services, and make policy decisions.

An overview of the information collection, analysis, and dissemination process is included below.

Information Collection

OEM staff are responsible for monitoring ongoing notifications, alerts, and warnings of emergency alerts and incidents that impact the City of Bellevue on a day-to-day basis. Information is continuously shared with OEM and the EOC (when activated), regarding emergencies or hazardous situations that may impact the city. Information may come in via phone, email, WebEOC, radio, television, social media, and other platforms.

Information may be received via a multitude of sources, including (but not limited to) the following:

- City of Bellevue Departments (i.e., event permits and road closures)
- Neighboring jurisdictions (including King County OEM and WA EMD)
- NORCOM
- National Weather Service (NWS)
- Department of Ecology
- Washington State Fusion Center (WSFC)
- Bellevue School District
- Puget Sound Energy

If the scope and nature of the emergency overwhelms the capabilities of the OEM staff, the EOC may be activated following the procedures described in the Concept of Operations section of this plan.

The EOC is responsible for collecting information to establish and maintain situational awareness, form a common operating picture, and inform incident management objectives and actions. In addition to the sources above, during an EOC activation some sources of information may include reports from field crews, Incident Action Plans (IAPs), external situation reports, etc. Information collection is managed by the Planning Section in the EOC, so that it can be consolidated and shared with the appropriate partners (see EOC Manual for more details).

While the volume of information during response and recovery efforts can be overwhelming, Bellevue's EOC focuses on FEMA's Community Lifelines to help assist in the collection and analysis process. A lifeline enables the continuous operation of government functions and critical business and is essential to human health and safety or economic security. Community lifelines are grouped into the following areas:

- Safety & Security
- Communications
- Food, Water and Sheltering
- Transportation
- Health and Medical
- Hazardous Material

Utilizing these lifelines helps to organize and make sense of large volumes of information. This information collection process is critical as it informs resource planning, allocation of resources, community services, and emergency planning efforts. More details about the integration of community lifelines with core capabilities and Emergency Support Functions (ESFs) can be found in the Response Annex of this CEMP Base Plan.

Information Management & Analysis

During non-emergency times, notifications, alerts, and other warnings are reviewed by the Emergency Manager (or other OEM staff) and disseminated to the relevant stakeholder(s).

When the EOC is activated, the EOC Planning Section collects, verifies, and compiles incident information. Not all information sources carry the same credibility. Often it is necessary to verify key information through subject matter experts before using the information for decision-making or sharing the information with others. Information received from trusted official sources will be accepted as verified. All other information will be verified by city staff, to the extent possible given the emergency situation, before accepting it as valid.

The City of Bellevue uses several incident management systems; however the Emergency Operations Center (EOC) primarily relies on WebEOC for the maintenance of situational awareness and the tracking of resources. WebEOC is a platform that allows EOC staff to collect, process, and disseminate information being received from city departments and other partners. Information entered into the system is accessible by all EOC staff and some

DCC staff. Because WebEOC is provided by King County OEM, information can be shared directly with the County and other neighboring jurisdictions. This makes WebEOC a valuable tool for building a common operating picture.

EOC staff may obtain classified or sensitive information dependent on the type of incident. Any such information will be directed to the Bellevue Police Department via the Law Enforcement Branch of the EOC.

Information Dissemination

The Emergency Manager (or OEM staff) disseminates situational awareness information to the appropriate stakeholders (i.e., department personnel, leadership, community members, etc.) in accordance with guidelines in the OEM Response Guidebook. Ultimately, there is a degree of discretion in deciding whether or not to share information, who to share it with, and when it should be shared. Staff are required to use their best judgement in making these decisions.

When the EOC is activated, there are several platforms that can be used to disseminate information. King County's WebEOC platform has an "iSnap" board that allows jurisdictions to input and share information related to the event with KCOEM and neighboring jurisdictions. This board is based on FEMA's Community Lifelines, to help organize the information.

There are also several EOC documents that can be leveraged to share information. The Planning Section is responsible for developing Situation Reports and an EOC Action Plan to help share incident-specific information and ensure the maintenance of a Common Operating Picture. The frequency with which these documents are disseminated may vary at the discretion of the Planning Section Chief, but at least one will be issued per operational period of each document. Briefer "snapshots" may also be issued to share time sensitive updates or information.

These documents may be shared with field responders, EMC, EOB, department coordination centers, and other partners (at the discretion of the EOC Manager). They will also be shared with King County OEM via WebEOC (or whatever means are available) to ensure regional coordination. They may also be shared with neighboring jurisdictions and WA EMD depending on the nature of the incident and the discretion of the EOC Manager.

The Public Information Officer (PIO) is responsible for disseminating relevant information to the public. They will work closely with the EOC Manager, Legal Advisor, and operational staff to ensure information is accurate and pertinent for the public.

Communications

General

Strong communications are a vital component of effective response and recovery efforts. Communications in an emergency are multi-faceted and includes considerations for public alert and notification, hardware, infrastructure, redundancy, JIC/JIS, access and functional needs, and public messaging.

Figure 25: Communications Components

In an emergency or disaster, the City of Bellevue (COB) will continue to use normal communications and warning systems to the extent possible. The city relies on a variety of communication systems to facilitate emergency response and recovery, including phones (cell and Voice over Internet Protocol), radios (800 MHz, UHF, amateur, etc.) satellite phones, email, social media, etc.

Many Bellevue first responders, field crews, and COB departments have been issued new radios as part of the PSERN update (Puget Sound Emergency Radio Network) which was established to improve communications among first responders during emergencies. This upgrade allows for interoperable communications with departments, NORCOM, and neighboring jurisdictions. Washington State's Emergency Management Division also operates a statewide, very high frequency (VHF) low-band radio system, as the primary

backup communication system for emergency management between the state EOC and local EOCs throughout the state.

The primary EOC is equipped with the resources and specialized equipment necessary to facilitate strong communications in an emergency, including landline, CEMNET radio, amateur radio, a satellite phone, fax, and access to computers for email/social media. The alternate EOC also has extensive communications equipment, and while capabilities would be more limited, communications could successfully continue if the EOC had to be relocated. If possible, equipment could also be transported to the secondary location. More information about what communication systems are necessary and possible alternates are identified in the citywide COOP Plan. Individual departments have identified the communication systems they would be dependent on to perform their essential functions and viable alternate systems in their respective department COOP annexes.

Following an emergency or disaster, it is possible that many of the aforementioned emergency communications systems may be damaged or overwhelmed. In that event, it is possible that the city may need to rely on amateur radios to relay information and facilitate communications.

The city works with the Bellevue Communications Support (BCS) team, which is a volunteer organization of licensed amateur radio operators that help facilitate emergency communications within the city. BCS members may staff the IT & Communications Branch in the Operations Section of the EOC. Their expertise in communications systems, including amateur radios, can be invaluable in establishing and maintaining communications in an emergency. In addition to the amateur radios BCS has at the EOC and alternate EOC, they also regularly maintain radios that have been pre-staged at all Bellevue Fire Stations, to help ensure citywide coverage in an emergency.

More detailed information about communications can be found in ESF 2 - Communications in the Response Annex to this CEMP.

Interoperable Plans & Systems

One of the most important principles of communication and information management is interoperability. This refers to the ability of different systems, often used by various agencies or organizations, to seamlessly exchange information and work together (especially during emergencies or critical situations).

It is important to identify the different plans and systems used for emergency communications, to ensure they are being leveraged effectively. Some of the federal, state, and local plans and systems are highlighted below:

Federal:
- National Emergency Communications Plan

State:
- Alert & Warning Center
- State Radio Amateur Civil Emergency Services (RACES) Plan
- Emergency Support Function #2 (part of WA EMD's CEMP)
- Emergency Support Function #15 (part of WA EMD's CEMP)

King County
- King County's Regional Communications & Emergency Coordination Center
- King County Radio Amateur Civil Emergency Services (RACES) Plan
- Emergency Support Function #2 (part of KCOEM's CEMP)
- Emergency Support Function #15 (part of KCOEM's CEMP)
- King County's Inclusive Emergency Communications Plan

City of Bellevue
- Emergency Support Function #2 (part of this CEMP's Response Annex)
- Emergency Support Function #15 (part of this CEMP's Response Annex)
- City of Bellevue's Limited English Proficiency Emergency Communications Plan
- SOP for Internal COB Emergency Alerts
- SOP for External COB Emergency Alerts

Internal Communications

In an emergency, information can be shared with City of Bellevue staff via number of different COB platforms, including the InsideVue, the internal SharePoint site, and email, along with the communications systems referenced previously. Communications between Bellevue staff are vital to ensuring effective coordination in an emergency or disaster. Disseminating information to City of Bellevue staff is the responsibility of the Chief Communications Officer and city leadership, with support from Bellevue OEM.

Each department has their own communication protocols, however there are also designated radio channels and other platforms that have been designated to facilitate inter-departmental communications. A Crisis Communications Plan, which will outline the use of various communications strategies and systems, has been identified as a gap in previous exercises and is scheduled to be developed in 2027.

Emergency Alerts

Being able to issue emergency alerts and recall COB staff is an important capability. Bellevue currently uses "Bellevue Inform" (also known as CodeRed or OnSolve), which is an

alert and warning system provided by King County's Office of Emergency Management. All OEM staff and key members of Bellevue's Communications Team have the capability to send alerts to all COB staff. Department Administrators have the authority and are trained to send alerts to all staff within their department. Contact information for all staff have been entered into the system to ensure that they are able to receive emergency alerts. This information is regularly maintained by department administrators and individual staff members. Protocols for requesting and issuing emergency alerts to City of Bellevue Staff can be found in the "SOP for Internal COB Emergency Alerts".

External Communications – Community Communications Plans

The City of Bellevue strives to provide timely, accurate, and actionable information to community members before, during and after emergencies and disasters. The city is responsible for providing information about threats to public safety and risk reduction strategies that can help residents protect their families and loved ones. As much as possible, the city attempts to disseminate information on a variety of platforms, including (but not limited to) the following:

- City of Bellevue's public-facing website (banners on the home page and "City News)
- Social Media
- Newsletters / Distribution Lists
- Mailers or Flyers (distributed and/or posted at community hubs)
- Variable Message Boards
- Signs / Bulletin Boards
- In-person communications

Topics for emergency communications will vary significantly based on the nature of the emergency or disaster. Some examples of potential emergency information that may need to be shared includes, but are not limited to, the following:

- Shelter in place orders
- Evacuation orders
- Emergency Proclamations
- Notification of Type 1 or Type 2 hazardous spills or releases (and subsequent public engagement)
- Emergency shelters
- Heating / cooling centers
- Shelters / heating centers / cooling centers that can accommodate pets (see Bellevue's SMP for designated sites)

Emergency communications with community members is the responsibility of the Bellevue Communications Team, which is led by the city's Chief Communications Officer. They will work closely with departments that regularly interface with the community (i.e., Community Development and Parks & Community Services) to ensure emergency information is spread as broadly as necessary. If additional support or coordination is required, the city may activate a Joint Information Center (JIC) / Joint Information System (JIS). JICS/JIS are responsible for facilitating contact with the media, acting as a spokesperson on behalf of the city, coordinating/authorization of information for release, interfacing with public officials, addressing rumors, responding to public inquiries, etc. Details of this process can be found in the EOC Manual.

Emergency Alerts

The City of Bellevue partners King County's Office of Emergency Management to disseminate emergency alerts to community members. Alerts can be sent via the Emergency Alert System (EAS), Reverse 9-1-1, King County Alert, and other available platforms. NORCOM is also able to send Reverse 9-1-1 alerts. Protocols for requesting and authorizing emergency alerts to Bellevue community members can be found in the "SOP for External COB Alerts".

Community Members with Access & Functional Needs and Limited English Proficiency

Bellevue strives to disseminate emergency information and alerts via a number of different platforms to help maximize the reach and help ensure that messaging is available in a way that is accessible to all community members. Though it is impossible to quantify how frequently individuals may receive alerts as the need varies, it is well-established that these individuals do not receive alerts as frequently due to unintentional barriers that limit access.

As part of the effort to combat these barriers and to comply with the inclusive emergency communication requirements of RCW 38.52.070 the City of Bellevue has established a Limited English Proficiency Emergency Communications Plan, which outlines how emergency information and alerts are disseminated to residents with limited-English proficiency in an emergency or disaster.

Based on the requirements outlined in this RCW, Bellevue is responsible for ensuring emergency alerts are sent out via English, Russian, Chinese (Simplified and Traditional), Korean, Russian, Spanish, and Vietnamese. Verbal alerts in Chinese should be disseminated in Mandarin and Cantonese. As much as possible, Bellevue strives to send alerts and provide materials in additional languages (Japanese, Hindi, Telegu, Tamil, and

Matathi) to maximize the reach and help ensure the information is as accessible as possible. The city has developed a cache of pre-translated emergency alerts that can be sent out quickly in the event of an emergency, as part of this effort.

Additionally, the city has worked with King County OEM on the development of their [Regional Inclusive Emergency Communications Plan (IECP)](#) and partners with King County on their [Trusted Partner Network](#) to help ensure translated alerts are able to reach the intended communities.

The city is committed to improving emergency communications to the public post incident. The effectiveness of communicating life safety information to the public will be evaluated through the city's After-Action Report process which includes gathering data and notes from hot-washes, after-action meetings, and interviews.

In the last review period, there were no technological limitations experienced in the issuance of emergency alerts that would affect the life and health safety of Limited English Proficiency (LEP) or Access and Functional Needs (AFN) populations.

Community Outreach & Education

While communications during and before a disaster are vital to an effective "whole community" response and recovery effort, equally important is the communications and outreach that occurs prior to an emergency. An important part of this initiative is providing information about the communication systems that will be used in an emergency, so community members know where to turn if something happens. Bellevue staff in numerous departments are responsible for proactively working with community members via newsletters, trainings, tabling events, social media posts, etc. to provide information to community members about Bellevue's hazards, risk reduction strategies, and basic preparedness skills (i.e., first aid, search and rescue, etc.) to help build a resilient community.

Administration, Finance, and Logistics

Administration

Documentation Process, Retention & Preservation

Significant amounts of information are often collected and shared during emergency response and recovery efforts. Each city department shall designate personnel to be responsible for the documentation, retention, and preservation of emergency operations within their respective departments. During emergency operations, non-essential administrative activities may be suspended. In this event, personnel not assigned to essential duties may be assigned to other divisions or departments to provide support services, including assisting with documentation.

Documentation, retention, and preservation in the Emergency Operations Center (EOC) is the responsibility of the Planning Section (specifically the Documentation Unit if filled). The EOC may generate numerous reports and emergency related documents. These may include, but are not limited to, the following:

- Situation Reports / Snapshots
- EOC Action Plans (EAPs) / Incident Action Plans (IAPs)
- Requests for Proclamations of Emergency
- Requests for Assistance
- Cost / Expenditure Reports
- Damage Assessment Reports
- After-Action Reports (AARs)

OEM has worked with the City Clerk's Office to develop policy guidance for proper documentation in the EOC which is documented in the EOC Manual. EOC Staff receive regular training on documentation protocols for emergency records and file storage locations for the EOC (i.e. SharePoint, OneDrives, etc.) have been pre-established with the necessary retention requirements to help make this process easier for staff and more efficient. There are protocols to be used during EOC activations, operations, and demobilization to ensure all records are properly maintained and preserved.

Documentation shall be retained regarding injuries, lost or damaged equipment, and other costs. In situations where emergency work is done to protect life and property, environmental review requirements and permits may be waived or orally approved. The City is also responsible for complying with guidance outlined in BCC 2.26 - Public Records, RCW 40.10 - Microfilming of Records to Provide Continuity of Civil Government, and RCW 40.14 - Preservation and Destruction of Public Records.

Having comprehensive and accurate records are necessary when submitting requests for assistance or reimbursement following an emergency. All records of emergency operational activities shall be kept in a manner that distinguishes them from day-to-day operational reports, service work requests, and payroll records. This may be accomplished through use of a mission number, specific GL code, or other department-specific methods. When appropriate emergency reports and expenditures shall be coordinated, and documentation for state and/or federal reimbursement (or assistance programs) shall be prepared and submitted to the appropriate state and federal agencies by the Finance & Asset Management Department with support from Bellevue OEM.

Logistics & Resource Management

NIMS resource management guidance enables many organizational elements to collaborate and coordinate to systematically manage resources, including personnel, teams, facilities, equipment, and supplies. Most jurisdictions do not own or 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 continued development of mutual aid agreements.

Methodology and Agencies Involved in Resource Procurement

All city departments are responsible for providing personnel and equipment in support of emergency preparedness, mitigation, response, and recovery as directed by the Director of Emergency Services and as outlined in this CEMP. In an emergency or disaster, departments maintain control over their department's respective resources. City departments facilitate resource management at the department level, until the point where operational needs may exceed the department's capability and/or supply. In this event, the departments may contact the Office of Emergency Management to request additional resource support. OEM may provide this support directly or the department may request the activation of the EOC (in accordance with procedures outlined in the EOC Activation section of this plan) depending on the need and nature of the emergency. Staff will strive to acquire necessary resources from city departments, mutual aid agreements, existing contracts, and city vendors before seeking support elsewhere. Additional information can be found in ESF #7 - Logistics, in the Response Annex of this CEMP.

In the event a situation is beyond the capability of local and pre-designated mutual aid resources, the City of Bellevue EOC will request additional resources through the Regional Coordination and Emergency Communications Center (RCECC) for county, state, and federal assistance as necessary. If needed, requests may also be made directly to the Washington State EOC. Assistance can also be requested of neighboring cities and zones according to the Regional Coordination Framework for Disasters and Planned Events and the Washington State Interstate Mutual Aid System.

Requests to the Governor to declare a State of Emergency Management are made by the Washington State Emergency Management Department (WA EMD). This declaration by the Governor is necessary to potentially obtain federal emergency relief funds. Out-of-state resources can be requested through WA EMD through the Emergency Management Assistance Compact (EMAC).

EOC Resource Request Process

The Logistics Finance Section will be responsible for resource management in the EOC. When local resources have been or are expected to be exhausted/overwhelmed (including department resources, private vendors, and automatic/local mutual aid) assistance can be requested through the King County RCECC or the Washington State EOC, as stated previously. Requests will be submitted via the WebEOC platform, when available. If WebEOC is not available, resource requests can be submitted via email, phone, radio, WinLink, or other communication platforms.

The Logistics-Finance Section is responsible for having procedures to provide projected or anticipated costs, checklists for requesting and providing assistance, processes for record-keeping, and a description of reimbursement procedures. These are developed by OEM, with assistance from the Finance & Asset Management Department.

The Bellevue EOC will use the established resource request process (see figure below) to procure and manage resources.
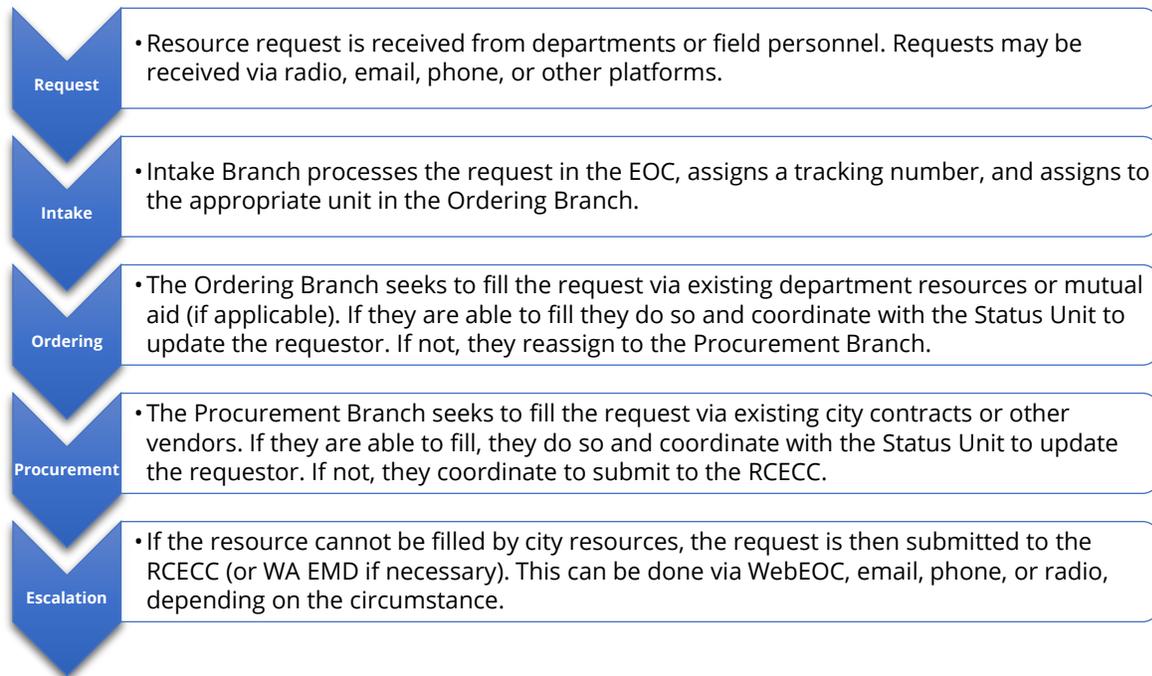
Figure 26: Resource Request Process

Resource inventory and lists are maintained by individual departments, in accordance with their procedures and policies.

Expenditure Approval Process / Documentation

Departments requesting purchases from the EOC should authorize expenditures through their normal procurement processes prior to submitting requests to the Emergency Operations Center. The EOC Manager will work with the EOB and Director of Emergency Services on purchasing authorization and budgetary limitations, as necessary.

All costs incurred by the EOC will be tracked using WebEOC or the appropriate ICS forms if WebEOC is unavailable. Purchases made by departments for emergencies will be tracked by a common GL code that will be established by the Finance & Asset Management Department at the outset of the incident.

Resource Staging & Distribution

During emergency response efforts, resources for responders (including equipment and personnel) may come in from a variety of departments, vendors, and other jurisdictions. The Incident Commander in the field will be responsible for determining a location for the staging area, with support from the Emergency Operations Center (EOC) personnel. Additional storage locations may be identified by the Logistics-Finance Section, if required.

If the nature of the emergency requires distribution of goods to residents (i.e., water, food, PPE, medical supplies, etc.) the City of Bellevue may establish Community Points of Distribution (CPODs). The locations may vary depending on the location and nature of the incident, however the city will likely leverage city owned facilities (i.e., community centers), if possible. If not possible, the city will rely on mutual aid agreements with local organizations and partners or procure a site through a private vendor if necessary. A more detailed City of Bellevue CPOD Plan is in development and anticipated to be completed by the end of 2026, in accordance with OEM's 2024-2026 Strategic Plan.

Resource Gaps

Comprehensive and integrated planning can help jurisdictions plan their response to an incident. By knowing the extent of Bellevue's capability, staff can pre-identify short-falls and potentially identify sources where those resources may be acquired. Resources needs and gaps have been identified in each ESF of the Response Annex, when applicable.

Specialized Resources

Resource typing defines and categorizes incident resources by capability. Resource typing definitions establish a common language for discussing specialized resources by defining minimum capabilities for personnel, teams, facilities, equipment and supplies. Given multitude of resources and different inventory protocols, Bellevue does not currently use resource typing to track resources. However, departments track and regularly inventory supplies using several different platforms (i.e., Maximo and Operative IQ) and some staff with a role in logistics are trained on resource typing to allow them to be used when requesting regional assets during an incident.

Emergency Worker Program / Liability Protection

In the event of a large emergency or disaster, it is possible that the city may not have enough staff to address ongoing response and recovery needs. Therefore, the city will likely rely on volunteers to help supplement existing staffing and assist in these activities. Potential activities that may be supported by volunteers can include, but are not limited to, the following: EOC support staff, shelter staff, workers at Community Points of Distribution, BCS radio operators, etc.

Volunteers involved in emergency response and recovery efforts should be registered as emergency workers. RCW 38.52 - Emergency Management authorizes the use of emergency workers as outlined in state law. RCW 38.52.010(7) - Definitions defines the term "emergency worker", while provisions guiding the registration, use, classification, and coverage of emergency workers are addressed by RCW 38.52.180 - Liability for..., RCW

[38.52.310 - Coverage, classification, registration, of workers](#) and [WAC 118-04 - Emergency Worker Program](#). Bellevue has outlined guidance for emergency workers in the OEM Volunteer Guidebook, including the registration process and paperwork for volunteers.

Finance

Each city department shall designate personnel to be responsible for tracking and documentation of emergency-related expenses. Financial records shall be kept in a manner that distinguishes between day-to-day operations and emergency expenses. Disaster-related obligations and expenditures may be incurred in accordance with [RCW 38.52.070 - Local organizations...](#), [RCW 35A.33.080 - Emergency expenditures...](#), and [RCW 35A.34.140 - Emergency Expenditures...](#) While the city will strive to adhere to "normal" procurement and finance procedures as much as possible, these procedures for expenditures may need to be modified to accommodate the circumstances associated with the emergency.

In the event of an EOC activation, the Logistics-Finance Section Chief in the EOC shall appoint staff to coordinate the documentation of citywide financial records and expenditures resulting from an emergency (in consultation with the Finance & Asset Management Department). Alternate methods of payment/payroll processing may be established in case of system failure.

Disaster related expenses may be reimbursed through a number of different programs, including Public Assistance, Individual Assistance and the Small Business Administration (SBA). Depending on the nature and scope of the emergency, Bellevue may qualify for federal disaster relief. There are two primary FEMA grant programs regarding disaster relief:

- **Public Assistance:** Public Assistance is one of FEMA's grant programs that provides funds to aid communities who are responding to and recovering from major disasters or emergencies that have resulted in a Presidential Disaster Declaration. The program provides emergency assistance to help save lives and protect property, as well as helping to permanently restore community infrastructure that resulted from the federally declared incident.

- **Individual Assistance:** Federal assistance to individuals, families, and businesses. These programs are designed to help meet disaster applicants' which includes disaster housing assistance (temporary housing, repair, replacement, etc.) and other needs assistance (including medical, funeral, clean-up, moving and other expenses).

Eligibility for both programs is contingent upon having a Presidential Declared Disaster. Damage is classified as either "public" or "private" sector damages.

Reimbursement Process

Following a significant emergency or disaster, King County OEM will send out notices with details for the process of reporting disaster-related losses. During response and recovery efforts, departments are responsible for tracking information about damages incurred by public facilities and infrastructure because of the disaster (i.e., damage to water systems, roads, etc.) That information is compiled by a representative of the Finance & Asset Management Department who will act as Applicant Agent, with coordination and support from OEM. OEM then submits the paperwork to King County. King County is responsible for compiling the documentation from all jurisdictions that were impacted in the county and submitting it to Washington State EMD.

Once the information has been validated and it is determined that the necessary thresholds have been met, the request may then be sent to the Governor (via WA EMD) who can use that information to submit a disaster declaration request to the President. If a disaster declaration is issued, King County OEM will work with WA EMD to arrange a briefing for all jurisdictions. The Finance & Asset Department and OEM will help work with departments to gather and complete the necessary paperwork requesting disaster assistance.

Individual Assistance is generally coordinated through the King County RCECC. However, city representatives may be asked to provide support for this process. For example, city PIOs may help disseminate information about the individual assistance program to the public.

Businesses can apply for loans from the Small Business Administration (SBA) program following a Declared Disaster. The SBA program can also offer loans to residents to repair or replace their primary home to its pre-disaster condition and to replace some personal property (ex. appliances and furniture).

Training & Exercise Program

The City of Bellevue will train and exercise staff regularly to validate plans and improve readiness to prepare for, mitigate, respond to, and recover from incidents. More details of Bellevue's Training & Exercise Program can be found in the 2024-2026 Training & Exercise Plan (TEP).

Training

Bellevue OEM is responsible for conducting emergency management training for Bellevue staff and community members. The goal of the Training Program is to facilitate quality, whole community preparedness, mitigation, response and recovery training to support the continuous development of a resilient Bellevue.

Testing, training, and exercising is a way to ensure readiness and build capacity. This section establishes the cyclical process, schedule, evaluation, and improvement expectations using a concise, Homeland Security Exercise and Evaluation Program (HSEEP) aligned format to ensure Bellevue can continue essential functions during and after an emergency or disaster.

The Test, Training, and Exercise Program (TT&E) is a continuous improvement cycle. For CEMP, the following preparedness cycle should be followed:
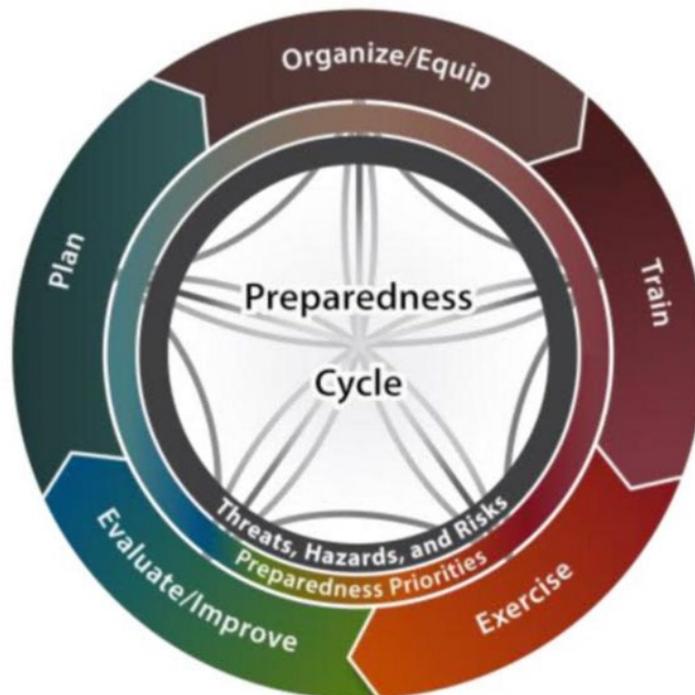
Figure 27: Preparedness Cycle

This Preparedness Cycle mirrors HSEEP doctrine and ensures the City of Bellevue is able to execute the roles and responsibilities outlined in the CEMP to the best of their abilities given emergency conditions and available resources.

All Bellevue Staff

All City of Bellevue staff have a "duty to report" (per Chapter 12 of the HRPPM), which means regardless of their "day to day" role, they may be required to assist in response and/or recovery roles after a disaster. Because of this, at a minimum all City of Bellevue staff are expected to complete two core NIMS classes within the first year that they are hired: Independent Study (IS) 100 and 700. Additional NIMS training may be required for staff with more involved emergency roles.

Additionally, all staff have the opportunity to participate in Bellevue OEM's "Bellevue Depends on You" training. This one-time offering (available both virtually and in person) provides an overview of the hazards Bellevue is susceptible to, an overview of emergency management in Bellevue (both in normal and post-disaster times) and key steps employees can take to be prepared at home so they may be able to respond if needed.

Emergency Personnel (EOC, Field, PIOs, EOB)

Staff with an emergency response role are expected to participate in additional training beyond that which is required for all EOC staff. Training that is required is marked with an (X) and suggested trainings are marked with an (S) for each response role in the table below (larger image also available in Attachment B - Emergency Management Training Matrix.

Staff	IS-100 C: Introduction to the Incident Command System ICS-100	IS-700 B: An Introduction to the National Incident Management System	Bellevue Depends on You	EOC Beginnings	IS-200 c: Basic Incident Command Systems for Initial Response, ICS-2	IS-800 D: National Response Framework, An Introduction	IS-2200: Basic Emergency Operations Center Functions	ICS-300: Intermediate ICS for Expanding Incidents	G-191: Incident Command System/Emergency Operations Center Interface	E/L/G-2300: Intermediate Emergency Operations Center Functions	IS-29.A: Public Information Officer Awareness	L 0105: Public Informations and Warning	IS-706: NIMS Intrastate Mutual Aid - An Introduction	G-402: Nims Overview for Senior Officer	ICS-400: Advanced ICS Command and General Staff - Complex Incident
All City Staff All FTE, LTE or .6 or above part time benefitted staff; 1040 staff at managers discretion	X	X	X												
Field Personnel Field Supervisors, crew leaders, and incident management support staff	X	X	X	X	X	X	S	S	S						
EOC General Staff Emergency operations Center staff, assistant directors, staff with management line of succession function	X	X	X	X	X	X	X	X	X	S					s
EOC Command Staff Emergency Operations Center staff who will function as EOC Manager, EOC Section Chief, EOC Deputy Section Chief, and Incident Command Post Staff	X	X	X	X	X	X	X	X	X	X					s
Public Information Officer Staff who will function as a Public Informations Officer	X	X	X	X	.	X	X	X	X		X	X			
Emergency Operations Board Staff Staff who will function as part of the Policy Group.	X	X	X				S	S					X	S	S

Figure 28: Emergency Training Matrix

Additionally, all EOC staff are expected to participate in their respective bi-monthly section trainings to receive updates and get the opportunity to practice important skills.

OEM Volunteers

OEM volunteers play a critical role in the City's response and recovery plans. It is likely that staffing will be limited to post-disaster and volunteers will be a vital resource to help the city provide essential services to community members. Because they may be significantly involved in these efforts, volunteers are expected to meet the same NIMS requirements as all Bellevue Staff (IS 100 & 700). Additionally, they are provided with bi-monthly training opportunities that cover preparedness, EOC response, shelter training, and other important disaster skills to ensure they are prepared to fill a variety of roles in an emergency. Bellevue Communications Support (BCS) volunteers also conduct their own trainings & exercises to ensure they are prepared to provide emergency communications support to first responders and the EOC in a disaster.

Community Members

While staff and volunteers are vital to response and recovery efforts, making sure that all community members have access to emergency management training is critical to supporting a whole community approach to emergency management. Consequently, Bellevue OEM regularly conducts outreach and provides training to community members.

For example, OEM hosts an annual preparedness workshop to teach basic disaster skills, participates in numerous outreach presentations and events, supports the Bellevue Community Emergency Response Team (CERT) in offering annual trainings, and has developed a Disaster Resilience Network (DRN) to help facilitate neighborhood-level preparedness workshops. All of these efforts are essential to ensuring the whole community is able to take actions to protect themselves and their loved ones in an emergency.

CEMP Training

The City of Bellevue will also regularly train on elements of the CEMP. At minimum, elements of the CEMP will be exercised through tabletops, drills, functional, and full-scale exercises annually. The trainings will be held in conjunction with other Bellevue departments and external liaisons/partners.

Exercise

OEM designs, develops, and conducts exercises to test emergency operations, emergency communications, response, recovery, and multi-agency coordination. Exercising emergency plans and procedures is the best way to practice emergency procedures in a "low-stress,

no-fault" environment. Exercises also allow staff to identify gaps in procedures and processes prior to an emergency or disaster.

Varied exercise types will be used to test awareness, capabilities and capacities, and be tied to clear objectives. For CEMP, exercises that test staff and volunteer's emergency response roles and City of Bellevue emergency plans / procedures. Exercises should test all phases of the emergency management cycle. Common exercise and training types are as follows:

Discussion Based

- **Seminar / Workshop:** Orientation and policy review; ideal for new COOP changes and executive briefings.
- **Tabletop Exercise (TTX):** Decision-making scenarios focused on delegations of authority, policy application, and coordination.

Operational Based

- **Drill / Functional Exercise:** Operational checks of single functions (e.g., alternate site activation, communications switchover).
- **Functional Exercise:** A more complex exercise that tests capabilities and functions in a realistic, real-time environment, often involving simulated movement of personnel and equipment to test plans, policies, and procedures.
- **Full-Scale / Multi-Functional:** The most complex and resource-intensive exercise of whole-organization continuity using real-time movement of personnel and resources in an environment designed to mirror a real, complex incident response.

Bellevue conducts annual exercises to test plans and procedures and help provide staff with valuable learning experiences. Bellevue believes in a "building block" approach to exercises, where specific plans or objectives are tested with smaller exercises first (i.e., tabletops and drills) before conducting functional or full-scale exercises. Exercises are designed and conducted using Homeland Security Exercise and Evaluation Program best practices and methodologies. In years where there are significant EOC activations, these exercises may be altered or suspended to allow for real-world response and recovery, as well as the AAR and corrective actions that will need to follow.

After-Action Reports (AARs)

At the discretion of the Emergency Manager, the Office of Emergency Management may opt to develop After-Action Reports after the conclusion of tabletop, functional, or full-scale exercises. The process for developing after-action reports is similar to that of a real incident. Exercise participants are given the opportunity to provide feedback via interviews,

surveys, or post-exercise "hot washes" (or a combination of the three). The Training & Exercise Program Administrator then compiles that information into an AAR and works with the exercise design team and/or Emergency Management Committee representatives to develop an accompanying Corrective Action Plan (CAP). The purpose of these AARs is to gather observations and identify strengths and weaknesses of emergency policies, plans, procedures, and training so they can be addressed prior to an emergency or disaster.

Key expectations for After-Action Reports (AARs) and CAPs are included below:

- Hotwash / immediate debrief within 24–72 hours to capture participant impressions.
- Draft AAR shared with all key stakeholders and an After-Action Meeting (AAM) held to validate findings.
- Final AAR/IP completed and distributed with corrective actions assigned, prioritized, and scheduled.
- IP entries must include corrective action, department lead, priority, target completion date, success metric, and closure verification method.

Once those documents are completed, they will be reviewed and finalized by the exercise planning team (in accordance with HSEEP guidance). These documents will be shared with exercise participants, the planning team, EMC, and EOB as is relevant. Documentation of feedback received during the AAR, as well as final documents, will be maintained and preserved in accordance with the guidance outlined in the Administration section of this plan.

A more detailed overview of the AAR process and application of findings can be found in the Integration of After-Action Reports (AARs) of this plan.

Authorities & References

Authorities

This CEMP has been developed to support implementation and/or compliance with Bellevue City Codes and policies, including:

Bellevue City Code (BCC)

- BCC 3.96, Hazardous Materials Incident Command Agency
- BCC 3.98, Emergency Services Organization
    - 3.98.010, Established
    - 3.98.015, Operations
    - 3.98.020, Powers
    - 3.98.030, Director of Emergency Services
    - 3.98.040, Department Directors
    - 3.98.050, Emergency Manager
    - 3.98.060, Office of Emergency Management
    - 3.98.070, Emergency Operations Board
    - 3.98.080, Emergency Management Committee
    - 3.98.100, Emergency Operations Center staff
- BCC 9.22, Mayor's Emergency Powers
    - BCC 9.22.010, Proclamation of Civil Emergency – Emergency Defined
    - BCC 9.22.020, Actions which may be taken
    - BCC 9.22.030, Delivery to news media
    - BCC 9.22.040, Violation – Penalty
- BCC 24.02, Water Utility Code
    - BCC 24.02.060, Authority of the Utility
    - BCC 24.02.090, Water Shortage Contingency Plan
- BCC 23.76 Bellevue Clearing and Grading Code

Additionally, the CEMP supports the implementation of and compliance with applicable federal, state, and county legislation, including:

King County Code

- KCC 12.52, Emergency Powers

Washington State Code

- RCW 10.93, Washington Mutual Aid Peace Officers Powers Act
- RCW 34.05, Administrative Procedure Act
- RCW 35A.33, Budgets in Code Cities
    - RCW 35A.33.080, Emergency expenditures – Nondebatable emergencies
    - RCW 35A.33.120, Funds – Limitations on expenditures – Transfers and adjustments
- RCW 35A.12 – Mayor-Council Plan of Government
- RCW 35A.38.010, Local Organizations
- RCW 38.03, Powers and Duties of Governor
- RCW 38.12, Militia Officers and Advisory Council
- RCW 38.52., Emergency Management
    - RCW 38.52.070, Local organizations and joint local organizations authorized – Establishment, operation – Emergency powers, procedures – Communication plans.
    - RCW 38.52.110, Use of existing services and facilities – Impressment of citizenry-First informer broadcasters
- RCW 38.54, State Fire Services Mobilization
- RCW 38.56, Intrastate Mutual Aid System
- RCW 36.70A – Growth Management – Planning By Selected Counties and Cities
- RCW 42.12 – Vacancies
- RCW 42.14, Continuity of Government Act
- RCW 42.56, Public Records Act
    - RCW 42.56.420, Security
- RCW 43.06, Governor's Emergency Powers
    - RCW 43.06.010, General Powers and Duties
- RCW 43.43, Washington State Patrol
    - RCW 43.43.962, State fire service mobilization – State fire services mobilization plan – State fire resources coordinator
- RCW 43.105, Consolidated Technology Solutions
- RCW 49.60.400, Discrimination, Preferential Treatment Prohibited
- RCW 70.136, Hazardous Materials Incident
    - RCW 70.136.030, Incident Command Agencies – Designation by political…
    - RCW 70.136.035, Incident Command Agencies – Assistance from state patrol
- WAC 118-04, Emergency Worker Program
    - WAC 118-04-200, Personal Responsibilities of Emergency Workers
- WAC 118-30, Local Emergency Management Organizations, Plans and Programs
- WAC 296-62, General Occupational Health Standards
- WAC 296-824, Emergency Response
    - WAC 296-824-300, Training
    - WAC 296-824-500, Incident Requirements

Federal Acts

- [Americans with Disabilities Act, 1990](#)
- [Superfund Amendments and Re-Authorization Act (SARA Title III)](#)
- [Disaster Mitigation Act of 2000](#)
- [Code of Federal Regulations Title 44, Part 205, Emergency Management and Assistance](#)
- [Code of Federal Regulations, Part 206, Federal Disaster Assistance](#)
- [Pets Evacuation and Transportation Standards (PETS) Act of 2006](#)
- [Public Law 100-707, Robert T. Stafford Disaster Relief and Emergency Assistance Act](#)
- [Public Law 93-288, Disaster Relief Act of 1974, as amended](#)
- Public Law 96-342, Improved Civil Defense 1980
- [Title III, Emergency Planning Community Right-to-Know Act (EPCRA)](#)
- [Public Law 105-19, Volunteer Protection Act of 1997](#)

The Mayor, Director of Emergency Services, Emergency Manager, and/or the EOC Manager, following a Local Proclamation of Emergency, have the authority to commandeer the services and equipment of residents as necessary in response to the emergency. Those residents are entitled to all privileges, benefits, and immunities provided for emergency workers under state and federal emergency management regulations [RCW 38.52.110 - Use of existing services and facilities....](#)

References

While the CEMP provides the overarching framework for preparedness, mitigation, continuity, response, and recovery within Bellevue, the following plans and reference materials provide additional guidance on key topics or activities.

City of Bellevue

- City of Bellevue CEMP Annexes
  - Mitigation Annex (2026-2030)
  - Continuity Annex (2026-2030)
  - Response Annex (2026-2030)
  - Recovery Annex (2026-2030)
- City of Bellevue Continuity of Operations Plan (COOP) (2026-2030)
  - City of Bellevue Continuity of Operations Plan – Department Annexes
- City of Bellevue Emergency Operations Center – Guiding Materials
  - EOC Manual
  - Guidebook: Logistics-Finance Section
  - Guidebook: Operations Section

- o Guidebook: Management Section
- o Guidebook: Planning Section
- City of Bellevue Disaster Debris Management Plan (2026-2030)
- City of Bellevue – Hazard Mitigation Plan & Community Wildfire Protection Plan (2025)
- City of Bellevue – Emergency Water Supply Master Plan (2023)
- City of Bellevue Limited English Proficiency Emergency Communications Plan (2025)
- City of Bellevue Shelter Management Plan (2025)
  - o Pet Sheltering Annex (2025)
- Standard Operating Procedures
  - o Alert & Warning – External
  - o Alert & Warning – Internal

King County

- King County Comprehensive Emergency Management Plan (2020)
- King County Mass Fatality and Family Assistance Center Plan
- Public Health – Seattle and King County Medical Countermeasures Plan
- King County All Hazards Mass Fatality Management Plan
- Seattle / King County – Multiple Casualty Incident Plan
- King County Fire Resources Plan
- King County Regional Disaster Coordination Framework
- King County Regional Hazard Mitigation Plan
- Regional Coordination Framework and Planned Events for Public and Private Organizations in King County, Washington

Washington State

- Washington State Interstate Mutual Aid System.
- Washington State Fire Services Resource Mobilization Plan
- Washington State Comprehensive Emergency Management Plan

Federal

- National Response Framework
- National Disaster Recovery Framework
- Homeland Security Presidential Directive (HSPD)-5

Plan Development & Maintenance

Plan Development

This CEMP update was developed as the result of a multi-year planning process, involving staff from all thirteen City of Bellevue departments, as well as other jurisdictions, volunteers, and community partners with relevant subject matter expertise. OEM staff were responsible for the development and initial review of the plan. As OEM staff developed successive drafts, they updated content, added necessary tables, charts, and other graphics. During the planning process, OEM staff circulated individual components of the plan (i.e., ESFs, specific response plans, etc.) to key stakeholders so they had the opportunity to review and provide feedback as the plan was being developed. Staff held a series of meetings with these stakeholders throughout the planning process to update important information and verify that the plan reflected current policies and procedures.

Once a cohesive draft was developed, it was shared with all stakeholders that were involved in the planning process, as well as members of the Emergency Management Committee (EMC), and the Emergency Operations Board (EOB). Both EMC and EOB received briefings on the CEMP update process and significant changes that have been proposed. Once all stakeholders had the opportunity to provide feedback and the necessary edits were made, the plan was presented to the City Manager for signature and promulgation. The promulgation process was in accordance with relevant statutes, laws, and ordinances. Once approved by the City Manager, OEM staff will submit a revised copy to the Washington State Emergency Management Division (a requirement at least once every five years) for review.

Public Availability

As stated previously in this CEMP, the City of Bellevue firmly believes in the importance of a "whole community" approach to emergency management. As the primary framework that provides guidance for how the City of Bellevue addresses preparedness, mitigation, response, and recovery, it is important that all parts of the community (including staff and residents) have access to the guidance.

To facilitate this, the CEMP will be posted both internally on the OEM SharePoint site and has been made publicly available on the Office of Emergency Management's public-facing website once promulgation is complete. Additionally, OEM staff will share updates about this plan during relevant staff trainings and community outreach opportunities.

Integration of After-Action Reports (AARs)

Continuous improvement is a key principle of emergency management and consequently the planning process does not truly "end" after the plan has been published. As outlined earlier in this plan, After-Action Reports may be conducted after the conclusion of real-world incidents or emergency exercises to help capture the strengths, weaknesses, and lessons learned in emergency plans, procedures, trainings, policies, etc. Documentation of feedback received during all AAR processes, as well as final documents, will be maintained and preserved in accordance with the guidance outlined in the "Administration & Documentation" section of this plan.

The feedback in the AAR and actions identified in the Corrective Action Plans (CAPs) are reviewed by OEM at least every three years as part of the OEM Strategic Plan development. OEM staff analyze the data to identify high priority items or recurring themes in the AAR/IPs. These items are then captured as part of the OEM Strategic Plan's gap analysis and relevant action items are integrated into the three-year OEM Strategic Plan. This helps facilitate continuous improvement and make sure the program continues to evolve.

CEMP Maintenance & Revision

The CEMP is officially reviewed and submitted to WA EMD at least once every five years. However, this is intended to be a "living document" which means it will undergo continuous review and updates over the course of those five years. Bellevue OEM staff are responsible for updates and changes to the CEMP elements. OEM staff will review the CEMP at least annually and will solicit suggested updates from other sources such as city departments, local, state, and federal agencies. The reviews will be staggered in accordance with the deliverables of the OEM Strategic Plan.

In addition to the formal annual review, this plan may need to be continuously updated in order to incorporate new Presidential directives, legislative changes, and updates to policies or procedures as a result of lessons learned from activations or annual exercises (as documented in AARs). OEM staff will coordinate with personnel in Bellevue's City Attorney's Office, the Intergovernmental Affairs personnel, and other relevant staff to keep apprised of any relevant changes to existing laws and address them in updates accordingly. Corrective actions that are identified in AARs following an exercise or disaster will be integrated into the OEM Strategic Plan via the annual update. Revisions and updates to the CEMP may be recommended by OEM staff at this time, or throughout the year as they arise. Updates from corrective actions will be trained on in compliance with the T&E Program Plan. As stated in this plan, exercises will be held annually to test portions of this plan if the jurisdiction is not impacted by a significant disaster.

If there are changes that have to be made to the CEMP, they may be categorized as either administrative or substantive changes. Administrative changes are smaller edits that do not impact the Emergency Management Program processes and/or roles and responsibilities. Substantive changes refer to larger modifications to processes and/or roles and responsibilities. Administrative changes do not require a new signature and promulgation from the City Manager but may be approved by the Emergency Manger in writing.

Substantive changes must be signed and promulgated by the City Manager. Additionally, the OEM staff must brief the Emergency Management Committee (EMC) and Emergency Operations Board (EOB) on any substantive changes as soon as is feasible. The updated plan will then be shared and updated on the City of Bellevue's internal SharePoint site and external (public-facing) website so that everyone has access to the most current plan.

Attachments

Attachment A: Civil Emergency Proclamation Template

See OEM SharePoint site for current version of template.

Attachment B: Emergency Management Training Matrix

Training requirements for staff with a pre-assigned emergency role are delineated below. Additional training is required for personnel with more advanced roles. The current guidance can be found in the 2024 – 2026 Office of Emergency Management's Training & Exercise Plan.

Staff	IS-100.C: Introduction to the Incident Command System ICS-100	IS-700.B: An introduction to the National Incident Management System	Bellevue Depends on You	EOC Beginnings	IS-200.c: Basic Incident Command Systems for initial Response, ICS-2	IS-800.D: National Response Framework, An Introduction	IS-2200: Basic Emergency Operations Center Functions	ICS-300: Intermediate ICS for Expanding Incidents	G-191: Incident Command System/ Emergency Operations Center Interface	E/L/G-2300: Intermediate Emergency Operations Center Functions	IS-29.A: Public Information Officer Awareness	L0105: Public Informations and Warning	IS-706: NIMS Intrastate Mutual Aid - An Introduction	G-402: Nims Overview for Senior Official	ICS-400: Advanced ICS Command and General Staff- Complex Incident
All City Staff All FTE, LTE or .6 or above part time benefitted staff; 1040 staff at managers discression	X	X	X												
Field Personnel Field Supervisors, crew leaders, and incident management support staff	X	X	X	X	X	X	S	S	S						
EOC General Staff Emergency operations Center staff, assistant directors, staff with management line of sucession function	X	X	X	X	X	X	X	X	X	S					S
EOC Command Staff Emergency Operations Center staff who will function as EOC Manager, EOC Section Chief, EOC Deputy Section Chief, and Incident Command Post Staff	X	X	X	X	X	X	X	X	X	X					S
Public Information Officer Staff who will function as a Public Informations Officer	X	X	X	X	▪	X	X	X	X	X	X	X			
Emergency Operations Board Staff Staff who will function as part of the Policy Group.	X	X	X				S	S					X	S	S

Attachment C: Core Capability Development Sheets

Core capabilities are the essential elements needed to build a resilient community. The development sheets (developed by FEMA and adapted by WA EMD) helps to identify, assess, and strengthen each capability across the five mission areas (Prevention, Protection, Mitigation, Response, and Recovery). The online tool is used by the city to help guide planning, training, and resource allocation efforts to build and sustain preparedness at all levels.
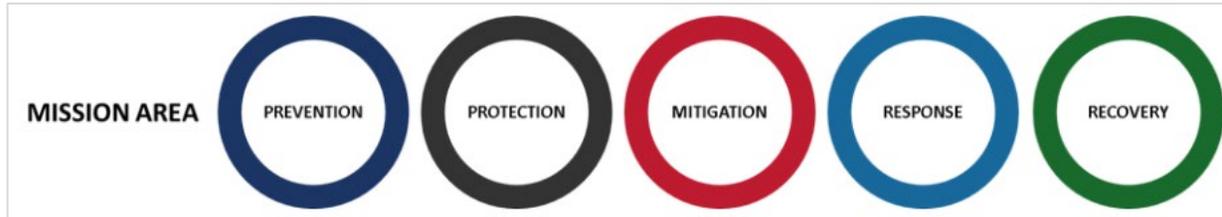
Figure 29: Mission Areas

Attachment D: ESF & Department Matrix

A matrix with each of the ESFs and lead departments is included below:

	City Attorney's Office	City Clerk's Office	City Manager's Office	Community Development	Development Services	Finance & Asset Management	Fire Department	Human Resources	Information Technology	Office of Emergency Management.	Parks & Community Services	Police Department	Transportation Department	Utilities Department
ESF #1													✓	
ESF #2										✓				
ESF #3													✓	✓
ESF #4							✓							
ESF #5										✓				
ESF #6											✓			
ESF #7						✓		✓						
ESF #8							✓							
ESF #9							✓							
ESF #10							✓							
ESF #11											✓			
ESF #12													✓	
ESF #13												✓		
ESF #15			✓											

Attachment E: Terms & Acronyms

Terms

This glossary provides clear definitions of key terms and phrases commonly used in emergency management. It serves as a quick reference to promote shared understanding and effective communication among departments, officials, and community partners.

Terms	Definitions
44 Code of Federal Regulations	CFR Title 44 - Emergency Management and Assistance is one of fifty titles in the United States Code of Federal Regulations. Title 44 is the principle set of rules and regulations issued by federal agencies of the United States regarding emergency management and assistance.
Access and Functional Needs (AFN)	Populations whose members have additional needs before, during and after an incident in functional areas. Individuals in need of additional response assistance may include those who have disabilities, live in institutionalized settings, are elderly, are children, are from diverse cultures, have limited English proficiency, or are non-English speaking, or are transportation disadvantaged.
After-Action Report (AAR)	A report that reviews areas of improvement identified during an exercise or incident. AAR should include corrective actions for addressing issues.
Americans with Disabilities Act (ADA)	A civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public.
Annex	Part of the CEMP that provides specific direction and information for a functional area. Annexes should emphasize responsibilities, tasks, and operational actions that pertain to the function being covered.
Bellevue Communications Support (BCS) Team	A volunteer group of approximately 30-40 amateur radio operators in the Bellevue area. The group provides auxiliary communications support to Bellevue and agencies serviced by NORCOM, the Eastside's 9-1-1 service providers, during a disaster or emergency.
Branch	The organizational level that has functional responsibility for major parts of the Operations functions. The Branch level is organizationally between Section and Division/Group.

Branch Director	The ICS title for individuals responsible for supervision of a Branch.
Civil Emergency	A. A riot, unlawful assembly, insurrection, enemy attack, sabotage, or other hostile action; or B. A natural or human caused disaster, including fire, flood, storm, explosion, earthquake, volcanic disturbance or other natural cause.
Command Post (CP)	The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities
Command Staff	The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.
Common Operating Picture (COP)	Shared situational awareness that offers a standard overview of an incident and provides incident information in a manner that enables incident leadership and any supporting agencies and organizations to make effective, consistent, coordinated, and timely decisions.
Community Based Organization (CBO)	A public or private nonprofit organization of demonstrated effectiveness that is representative of a community or significant segments of a community and/or provides educational or related services to individuals in the community.
Community Emergency Response Team (CERT)	A Federal Emergency Management Agency (FEMA) program taught locally to all interested in learning how to prepare for an emergency and what to do when disaster hits your local area.
Compact	Formal working agreements among agencies to obtain mutual aid.
Continuity of Government (COG)	The principle of establishing defined procedures that allow a government to continue its essential operations in an emergency or disaster.
Continuity of Operations (COOP)	An effort within individual executive departments and agencies to ensure that essential functions continue to be performed during a wide range of emergencies, including localized acts of nature, accidents and technological or attack-related emergencies.
Delegation of Authority	Identification, by position, of the authorities for making policy determinations and decisions.

Department Coordination Center (DCC)	Location where individual departments coordinate information sharing and resource management.
Emergency	A sudden, unexpected event that poses an immediate threat to health, life, property, or the environment. It requires prompt action and coordination to prevent escalation and minimize harm.
Emergency Management	The managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters. Emergency management seeks to promote safer, less vulnerable communities with the capacity to cope with hazards and disasters.
Emergency Management Assistance Compact (EMAC)	Agreements that provide for jurisdictions in different states to provide resources or other support to one another during an incident.
Emergency Management Committee (EMC)	Management committee made up of representatives from each City of Bellevue department. Members shall act as strategic liaisons and exchange information with their respective departments for emergency response, mitigation, continuity, and recovery activities as determined by the Emergency Manager.
Emergency Operations Board (EOB)	Board made up of the City Manager, Deputy City Manager(s), Fire/Police Chiefs, Department Directors and Communications Director. In an emergency the EOB will provide support, leadership, and guidance for the emergency manager and the emergency management committee.
Emergency Operations Center (EOC)	The physical location at which the coordination of information and resources to support incident management activities normally takes place.
Emergency Support Function (ESF)	The grouping of governmental and certain private sector capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following domestic incidents.
EOC Action Plan (EAP)	An oral or written plan containing general objectives reflecting the overall strategy for managing the EOC.
Essential Function	The critical activities performed by organizations, especially after a disruption of normal activities.

Event	A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.
Federal Emergency Mgmt. Agency (FEMA)	Federal agency whose primary purpose is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.
Function	Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function.
General Staff	A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.
Government Emergency Telecommunications Service (GETS)	Provides personnel priority access and prioritized processing in the local and long-distance segments of the landline networks, greatly increasing the probability of call completion.
Hazard	Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.
Incident	An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, earthquakes, hurricanes, tornadoes, tropical storms, public health and medical emergencies, and other occurrences requiring an emergency response.
Incident Command System (ICS)	A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.
Incident Commander (IC)	The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
Individual Assistance (IA)	Federal assistance that is made available to individuals, families, and businesses. This includes disaster housing

	assistance, unemployment aid, legal services, crisis counseling, and other services or relief programs.
Joint Information Center (JIC)	Site established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.
Joint Information System (JIS)	Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations.
Liaison Officer	Member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.
Limited English Proficiency (LEP)	Individuals who do not speak English as their primary language and who have a limited ability to read, speak, write, or understand English.
Local Emergency Planning Committee (LEPC)	A local planning group appointed by the State Emergency Response Commission (SERC) to fulfill the planning requirements for a Local Planning District under the Superfund Amendments and Reauthorization Act (SARA) of 1986.
Logistics Section	The Section responsible for providing facilities, services, and materials for the incident.
Map Your Neighborhood (MYN)	A state-wide disaster preparedness program that empowers neighborhoods to prepare for emergencies and disaster
Memorandum of Understanding (MOU)	Formal agreement between two or more parties.
Mission Number	Number assigned to approved missions or other emergency activities. It is a reference for the dispatch of resources to assist in the mission, recordkeeping, and reimbursement of any emergency worker compensation claims filed in connection with that mission.
Mitigation	The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident.
Mutual Aid Agreement (MAA)	Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National Incident Management System (NIMS)	System mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.
National Oceanic Atmospheric Agency (NOAA)	The National Oceanic and Atmospheric Administration is an American scientific agency within the United States Department of Commerce that focuses on the conditions of the oceans, major waterways, and the atmosphere.
National Recovery Framework	A guide that enables effective recovery support to disaster-impacted States, Tribes, Territorial and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental fabric of the community and build a more resilient Nation.
National Response Framework	A guide to how the Nation responds to all types of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in the National Incident Management System to align key roles and responsibilities across the Nation.
National Weather Service (NWS)	The National Weather Service is an agency of the United States federal government that is tasked with providing weather forecasts, warnings of hazardous weather, and other weather-related products to organizations and the public for the purposes of protection, safety, and general information.
Non-Governmental Organization (NGO)	Non-profit and organizations independent of governments a (though often funded by governments) that are active in humanitarian, educational, health care, public policy, social, human rights, environmental, and other areas to affect changes according to their objectives.
Objectives	Statements of guidance and direction necessary for the selection of appropriate strategy(ies), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Operational Period	The period of time scheduled for execution of a given set of operation actions as specified in the EOC Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.
Operations Section	The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.
Planning Section	Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident.
Preliminary Damage Assessment	The joint local, state, and Federal analysis of damage that has occurred during a disaster and which may result in a Presidential declaration of disaster.
Preparedness	The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents.
Public Assistance (PA)	Federal assistance for state and local jurisdictions, special purpose districts, tribes, or eligible private, nonprofit organizations.
Public Information Officer (PIO)	A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.
Reconstitution	The process by which surviving and/or replacement agency personnel resume normal agency operations from the original or replacement primary operating facility.
Recovery	The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, non-governmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration, etc.
Resource Management	Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

Response	Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs.
Robert T. Stafford Disaster Relief and Emergency Assistance Act	A Federal law designed to bring an orderly and systemic means of federal natural disaster assistance for state and local governments in carrying out their responsibilities to aid people affected by the disaster.
Safety Officer	A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety.
Section Chief	The ICS title for individuals responsible for functional Sections: Operations, Planning, Logistics, and Finance/Administration.
Situational Awareness	Situational awareness is the provision of timely and accurate information during an incident.
Small Business Administration (SBA)	US government agency that provides support to small businesses and entrepreneurs.
Standard Operating Procedures (SOPs)	Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.
Task Force	A combination of single resources assembled for a particular tactical need with common communications and a Leader.
Unified Command	An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.
Urban Search and Rescue	The location, extrication, and initial medical stabilization of victims trapped in structural collapse due to natural disasters, mines and collapsed trenches.
WebEOC	Information management system used in the Bellevue EOC.
Wireless Priority Service (WPS)	Provides personnel priority access and prioritized processing in all nationwide and several regional cellular networks, greatly increasing the probability of call completion.

Acronyms

Emergency management relies on a wide range of specialized acronyms to coordinate effective response and recovery efforts. Understanding these acronyms is essential for clear communications between departments, responders, and community partners during emergencies and disasters. The following list highlights key acronyms that are used throughout this CEMP Base Plan.

Acronym	Definitions
AAR	After-Action Reports
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
BCC	Bellevue City Code
BCS	Bellevue Communications Support
CAP	Corrective Action Plan
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
COB	City of Bellevue
COOP	Continuity of Operations Plan
COP	Common Operating Picture
DCC	Department Coordination Center
DRN	Disaster Resilience Network
EAP	EOC Action Plan
EAS	Emergency Alert System
EMAC	Emergency Management Assistance Compact
EMC	Emergency Management Committee
EMD	Emergency Management Division
EOB	Emergency Operations Board
EOC	Emergency Operations Center
EPCRA	Emergency Planning Community Right-to-Know Act
ESF	Emergency Support Function
FAM	Finance & Asset Management
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
HMP	Hazard Mitigation Plan
HRPPM	Human Resources Policies and Procedures
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Commander

ICS	Incident Command System
IECP	Inclusive Emergency Communications Plan
IP	Improvement Plan
IS	Independent Study
ITD	Information Technology Department
JIC	Joint Information Center
JIS	Joint Information System
KCC	King County Code
KCOEM	King County Office of Emergency Management
LEP	Limited English Proficiency
MAA	Mutual Aid Agreements
MOA	Memorandum of Agreements
MOU	Memorandums of Understanding
NDRF	National Disaster Recovery Framework
NGO	Non-governmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
OEM	Office of Emergency Management
PA	Public Assistance
PETS	Pets Evacuation and Transportation Standards
PIO	Public Information Officer
PSE	Puget Sound Energy
PSERN	Puget Sound Emergency Radio Network
RACES	Radio Amateur Civil Emergency Services
RCECC	Regional Communications & Emergency Coordination Center
RCW	Revised Code of Washington
SARA	Superfund Amendments and Reauthorization Act
SBA	Small Business Association
SMP	Shelter Management Plan
SOP	Standard Operating Procedures
TEP	Training & Exercise Plan
TPN	Trusted Partners Network
TT&E	Test, Training, and Exercise
TTX	Tabletop Exercise
VHF	Very High Frequency
WAC	Washington Administrative Code
WSFC	Washington State Fusion Center
WUI	Wildland Urban Interface

Comprehensive Emergency Management Plan (CEMP) Annex

2026 - 2030

Contents

CEMP Annex Overview

The following document contains the Continuity, Mitigation, Response, and Recovery Annexes to the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

Continuity Annex

The Continuity Annex, as part of the Comprehensive Emergency Management Plan (CEMP), has LIMITED DISTRIBUTION and is exempt from public disclosure under RCW 42.56.420(1)(a) as adopted or hereinafter amended. Do not copy or forward this document without the approval of the City of Bellevue Emergency Manager or Director of Emergency Services. While it is the Office of Emergency Management's (OEM) intention to provide the most current printed version in the Emergency Operations Center (EOC), please refer to the electronic files in the Office of Emergency Management (OEM) SharePoint site to ensure access to the latest version.

Mitigation Annex

Hazard mitigation is the use of long-term and short-term policies, programs, projects and other activities to reduce the death, injury and property damage that can result from a disaster. The previous Mitigation Annex of this Comprehensive Emergency Management Plan (CEMP) has been superseded by the City of Bellevue's Hazard Mitigation Plan (HMP). The City of Bellevue and a partnership of local governments, community-based organizations and other stakeholders within the city have developed a City of Bellevue – Hazard Mitigation Plan (HMP) to reduce risks from natural disasters anywhere within the city. The plan complies with federal and state hazard mitigation planning requirements to establish eligibility for funding under Federal Emergency Management Agency (FEMA) grant programs for all planning partners.

The HMP was approved by Bellevue City Council in November 2025 and will be updated on the same five-year cycle as this CEMP. The Hazard Mitigation Plan can be found on the City of Bellevue's public-facing website and the Office of Emergency Management's internal SharePoint site.

Response Annex

Introduction

Purpose

The purpose of this Response Annex is to provide a strategic level overview of how emergency response is conducted and coordinated in the City of Bellevue.

Scope

The Response Annex includes this brief introduction and the Emergency Support Function (ESF) documents. ESFs are the foundational organizational structure used in emergency management to provide the resources capabilities, and services necessary to save lives, protect property, and restore essential services during emergencies and disasters. Each ESF is identified in the table below, along with the lead department for the City of Bellevue.

City of Bellevue – ESF Department Leads

ESF #	ESF Title	Lead / Coordinating Department
1	Transportation	Transportation Department
2	Communications, Information, and Warning Systems	Office of Emergency Management
3	Public Works & Engineering	Utilities Department & Transportation Department
4	Firefighting	Fire Department
5	Information and Planning	Office of Emergency Management
6	Mass Care, Emergency Assistance, Temporary Housing, and Human Services	Parks & Community Services Department
7	Logistics Management & Resource Support	Finance & Asset Management Department Human Resources Department
8	Public Health & Medical Services	Fire Department
9	Search and Rescue	Fire Department
10	Oil and Hazardous Materials Response	Fire Department
11	Agricultural and Natural Resources	Parks & Community Services Department
12	Energy	Transportation Department
13	Public Safety & Security	Police Department
15	External Affairs / Emergency Public Information	City Manager's Office

A matrix with all ESF lead / coordinating departments can be found in Appendix D of the CEMP Base Plan.

Concept of Operations

Once an incident occurs, the priorities shift from prevention, preparedness, and incident mitigation to immediate and short-term response activities to preserve life, property, the environment, and the social, economic, and political structure of the City of Bellevue. Depending on the nature and scope of the emergency or disaster, simultaneous activities may be initiated by local, state, and federal government partners in conjunction with private and non-profit partners to assess regional and national-level impacts, as well as to assess and take appropriate action to prevent and protect against other threats.

It is the City of Bellevue's policy to continue to provide vital services to the community during emergency situations, while maintaining a primary concern for the safety of staff and their loved ones. All City of Bellevue employees are encouraged to ensure the safety and welfare of their loved ones and homes. After making the necessary arrangements, all city employees are expected to report to work after an emergency and/or disaster, pursuant to Chapter 12 of Human Resources Policies & Procedures Manual (HRPPM) – Duty to Report and departmental operating procedures.

In the event of a major communications failure in an emergency situation, alternative communications resources will be used to attempt to reestablish communications between the Emergency Operations Center (EOC), Incident Command Post (ICP), Department Coordination Centers (DCCs) and individual responders. This may include Very High Frequency (VHF) radio, amateur radio, cellular phones, emails, and runners depending on what systems are available.

ESF Responsibilities

Each ESF in the City of Bellevue relies on a structure of coordination and support through field incident command, Department Coordination Centers, and the City of Bellevue's EOC as an incident or event unfolds. Department Directors or their designees will provide direction and control over department resources and coordination with the EOC in support of their related ESFs. Department personnel will operate according to specific directives, department standard operating procedures, and by exercising reasonable personal judgment when unusual or unanticipated situations arise and command and policy guidance is not available.

Each ESF lead department is responsible for the following major activities:

- Coordinating ESF activities with the EOC and other response functions and support agencies.
- Activating and staffing Department Coordination Centers (DCCs), as appropriate.
- Establishing communication with and gathering information and situation status from departments and agencies assigned to the ESF.
- Leveraging specialized local response teams.
- Assessing impacts to infrastructure and facilities.
- Providing designated personnel to the EOC.
- Providing alert and warning information to public and private partners.
- Requesting additional resources as needed.

Foundation of ESFs

"Connecting Functions to Outcomes"

To align Bellevue's emergency response efforts leveraging the whole community, the City of Bellevue relies on the National Response Framework Emergency Support Functions (ESFs), Core Capabilities, and Community Lifelines. This approach, framed as Means → Ways → Ends, ensures departments can clearly identify how their functional responsibilities contribute to the broader outcomes before, during, and after disasters. Each ESF has one lead department and several supporting agencies delivering the core capabilities needed to stabilize the associated community lifelines. By utilizing the framework of Means → Ways → Ends Bellevue improves clarity, coordination, and accountability citywide, making the joint response more effective and efficient while engaging residents, businesses, non-profits, and regional partners in both preparedness and response.

Emergency Support Functions (ESFs) - The Means

ESFs "The Means" organize city departments and partner agencies by functional response areas (e.g., communications, transportation, firefighting). Each ESF is assigned a lead department and support agencies to coordinate both resources and actions seamlessly during incident response. ESFs make it clear who does what, streamline requests for assistance, and provide a scalable framework that expands or contracts with the size and complexity of an emergency or disaster. A table showing each ESF and its lead agency can be found in Appendix D of the CEMP Base Plan. Specific tasks, procedures, and operational details are contained in the respective ESFs.

Core Capabilities - The Ways

Core Capabilities are the specific functions or tasks necessary to achieve Bellevue's emergency response goals, such as preserving life, protecting property, and stabilizing the incident. These functions or tasks represent "The Ways" in which the City of Bellevue carry

out its response. Bellevue departments contribute to these core capabilities by performing their normal duties in an emergency context. Core capabilities also guide planning, training, and resource coordination across departments and partners. For example, the *Planning* core capability supports hazard assessments and the development of strategic, operational, and tactical plans; the *Public Information* core capability drives alerting and community messaging. These capabilities form the focus of exercises so Bellevue can assess proficiencies and identify improvements before an actual disaster.

Essential Elements of Information (EEIs)

Essential Elements of Information (EEIs) are the key pieces of qualitative and quantitative information necessary to understand disaster impacts and to make timely decisions. EEIs are embedded in the Means → Ways → Ends framework: ESF lead departments collect and validate the EEIs most relevant to their function, core capabilities use those EEIs to direct activities, and Bellevue's EOC uses the compiled EEIs to determine lifeline status and to help Bellevue's Emergency Operations Board set priorities. EEIs help turn raw information into prioritized actions (for example: whether pump stations have power, how many people are sheltered, or whether a bridge is passable). Additionally, in the EOC, EEIs are compiled into the common operating picture to support timely, outcome-driven decisions.

Community Lifelines – The Ends

Community Lifelines "The Ends" represent the critical and most fundamental services and infrastructure that keep Bellevue running and must be stabilized or restored in the event of an emergency or disaster. Bellevue uses the community lifelines to monitor and prioritize incident impacts and recovery, such as *Food, Hydration, and Shelter* (providing basic humanitarian needs), and *Transportation* (roads, transit, bridges). Community Lifelines provide a common lens in which the focus puts the community's needs front and center and makes our planning outcomes based.

The 8 Community Lifelines are:

1. *Safety & Security* – Law enforcement, firefighting, evacuation
2. *Food, Hydration, Shelter* – Mass care, emergency housing, food distribution
3. *Health & Medical* – EMS, hospitals, behavioral health, public health
4. *Water Systems* – Drinking water, wastewater, stormwater
5. *Energy, Power & Fuel* – Electric, gas, and fuel availability
6. *Communications* – 911, emergency alerting, radio and internet
7. *Transportation* – Roads, bridges, transit, evacuation routes
8. *Hazardous Materials* – Chemical spills, fuel releases, environmental threats

Lifeline Status Color Indicators

Bellevue uses color codes to track the status of each lifeline during disasters:

- **Grey:** Not yet assessed or unclear status
- **Red:** Disrupted, and no solution identified
- **Yellow:** Disrupted, but a plan of action or temporary fix is in place
- **Green:** Stabilized and operating at necessary levels

These indicators are used to support situational reporting and to help coordinate actions across departments and partners, ensuring a one-city response.

ESF Supporting Documentation

All of the ESFs included in this Response Annex are strategic-level documents. Most ESFs require additional details that are of an operational nature (i.e., more detailed in processes). Therefore, OEM and city departments may write additional plans, SOPs, manuals, and other guiding documentation to provide more procedural and operational information (i.e., the City of Bellevue - EOC Manual). OEM and city departments are continuously drafting supporting documentation to guide help guide execution of the responsibilities and activities identified in this Response Annex.

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this annex can be found below:

Acronyms	Definitions
CEMP	Comprehensive Emergency Management Plan
DCC	Department Coordination Center
EEI	Essential Elements of Information
EOC	Evidence of Compliance (ESF #11)
ESF	Emergency Support Function
HRPPM	Human Resources Policies and Procedures
ICP	Incident Command Post
OEM	Office of Emergency Management
SOP	Standard Operating Procedures
VHF	Very High Frequency

Appendices & Attachments

Appendices and attachments are listed at the end of each ESF. All attachments and appendices will be included at the end of this document.

Emergency Support Function # 1: Transportation

Andrew Singelakis,
Transportation Department Director

11-24-2025

Date

Carl Lunak, Emergency Manager

11-24-2025

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF #1: Transportation

Lead / Coordinating Agency	Support Agencies
Transportation Department	Utilities Department
	Police Department
	Fire Department
	Finance & Asset Management Department
	Parks & Community Services Department
	All Departments
	King County Metro
	Sound Transit
	Washington State Department of Transportation (WSDOT)
	Neighboring Jurisdictions
	King County Regional Communications & Emergency Coordination Center (RCECC)

Introduction

Purpose

Emergency Support Function (ESF) #1 establishes direction to the Bellevue Transportation Department and supporting agencies for how to plan for, respond to, and recover the transportation system as a result of disasters, emergencies, and planned events to protect public health, safety, and welfare.

Scope

This ESF addresses the city's emergency transportation activities in response to incidents. This primarily focuses on transportation services provided by the city but may also include support from regional partners.

It is recognized that emergency and disaster conditions may require activities outside of this plan to occur. All agencies involved in the implementation of this ESF will endeavor to employ the National Incident Management System (NIMS) to accomplish all activities needed to respond to cascading events and compounding actions.

Policies

This ESF addresses policy and procedural guidance for efforts in all phases of emergency management involving the management of transportation systems and infrastructure within Bellevue. Specifically, it provides guidance for four key operational functions:

1. Identifying and ensuring the integrity of local transportation routes for emergency response.
2. Facilitating debris management efforts after an emergency or disaster.
3. Coordinating transportation resources with other departments as outlined in this ESF.
4. Managing the Transportation Coordination Center (TCC) and supporting the Emergency Operations Center (EOC) (when activated).

The following internal policies and plans will help to guide and inform this work:

- Transportation SOP: After-Hours Call Out Guidelines
- Transportation SOP: Transportation (TR) Event Coverage 24 Hour Service
- Transportation SOP: TR Coordination Center (BSC)
- Transportation Coordination Center (TCC) Operations Handbook
- EMPREP Team Emergency Response Expectations

The Transportation Department has a number of other SOPs and plans that provide guidance for how emergency operations related to transportation infrastructure will be executed. These are maintained in PowerDMS so they are accessible to department staff if needed. There are not any state or federal policies directly related to this ESF.

Activities within ESF #1 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary transportation system responsibilities will be coordinated by the Transportation Department. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue Hazard Mitigation Plan (HMP).

While many hazards have the potential to impact Bellevue's transportation infrastructure and services, the hazards that pose the most significant threat to the implementation of this ESF include earthquakes, flooding, and severe storms. These hazards have the potential to cause structural damage to infrastructure, generate significant debris, and/or make roads impassable.

One known challenge for this ESF results from the structure and location of key transportation infrastructure in Bellevue. The City of Bellevue has an extensive network of surface transportation infrastructure, and disruption to part or all of this system may pose a risk to loss of life, and/or the ability to effectively transport supplies and personnel through Bellevue. The impacts of these hazards could potentially be exacerbated by the number of freeways and major thoroughfares that run through Bellevue. I-405, I-90, and I-520 all cross through Bellevue, creating concerns of potential "islands" of populations emerging if major infrastructure becomes damaged or impassable. This could have serious implications for emergency response efforts and distribution of critical supplies post-disaster.

Planning Assumptions

During an emergency, Bellevue's transportation system may sustain damage or be impacted, resulting in disruption or shutdown of portions of the system. Critical routes for life safety will remain a priority. However, emergency response and recovery activities that require the use of the transportation system may be impacted and coordination will depend on the type and conditions of the incident.

Certain conditions beyond the Transportation Department's control may impact the department's ability to implement response plans and procedures. Some examples of conditions that may impact response plans and procedures are included below:

- The time of year, day of the week, time of day, and weather conditions at the time of an emergency are key variables that can have an impact on the seriousness of an incident and on the Transportation Department's ability to respond.
- The duration of the event may be longer or shorter than originally anticipated.
- There may be cascading effects or a secondary situation that increases the severity of the original event.
- Resources may be in short supply or unavailable.
- Previously inspected structures may require re-evaluation if subsequent incidents occur after the initial incident.
- Transportation infrastructure in and around Bellevue may sustain damage and/or experience disruption or traffic congestion in an emergency due to terrain, soil types, presence of bodies of water, aging infrastructure, etc. which may impact the effectiveness and efficiency of activities dependent on the transportation system.
- The immediacy of the need for the use of the transportation system for response and recovery may exceed the capabilities of the city's resources, requiring assistance from external vendors and agencies.
- Normal transportation services may not be available.
- The closure of one of the main thoroughfares (i.e., I-90, I-405, etc.) may create cascading effects throughout Bellevue and the rest of the region.

Concept of Operations

General

The Transportation Department will endeavor to clear and restore streets as soon as possible after an emergency with an emphasis on priority access routes. When activated, the Transportation Coordination Center (TCC) and EOC will coordinate all situation reports and resource requests involving transportation system issues. The TCC will ensure proper prioritization of all the requests. During a regional event resources may be allocated to meet regional priorities before city priorities.

Organization

The Transportation Department is the lead agency for coordinating transportation system maintenance, operation, and repair within the City of Bellevue. There are several organizations within Bellevue charged with coordinating response and recovery efforts related to this ESF.

> **BSC Dispatch:** Transportation & Utilities personnel activated at the Bellevue Service Center (BSC) to respond to incoming calls, facilitate response, and support field crews. Dispatch staff undergo annual training to review procedures, expectations,

and hands-on equipment training so they are prepared to fulfill this role in an emergency.

Transportation Coordination Center (TCC): Transportation personnel activated at Bellevue City Hall to assist with information gathering, resource management, and situational awareness for Transportation during larger-scale response efforts. The TCC also coordinates with EOC staff, if activated.

Emergency Operations Center: City-staff charged with coordinating response and recovery efforts amongst all City of Bellevue departments. Support department coordination centers (and other staff) with information gathering and resource procurement, as needed.

The Transportation Department Director shall designate an EOC representative(s) to coordinate communications, common operating pictures, and resources from the EOC when it is activated. Communication between the Transportation EOC staff and the TCC is vital to generate the common operating picture for all parties.

Other City of Bellevue departments, including the Finance & Asset Management, Fire, Police, Utilities, and Parks & Community Services departments, may also assist the Transportation Department with this ESF and are responsible for clearing facilities / infrastructure relevant to their departments. Specific tasks and details can be found in the "Responsibilities" section of this document.

Community Lifelines & Core Capabilities
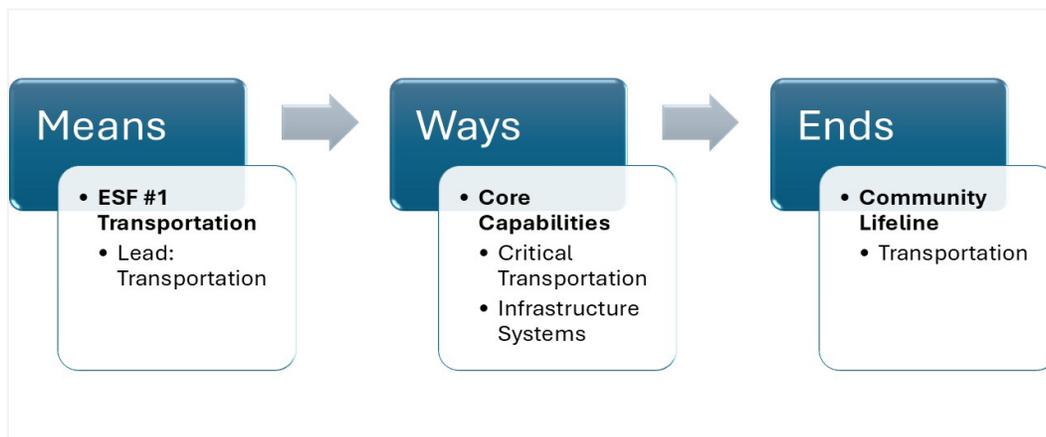
Figure 1: ESF #1

This visual depicts how ESF #1: Transportation provides the operational framework "Means" for Bellevue's Transportation Department and its support agencies to plan for, coordinate, and restore transportation services before, during, and after disasters. The Core Capabilities, such as Critical Transportation and Infrastructure Systems, are the

essential competencies "Ways" that enable safe evacuations, emergency access, and the delivery of response resources across both response and recovery phases, including coordination with regional transit. Together, these efforts support the Transportation Community Lifeline "Ends", ensuring that the city's mobility and infrastructure remain functional when they're needed most.

Essential Elements of Information

For ESF #1, Essential Elements of Information (EEIs) focus on the status and availability of transportation infrastructure needed for response and movement of people and resources. In Bellevue this includes the condition and accessibility of primary arterials and freeway corridors (I-405, SR-520, I-90), bridge integrity, light rail, transit route status, debris/blockage locations, and access to critical staging and supply points. Decision-makers need timely estimates of road/bridge closures, alternate route capacity, equipment needed for clearance, and passenger or freight disruptions that affect lifelines and responder movement. Some EEIs for this ESF include, but are not limited to, the following:

- Status of transportation infrastructure (i.e., bridges, roads, light rail, highways, etc.)
- Availability and capability of transportation assets
- Status of the Olympic Pipeline and any impacts to transportation infrastructure or routes
- Ingress and egress routes for critical sites, including alternate routes
- Debris types and locations

These EEIs may be used to guide the city's collection and reporting of critical information to the EOC and TCC, so a common operating picture can be developed that drives prioritization, resource allocation, and transportation-related response citywide.

Procedures

The Bellevue Transportation Department has plans in place and is the lead agency in the execution of the following mission essential functions:

- Prioritize and maintain key arterial operations in coordination with neighboring jurisdictions
- Monitor and report the status of damage to the transportation system
- Mitigate hazards in the right of way
- Issue permits to authorize the use of the right of way
- Disseminate transportation information
- Support ESF #7 – Logistics and ESF #11 – Agriculture and Natural Resources in coordinating transport of essential supplies (primarily assisting with routes to critical sites)

- Debris removal and management

More detailed procedures can be found in the SOPs that the Transportation Department maintains in PowerDMS. When specific procedures for incident response are not contained in pre-existing plans, the Transportation Department uses the incident action planning process to develop objectives, strategies, and tactics to respond and manage cascading problems.

Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope of the incident.

Prevention & Mitigation Activities

- Monitor conditions of city street pavement, bridges, and other transportation infrastructure, and make repairs as necessary.
- Maintain transportation vehicles and equipment, in accordance with preventative maintenance recommendations.
- Maintain equipment (i.e., signs, barricades, etc.) that can be used for road closures and evacuations.
- Pursue mitigation grant funds to assist the city in retrofitting transportation infrastructure to improve resilience.

Preparedness Activities

- Develop and update relevant emergency response plans (i.e., the Disaster Debris Management Plan) and this ESF, as needed.
- Regularly review and update the Transportation Coordination Center (TCC) manual, as needed.
- Train and exercise on emergency plans and procedures relevant to the activities in this ESF.
- Inventory equipment and supplies needed for inclement weather and disaster response (i.e., deicer) and restock as needed.
- Develop emergency contracting procedures for the procurement of resources required for the execution of this ESF.
- Develop and maintain mutual aid agreements with transportation partners as necessary to support the activities outlined in this ESF.
- Educate businesses and community members on maintaining sidewalks and drains in front of their business or dwelling.

Response Activities

- Manage the Transportation Coordination Center and support EOC operations in order to facilitate situational awareness, resource management, logistics, communications, etc.
- Conduct preliminary damage assessments following an emergency or disaster.
- Coordinate the mobilization and dispatch of personnel and equipment to support transportation response efforts (i.e., plowing, tree removal, pavement repair, flooding response, etc.)
- Facilitate road closures and coordinate messaging with relevant stakeholders.
- Coordinate the provision of alternate transportation services.
- Implement emergency contracting procedures.

Recovery Activities

- Facilitate activities necessary for the recovery of the transportation infrastructure system, for both short and long-term recovery.
- Coordinate with city departments, private contractors, regional partners, etc. to repair and restore transportation infrastructure owned by the City of Bellevue.
- Restock and replace equipment and materials expended during response efforts.
- Manage debris removal sites.
- Provide information and support reimbursement applications the city may submit.

Responsibilities

The sections below outline the responsibilities of the Transportation Department and supporting agencies.

Lead / Coordinating Agency: Transportation Department

Prevention & Mitigation

The Bellevue Transportation Department actively plans and implements necessary multi-modal transportation, bridge, and roadway safety improvements on critical infrastructure to bring the facilities to current engineering and seismic standards. Further efforts to identify needed seismic analysis are ongoing.

Preparedness

- Maintain a fully functional Transportation Coordination Center, with primary and 1st and 2nd alternates identified.

- Determine when it becomes necessary to activate the Transportation Coordination Center (TCC).
- Designate a primary and 1st and 2nd alternate Transportation Department representative for EOC activations.
- Update the Transportation Department Emergency Operations Handbook, as needed.
- In partnership with Bellevue OEM, make the necessary updates to this ESF, relevant catastrophic response plans, and other city emergency plans, as needed.
- Annually update priority route corridors for snow, ice, and debris clearance.
- Develop and maintain procedures for liaison services across a multi-jurisdictional, unified command situation.
- Provide transportation operations guidance when preparing for planned events that may affect the transportation system.
- Maintain, and update as necessary, the city online mapping system and master street closure list.
- Update mutual aid agreements for the provision and acquisition of goods and services.
- Maintain inventory of signs and equipment.
- Coordinate operational strategies with other city departments, the Washington State Department of Transportation (WSDOT), Washington State Patrol (WSP), King County Department of Transportation Road Services Division, Sound Transit, King County Metro and adjacent city public works departments with the objective of establishing an integrated and effective transportation system.

Response

- The Bellevue Transportation Department will serve as the lead / coordinating agency for all-hazard response affecting the transportation system.
- Oversee damage assessments of city roadways, bridges, and other critical transportation elements.
- Designate snow and ice clearance routes by priority levels.
- Conduct or arrange for technical inspections of damaged roadways, bridges, traffic signals, bicycle and pedestrian facilities, and other critical transportation infrastructure.
- Designate those sections of roadways and bridges that are unsafe for vehicular traffic and require closure. This information should be coordinated with the TCC Operations Section Chief, the EOC, Bellevue Police Department, Bellevue Fire Department, and other relevant stakeholders.
- Designate emergency traffic routes.
- Determine and post detours around closed roadways and bridges, or routes used for emergency traffic only, and provide emergency signage and barricades as necessary to improve the safety and efficiency of the transportation network.

- Manage debris clearance of city roadways, including ingresses/egresses to critical infrastructure, incident scenes and services. For downed power lines, coordinate with ESF #12 – Energy.
- Coordinate public information messages with the Transportation Department Public Information Officer (PIO), TCC Manager, Chief Communications Officer (CCO), and Bellevue OEM.
- Determine when it's safe to reopen closed roadways and bridges.
- Oversee the repair and restoration of damage to roadway structures, traffic signals, and road signs.
- Support the Bellevue Police Department in rerouting traffic around incident exclusionary areas. Similarly, in major evacuation of areas of the city, determine optimal exit routes, including the establishment of contra-flows if appropriate, and the reprogramming of traffic signals to facilitate orderly traffic flows.
- With available means, assist the Bellevue Fire Department with the stabilization of structures in danger of collapse and/or technical rescues through the use of heavy equipment, operators, shoring, and cribbing materials.
- Coordinate with ESF #4 – Firefighting for removal of debris from structural collapse or other rescue scenes.
- Implement procedures to ensure accurate tracking of expenses and personnel time related to response efforts.

Recovery

The Bellevue Transportation Department will use the National Disaster Recovery Framework to organize and begin recovery activities of critical transportation infrastructure as soon as initial response activities have progressed to stabilization. Planning for recovery activities will begin as soon as possible. Recovery activities may include:

- Management of debris removal sites.
- Transitional contracting procedures.
- Establishment of long-term recovery operations related to transportation infrastructure.
- Coordination with Bellevue OEM and other city departments, county, state, and federal partners on short and long-term recovery activities.

Supporting Agency: Utilities Department

As available, and in coordination with the TCC and Utilities Coordination Center (UCC), the Utilities Department shall:

- Conduct field assessments, as directed by the Transportation Department, of the status of the street network and share findings with the TCC.

- Take immediate actions as necessary to protect the public from unsafe conditions and notify the TCC as soon as possible regarding emergency actions taken.
- Implement detours and road closures, as directed by the TCC.
- Provide for the safe and effective operation of streets and walkways through the removal of debris.
- Conduct minor street and structural repairs whenever it has been decided by the Transportation Department to perform such services in-house and notify the TCC as soon as possible or whenever immediate restoration is critical and possible.

Supporting Agency: Police Department

The Bellevue Police Department shall:

- Provide support for traffic control and identification / assessment of systems operations.
- Provide assistance in implementing road closures and detours for roadways.
- Provide support for field operations as appropriate.
- Provide perimeter control due to unsafe conditions.
- Provide support in establishing on-scene communication command posts.
- Work with the Transportation Department to identify and mitigate high hazard accident locations and safety concerns.

Supporting Agency: Fire Department

The Bellevue Fire Department shall:

- Provide support in debris removal and emergency protective measures when appropriate.
- Provide support in establishing on-scene command posts.
- Provide support in evacuating community members from potential flood or environmental hazard areas as appropriate.

Supporting Agency: Finance & Asset Management Department

The Finance & Asset Management Department shall maintain a list of private sector providers, which includes accessible vehicles, consultants, contractors, etc. that are able to provide assistance during response and recovery efforts. They will also assist in the reimbursement application process, if applicable.

Supporting Agency: Parks & Community Services Department

The Parks & Community Services Department may provide supplemental support in debris removal and services for community members, as appropriate.

Supporting Agency: All Departments

All Bellevue Departments shall notify the Transportation Department of system deficiencies as soon as possible and make recommendations for mitigation of impacts.

Supporting Agency: King County Metro

King County Metro is responsible for:

- Managing public transit (e.g., buses), including bus routes, vehicles, and drivers.
- Coordinating with local jurisdictions, as needed, during emergency situations (i.e., altering bus routes around hazardous locations).

Supporting Agency: Sound Transit

Sound Transit will:

- Manage public transit (e.g., buses) including bus routes, vehicles, and drivers.
- Coordinate with local jurisdictions, as needed, during emergency situations regarding light rail (specifically the 2 Line).

Supporting Agency: Washington State Department of Transportation

Washington State Department of Transportation will:

- Manage freeways and public overpasses.
- Coordinate with local jurisdictions, as needed, during emergency situations involving freeways and overpasses (especially when they intersect with Bellevue roads).

Supporting Agency: Neighboring Jurisdictions

Neighboring jurisdictions will:

- Coordinate with the City of Bellevue on issues regarding roadway infrastructure, as needed, during emergency situations.
- Coordinate with the City of Bellevue regarding disaster debris management, in accordance with the City of Bellevue's Disaster Debris Management Plan (DDMP).

Supporting Agency: King County RCECC

King County's Regional Communications and Emergency Coordination Center will:

- Support the resource management process, by attempting to fill resource requests with county resources and agreements.
- Serve as a liaison between local jurisdictions and county departments, as needed.
- Serve as a liaison between Washington State EMD and other state / federal partners, as needed.
- Maintain regional emergency management frameworks and plans, including King County's Regional Coordination Framework.

Resource Requirements

Logistical Support

Bellevue Transportation Department maintains street maintenance facilities at:

- Bellevue Service Center (BSC), 2901 115th Avenue NE. This critical facility is the primary report-to-duty location for operations staff. All vehicles, rolling stock, inventory stores, fuel, and fleet mechanics are at this location. This location also houses a small sign shop; most heavy traffic signage is procured from off-site vendors.
- Eastgate Yard – 4001 135th Avenue SE. This 3-acre site serves as a lay-down yard for supplies and materials such as sand, rock, winter road maintenance stocks, and miscellaneous inventory.
- Kindercare Satellite Yard – 4341 West Lake Sammamish Parkway SE. This site serves as a yard for supplies such as sand, deicer, winter road maintenance stocks, and miscellaneous inventory.
- Cash-n-Carry Satellite Yard – 2208 136th Place NE. This site serves as a yard for supplies such as sand, winter road maintenance stocks, and misc. inventory.

- Safeway Yard – 124th Avenue NE by the Coca-Cola plant. Parks owned, facility to be used by TR, FAM-Fleet and UT until 2030 for materials storage (North-end yard). This 3-acre site serves as a lay-down yard for supplies and materials such as sand, rock, winter road maintenance stocks, and miscellaneous inventory.

These facilities house service trucks, dump trucks, plows, graders, loaders, backhoes, sweepers, street cleaners and flushers, portable changeable message signs, and assorted traffic control signs and devices. Supplies include sand, salt, and deicer. Fuel may be available at the Bellevue Service Center (BSC) and at most City of Bellevue Fire Stations.

Primary and support departments will provide the required personnel, facilities, and equipment to support activities in this ESF to the best of their abilities. Specialized equipment and trained personnel may be required to execute actions identified in this ESF. Some potential resource needs in an emergency include professional debris collectors and monitors, chippers, saws, barricades, etc. Transportation has a thorough vendor list and rental shops that they have worked with previously where most of those supplies could be procured in an emergency. Local, regional, state and national resources may be required. These resources will be requested through established logistics processes.

Administration

The Bellevue Transportation Department and supporting agencies will use the National Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan and supporting documents
- City of Bellevue Disaster Debris Management Plan (DDMP)
- City of Bellevue – Hazard Mitigation Plan (HMP)
- City of Bellevue – Olympic Pipeline Response Plan
- City of Bellevue Transportation Department Emergency Operations Handbook
- City of Bellevue Transportation Department Standard Operating Procedures (kept in PowerDMS)
- Transportation Coordination Center (TCC) Operations Handbook
- Transportation Department's EMPREP Team Emergency Response Expectations

- Transportation Department SOP: After-Hours Call Out Guidelines
- Transportation Department SOP: TR Event Coverage 24 Hour Service
- Transportation Department SOP: TR Coordination Center (BSC)
- National Disaster Recovery Framework (NDRF)
- National Incident Management System (NIMS)

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
BSC	Bellevue Service Center
CCO	Chief Communications Officer
CEMP	Comprehensive Emergency Management Plan
DDMP	Disaster Debris Management Plan
EEI	Essential Elements of Information
EMPREP	Transportation Department's Emergency Preparedness Team
EOC	Emergency Operations Center
ESF	Emergency Support Function
HMP	Hazard Mitigation Plan
ICS	Incident Command System
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
NRF	National Response Framework
PIO	Public Information Officer
RCECC	Regional Communications & Emergency Coordination Center
SOP	Standard Operating Procedures
TCC	Transportation Coordination Center
UCC	Utilities Coordination Center
WSDOT	Washington State Department of Transportation
WSP	Washington State Patrol

Appendices & Attachments

City of Bellevue's Disaster Debris Management Plan (DDMP).

Emergency Support Function # 2: Communications, Information Systems, and Warning

DocuSigned by:

458C8C18A44241E...

11/24/2025 | 11:58 AM PST

Dave Tait,
Fire Chief

Date

Signed by:
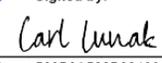
Carl Lunak

568B9A522B82496...

11/19/2025 | 07:10 AM PST

Carl Lunak, Emergency Manager

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF # 2: Communications, Information, and Warning

Lead / Coordinating Agency	Support Agencies
Office of Emergency Management	NORCOM
	City Manager's Office
	Finance & Asset Management Department (Fleet & Communications Division)
	Information Technology Department
	Fire Department
	Police Department
	Transportation Department
	All Departments
	Bellevue Communications Support (BCS) Team
	Puget Sound Energy Radio Network
	Contracted Translation Services
	Telecommunication / Internet Providers
	King County Office of Emergency Management (KCOEM)
	National Weather Service
	Washington State Patrol (WSP)
	Washington State Fusion Center (WSFC)

Introduction

Purpose

The purpose of this Emergency Support Function (ESF) is to provide guidance for the types of communications, information systems, and warning capabilities used by the City of Bellevue during emergencies and/or disasters.

Scope

This ESF addresses the communication and information capabilities of the City of Bellevue. This includes communications infrastructure and hardware, public messaging / alert & notifications, and coordination with a Joint Information Center (JIC) / Joint Information System (JIS). It also identifies special considerations for disseminating emergency communications to significant segments of the population with limited English proficiency and individuals with access and/or functional needs.

Policies

Communication systems and support are diversified throughout Bellevue. There is no single organization or department responsible for all communications systems and infrastructure. As much as possible, the city will strive to preserve the existing city structure and communications protocols during emergencies or disasters. Crisis communications will be coordinated with the Chief Communications Officer (CCO) in the City Manager's Office and/or City of Bellevue Public Information Officers (PIOs) in accordance with ESF #15 – External Affairs. The City of Bellevue strives to ensure that emergency communications are shared in a way that can be understood by its diverse population, so that all community members can be empowered to take necessary protective actions for themselves and their loved ones.

 If communication resources are limited, the following needs will be prioritized:

- Life Safety
- Re-establishment of essential government functions
- Protection of property
- Environment
- Economy

The city strives to provide timely, life safety information to community members via a variety of alert and warning systems. Per [Revised Code of Washington (RCW) 38.52.070 – Local organizations,](#) the city is required to disseminate emergency alerts regarding public health, safety, and welfare in languages that are spoken by a significant segment of Bellevue's population. This is defined as languages that are spoken by over 5% of the city's population or 1,000 residents, whichever is less (according to the Office of Financial Management's Forecasting Division). At the time of this publication, that includes Simplified/Traditional Chinese, Japanese, Korean, Spanish, Russian, and Vietnamese.

Additionally, the City of Bellevue will comply with the [Americans with Disabilities Act (ADA)](#) to the best of their abilities. The ADA outlines policies for effective emergency communications with individuals who have access and/or functional needs, such as vision, hearing, or speech disabilities, that may require alternate forms of communications.

The following internal city policies and procedures will help to guide and inform this work:

- SOP for External City of Bellevue (COB) Emergency Alerts
- SOP for Internal City of Bellevue (COB) Emergency Alerts
- City of Bellevue's Limited English Proficiency (LEP) Emergency Communications Plan

The following local and state policies are also relevant to this ESF:

- [King County's Inclusive Emergency Communications Plan (IECP)](#)
- [RCW 38.52.070, Local organizations and joint local organizations authorized—Establishment, operation—Emergency powers, procedures—Communication plans.](#)
- [RCW 13.60.010, Missing children and endangered person clearinghouse – Hotline – Distribution of information…](#)
- [Americans with Disabilities Act](#)

Activities within ESF #2 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for communications will be coordinated by the Fire Department's Office of Emergency Management. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue's Hazard Mitigation Plan (HMP).

Over the years, community members and staff have become increasingly reliant on communications technology and infrastructure for day-to-day and emergency operations. While steps are taken to increase the resilience of the infrastructure, there are still a variety of incidents that could negatively impact communication capabilities.

Natural hazards, such as earthquakes and severe storms, have the potential to impact communications infrastructure and limit capabilities post-disaster. Human-caused disasters such as network outages or cyber-attacks could also adversely impact capabilities. Either of these types of hazards may disrupt communications capabilities, including damage to communications infrastructure, radio interruptions, severe weather interference, power outages, electromagnetic disturbances to radio frequencies and/or power lines, or general equipment failure.

Planning Assumptions

Effective emergency communications are vital to ensuring the safety and well-being of all Bellevue community members in an emergency, as it provides information related to the emergency and protective actions that can be taken to save lives.

The City of Bellevue does not have a single communications platform used in emergencies or warning system used to alert Bellevue community members of an emergency or disaster. As a result, the city relies on a combination of systems and approaches, including systems through NORCOM and King County's Office of Emergency Management. While it is unlikely that emergency communications will reach all members of the intended audience, using a combination of methods can maximize the size of the audience reached.

During an emergency, Bellevue's communication and information systems will likely sustain damage or be adversely impacted, which will result in disruption or shutdown of portions of some or all communications or information systems. Communication systems are vulnerable, and repairs could take an extended period of time (weeks to months) depending on the nature of the emergency and the type of damage sustained. It is important to have alternate or redundant systems in place, when possible. Emergency response and recovery activities that rely on the use of communication systems will likely be impacted and difficult to coordinate. At a time when the need for information is greatest, the ability to share information may be seriously limited. As a result, the city may have to rely on alternate communication systems (e.g., amateur radio).

Even if systems are not damaged, they may not have sufficient capacity to handle the volume needed following an emergency, as community members seek to connect with loved ones and get information about the disaster. City staff with a role in emergency response and/or recovery have been provided with the opportunity to enroll in the Government Emergency Telecommunications (GETS) and Wireless Priority Services (WPS) programs as tools to potentially help ensure they can continue to communicate when infrastructure has been overwhelmed.

As is evident in the Situation Overview of the CEMP Base Plan, Bellevue has a high concentration of residents who speak a language other than English at home. It is important that these populations, and those who have access and/or functional needs, are included in alert and warning mechanisms, as not every person that will need to communicate with the city uses English as a primary language or has the same reading, speaking, seeing and/or hearing abilities. Members of the community with limited English proficiency and those with access and functional needs may have additional barriers to receiving and understanding emergency communications (in addition to those created by technological problems from the disaster) if specific procedures are not implemented to ensure that information is disseminated in a way that is accessible. In emergencies, these

individuals are often impacted disproportionately because they do not have access to vital information.

Concept of Operations

General

Depending on the nature and scope of the disaster, partial or complete disruption of communications may occur during an incident, making it important to establish alternate communication methods whenever possible. Routine day-to-day modes of communication will continue to be used to the fullest extent possible during emergencies, although usage will depend on the survivability of the equipment and services. The existing telephone service, along with the city's radio systems, will provide the basis for attempting to maintain effective communications. An overview of the city's communications capabilities is included below.

Hardware, Infrastructure, and Communications Systems

The following are examples of communications hardware and infrastructure that may be used by the City of Bellevue in an emergency or disaster:

- Telephones
    - Voice over Internet Protocol (VOIP): City staff use Microsoft Teams for much of their day-to-day communications and are able to place calls using that platform (as well as chat and other communications functions).
    - Cell phones / landlines: Many staff have city-issued cell phones or personal devices that can be used to communicate for work. There are also limited landline capabilities (including one setup in the EOC) that can be used if VOIP systems fail.
    - FirstNet: High-speed wireless broadband network built for public safety professionals, such as police, firefighters, and EMS.
    - Satellite Phone: The City of Bellevue has nine satellite phones that belong to several of the operational departments, i.e., Police, Fire, Transportation, Utilities, and the Office of Emergency Management (OEM).
- Radios
    - Puget Sound Emergency Radio Network (PSERN): PSERN is an emergency radio system used for 9-1-1 dispatching and operational communications by fire departments, law enforcement agencies, EMS, and other public service agencies in King County. Bellevue's operational departments recently switched to the updated PSERN radios in 2024.

- o Ultra-High Frequency (UHF): Several of the operational departments (including Police, Fire, and Utilities) have UHF capabilities as a redundant system in the event primary radio capabilities are unavailable.
  - o Comprehensive Emergency Management Network (CEMNET): High-frequency (HF) radio network in Washington State used for emergency communications between the State EOC and local jurisdictions.
  - o Amateur radio: The City of Bellevue works with the Bellevue Communications Support Team. BCS volunteers are licensed, amateur radio operators who provide auxiliary communications support to the city in emergencies or disasters.
- Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS): Services provided by the Department of Homeland Security's Cybersecurity and Infrastructure Security Agency (CISA) to provide priority calling during disasters for staff with an emergency response/recovery role.
- Homeland Security Information Network (HSIN): Department of Homeland Security's official system for trusted sharing of information that is deemed "sensitive but unclassified" information with federal, state, local, territorial, tribal, and other relevant partners.
- National Alert & Warning System (NAWAS): Closed-access telephone system for emergency alerts.

Public Messaging / Alert and Warning

The following systems can be used to disseminate messages to staff and community members during an emergency:

- City of Bellevue website: Public-facing website where "city news" and emergency information can be disseminated.
- City of Bellevue social media accounts: The City of Bellevue and several departments maintain social media accounts (e.g., Facebook, X, NextDoor, Instagram, etc.) which can be used to quickly disseminate emergency information.
- Bellevue Inform: Internal alert & warning system (provided by King County OEM) that allows the City of Bellevue to send alerts to staff, volunteers, and key partners in emergency management via phone, email, and text message.
- GovDelivery: The city uses this communications platform to manage the "Emergencies and Extreme Weather Alerts" topic, an opt-in system where residents can choose to receive alerts via email and/or text.
- King County Alert: A countywide, opt-in alert and warning system that can be used to push alerts via phone, email, and text message (managed by King County OEM).
- Reverse 9-1-1: Emergency alert system that allows authorities to automatically contact residents and businesses within a certain geographic area during an emergency (alerts can be sent by King County OEM & NORCOM). This system includes Teletypewriter (TTY) and Telecommunications Device for the Deaf (TDD)

which allows alerts to be disseminated to those with certain access and functional needs.

- Integrated Public Alert and Warning System (IPAWS): National public warning system that King County OEM may use to broadcast emergency information and alerts via various platforms (i.e., television, radio, and digital services). This includes Wireless Emergency Alerts (WEA) and Emergency Alert System (EAS) pathways, as well as National Oceanic and Atmospheric Administration (NOAA) Weather Radio and other inter-based systems. It provides public safety officials with a single interface to send authenticated emergency information.
- Department distribution lists: The Office of Emergency Management and various Bellevue departments maintain their own distribution lists of community members and important partners. These can be leveraged to disseminate messages in an emergency.
- Non-digital communications methods (i.e., bulletin boards, flyers, a-frames, etc.): Bellevue owns a Variable Message Sign (VMS) that can be used to display messages and can also work with partners and private vendors to acquire additional signs. Additionally, for those that are unable or unwilling to receive alerts via digital systems, Bellevue has a number of sites (i.e., community centers, mini-city hall, parks, fire stations, etc.) that serve as community hubs where information can be physically posted in an emergency.
- Door-to-door notifications: Depending on the nature and scope of the emergency, staff and volunteers may go from door-to-door to notify residents of emergency alerts.

These methods (among others) may be used to provide notification and warning throughout all phases of the emergency, including dissemination of preparedness information prior to an emergency and information relevant to recovery.

Limited English Proficiency (LEP) Communications Resources

In accordance with [RCW 38.52.070 – Local organizations...](#) the City of Bellevue is committed to disseminating emergency alerts in a way that is accessible to community members. There are several tools that the City of Bellevue has to help with this goal:

- Language Line: The City of Bellevue contracts with a service that provides 24/7 access to a professional interpreter.
- Private Contracts: The City of Bellevue maintains contracts with a number of private vendors that can assist with translation and interpretation (including emergency services).
- [Trusted Partners Network:](#) King County OEM has established the Trusted Partners Network (TPN). This is a network of multi-lingual community members who agree to receive emergency alerts and disseminate them to their community in their native

language(s) in an effort to ensure emergency alerts are accessible regardless of English proficiency.
- Multilingual Staff / Volunteers: The City of Bellevue has staff (and some volunteers) who are certified and can provide emergency translation, including cultural navigators and staff at Mini City Hall. Currently interpreters are available who speak Arabic, Chinese, Spanish, Somali, Russian, Ukrainian, Hindi, Tamil, Telugu, and Wolof.

Organization

Individual departments are responsible for acquiring, managing, and training on their own communication hardware and systems. During normal day-to-day conditions, the Finance & Asset Management (FAM) department has a Fleet & Communications Division that can provide technical support for radios and other communication systems. The Information Technology Department (ITD) can also assist with computers, telephones, and other communications systems. During an emergency, the City of Bellevue may choose to activate the "IT & Communications Branch" of the Operations Section to help assist with any technological communications issues. This branch may be staffed by personnel from ITD, FAM, BCS, or other relevant staff at the discretion of the EOC Manager. More information about this role can be found in the City of Bellevue's EOC Manual.

Public messaging and emergency alerts will be coordinated with the Chief Communications Officer (CCO) in the City Manager's Office and/or City of Bellevue Public Information Officers (PIOs). If the EOC is activated and there is a high need for public messaging / alerts, the city may choose to activate the Joint Information Center (JIC) / Joint Information System (JIS). More information about the JIC/JIS, including activation procedures, responsibilities, and staffing, can be found in the City of Bellevue's EOC Manual.

NORCOM provides day-to-day 9-1-1 telephone answering, dispatching, and communications support for 22 local agencies (14 fire departments and 8 law enforcement departments), including the Bellevue Fire Department and Bellevue Police Department. They may also support the EOC's emergency communication processes when activated. NORCOM can send alerts via the Reverse 9-1-1 system at the request of NORCOM's agencies. NORCOM is based at Bellevue City Hall and is equipped with emergency generators and with an uninterrupted power supply (UPS).

King County's Office of Emergency Management (KCOEM) receives a variety of alerts and disseminates them to local jurisdictions through a variety of platforms (i.e., email, alerting systems, radio, phone calls, WebEOC, etc.) They are also able to disseminate alerts via King County Alert, Reverse 9-1-1, EAS, the Trusted Partner Network (TPN) and other available platforms. WA EMD also sends out notifications and warnings of incidents to local jurisdictions and may help communicate this messaging to the public when applicable.

The Washington State Fusion Center supports public safety and homeland security missions by coordinating information to detect, deter, and prevent terrorist incidents and significant criminal activity. The Fusion Center leverages the Homeland Security Information Network (HSIN) to share sensitive information with the Bellevue Police Department (BPD) and Bellevue OEM, as needed.

Per [RCW 13.60 – Missing Children…](#), the WSP is responsible for issuing America's Missing: Broadcast Emergency Response (AMBER) alerts, Endangered Missing Persons Advisories, and Silver Alerts.

Weather advisories, watches, and warnings are provided via voice, data, and radio by the National Weather Service and received by OEM and other department personnel. OEM staff monitor those messages on a 24-hour basis and determine when to notify appropriate public safety personnel in accordance procedures outlined in the OEM Response Guidebook. The National Weather Service (Seattle Office) is also capable of sending civil emergency notices to their network of weather radios at the request of local public safety officials. The newer generation weather radios are self-activated when warnings are initiated. NOAA Weather Radios are monitored during and prior to incidents and are located in City Hall, the City EOC, and the Bellevue Service Center. The Transportation Department also has a contract with a private firm for detailed weather forecast for operational field support.

Bellevue Communications Support (BCS) Team volunteers may provide auxiliary communications support for the Office of Emergency Management and Bellevue's Emergency Operations Center (EOC) in the event of an emergency. They may provide amateur radio and other communications support to the EOC, Fire Stations, Emergency Shelters (as well as other mass care locations), or other sites at the discretion of the EOC Manager.

Finally, all City of Bellevue departments have access to Bellevue Inform (the internal alert and warning system). OEM staff, along with personnel from Communications and the Police department, have the authority to send out alerts to all City of Bellevue personnel following an emergency. This system can be used to relay vital emergency information gleaned from other emergency notification systems. It also has a two-way communication feature that allows staff to respond to emergency communications. All COB departments have appointed Bellevue Inform administrators who are responsible for maintaining contacts and can disseminate emergency communications to the staff in their specific department. This can also be used to conduct recall of staff in accordance with departments' emergency staffing procedures.

Community Lifelines & Core Capabilities

Figure 2: ESF #2

This visual shows how ESF #2: Communications provides the operational framework "Means" for Bellevue's Office of Emergency Management and supporting agencies to plan for, coordinate, and sustain critical information systems and warning capabilities before, during, and after disasters. The Core Capabilities, such as Operational Communications and Situational Assessment, are the essential competencies "Ways" that enable interoperable responder networks, real-time hazard monitoring, and public alerts, including redundant systems like amateur radio and social media platforms, across preparedness, response and recovery phases. Together, these efforts support the Communications Community Lifeline "Ends", ensuring that the city's residents and responders remain connected and informed when they need it most.

Essential Elements of Information

For ESF #2, Essential Elements of Information (EEIs) capture the status of Bellevue's communications infrastructure, alert and notification systems, and coordination with the Joint Information System/Joint Information Center (JIS/JIC) during an emergency. In Bellevue, these EEIs focus on the operational status of NORCOM dispatch, PSERN radio interoperability, public-alerting availability including the ability to reach populations with Limited English Proficiency (LEP) or access and functional needs (AFN). Some EEIs for this ESF include, but are not limited to:

- NORCOM/911 operational status and backup capabilities
- PSERN Radio system performance and interoperability across departments/agencies
- Cellular, internet, or other critical communications outages (location & extent)
- Status and reach of public-alerting systems (Alert King County, Wireless Emergency Alerts, social, VMS)
- Ability to deliver messages to LEP and AFN populations

These EEIs may be used to guide the City's collection and reporting of critical information to the EOC, so a common operating picture can be developed that drives prioritization, resource allocation, and coordinated citywide action.

Procedures

Bellevue OEM coordinates with City of Bellevue departments and vendors to help ensure all emergency communication and information systems are in working order and participates in regular communications tests (radio, satellite phone, GETS/WPS, etc.) to identify and address any potential technical issues.

The City of Bellevue leverages many sources (internal and external) for the gathering of information before, during, and after an incident. Bellevue OEM monitors, gathers, and analyzes information and alerts from a variety of sources and disseminates to department personnel and other partners, based on the nature and scope of the incident. During day-to-day operations, Bellevue OEM may leverage the Emergency Management Committee (EMC) and/or Emergency Operations Board (EOB) to ensure emergency information is shared with the appropriate personnel in each department.

Procedures for disseminating emergency alerts internally to City of Bellevue staff and externally to community members can be found in the respective SOPs (SOP for Internal COB Emergency Alerts and SOP for External COB Emergency Alerts). These SOPs include information about the authorization process, alert platforms, situations necessitated emergency alerts, coordination with other agencies, etc.

More detailed procedures around the process for sending emergency messages can be found in the City of Bellevue's Limited English Proficiency (LEP) Emergency Communications Plan and King County's Inclusive Emergency Communications Plan.

Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Conduct updates of city-owned communications systems, including data networks, computer hardware, radio systems, and software programs.
- Maintain an inventory of communications hardware that can be used in an emergency, including spare radios, mobile devices, phones, power cords, battery chargers, etc.
- Mitigate and reinforce locations that house communications infrastructure.

Preparedness Activities

- Develop and maintain emergency communications plans and SOPs.
- Maintain inventories of available communications equipment.
- Conduct regular test of the City of Bellevue's emergency communications systems (i.e., satellite phones, GETS/WPS, Bellevue Inform, etc.)
- Participate in tests of regional, state, and federal alert and warning systems (i.e., King County Alert, CEMNET, etc.)
- Draft template emergency alerts and work with professional contractors to translate them into Bellevue's top languages in advance of an emergency.
- Maintain a hard copy of critical contact information.
- Establish and maintain agreements with translation services for emergency translation assistance.
- Train and exercise staff on the use of emergency communications equipment.
- Train and exercise protocols for activating and operating a Joint Information Center / Joint Information System.
- Support the development of procedures, training, and exercise of BCS volunteers.

Response Activities

- Draft and disseminate emergency alerts to staff and community members.
- Notify partner agencies, surrounding jurisdictions, King County's Office of Emergency Management, Washington State Emergency Management, and other identified partners of emergency situations.
- Establish a JIC/JIS in the event of an emergency or disaster to manage public messaging and the dissemination of emergency alerts.
- Request activations of alert and warning systems managed by partner agencies, as needed.
- Develop situational awareness and establish a common operating picture of incident communications capabilities and damage, disruptions or interruptions to those systems.
- Manage communications between on-scene and off-scene organizations.
- Notify neighboring jurisdictions when an incident has occurred.
- Identify the compatible frequencies and communications used by organizations on scene and throughout the incident.
- Coordinate communications and warning activities with communication centers.
- Provide assistance and technical support for city communications infrastructure.
- Identify communication failures and establish alternate methods, when applicable.
- Activate the Bellevue Communications Support Team (BCS) to overcome communication shortfalls and provide alternative communication methods, when needed.

Recovery Activities

- Support assessment of communications infrastructure and plan for repair or restoration in coordination with communications providers.
- Inventory and restock expended communications supplies.
- Identify communication vulnerabilities and develop a plan for improving the city's communication infrastructure moving forward.
- Evaluate the effectiveness of communication of emergency messaging (including messaging to LEP communities) through the After-Action Report (AAR) process outlined in the Base Plan of the CEMP. Findings should be shared with KCOEM, WA EMD, and other partners when relevant.

Responsibilities

The sections below outline the responsibilities of the Office of Emergency Management and supporting agencies.

Lead / Coordinating Agency: Office of Emergency Management

The Office of Emergency Management will:

- Develop plans and procedures to facilitate the execution of activities identified in this ESF.
- Provide training to staff on the use of communication systems and activation procedures.
- Coordinate and test the readiness of EOC communication resources.
- Maintain and train on internal notification systems (e.g., Bellevue Inform) and the GETS/WPS programs.
- Support mitigation projects that strengthen existing communications systems.
- Assist in the continued development of template emergency messages that are accessible to the whole community (including the LEP and hard of hearing populations). Emergency messages should include:
  - Notices for evacuation, sheltering, and/or sheltering in place
  - Notices for general survivor assistance
  - Notices for food and water
  - Details for public health information
- Leverage available communication and information systems for all-hazard alert and warning activities.
- Notify City of Bellevue employees of all-hazard alerts and warnings via Bellevue Inform (or other available methods).
- Coordinate with volunteer amateur radio networks (primarily BCS) to provide redundant communications capabilities in emergencies or disasters.

- Help facilitate the development of restoration priorities for emergency data, telephone, and radio systems in conjunction with the Information Technology Department, Facilities and Asset Management Department, and other appropriate service providers.
- Provide staff and logistical resources to assist the Bellevue Communications Support (BCS) team with development of procedures, training, exercises, equipment and other needs necessary to execute their mission.
- Assist in the implementation of LEP requirements as described in [RCW 38.52.070 - Local organizations....](#)
- Adhere to the After-Action Report policies and procedures outlined in the CEMP Base Plan to evaluate and improve upon the effectiveness of the communication of life safety information systems.
    - This should include identifying technological challenges that impaired communication efforts and identifying recommended strategies / resources needed to overcome those challenges. Information should be shared with WA EMD and other stakeholders, when relevant.

Supporting Agency: NORCOM

NORCOM will:

- Advise the Office of Emergency Management and/or EOC on status and capability of emergency communications systems, as is feasible.
- Arrange additional communications capabilities, when necessary.
- Provide communication support through the 9-1-1 Dispatch Center.
- Establish alternate methods for 9-1-1 / dispatch support if primary systems are inoperable.
- Access and disseminate alerts via the Reverse 9-1-1 Systems, when requested by customer agencies.

Supporting Agency: City Manager's Office

The City Manager's Office will:

- Support the development and update of plans, procedures, and other documentation guiding the activities in this ESF.
- Develop messaging for emergency alerts and notifications to be disseminated to community members.
- Develop messaging for emergency alerts and notifications to be disseminated to City of Bellevue staff.

- Draft template emergency alerts and facilitate translation into the languages identified in [RCW 38.52.070 – Local Organizations…](#) to help ensure rapid dissemination of emergency alerts to LEP community members in Bellevue.

Supporting Agency: Facilities & Asset Management (Fleet & Communications Division)

The Finance & Asset Management Department will:

- Maintain the PSERN radio system.
- Maintain operation of all radio and microwave-link communications equipment owned or used by the city and those jurisdictions supported by NORCOM per contract agreements.
- Recommend relocation or redistribution of radio resources used by city departments as necessary to most effectively maintain adequate communications in emergency situations.

Supporting Agency: Information Technology Department

The Bellevue Information Technology Department will coordinate the repair and restoration of telephone and/or computer systems, as well as the use and distribution of loaned cell phones during emergencies and disasters.

Supporting Agency: Fire Department

The Bellevue Fire Department will:

- Coordinate emergency alerting needs with NORCOM and the EOC, as applicable
- Coordinate emergency radio use with PSERN.

Supporting Agency: Police Department

The Bellevue Police Department will:

- Coordinate emergency alerting needs with NORCOM and the EOC, as applicable
- Coordinate emergency radio use with PSERN.

Supporting Agency: Transportation Department

The Bellevue Transportation Department will:

- Help disseminate messages impacting Transportation Operations.
- Deploy the city's variable message board to assist with emergency messaging.
- Coordinate with vendors to acquire additional variable message boards, when needed.

Supporting Agency: All Bellevue Departments

All Bellevue Departments will:

- Appoint Bellevue Inform Administrators who are empowered to send emergency alerts to department staff.
- Train personnel in proper radio protocol, including limiting communications during emergencies and yielding to life safety communications.
- Maintain all available departmental equipment in serviceable and ready condition.
- Assure proper working order of all departmental equipment and frequencies through tests or normal operations.
- Develop and maintain an inventory of departmental communications capabilities and resources.
- Train department staff on how to use the Language Line and other resources necessary for dissemination emergency alerts to community members with limited English proficiency.

Supporting Agency: Bellevue Communications Support Team (BCS)

The Bellevue Communications Support (BCS) Team will:

- Assist Bellevue OEM and provide auxiliary communications support during emergencies.
- Activate resources through OEM staff or Bellevue Inform.
- Maintain amateur radio capabilities in the EOC, alternate EOC locations, fire stations, and other sites in coordination with Bellevue OEM.
- Coordinate with OEM regarding drills and exercises to test communications capabilities.

Supporting Agency: Puget Sound Emergency Radio Network (PSERN)

PSERN will:

- Coordinate emergency radio network and radio communication infrastructure.

Supporting Agency: Contracted Translation Services

Contracted Translation Services will:

- Provide translation services for emergency alerts and information, as requested (and as able).

Supporting Agency: Telecommunication / Internet Providers

Telecommunication and Internet Providers will:

- Monitor their own systems and provide operational status updates and restoration timelines, as available.
- Develop and update plans to facilitate continued service delivery during disruptions or incidents.

Supporting Agency: King County's Office of Emergency Management (KCOEM)

KCOEM will:

- Relay incident alerts and warning to Bellevue OEM, Bellevue Fire Department, and Bellevue Police Department, as applicable.
- Issue emergency alerts via EAS, WEA, King County Alerts, Reverse 9-1-1, and other platforms, in accordance with established plans and procedures.
- Facilitate a countywide Joint Information Center (JIC) and/or Joint Information System (JIS), when needed.
- Share regional messaging, as appropriate.

Supporting Agency: National Weather Service (NWS)

The National Weather Service will:

- Disseminate emergency information in the form of alerts and warnings regarding weather (and potential) weather hazards.

- Issue advisories, alerts, and warnings to impacted areas.
- Share life safety information via the NOAA weather radio system.

Supporting Agency: Washington State Patrol (WSP)

The WSP is responsible for issuing America's Missing: Broadcast Emergency Response (AMBER) alerts, Endangered Missing Persons Advisories, and Silver Alerts.

Supporting Agency: Washington State Fusion Center

The Washington State Fusion Center will provide information regarding current emergencies or suspicious activities in the US to OEM through the Northwest Warning, Alert & Response Network (NWARN) and the Homeland Security Information Network (HSIN).

Resource Requirements

Logistical Support

In the event of an emergency or disaster, the city may require assistance acquiring additional communication hardware (e.g., radios, phones, etc.), identifying redundant communication systems, and disseminating emergency alerts via a myriad of different platforms. Additionally, assistance may be required in order to facilitate a timely translation of emergency messaging, depending on the resources and systems available after the disaster.

Administration

The Bellevue Office of Emergency Management and supporting agencies will use the national Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- City of Bellevue – Bellevue Inform Administrator SOP
- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan

- City of Bellevue – Hazard Mitigation Plan (HMP)
- City of Bellevue Limited English Proficiency (LEP) Emergency Communications Plan
- City of Bellevue – EOC Manual
- City of Bellevue – OEM Response Guidebook
- City of Bellevue - Public Information Officer (PIO) Guidebook
- City of Bellevue - SOP for Internal COB Alerts
- City of Bellevue - SOP for External COB Alerts
- King County's Inclusive Emergency Communications Plan (IECP)
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- Pre-translated Emergency Alerts & Messages

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
AAR	After-Action Reports
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
AMBER	America's Missing: Broadcast Emergency Response
BCS	Bellevue Communications Support
BPD	Bellevue Police Department
CCO	Chief Communications Officer
CEMNET	Comprehensive Emergency Management Network
CEMP	Comprehensive Emergency Management Plan
CISA	Cybersecurity and Infrastructure Security Agency
COB	City of Bellevue
EAS	Emergency Alert System
EEI	Essential Elements of Information
EMD	Emergency Management Division
EOC	Emergency Operations Center
ESF	Emergency Support Function
FAM	Finance & Asset Management
GETS	Government Emergency Telecommunications Service
HF	High Frequency
HMP	Hazard Mitigation Plan
HSIN	Homeland Security Information Network
ICS	Incident Command System
IECP	Inclusive Emergency Communications Plan

IPAWS	Integrated Public Alert & Warning System
ITD	Information Technology Department
JIC	Joint Information Center
JIS	Joint Information System
KCOEM	King County Office of Emergency Management
LEP	Limited English Proficiency
NAWAS	National Alert & Warning System
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NWARN	Northwest Warning Alert & Response Network
NWS	National Weather Service
OEM	Office of Emergency Management
PIO	Public Information Officer
PSERN	Puget Sound Emergency Radio Network
RCECC	Regional Communications & Emergency Coordination Center
RCW	Revised Code of Washington
SOP	Standard Operating Procedures
TDD	Telecommunications Device for the Deaf
TPN	Trusted Partners Network
TTY	Teletypewriter
UHF	Ultra-High Frequency
UPS	Uninterrupted Power Supply
VMS	Variable Message Sign
VOIP	Voice Over Internet Protocol
WEA	Wireless Emergency Alerts
WPS	Wireless Priority Service
WSP	Washington State Patrol

Appendices & Attachments

N/A

Emergency Support Function # 3: Public Works & Engineering

Signed by:

Lucy Liu
AB585F2E1322437...
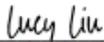
12/22/2025 | 15:48 PM PST

Lucy Liu,
Utilities Department Director

Date

DocuSigned by:

Andrew Singelakis
B3850A86437C418...

12/22/2025 | 15:50 PM PST

Andrew Singelakis,
Transportation Department Director

Date

Signed by:
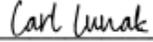
Carl Lunak
568B9A522B82498...

12/22/2025 | 08:51 AM PST

Carl Lunak, Emergency Manager

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF #3: Public Works & Engineering

Lead / Coordinating Agency	Support Agencies
Utilities Department	Franchise Utilities and Public Non-City Maintained Utilities
Transportation Department	Development Services Department
	Fire Department
	Police Department
	Parks & Community Services Department

Introduction

Purpose

Emergency Support Function (ESF) #3 establishes direction to the Bellevue Utilities Department and Bellevue Transportation Department to provide for effective coordination, operation, and restoration of city-maintained public utilities required to meet essential needs during and after emergencies.

ESF #3 also establishes direction to the Bellevue Transportation Department to provide for effective coordination with franchise utilities and non-city owned public utilities and support the restoration of essential franchise utilities.

Scope

This ESF addresses maintenance and/or restoration of the city's water, wastewater, and surface water infrastructure, construction, and engineering services, as well as franchise utility services in Bellevue during and following an incident.

Utilities Department:

> Coordinate repair and restoration of city-maintained public and franchise utilities, including water, sewer, stormwater, as well as contracted solid waste services.

Transportation Department:

- Coordinate emergency response and repair with franchise utility companies and public non-city maintained public utilities.
- Support restoration of public and franchise utilities primarily within the right of way.

- Maintain franchise agreements, master lease agreements, letters of understanding, contracts, etc. with franchise utilities and on-city maintained public utilities.

Policies

This ESF addresses the City of Bellevue's policy and procedural guidance for response and recovery efforts involving public works and engineering services within Bellevue. It is the policy of the City of Bellevue to provide public works response services to lands and facilities under city jurisdiction. Any response efforts to franchise properties shall be coordinated with the appropriate owners. In most cases, the city may only respond in limited capacity to franchise property issues when a city facility is impacted or when life and/or public health is threatened.

Coordination Centers and Field Command Posts may be established for the coordination of field operations. The Coordination Centers shall provide regular status reports and provide timely reports regarding emergency public information to the Bellevue EOC (if activated). Collocation of field command posts will be the preferred method of field operations when multiple departments/agencies have field command posts established. Communications between the Transportation Coordination Center, Utilities Coordination Center, and Emergency Operations Center shall be through established channels as stated in the Transportation & Utilities Departments' emergency management plans. Staff will be mobilized according to the protocols stated in each department's emergency management plans.

The following internal city policies and procedures will help to guide and inform this work:

- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue Water Shortage Contingency Plan (WSCP)
- City of Bellevue Drinking Water Quality Emergency Response Plan
- City of Bellevue Emergency Water Supply Master Plan
- Utilities SOP: UT Coordination Center Activation and Operations
- Transportation (TR) SOP: After-Hours Call Out Guidelines
- Transportation SOP: TR Event Coverage 24 Hour Service
- Transportation SOP: TR Coordination Center (BSC)

The following local and state policies are also relevant to this ESF:

- Bellevue Code 3.98.040
- Bellevue Utilities Stormwater Code 24.06.045
- Bellevue Utilities Water Code 24.02.060
- Bellevue Utilities Sewer Code 24.04.060
- Safe Drinking Water Act (Federal)

Activities within ESF #3 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for public works and engineering services will be coordinated by the Utilities Department and Transportation Department. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or franchise utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP), the City of Bellevue's Hazard Mitigation Plan (HMP), and Utilities Hazard Incident Response Plan (Blue Book).

Some public works infrastructure within the City of Bellevue may be susceptible to breaking or being damaged during an earthquake (or other disasters). In late 2018, Seattle Public Utilities (SPU) issued a seismic study report that found that in the event of an earthquake or major disaster, regional water service may be completely unavailable for three weeks, followed by a long recovery period that could result in months of partial service. These vulnerabilities have been studied and are addressed in the city's Risk and Resiliency study for the water system.

Some of Bellevue's utility services are provided by external partners. This reliance can affect emergency response and recovery timelines, as the city cannot fully restore services until outside providers repair their systems. Effective coordination with these vendors before, during, and after an emergency is therefore critical and must be integrated with the restoration of city-owned and operated utilities.

Planning Assumptions

Potable water is a critical resource for response and recovery. Emergency supplies of potable drinking water may be coordinated system wide or at predesignated locations as described in the Emergency Water Supply Master Plan. Some residents with health vulnerabilities may face a greater impact from loss of utility systems than others. For

example, individuals who depend on home dialysis may be disproportionately impacted by disruptions of water systems than other community members.

During an emergency, Bellevue's utilities infrastructure may sustain damage or be impacted, which could result in disruption or shutdown of portions of some or all utility systems. Emergency response and recovery operations that depend on utility systems may be delayed or complicated by these impacts. Damage to one utility system can also cascade, causing additional failures across interconnected systems such as power, water, wastewater, and transportation.

Disruptions to utility infrastructure may also hinder emergency response activities, including firefighting operations. Critical water supply and infrastructure needs will be prioritized to maintain life safety.

Additionally, emergency response and recovery activities that rely on the use of utility infrastructure may likely be impacted and could be delayed if service is not restored. Water supplies and infrastructure for firefighting will be evaluated and critical areas will be given priority.

Certain conditions beyond the control of the Utility and Transportation Departments may impact the departments' ability to implement response plans and procedures. Some examples of conditions that may impact response plans and procedures are included below:

- **External Dependencies**: The city does not control all utilities in Bellevue and may be dependent on utility service providers for critical resources during incident / disaster response.
- **Environmental Conditions**: The time of year, day of week, time of day, and weather conditions at the time of an emergency are key variables that can impact the seriousness of an incident and the departments' ability to respond.
- **Duration and Complexity**: The duration of the event may be longer or shorter than originally anticipated.
- **Resource Limitations**: There may be cascading effects or a secondary situation that increases the severity of the original event. Resources may be in short supply or unavailable.
- **Infrastructure Damage**: Equipment or facilities owned by the city may be damaged and become unusable during an incident, such as pumps, lift stations, and vehicles.
- **Repair Priorities**: Franchise utility restoration and repair may have a lower priority for repair than public utilities.
- **Capacity Restraints:** Capabilities of city personnel and equipment personnel may be overwhelmed, requiring resource assistance from private vendors or jurisdictions outside of the city.

Concept of Operations

General

The following utility systems operate in the City of Bellevue:

Public Utilities	Franchise & Non-City Maintained Utilities
Water	Electric Power
Wastewater	Natural Gas
Surface Water	Telephone (fixed location and mobile / cellular)
Contracted Solid Waste	Cable Services
	Fiber Optic Services
	Petroleum Pipeline / Products
	Water

Details of the different infrastructure can be found in the Utilities Hazard Incident Scenarios Response Plan and the "Situation Overview" of the CEMP Base Plan.

The Utilities Department has on-call staff who are available 24/7 for response issues related to ESF #3. Details for on-call requirements and procedures can be found in the Utilities After-hours Response SOP. The city uses a supervisory control and data acquisition (SCADA) system to monitor wastewater and monitor/control water systems. The SCADA system is monitored by staff and alerts are sent to staff for security or water/wastewater system alarms. If response exceeds the capabilities of on-call staff, the Utilities Department Coordination Center (DCC) can be activated.

Activation of the department coordination centers can be activated by an Operations & Maintenance Manager and/or Streets Superintendent (if delegated) within the Transportation and Utilities Departments when the scope of the incident exceeds the capabilities of current staffing or otherwise overwhelm existing resources. More details on this process can be found in Transportation's SOPs and the Utilities Blue Book.

The City of Bellevue maintains an agreement with a solid waste contractor to provide collection of solid waste throughout the city service area. The collection of garbage is an exclusive right granted by the city to the vendor via this contract, and service is available to all residential and commercial customers. A summary of services provided by the solid waste contractor can be found in the Utilities Blue Book in the Solid Waste Service Interruption section. More detailed guidance for solid waste operations and response procedures can be found in the Utilities Department Hazard Incident Scenario Response Plan.

Organization

The Bellevue Utilities Department is the lead agency for the coordination of all public city-maintained utility activities within the City of Bellevue, including water, wastewater, and stormwater. The Utilities department also provides these services to some areas outside of the City of Bellevue's limits: Medina, Clyde Hill, Yarrow Point, Beaux Arts, Hunts Point, and Coal Creek Utility District.

The Utilities Department has individual sections that are responsible for the functions outlined in this ESF.

Water Maintenance:	*Wastewater*:	*Storm & Surface Water*:
Maintains the integrity of the water system, which delivers clean, potable water. Responds to water main breaks and water shortages.	*Maintains the integrity of the sewer system, which transports sewage waste from homes and businesses: sewer main breaks and sanitary sewer outflows.*	*Maintains the integrity of the stormwater system, which collects and processes the city's rainwater. Responds to flood reports and snow and ice incidents.*

The Transportation Department (Streets Section) is the lead agency for the coordination of all franchise utility and non-city maintained public utility activities within the right of way of the City of Bellevue.

As designated lead agencies, the Utilities Department and Transportation Department will use the Incident Command System (ICS) in compliance with the National Incident Management System (NIMS). Because of the relationship between utilities and the transportation system, in those situations where both agencies have jurisdictional responsibility and command authority to direct and control resources, a Unified Command may be considered as an incident command organization.

Community Lifelines & Core Capabilities
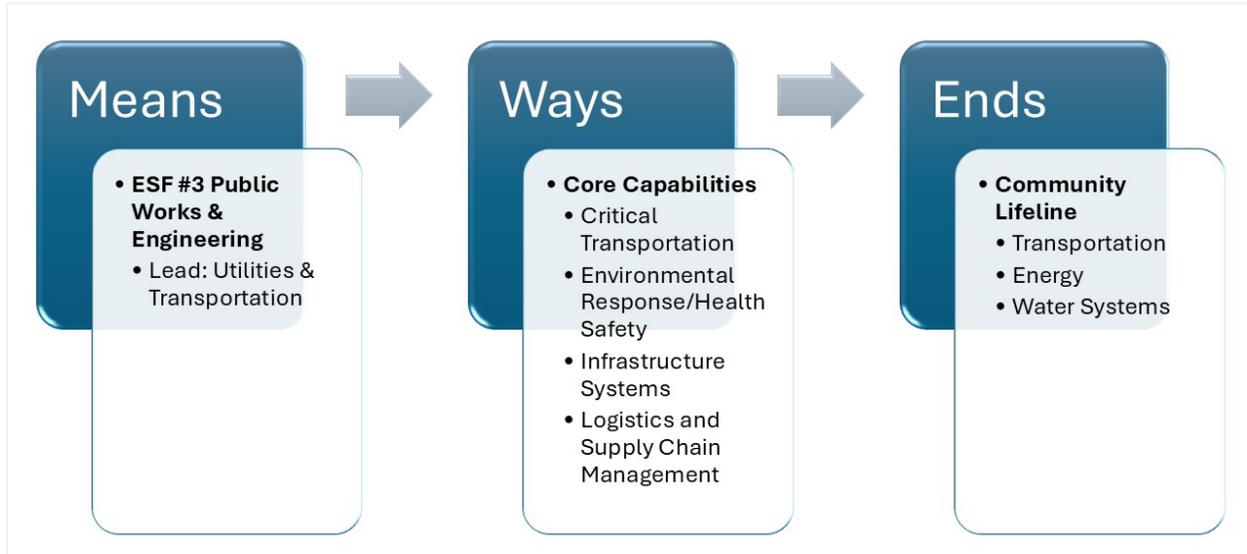
Figure 3: ESF #3

This visual depicts how ESF #3: Public Works & Engineering provides the operational framework "Means" for Bellevue's Utilities and Transportation Departments to coordinate, operate, and restore critical public utilities, particularly water, wastewater, and stormwater, and maintain key access routes during and after disasters. The Core Capabilities, such as *Infrastructure Systems* and *Critical Transportation*, are the essential competencies "Ways" that enable damage assessment teams, emergency repairs, debris clearance, and safe utility service delivery across both response and recovery phases. Together, these efforts support the *Water Systems, Transportation,* and *Energy* Community Lifeline "Ends", ensuring that the city's water infrastructure and related infrastructure networks remain operable and reliable when they're needed most.

Essential Elements of Information

For ESF #3, Essential Elements of Information (EEIs) focus on the information needed for the coordination and execution of infrastructure protection and emergency repair, public works, and engineering services during and after an emergency. In Bellevue, this includes the condition and operability of critical services such as water, wastewater, and other utilities that are essential for residents' day-to-day lives. Some EEIs for this ESF includes, but are not limited to, the following:

- Availability and status of public utilities (i.e., water and wastewater)
- Damage and repair estimates utility distribution networks (i.e., broken water mains)
- Availability of emergency power for critical public facilities
- Engineering support and technical services required

These EEIs may be used to guide the city's collection and reporting of critical information to the EOC, so a common operating picture can be developed that drives prioritization, resource allocation, and public works restoration following an emergency or disaster. Utilities outlines EEIs in the Emergency Response Plan (Red Book), Chapter 5 Table 5.5.

Procedures

The Bellevue Utilities Department is responsible for assessing damage to all city-owned public utility facilities and for providing emergency repair and restoration services. Priority is given to infrastructure supporting essential public health and safety functions. During response and recovery efforts, incident command staff should receive guidance from Emergency Operations Board (EOB) and city leadership to help prioritize efforts when limited resources and staffing are available. They can help prioritize activities related to the restoration of water, wastewater, stormwater, and solid waste services based on incident-specific needs. They will also assist in identifying and prioritizing critical customers, as needed.

To address regional and local interdependencies, Utilities will coordinate closely with:

- King County Metro and Public Health Seattle/King County
- Seattle Public Utilities
- Cascade Water Alliance
- Washington State Departments of Health and Ecology
- Other local water purveyors

The department will report any health or environmental hazards to the EOC for coordination with appropriate agencies.

The Utilities Department also directs solid waste collection services in coordination with the EOC during emergency operations. Additional resources or assistance may be requested through existing mutual aid agreements. All external requests for personnel, equipment, or materials will be coordinated through the EOC.

Emergency water demand reduction measures are addressed in detail in the City of Bellevue Water Shortage Contingency Plan (WSCP), as authorized under Bellevue City Code (BCC) Sections 24.02.060 – Authority of the Utility and 24.02.090 – Water Shortage Contingency Plan. During drinking water quality emergencies, the Utilities Department will follow the procedures outlined in the City of Bellevue Drinking Water Quality Emergency Response Plan.

Activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Identify potential vulnerabilities in utilities infrastructure and conduct seismic upgrades in accordance with the Emergency Water Supply Master Plan.
- Implement hazard mitigation actions in the development of policy, issuance of permits, and design/construction of city facilities, including water, sewer, drainage, and street facilities and structures.
- Conduct regular inspections of city-owned utilities infrastructure (i.e., lift stations, pumps, etc.) and make repairs as necessary.
- Maintain, test, and fuel generators at city-owned pump and lift stations.
- Maintain a citywide SCADA system to monitor utility features and activities such as pump rates, intrusions, electrical system failures, or flooding.
- Maintain an inventory of vehicles, equipment, and other resources necessary for making emergency repairs to utilities infrastructure.
- Monitor and test fire hydrants and water valves regularly.
- Promote programs designed to educate community members and businesses on activities to prevent blocked/clogged storm drains and pollution.

Preparedness

- Ensure field personnel have training, proper protection, and the equipment necessary for response to an emergency or disaster.
- Develop policies and procedures for emergency response and recovery for utilities activities.
- Work with neighboring jurisdictions and water districts to establish mutual aid and inter-local agreements.
- Establish and share on call staff schedules for utilities emergencies.
- Monitor generator fuel levels and fill up if needed when inclement weather is forecast.

Response

- Conduct preliminary damage assessments of utility infrastructure systems.
- Facilitate flood response operations.
- Monitor city water supply for possible contamination and response, if necessary.
- Provide for (or contract out) emergency restoration of city-owned water and storm/sewer systems, equipment, and vehicles, as needed.
- Help distribution of potable water by setting up the Quench Buggy water trailer at designated community points of distribution.
- Maintain documentation of costs incurred for response and recovery efforts (including personnel time and equipment costs).

Recovery

- Facilitate activities necessary for the recovery of the utilities infrastructure system, for both short and long-term recovery.
- Coordinate with city departments, private contractors, regional partners, etc. to repair and restore utilities infrastructure owned by the City of Bellevue.
- Restock and replace equipment and materials expended during response efforts.
- Provide information and support reimbursement applications the city may submit.

Responsibilities

The sections below outline the responsibilities of the Utilities Department, the Transportation Department and supporting agencies.

Lead / Coordinating Agency: Utilities Department

The Utilities Department shall:

Mitigation and Preparedness

- Develop and maintain plans and procedures relevant to the emergency response and recovery for public works identified in this ESF.
- Provide regular training to staff on their emergency response roles and exercise response capabilities.
- Mitigate damage to city systems, increasing integrity and minimizing potential for damage.

Response

- Maintain the operation of, and implement repairs to, the public water system, to provide safe drinking water and fire flow.
- Maintain operation of, and implement repairs to, the public wastewater system to provide public sanitation needs and control wastewater pollution to the environment.
- Maintain operation of, and implement repairs to, the public drainage system to minimize flooding and property damage.
- Respond to environmental emergencies in coordination with other departments (with exception to hazardous materials responses regarding where the Fire Department is the lead).
- Monitor weather service updates and provide updated information to the EOC, when activated.

- Monitor rainfall rates and stream levels to determine if community members and/or evacuation orders may be necessary due to potential flooding. Coordinate with the EOC if necessary for implementation.
- Provide for priority restoration of critical facilities.
- When emergency drinking water to the public is needed, set up one or more emergency water distribution stations and test/monitor water safety prior to public water distribution by ESF #6 employees and/or volunteers.
- Provide emergency public information through the EOC (when activated) regarding matters of public health hazards related to damaged utilities.

Coordination & Support

- Assist other divisions or city departments when requested (i.e., hazardous material response, urban search and rescue, emergency shelter operations, etc.)
- Document costs and activities during response and recovery efforts.
- Provide damage assessments for Capital Improvement Project and Developer Extensions, engineering and contract services management.

Recovery and Documentation

- Conduct **damage assessments** for City-owned utilities, Capital Improvement Projects, and Developer Extension areas.
- Manage or contract for major **recovery and reconstruction** activities.
- Document **costs, personnel time, and equipment usage** during response and recovery; submit information to the EOC Logistics–Finance Section and appropriate agencies for reimbursement.

Lead / Coordinating Agency: Transportation Department

In partnership with the Utilities Department and EOC, the Bellevue Transportation Department shall:

Mitigation and Preparedness

- Develop and maintain plans and procedures relevant to emergency response and recovery for public works activities identified in this ESF.
- Provide regular training to staff on their emergency response roles and exercise relevant skills.
- Mitigate city utilities and non-city maintained public utilities to ensure the conditions contained in franchise agreements, master lease agreements, letters of understanding, contracts, etc. are executed.

Response

- Ensure all response and recovery operations related to franchise utilities and non-city maintained public utilities are conducted in an orderly manner and in citywide priority sequence to the greatest extent possible.
- Coordinate the response and recovery of franchise and public energy utilities within ESF #12 - Energy.

Recovery and Documentation

- Document Transportation Department costs and activities related to the coordination and restoration of franchise utilities and non-city maintained public utilities.
- Maintain list of contacts for all franchise and non-city maintained public utilities.

Supporting Agency: Franchise Utilities and Public Non-City Maintained Utilities

Franchise and non-city maintained public utilities within the City of Bellevue shall:

- Coordinate response and recovery operations within the public right of way with the Transportation Department through the TCC.
- Oversee and provide Preliminary Damage Assessments, in coordination with the EOC.
- Provide for the rapid restoration of utilities after an incident occurs.

Supporting Agency: Development Services Department

The Bellevue Development Services Department shall:

- Provide support in the initial damage assessment of city infrastructure.
- Provide assessment of damaged or endangered structures due to flooding or land movement.
- Provide support in field operations activities, as appropriate.

Supporting Agency: Fire Department

The Bellevue Fire Department shall:

- Provide support in debris removal, emergency protective measures, and utility restoration when appropriate.
- Provide support in establishing on-scene command posts.
- Provide support in evacuating community members from potential flood or environmental hazard areas as appropriate.

Supporting Agency: Police Department

The Bellevue Police Department shall:

- Provide support in evacuation from potential flood or environmental hazard areas as appropriate.
- Provide assistance in implementing road closures and detours for roadways.
- Provide support for field operations, as appropriate.
- Provide perimeter control due to unsafe conditions.

Supporting Agency: Parks & Community Services Department

The Bellevue Parks and Community Services Department shall:

- Provide support with debris removal, road closures, and utility restoration efforts when requested.
- Help distribute emergency drinking water to community members after they are set up by the Utilities Department.

Resource Requirements

Logistical Support

The Utilities Department is responsible for maintaining utilities infrastructure across the City of Bellevue. A list of critical infrastructure and sites relevant to this ESF can be found on the Utilities Critical Infrastructure map and Utilities Emergency Response Plan (Red Book – Chapter 8: Utilities Critical Facilities).

The lead and supporting agencies will provide the required personnel, facilities, and equipment to support activities in this ESF to the best of their abilities. Specialized equipment and trained personnel (specifically public works professionals) may be required

to execute actions identified in this ESF. Local, regional, state, and national resources may be required. These resources will be requested through established city ordering processes.

Administration

The Bellevue Utilities Department, Transportation Department, and supporting agencies will use the national Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

Federal:
- National Incident Management System (NIMS)
- National Response Framework (NRF)

City of Bellevue:
- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue – Hazard Mitigation Plan (HMP)

Utilities:
- City of Bellevue Drinking Water Quality Emergency Response Plan
- City of Bellevue Emergency Water Supply Master Plan
- City of Bellevue Water Shortage Contingency Plan (WSCP)
-
- Utilities Emergency Response Plan (Red Book)
    - Utilities emergency plan that covers field activities and includes critical sites, staff contact information, and detailed response tactics.
- Utilities Hazard Incident Scenario Response Plan (Blue Book)
    - Utilities emergency plan that highlights top hazards and associated response/recovery activities.
- Utilities SOP: UT Coordination Center Activation and Operations

Transportation
- Transportation SOP: After-Hours Call Out Guidelines
- Transportation SOP: TR Event Coverage 24 Hour Service
- Transportation SOP: TR Coordination Center (BSC)
- Mutual Aid Agreements

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
BSC	Bellevue Service Center
CEMP	Comprehensive Emergency Management Plan
EEI	Essential Elements of Information
EOC	Emergency Operations Center
ESF	Emergency Support Function
HMP	Hazard Mitigation Plan
ICS	Incident Command System
NIMS	National Incident Management System
NRF	National Response Framework
RCECC	Regional Communications & Emergency Coordination Center
SCADA	Supervisory Control and Data Acquisition
SOP	Standard Operating Procedures
SPU	Seattle Public Utilities
TR	Transportation
WSCP	Water Shortage Contingency Plan

Appendices & Attachments

N/A

Emergency Support Function # 4: Firefighting

DocuSigned by:

458C8C18A44241E...

11/24/2025 | 11:58 AM PST

Dave Tait, Fire Chief

Date

Signed by:
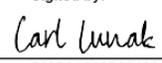
Carl Lunak

568B9A522B82496...

11/19/2025 | 07:10 AM PST

Carl Lunak, Emergency Manager

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF # 4: Firefighting

Lead / Coordinating Agency	Support Agencies
Bellevue Fire Department	Utilities Department
	Police Department
	King County Fire Service Coordinator
	Office of Emergency Management

Introduction

Purpose

Emergency Support Function (ESF) # 4 establishes direction to the Bellevue Fire Department and supporting agencies for providing firefighting / rescue capability and effective coordination of fire response resources within the City of Bellevue.

Scope

This ESF addresses the coordination of fire protection operations within the City of Bellevue. It describes the services provided by the Bellevue Fire Department to the City of Bellevue and contract cities, as well as the coordination between the Bellevue Fire Department with other fire agencies.

While this ESF is primarily focused on structural fire suppression and wildland fire suppression, the fire service in Bellevue provides a variety of other services to the community, which may be covered briefly here or addressed more thoroughly in other ESFs (i.e., ESF #8 – Public Health & Medical Services, ESF #10 – Oil & Hazardous Materials Response, etc. Among other services, the Bellevue Fire Department also provides Basic Life Support (BLS) and some Advanced Life Support (ALS), fire prevention, various levels of hazardous materials response capabilities, confined space, structural collapse, and water rescue, among other services outside the traditional firefighter role.

Policies

The Bellevue Fire Department has a series of SOPs that provide guidance on how to execute many of the activities covered in this ESF. These SOPs are covered in detail during training, and fire personnel receive regular updates when changes are made via PowerDMS. Additionally, "Redbooks" have been developed for all key positions to provide guidance for the execution of essential duties and facilitate continuity in the event personnel in the key role are unavailable.

The following internal city policies and procedures will help to guide and inform this work:

- Bellevue City Code (BCC) 3.35 – Fire Department
- BCC 23.11 – Fire Code
- Article 700 of Bellevue Fire Department's SOPs

The following local and state policies are also relevant to this ESF:

- Revised Code of Washington (RCW) 38.54.030 – State Fire Services Mobilization
- RCW 43.43.962 – Washington State Fire Services Resources Mobilization Plan
- Washington Administrative Code (WAC) 296-305– Safety Standards for Firefighters
- WAC 296-800 – Safety and Health Core Rules

The Fire Department maintains a number of Standard Operations Procedures (SOPs) and tactical plans that outline how firefighting activities are conducted based on the incident type and conditions. These documents are maintained in PowerDMS so they are accessible to authorized department staff as needed.

Activities within ESF #4 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for ESF #4 will be coordinated by the Bellevue Fire Department. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue's Hazard Mitigation Plan (HMP).

As indicated in the Situation Overview of the CEMP Base Plan, Bellevue has experienced rapid population growth over the last several decades. The city has also seen an influx of construction as an ever-increasing number of high-rise buildings pop up across the skyline.

As the population increases, so does the population density. Higher occupancy buildings pose a significant risk to the life safety of occupants and responders. Some examples of these buildings include, but are not limited to, the following: dense office buildings, schools, healthcare providers, and multi-family apartment complexes. Techniques and operations must be adapted to fit changing needs as the community continues to evolve and expand. Similarly, ongoing construction as a part of this growth creates the potential threat for structural damage or collapse, which may require technical rescue capabilities.

While much of Bellevue is urban / suburban in nature, Bellevue does significant segments of areas that are at risk of indirect or direct exposure to wildfire, especially along the southern boundary of the city (see Figure 1). The risk of Wildland Urban Interface (WUI) fires in Bellevue is explored in greater detail in the City of Bellevue's Hazard Mitigation Plan. However, strategies and techniques are required for these types of fires, requiring additional training for Bellevue firefighters.
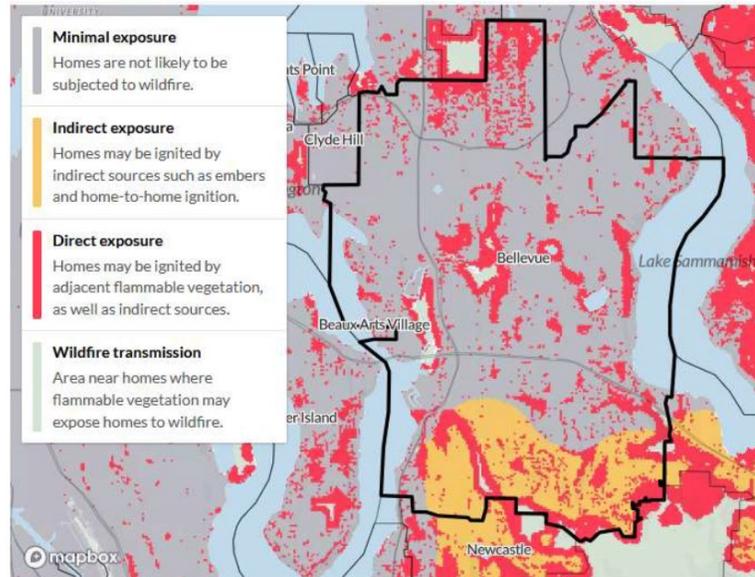
Figure 4: Wildfire Risk in Bellevue (Bellevue's HMP)

In addition to natural or accidental fire operations, the city must always be vigilant for human-caused fire hazards (i.e., hazardous materials, pipeline explosions, etc.) These fires have the potential to be very destructive to buildings/infrastructure and pose a direct threat to Bellevue community members.

Firefighting response and recovery efforts are often complicated and may require automatic and/or mutual aid, as well as additional coordination with partner agencies from neighboring jurisdictions.

Planning Assumptions

During an emergency, the City of Bellevue's ability to provide firefighting services may be disrupted or adversely impacted. Certain conditions beyond the City of Bellevue's control may impact its ability to implement response plans and procedures.

Some of the planning assumptions relevant to this ESF are included below:

- Emergency or disaster conditions may limit the availability of qualified response personnel, including through mutual aid agreements.
- Firefighting operations may be disrupted by shortages of essential resources. This may include, but is not limited to, the following: apparatus, water supply, personnel, personal protective equipment, etc.
- Fire may be the primary disaster or it may be a secondary effect from a larger-scale disaster (i.e., earthquake, hazmat incident, etc.)
- NORCOM will provide dispatch and incident radio communications support to the best of their abilities, however support may be limited during an emergency and/or disaster.
- The emergency or disaster may be regional in nature, and there may be a lack of shared resources or mutual aid available from neighboring jurisdictions or mutual aid partners.
- After an emergency or disaster, call volume may overwhelm available resources. Response to routine service calls may be delayed or not feasible, depending on emergency conditions.
- The city will take reasonable measures to mitigate risk during response and recovery activities, however there is some inherent danger to fire operations and there is no way to mitigate all risk.

Concept of Operations

General

The Bellevue Fire Department is the lead agency for fire response operations, including specialized services such as BLS, ALS, structural collapse response, etc. within the City of Bellevue. The department response within the City of Bellevue and provides fire services to six contract cities, specifically Beaux Arts, Clyde Hill, Hunts Point, Medina, Newcastle, and Yarrow Point. Services for individual cities may vary slightly (i.e., Bellevue Fire Prevention conducts fire inspections for Newcastle but not investigations), but current terms can be found in the respective contracts. Fire and rescue services are provided from nine fire stations strategically located throughout the fire department's service area (including one

located in Clyde Hill). Currently a tenth fire station is being built in the downtown Bellevue neighborhood and is anticipated to be operational in 2026.

The Bellevue Fire Department regularly utilizes ICS and NIMS principles during their day-to-day response efforts, including establishing Unified Command when then nature or scope of an incident requires greater coordination with law enforcement and/or another City of Bellevue department. Command posts may be established for the management of field operations. Unified Command with a single command post will be the method of field operations, when appropriate. The department has established an extensive series of SOPs that provide guidance for firefighting response operations. SOPs should be followed whenever possible, however responders may need to adapt during emergency situations or disasters. If resources are overwhelmed due to an emergency or disaster situation, the Fire Department may choose to activate the Fire Coordination Center (FCC) to prioritize and organize response efforts. The department may request the activation of the Emergency Operations Center (EOC) to assist with citywide coordination and resource management / situational awareness support, if needed.

There are three "fire zones" within King County (Fire Zone #1, Fire Zone #3, and Fire Zone #5). Bellevue Fire Department is part of Fire Zone #1, which includes the northern half of King County. RCW 43.43.962 – Washington State Fire Services Resources Mobilization Plan provides an overview of how statewide and interstate fire resources are coordinated during larger-scale emergencies or disasters.

Organization

Overall supervision of on-duty resources and operations is provided by the Battalion Chief or Acting Battalion Chief assigned to Battalion 101 and 102 unless relieved by a Deputy Chief or the Fire Chief. The Fire Department provides emergency medical services and numerous other specialized fire services to its community members. Residents requiring Advanced Life Support (ALS) receive a response from ALS quartered in the City of Bellevue with additional support available from other regional ALS units.

The Bellevue Fire Department consists of five major sections:
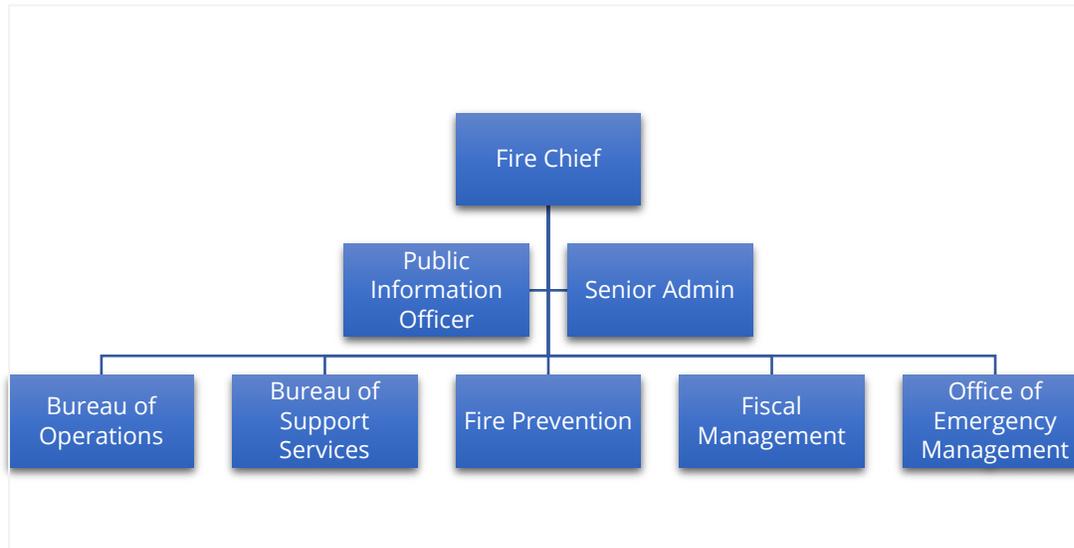
Figure 5: Bellevue Fire Organizational Structure

The Bureau of Operations includes operational firefighters/personnel, administration of the EMS team, Bellevue's Community Advocates for Referral and Education Services (CARES), and Medical Services. CARES partners with Police's Crisis Community Assistance Team (CCAT) to help people in crisis, connect residents with community resources, and help provide alternatives to traditional responses like arrests or emergency room visits, when possible.

The Bureau of Support Services includes the new Data Analytics and Systems Team, Health and Safety, Fire Training, and Specialists (i.e., central stores, fire explorers, SCBA technicians, etc.).

Fire Prevention consists of a Maintenance Inspection and Plan Review section. They conduct building inspections and review building plans. Fire Prevention also has inspectors on staff that are responsible for investigating serious fires or incendiary fires to determine the origin and cause. They coordinate with Bellevue Police Department when criminal elements or acts are involved. Fire Prevention also includes a Community Risk Reduction Coordinator, who is responsible for education and outreach in the community.

 The Fiscal Management Division is responsible for finance, timekeeping and grant management for the department.

The Bellevue Office of Emergency Management (OEM) supports the Bellevue Fire Department through the activation and operation of the Emergency Operations Center (EOC), when requested. They may assist with logistics, planning, situation awareness, and general citywide coordination.

In addition to these divisions, the department has a Senior Administrative Assistant who reports directly to the Fire Chief, as well as a Public Information Officer (PIO) who is responsible for outreach and media relations for the department.

Though external to the Bellevue Fire Department, NORCOM also plays a vital role in the activities of this annex. NORCOM is the consolidated 9-1-1 call taking and dispatching communications center that serves the Bellevue Fire and Bellevue Police Departments, along with a number of other local fire and law enforcement agencies. NORCOM provides support to fire response operations by taking calls, dispatching units, managing radio communications, disseminating alerts and documenting activities.

Community Lifelines & Core Capabilities

Means
- **ESF #4 Firefighting**
  - Lead: Fire

Ways
- **Core Capabilities**
  - Fire Management & Suppression
  - Operational Coordination
  - Situational Assessment

Ends
- **Community Lifeline**
  - Safety & Security
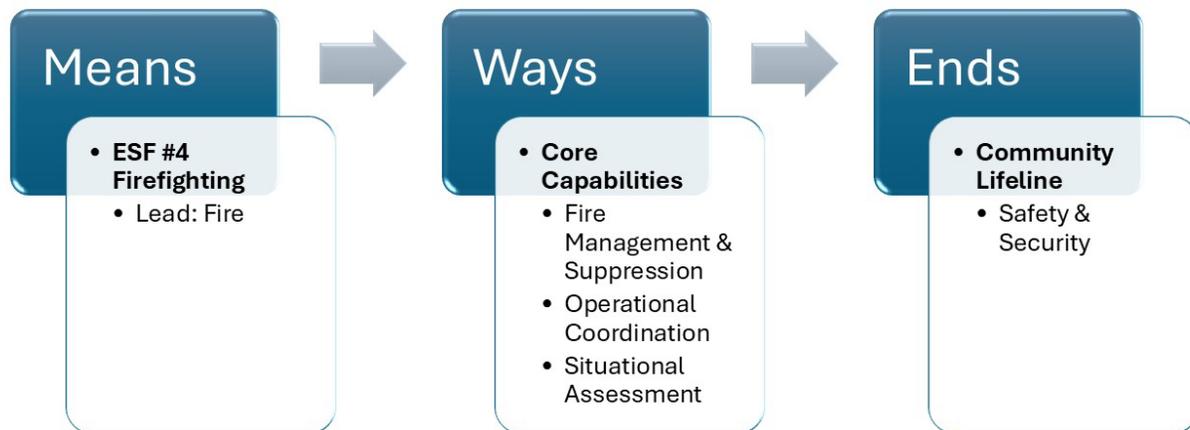
Figure 6: ESF #4

This visual shows how ESF #4: Firefighting provides the operational framework "Means" for Bellevue's Fire Department and mutual aid partners to deploy and coordinate fire suppression and rescue resources during and after disasters. The Core Capabilities, such as *Fire Management and Suppression* and *Operational Coordination*, are the essential competencies "Ways" that enable rapid deployment of personnel, structural fire response, and integrated coordination of multiagency fire operations across both response and recovery phases. Together, these efforts support the *Safety & Security* Community Lifeline "Ends", ensuring that lives, property, and the environment are protected when disasters strike.

Essential Elements of Information

For ESF #4, Essential Elements of Information (EEIs) help response personnel and the EOC maintain situational awareness of fire conditions, resource needs, and community impacts so they can prioritize suppression, rescue, and life-safety operations. In Bellevue, EEIs

should capture key details about active structural or wildland fires, interagency support requirements, and potential cascading events/hazards. Some EEIs for this ESF include, but are not limited to:

- Location, size, and status of the fire (structure, wildland, or urban interface, damage assessment)
- Threats to life, critical infrastructure, or natural areas such as Coal Creek or Lake Hills Greenbelt
- Current and projected weather conditions that may influence fire behavior
- Available firefighting resources, mutual-aid requests, Incident Command Post (ICP) and staging locations
- Monitoring and reporting secondary hazards (hazardous materials, power outages, transportation disruptions)

These EEIs may be used to guide the city's collection and reporting of critical information to the EOC, so a common operating picture can be developed that drives prioritization, resource allocation, and public works restoration following an emergency or disaster.

Procedures

During routine firefighting operations, call taking and dispatch are managed by NORCOM, in accordance with their operational policies. Units are dispatched based on call types and the Incident Commander can make modifications (i.e., request additional units, apparatus, or specialized services, as needed). NORCOM provides logistical support for these operations, including facilitating radio communications (i.e., assigning TAC channels), initiating move ups (upon request), calling in additional resources, etc. If normal communication systems are unavailable, NORCOM and Bellevue Fire have back-up communication plans available to ensure communications can continue. NORCOM can also page off-duty personnel or additional resources (i.e., Fire Chief, Investigator, PIO, etc.) if requested.

During local emergencies, fire resources may be requested via NORCOM. When resources in Zone 1 are exhausted or are unable to respond, the Zone 1 Fire Coordinator can facilitate zone-wide allocation of fire and rescue resources. If it escalates beyond this point, the King County Fire Service Coordinator can facilitate county-wide coordination. This may occur independently or via the ESF #4 desk at the RCECC (if activated).

In the event of a widespread emergency where resources regionally are overwhelmed, NORCOM may need to adjust operational status for the department. Notification will be made to the Fire Department via phone, radio or whatever communication methods are available at the time. NORCOM and the Bellevue Fire Department have operational plans for how the response will be managed if this occurs.

This may also happen if there is a widespread regional emergency that does not affect Bellevue, but affects multiple other jurisdictions served by NORCOM. During this time, Fire may choose to activate their Fire Coordination Center (FCC). The FCC will be set up at the predesignated Fire Station and staffed with on-duty or recalled staff. They will prioritize the calls received by NORCOM and dispatch units based on available resources. The FCC may be activated independently, but the department can request an activation of the EOC or other Department Coordination Centers (DCC) if additional resources and support is required. The FCC may also be proactively staffed for planned events or emergencies where the department receives advance notice (i.e., windstorms, snowstorms, etc.) In this event, the department will fill FCC roles using established department staffing procedures.

Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Conduct fire and building inspections of businesses, schools, and other residential structures.
- Review building plans for fire safety hazards as part of the construction / building permit process.
- Conduct education and outreach activities to train residents on risks related to Wildland Urban Interface (WUI) fires and preventive / mitigation actions that can be taken in advance.
- Expand the use of drought-tolerant and wildfire resistant vegetation on city properties.

Preparedness Activities

- Develop SOPs, plans, policies, and procedures related to the activities of this ESF.
- Conduct trainings, drills, and exercises for fire operations response efforts.
- Support communities in developing and testing their own response plans related to this ESF.
- Provide education and outreach opportunities to community members to promote better understanding of fire operations and fire safety (i.e., regular Fire Station Open House events).
- Conduct regular inventory and keep emergency supplies updated.

Response Activities

- Conduct fire suppression, rescue, and life safety activities within the City of Bellevue and contract cities.

- Coordinate with neighboring jurisdictions and mutual aid partners to respond to regional fire response operations.
- Conduct damage assessments and report findings to the Emergency Operations Center (EOC) following major emergencies or disasters (i.e., earthquakes).
- Ensure firefighter safety during response operations, to the extent possible.
- Conduct investigations of serious fires or potential arson cases, in coordination with the Bellevue Police Department.

Recovery Activities

- Replenish supplies expended during emergency response operations.
- Assist with damage assessment of major city infrastructure and facilities, as resources allow.
- Provide documentation and information regarding incident response as needed to support reimbursement applications.

Responsibilities

The sections below outline the responsibilities of the Bellevue Fire Department and supporting agencies.

Lead / Coordinating Agency: Fire Department

The Bellevue Fire Department will:

- Develop and maintain plans and procedures relevant to emergency response and recovery for fire suppression activities identified in this ESF.
- Provide regular training to staff on their emergency response roles and exercise response capabilities.
- Provide fire suppression and control, and immediate life safety services within Bellevue and fire's service contract cities.
- Coordinate and/or provide urban search and rescue, and technical rescue services (in coordination with ESF #9 – Search & Rescue).
- Develop and maintain an inventory of apparatus, equipment, personnel and supply sources.
- Provide regular status updates and information regarding operational and resource needs to the EOC, when activated.
- Provide a representative to the EOC to assist in the prioritization and coordination of citywide response efforts, as well as regional coordination with King County and mutual aid partners, when appropriate.
- Maintain documentation of costs incurred for response and recovery efforts (including personnel time and equipment) and provide information to the Finance

Section in the EOC, the city, local, state, and federal agencies as needed to recover incident response and recovery costs.

Supporting Agency: Utilities Department

The Bellevue Utilities Department will:

- Maintain water supply and all components of the water distribution system for firefighting purposes, as resources allow.
- Provide equipment and staff support as needed.

Supporting Agency: Police Department

The Bellevue Police Department will:

- Provide incident scene security, traffic control, and evacuation.
- Request temporary air space restrictions through the Washington State EOC, when necessary.
- Contact NORCOM to issue public safety or warning calls, in coordination with the Incident Commander.
- Investigates suspicious fires for cause and origin with Fire Prevention personnel.

Supporting Agency: King County Fire Service Coordinator

The King County Fire Service Coordinator will coordinate countywide allocation of fire resources coming from out of the area through RCECC.

Supporting Agency: Office of Emergency Management

The Bellevue Office of Emergency Management will:

- Provide support with coordination and notification to outside agencies at the request of field personnel and/or the Incident Commander.
- Support operations through the request and coordination of resources not available through mutual aid.
- Provides coordination with the King County RCECC and King County Fire Service Coordinator, when applicable.
- Activate and operate the Emergency Operations Center (EOC), when requested by authorized personnel.

Resource Requirements

Logistical Support

The Bellevue Fire Department has robust inventory and strong mutual aid agreements for the personnel, apparatus, equipment, and other supplies that may be needed for the execution of this ESF. However, following an emergency or disaster, disruptions to infrastructure and personnel may reduce the amount of resources available and mutual aid resources may be limited. Additionally, access to sufficient water supply for firefighting could be a significant resource need if the nature of the emergency results in damage to the water supply (i.e., major earthquake). Finally, if the nature of the emergency or disaster requires that personnel remain on duty for extended periods of time, additional supplies such as food, water, hygiene products, etc. may be required to help sustain operations.

Administration

The Bellevue Fire Department and supporting agencies will use the national Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- Bellevue Fire Department Redbooks
- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue Hazard Mitigation Plan (HMP)
  - City of Bellevue Community Wildfire Protection Plan
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- Washington State Fire Resources Mobilization Plan

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
ALS	Advanced Life Support
BCC	Bellevue City Code
BLS	Basic Life Support
CARES	Community Advocates for Referral and Education Services
CCAT	Crisis Community Assistance Team
CEMP	Comprehensive Emergency Management Plan
DCC	Department Coordination Center
EEI	Essential Elements of Information
EOC	Emergency Operations Center
ESF	Emergency Support Function
FCC	Fire Coordination Center
HMP	Hazard Mitigation Plan
ICP	Incident Command Post
ICS	Incident Command System
NIMS	National Incident Management System
NRF	National Response Framework
OEM	Office of Emergency Management
PIO	Public Information Officer
RCECC	Regional Communications & Emergency Coordination Center
RCW	Revised Code of Washington
SOP	Standard Operating Procedures
WAC	Washington Administrative Code
WUI	Wildland Urban Interface

Appendices & Attachments

N/A

Emergency Support Function # 5: Information & Planning

DocuSigned by:

458C8C18A44241E...

Dave Tait, Fire Chief

11/24/2025 | 11:58 AM PST

Date

Signed by:

Carl Lunak

568B9A522B82496...

Carl Lunak, Emergency Manager

11/19/2025 | 07:10 AM PST

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF # 5: Information & Planning

Lead / Coordinating Agency	Support Agencies
Office of Emergency Management (OEM)	All Bellevue Departments
	King County Office of Emergency Management
	WA State Emergency Management Division
	Federal Emergency Management Agency

Introduction

Purpose

The purpose of Emergency Support Function (ESF) #5 is to describe the framework for the coordination of planning, situational awareness, and public information/ warning before, during, and after an event.

Scope

This ESF applies to the Office of Emergency Management and all City of Bellevue departments and provides general guidance on the emergency management structure and related functions in the Bellevue Emergency Operations Center (EOC).

It addresses the City of Bellevue's policy and procedural guidance for efforts related to information and planning for all phases of emergency management. Specifically, it provides guidance for the collection, analysis, and dissemination of emergency information and the process for facilitating incident action planning to support overall incident management activities.

Policies

Activities within ESF #5 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for ESF #5 will be coordinated by the Office of Emergency Management. The City of Bellevue will also adhere to guidance provided under Comprehensive Preparedness Guide 101 (CPG 101), the National Recovery Plan, the Stafford Act, and federal, state, and local codes.

The following internal city policies will help to guide and inform this work:

- [Bellevue City Code (BCC) 3.98 – Emergency Management Program](#)
- [BCC 9.22 – Mayor's Emergency Powers](#)
- Human Resources Policy & Procedures Manual, Chapter 12: Duty to Report

The following local and state policies are also relevant to this ESF:

- [King County Regional Coordination Framework (RCF)](#)
- [Revised Code of Washington (RCW) 38.52 – Emergency Management](#)
- [RCW 38.56 – Intrastate Mutual Aid System](#)
- [RCW 42.14 – Continuity of Government Act](#)
- [Washington Administrative Code (WAC) 118-30 – Local Emergency Management Organizations, Plans, and Programs](#)
- [Washington Mutual Aid System (WAMAS)](#)
- [Federal Emergency Management Agency (FEMA) NIMS Doctrine](#)

When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

When regional resources are exhausted, the RCECC will request resources through the Washington EOC, which can request resources from multiple states through the Emergency Management Assistance Compact (EMAC) and/or from the federal government if necessary. The City of Bellevue can make resource requests through [RCW 38.56 – Intrastate Mutual Aid System](#), the King County Regional Coordination Framework, and directly to the Washington State EOC.

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards both natural and human-caused that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's (Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue's Hazard Mitigation Plan (HMP).

The city regularly experiences smaller-scale incidents that may require response and recovery activities. For example, the city may experience small-scale power outages,

windstorms, flooding, pre-planned events, multi-family apartment complex fires, etc. While these are emergencies, they can generally be managed with existing resources and information systems. They usually fall within the scope of one or two responding departments, with additional being provided when needed.

An incident that disrupts normal city operations or impacts the community's ability to go about their day-to-day activities may require a more complex and coordinated citywide response.

Planning Assumptions

During an emergency, Bellevue's communications, transportation, and utilities systems may sustain damage or be impacted, which could result in disruptions or shutdowns of portions of some or all of these systems. Emergency activities that rely on the use of communications, transportation, and/or utilities systems will likely be impacted and may be difficult to coordinate. Certain conditions beyond the City of Bellevue's control may impact its ability to implement response plans and procedures.

Some of the planning assumptions relevant to this ESF are included below:

- All City of Bellevue departments are responsible for supporting all phases of emergency management to the best of their abilities.
- Staff may not receive any notice of an emergency or disaster situation. This may delay the time required to activate the Emergency Operations Center.
- While the city will implement preparedness and mitigation efforts as time and resources allow, it is impossible to prevent all emergencies and disasters.
- Information essential for proper planning and response will likely be limited or conflicting. It may also be difficult to obtain and verify due to the circumstances of the emergency.
- Disruptions or damage to one system may cause disruption or damage to another due to the interrelated nature of the systems.
- Response efforts to provide assistance for immediate and urgent needs (i.e., medical aid, water, food, shelter, sanitation, and transportation) may be delayed following an emergency.
- Physical and technological disruptions to communications infrastructure may disrupt the collection and dissemination of emergency information.
- The Office of Emergency Management will be notified by city departments of an emergency or disaster situation that requires the activation of the Emergency Operations Center (EOC).
- An EOC may be activated in-person or virtually, depending on the nature and scope of the emergency and the ability of staff to respond.

- The city may need to activate an Emergency Operations Center (EOC) to help facilitate coordination, information sharing, and resource management.
- Communications infrastructure and systems may be adversely impacted, requiring staff to rely on alternate or redundant communication methods.
- Bellevue community members (including residents, businesses, private sector partners, etc.) may need to rely on their own resources and be self-sufficient following an emergency or disaster. This may be for at least two weeks or potentially longer, depending on the nature and scope of the disaster.
- The city may have insufficient staff and resources to meet the needs of emergency response and recovery during a large emergency or disaster.
- The city may need to acquire additional resources from mutual aid partners, the private sector, non-governmental organizations, neighboring jurisdictions, state, and federal entities.
- The city should establish Memorandums of Understanding (MOU) and/or Mutual Aid Agreements (MAA) when possible, to help facilitate efficient resource sharing in an emergency.
- Emergencies or disasters may interrupt the City of Bellevue's ability to provide essential services. In the event staffing, facilities, systems, and/or other resources are limited, the city may choose to activate the City of Bellevue's Continuity of Operations (COOP) Plan.
- City staff, including staff for the Office of Emergency Management (OEM), may be personally impacted by the disaster and unable to respond.
- City staff should take measures to prepare themselves and their loved ones before a disaster, as they have a duty to report.
- City leadership may be unavailable or unreachable during an emergency or disaster, requiring lines of succession to be activated (in accordance with the City of Bellevue's COOP Plan).

Concept of Operations

General

All Bellevue departments are responsible for supporting each phase of emergency management. These phases are ongoing, regardless of the emergency or disaster situation. Bellevue's Office of Emergency Management (OEM) is responsible for overseeing the emergency management program (BCC 3.98 – Emergency Management Program). These duties may include, but are not limited to, the following:

- Developing and updating plans related to emergency management, including the Comprehensive Emergency Management Plan (CEMP).
- Monitoring situational awareness and providing information sharing and logistical support for smaller-scale emergencies or disasters.

- Maintaining EOC readiness (including documentation and technology) of the primary and alternate EOC sites.
- Supporting the Emergency Operations Center (EOC) during emergencies and assisting the EOC Manager as needed.
- Applying for and administering grants related to emergency management.
- Facilitating training and exercise of staff who are assigned to work in the EOC.
- Supporting the training and exercise of city staff and volunteers related to emergency management.
- Providing education and training opportunities to community members
- Identifying and addressing barriers to emergency services and communications for individuals with limited English proficiency and/or access and functional needs.
- Providing coordination with outside agencies and organizations involved in emergency management.

One of the OEM's most important duties is helping to maintain situational awareness. Bellevue OEM has staff on call 24/7/365. On call staff regularly receive updates and alerts from a variety of sources, including the National Weather Service (NWS), United States Geological Survey (USGS), Department of Ecology, NORCOM, and other emergency management personnel in the region. On-call staff are responsible for gathering information, analyzing it, and relaying it to the pertinent departments or partners. Information that is pertinent to all departments may be shared with specific staff members and/or OEM staff may share with the city's Emergency Management Committee (EMC) and request that they relay the information to key personnel as needed. General guidance, as well as directions for common alert types can be found in the City of Bellevue's - OEM Response Guidebook.

During smaller-scale or routine emergencies, departments will respond in accordance with their established SOPs and procedures. Depending on the nature and scope of the emergency, responders may establish Incident Command in the field and will operate according to NIMS and ICS principles. Bellevue's on-call staff may assist with these activities (i.e., resource management, emergency alerts, etc.), as requested by the responding department(s) and Incident Command.

For larger scale emergencies, the capability of individual departments may be overwhelmed and/or coordination among a larger number of departments and other responding agencies may be required. In this event, the City Manager, Deputy City Managers, or department directors may request the activation of the Emergency Operations Center. When the EOC is activated, Bellevue OEM staff will respond along with pre-identified and trained staff from all City of Bellevue departments. The EOC will be responsible for facilitating coordination, information sharing, and resource management among staff, departments, and external agencies involved in the incident. Individual departments retain direction over their own staff, facilities, equipment, and other resources. In major emergency response and recovery efforts, Bellevue OEM staff may

have to limit or postpone activities related to the emergency management program (besides those required to support EOC operations) until the EOC is demobilized.

Finally, throughout the year a number of pre-planned events may take place within the City of Bellevue (i.e., Bellevue's Family 4th Celebration for the 4th of July). These events bring in large numbers of people into condensed areas, which has the potential to escalate into small-scale emergencies (i.e., missing children) and/or major disasters (i.e., active shooter). Consequently, Bellevue OEM works with the Police Department, Fire Department, Transportation Department, Parks & Community Services, the City of Bellevue's Special Events Committee, and other departments/organizations with a response role to gather information about the event and assist with building an Incident Action Plan (IAP). These steps help to maintain situational awareness and ensure involved parties are working off of the same Common Operating Picture (COP). For planned events with the potential to draw large crowds and/or that may be controversial in nature, the EOC may be proactively activated to ensure staff and resources can be mobilized quickly in the event the situation escalates.

Organization

There are several key positions within the City of Bellevue that are responsible for the administration of the emergency management program:

- **Director of Emergency Services:** The Director of Emergency Services (City Manager) is ultimately responsible for oversight of the emergency management program and provides policy guidance to the EOC, when activated (BCC 3.98,030 – Director of Emergency Services).
- **Emergency Manager:** The Emergency Manager is appointed by the Director of Emergency Services and is responsible for the organization, administration, and operation of the emergency management program. They also manage Bellevue's Office of Emergency Management (OEM (BCC 3.98.050 – Emergency Manager).
- **EOC Manager:** The EOC Manager has primary responsibility for the operations of the EOC, including staffing, planning efforts, and resource management. This position may be staffed by the Emergency Manager, staff from the Office of Emergency Management, or any designated city staff (BCC 3.98.090 – Emergency Operations Center Manager).

Because the emergency management program is a citywide responsibility, there are several organizations within the City of Bellevue that are responsible for the administration of the emergency management program.

- **Emergency Operations Board (EOB):** The EOB consists of the City Manager, Deputy City Managers, all Department Directors/Chiefs, and the Chief

Communications Officer. They ensure the policies established by the emergency management program are implemented within their respective departments, appoint staff to serve in the EOC, and assist the Director of Emergency Services in making decisions / developing policy guidance during an emergency (BCC 3.98.040 – Department Directors & BCC 3.98.070 – Emergency Operations Board).

- **Emergency Management Committee (EMC):** The EMC consists of representatives from each Bellevue department, along with key partners such as Bellevue School District, Overlake Hospital, Bellevue College, etc. The committee serves as strategic liaisons, who support planning, training, exercise and activities related to the administration of the emergency management program. They also assist in relaying information related to emergency management to their respective departments (BCC 3.98,080 – Emergency Management Committee).
- **Emergency Operations Center (EOC) Staff:** EOC staff are assigned by their department directors and are trained to respond to an EOC in the event of an emergency. The EOC is responsible for supporting field response efforts, collecting, gathering, and analyzing data, providing situational awareness, and supporting on-scene resource needs (BCC 3.98.100 – Emergency Operations Center & BCC 3.98.110 – Emergency Operations Center Staff).
- **Department Coordination Centers:** DCCs may be activated by a department to coordinate response/recovery activities, as well as information sharing and resource management within the department.
- **Office of Emergency Management:** OEM staff support the Emergency Manager in the organization, administration, and operation of the emergency management program and are responsible for maintaining the readiness of the primary and alternate EOC locations (BCC 3.98.060 – Office of Emergency Management).

The Office of Emergency Management is a division within the City of Bellevue's Fire Department. The OEM team is made up of a five-person team that includes the following:

- **Emergency Manager:** Responsible for the oversight, administration, and implementation of the emergency management program.
- **Planning Program Administrator:** Responsible for the development and update of emergency plans, including the Comprehensive Emergency Management Plan (CEMP).
- **Training & Exercise Program Administrator:** Responsible for training and exercising City of Bellevue staff (and other partners) on emergency management plans, procedures, technologies, and operations.
- **Education & Outreach Program Administrator:** Responsible for conducting outreach to community members and offering training on personal preparedness and other important disaster skills. Their role is also to proactively reach out to populations that have been historically underserved (i.e., those with Access and Functional Needs, those with limited English proficiency, etc.) to make sure they are

able to get that educational opportunities, information, and resources are accessible. Finally, they are responsible for managing OEM's Volunteer Program.

- **Senior Administrative Assistant:** Responsible for providing logistical and administrative support to all OEM staff and business lines.

In addition to full-time staff, the City of Bellevue also currently has two AmeriCorps positions. These AmeriCorps positions are dedicated to proactively reaching out into the community and teaching residents about personal preparedness, with a specific emphasis on community members who have access and functional needs and/or limited English proficiency.

In addition to their primary roles, staff also take on other responsibilities related to the administration of the emergency management program, including developing capabilities for technology, operational planning, alert and warning, and other pertinent activities. The Emergency Manager is the primary on-call staff for OEM, and the Planning, Training & Exercise, and Education & Outreach Program Administrators fill in and provide support, as needed.

During the activation of the Emergency Operations Center, the EOC operates in accordance with NIMS and ICS principles. The Bellevue EOC is an EOC / Emergency Support Function (ESF) hybrid model. A high-level overview of the responsibilities of each section are included below:

- **EOC Management Section:** Consists of the EOC Command Staff, including the EOC Manager, Public Information Officer, Legal Advisor, Safety Officer, Liaison Officer, etc.
  - o The EOC Manager is responsible for the oversight of the EOC.
  - o The Public Information Officer is responsible for public information and warning and JIC/JIS operations, if applicable (refer to ESF #15 – External Affairs for more details).
  - o The Legal Advisor is responsible for ensuring the EOC and citywide response/recovery efforts are in compliance with relevant regulations and legislation.
  - o The Safety Officer is responsible for the safety and well-being of EOC staff.
  - o The Liaison Officer is responsible for coordinating with external entities involved in EOC operations.
- **EOC Logistics-Finance Section:** The Logistics-Finance Section is responsible for the acquisition, management, and demobilization of resources (including personnel, facilities, equipment, volunteers, donations, supplies, etc.)
- **EOC Operations Section:** The Operations Section is staffed with representatives from Bellevue's operational departments (i.e., Police, Fire, Transportation, Utilities, Parks & Community Services, Facilities & Asset Management, Development Services,

Information Technology). They are responsible for coordinating with field crews and assisting with the facilitation of information sharing and resource management.
- **EOC Planning Section:** The Planning Section is responsible for the collection, analysis, synthesis and dissemination of emergency information and the establishment of a Common Operating Picture.

More details of the responsibilities of each section can be found in the City of Bellevue's EOC Manual and the respective EOC Section Guidebooks.

Community Lifelines & Core Capabilities

Figure 7: ESF #5

This visual illustrates how ESF #5: Information & Planning provides the operational framework "Means" for Bellevue's Office of Emergency Management and partner agencies to support and facilitate multi-agency planning and coordination before, during, and after disasters. The Core Capabilities, such as *Planning*, *Public Information & Warning*, *Operational Coordination*, and *Situational Assessment,* are the essential competencies "Ways" that enable the creation of incident/EOC action plans, maintenance of a common operating picture, and alignment of response activities across all departments. Together, these efforts support the *Communications* Community Lifeline "Ends", ensuring that timely, accurate information and guidance reach decision-makers, responders, and the public when it's needed most.

Essential Elements of Information

For ESF #5, Essential Elements of Information (EEIs) support the EOC's mission to maintain a real-time common operating picture and guide incident/EOC action planning across all phases of emergency management. These EEIs focus on situational awareness information, resource tracking, and the analysis needed to inform strategic decisions and public

messaging. Some EEIs for this ESF include, but are not limited to:

- Incident status updates (location, scale, secondary hazards, operational priorities)
- Coordinating current and projected resource needs and availability across response departments
- Status of critical infrastructure and community lifelines within Bellevue
- Key information requirements from stakeholders and partner agencies
- Identify rumors and misinformation being spread that may affect operational priorities.
- Public information needs to ensure community members have the information available to make informed decisions for themselves and their families.

These EEIs may be used to guide the city's collection and reporting of critical information to the EOC, so a common operating picture can be developed that drives prioritization, resource allocation, and public works restoration following an emergency or disaster.

Procedures

Bellevue's Office of Emergency Management implements emergency management programs following departmental and city guidance during routine conditions and small-scale emergencies.

During emergency or disasters, Bellevue's Office of Emergency Management (OEM) may be notified of an emergency or disaster situation via alert, news, or notification from Bellevue departments and/or external agencies. Bellevue OEM maintains a contact list with key personnel with an emergency response role (i.e., members of EOB, EMC, and EOC staff) and may notify them of the situation via phone, email, or other platforms. Time sensitive or emergency alerts can also be shared via Bellevue Inform (the alert and warning system provided by King County OEM for staff notification). Each department has administrators identified who are able to issue alerts to department staff via Bellevue Inform. Department personnel may also request assistance from Bellevue OEM with sending alerts. OEM staff may provide support to the incident commander with coordination, information sharing, and resource management. OEM staff may respond remotely or from Bellevue City Hall (or other sites, as necessary).

EOC Activation

The EOC may be activated by the Director of Emergency Services (City Manager, Department Directors/Chiefs, and the Emergency Manager when an incident requires coordination beyond the scope of routine city operations, the Incident Command Post (ICP), or the planned event support. The request will be sent to the Emergency Manager (or acting OEM on call staff) via email, phone or text message. The Emergency Manager / OEM

staff may require additional information about the nature / scope of the emergency and the assistance that is required to help determine the appropriate staffing, activation level, operational periods, and other EOC operations. More details for the EOC activation levels and process can be found in the "Concept of Operations" section of the CEMP Base Plan.

The Bellevue EOC will be activated at the primary site (Bellevue City Hall 3E-109) unless conditions from the emergency and/or disaster make this option unsuitable (i.e., structural damage to the building, proximity to hazardous materials release, criminal activity, etc.). At the discretion of the Emergency Manager/OEM staff, the EOC may be activated at an alternate site. Details of this process can be found in the City of Bellevue - EOC Manual and OEM's Continuity of Operations Plan (COOP) Annex.

Once the EOC is activated, the Emergency Manager / OEM staff will initiate the recall of EOC staff. Prior to recall, initial operational periods will be established. These may vary based on the nature and scope of the disaster, however if 24/7 operations are required staff may be required to work 12+ hour shifts (including overnight shifts). OEM will work with the Human Resources and relevant departments to ensure compliance with labor laws, union contracts, and other relevant policies.

Emergency Proclamation

The Proclamation of Civil Emergency can be completed by the Mayor and is the legal method that authorizes the use of extraordinary measures to accomplish tasks associated with emergency response. In the absence of the Mayor, the Deputy Mayor and then the City Manager (as Director of Emergency Services) can issue an Emergency Proclamation. The Proclamation is normally a prerequisite to receive state and federal emergency assistance. The Proclamation of Civil Emergency must be ratified by the City Council as soon as feasible following the emergency. Bellevue City Code 9.22.010 – Proclamation of civil emergency – Emergency defined, states that in the absence of the Mayor, such proclamations may be made by the Director of Emergency Services or his/her designee. Bellevue City Code 9.222.030 – Delivery to news media, states that the mayor will cause any proclamations made to be delivered to the news media within the city and will use other methods as necessary to give notice of such proclamations to the public.

The Emergency Proclamation authorizes the city to take necessary measures to combat an emergency, protect persons and property, provide emergency assistance to individuals impacted by the disaster and exercise the powers vested in RCW 38.52.070 – Local organizations… without regard to formalities prescribed by law (except mandatory constitutional requirements). These may include, but are not limited to, rationing of resources and supplies, curfew, budget law limitations, competitive bidding processes, publication of notices, provisions pertaining to the performance of public work, entering into contracts, incurring obligations, employment of temporary workers, rental of equipment, purchase of supplies and materials, levying of taxes and the appropriation and

expenditure of public funds. The City Attorney, with support from the City Manager, is responsible for the preparation of Emergency Proclamations. The Emergency Manger is responsible for the notification of appropriate county, state, and federal agencies following the local Proclamation of Emergency.

King County, Washington State, and the President also have the authority to issue emergency proclamations on behalf of their respective jurisdictions. Details for this process are included in the "Concept of Operations" section of Bellevue's CEMP Base Plan and the King County / Washington State CEMPs. A Presidential Disaster Declaration is required for local jurisdictions to be eligible for many federal disaster reimbursement programs.

EOC Operations

Once activated the EOC is responsible for a number of different tasks to support first responders and coordinate citywide response and recovery efforts.

EOC personnel may coordinate directly with first responders and field crews via phone, email, text, radio, or any other communication method available after the emergency or disaster. Staff in the Operations Section of the EOC are responsible for establishing and maintaining communications with their department's personnel. If departments activate their Department Coordination Centers (DCCs) the EOC may coordinate with the DCC staff instead.

One of the most important responsibilities of the EOC is information collection, analysis, and dissemination. These efforts are spearheaded by the Planning Section. Planning Section personnel work with EOC staff, department staff, personnel from other agencies, and external sources (i.e., news media) to gather information. Staff recognize that there may be conflicting, vague, or incorrect information circulated during incidents and will seek to verify to the best of their ability.

Staff may consolidate emergency information in Situation Reports which are disseminated to city staff at least once an operational period. Additional "Snapshots" may be issued for time sensitive information. These Situation Reports / Snapshots may be shared with key personnel via email, WebEOC, and/or the City of Bellevue's internal SharePoint site. The frequency of development, audience, and posting location(s) are addressed in the City of Bellevue's EOC Manual and Planning Section Guidebook but may be altered at the discretion of the EOC Manager. The Planning Section is also responsible for developing an EOC Action Plan (EAP) which gives guidance for EOC's upcoming operational period, including incident objectives, strategies, and actions to be taken. This EAP is developed in support of the Incident Action Plan (IAP) which is developed by Command Staff in the field.

Departments will strive to leverage their own personnel, facilities, equipment, and supplies as much as possible in the event of an emergency. If their capabilities are exhausted, they

may submit a resource request through the EOC. Requests may be submitted via WebEOC, email, phone, paper 213RR form, or radio, depending on the resources available. Personnel in the Logistics-Finance Section will strive to fill these requests internally using resources from other departments, before considering mutual aid agreements or procuring resources from private sector partners.

In the event a situation is beyond the capability of local and pre-designated mutual aid resources, the Director of Emergency Services (through the Emergency Manager or EOC Manager) will request additional resources through the King County Regional Communications and Emergency Coordination Center (RCECC) for county, state, and federal assistance as necessary. If necessary, requests may be submitted directly to the Washington State EOC. Assistance can also be requested of neighboring cities and zones according to King County's Regional Coordination Framework and Washington State's Intrastate Mutual Aid System. Requests to the Governor to declare a State of Emergency are made by the Washington State Emergency Management Division (EMD). This declaration by the Governor is necessary to obtain federal emergency relief funds. Out of State resources can be requested through the Washington State EMD through the Emergency Management Assistance Compact (EMAC). Additional information for this process can be found in the "Administration, Finance, and Logistics" section of Bellevue's CEMP Base plan.

The Logistics-Finance Section is also responsible for the coordination of volunteers and/or donations in an emergency. The "Volunteer and Donations Unit" in the section may be activated to supervise these activities. More details regarding volunteer and donation management can be found in ESF #7 – Logistics and the CEMP Base Plan.

The EOC provides logistical support for response and recovery efforts, bur relies on policy guidance from the Director of Emergency Services and Emergency Operations Board. The EOB (including the Director of Emergency Services) will be convened regularly throughout response and recovery operations to receive updates, discuss issues, and provide policy guidance. The location (including in person vs. virtual) and frequency of these briefings is determined by the Director of Emergency Services. Briefings are provided by the EOC Manager and/or additional EOC staff, as needed.

Public information and alert and warning will be facilitated by the Public Information Officer (PIO) in the EOC. This role may be filled by the Chief Communications Officer, Deputy Chief Communications Officer and/or department PIO. The PIO's responsibilities may include issuing news releases, organizing news conferences, developing talking points, liaising with media, identifying and correcting misinformation/rumors, updating the city's website / social media pages, supporting call center operations, drafting emergency alerts, developing non-digital materials (i.e., a-frames and flyers), etc. PIOs are also responsible for ensuring emergency alerts and messaging is accessible for individuals with limited English proficiency and those with access and/or functional needs). If the public information needs

exceed the capabilities of the PIO(s) in the EOC, the Chief Communications Officer (in coordination with the EOC Manager) may choose to activate a Joint Information Center (JIC) / Joint Information System (JIS). Personnel may respond remotely or in person, depending on the nature and scope of the emergency. JIC/JIS personnel will coordinate with the EOC PIO for public information needs related to response and recovery efforts.

Demobilization and Transition

The decision to demobilize the EOC is made by the Director of Emergency Services, in consultation with the EOC Manager, department directors, and Incident Command Post. Demobilization planning should begin as soon as possible into an incident (ideally at least once the incident has been stabilized). The Planning Section in the EOC will develop a Demobilization Plan to identify outstanding tasks and determine how they will be addressed within the "normal" city structure. A template can be found on the City of Bellevue's EOC SharePoint site. Demobilization may be a phased process based on incident recovery activities. The EOC Manager will be the last of the staff to demobilize and will ensure the EOC is back to its "normal" operational readiness before fully completing demobilization.

Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Support City of Bellevue departments in the application and management of mitigation grants.
- Support City of Bellevue departments in the identification and implementation of mitigation strategies.
- Identify and maintain capabilities for an alternate EOC (including a hybrid EOC activation.

Preparedness Activities

- Develop and update emergency plans for the City of Bellevue. This includes but is not limited to the Comprehensive Emergency Management Plan (CEMP), the Shelter Management Plan (SMP), the Hazard Mitigation Plan (HMP), and the Continuity of Operations Plan (COOP).
- Conduct trainings and exercise for staff pre-identified to report to the EOC during an emergency or disaster.
- Conduct trainings and exercises for City of Bellevue staff regarding personal preparedness and their emergency management roles.
- Support department directors in identifying staff to work in the EOC to ensure adequate response capabilities.

- Apply for and manage the Urban Area Security Initiative (UASI), Emergency Management Program Grant (EMPG), and other grant programs, as applicable.
- Monitor ongoing situational awareness and share warnings / information on potential emergency situations with key department staff and external partners.
- Conduct outreach activities to promote personal preparedness and teach residents important disaster skills.
- Support OEM Volunteer Programs with plans, trainings/exercises, and logistical support.
- Provide emergency preparedness information and resources via the city's public-facing website.
- Maintain strong working relationships with external partners in emergency management.
- Develop and update emergency plans for the City of Bellevue. This includes but is not limited to the Comprehensive Emergency Management Plan (CEMP), the Shelter Management Plan (SMP), the Hazard Mitigation Plan (HMP), and the Continuity of Operations Plan (COOP).

Response Activities

- Provide situational awareness and logistical support for smaller scale incidents to city leadership, key staff, and response partners (as applicable).
- Provide support to on-scene responders (i.e., Incident Command Post), when requested.
- Facilitate EOC activations and operations.
- Support damage assessments and other information gathering endeavors.
- Brief City of Bellevue leadership on emergency response and recovery efforts and receive policy guidance.
- Collect, analyze, and disseminate emergency information via Situation Reports, IAPs, and other applicable platforms.
- Track resources and expenditures related to incident response and recovery.
- Support emergency alert and warning processes (in coordination with ESF #2 – Communications and ESF #15 – External Affairs).

Recovery Activities

- Support the preliminary damage assessment (PDA) process. Submit information to county, state, and federal partners, as requested.
- Track and report financial information for potential reimbursement opportunities.
- Archive documentation related to the incident (including emails, Situation Reports, etc.)
- Facilitate an After-Action Meeting(s) and development of an After-Action-Report (AAR) / Improvement Plan (IP).

- Inventory and replenish equipment or supplies that were expended during response.
- Support demobilization activities and the return to "normal" operations.

Responsibilities

The sections below outline the responsibilities of the Office of Emergency Management and supporting agencies.

Lead / Coordinating Agency: Office of Emergency Management

The Office of Emergency Management will:

- Develop plans and procedures related to the activities in this ESF.
- Provide regular training to the City of Bellevue employees designated as EOC staff.
- Conduct an emergency exercise at least once a year (unless a major EOC activation takes place in that year).
- Develop just-in-time training and support materials to aid EOC staff in performing their duties when the EOC is activated.
- Inventory equipment and supplies in the EOC, and ensure all equipment is functioning / ready to use in an activation.
- Maintain programmatic responsibility for all phases of emergency management, with support from Bellevue departments.
- Notify City of Bellevue staff of an emergency via Bellevue Inform (or other alert and warning mechanisms). Assist departments in issuing department-specific information or conducting recall via Bellevue Inform.
- Staff sections of the EOC organizational structure, as needed during EOC activations.
- Assist the EOC Manager (or designee) in determining the activation level and staffing needs appropriate for an emergency or disaster.
- Conduct EOC staff recall for initial activations.
- Assist the EOC Manager (or designee) in developing EOC operational objectives for each operational period.
- Assist the EOC Manager (or designee) in establishing the EOC briefing schedule.
- Conduct operational meetings with EOC management staff to provide direction and evaluate priorities.
- Assist the EOC Manager (or designee) in coordinating with the EOB / Director of Emergency Servies regarding incident issues and policy directions. Provide the policy group with status reports of response and recovery efforts.
- Provide regular Snapshots, Situation Reports, EOC Action Plans (EAPs) or other documentation to regional partners and liaisons to assist in the development of a regional Common Operating Picture.

- Coordinate with regional, county, state, and federal emergency management organizations, as needed.
- Coordinate with non-governmental, faith-based, and community-based organizations, as well as private sector partners.
- Disseminate completed Proclamations of Emergency to the RCECC, Washington State EOC, and other relevant stakeholders as required.
- Work with the PIO to disseminate the Proclamation to the media and community members.
- Assist in tracking costs incurred during EOC activations (related to response and recovery efforts) in coordination with the Logistics-Finance Section in the EOC.
- Assist in the collection of cost information and any applications for reimbursement related to the emergency, as needed.
- Assist in the documentation, retention, and archive processes of incident documentation, in accordance with current guidance and legislation.
- Develop and implement an EOC Demobilization Plan, when necessary.
- Facilitate an After-Action Report (AAR) meeting and development of an AAR/Improvement Plan (IP) after the conclusion of the emergency and/or disaster.

Supporting Agency: All Bellevue Departments.

All City of Bellevue departments will:

- Carry out responsibilities as outlined in the City of Bellevue's CEMP Base Plan and Annexes (including ESFs). Each ESF has detailed responsibilities for the lead and support agencies for response activities during an emergency.
- Provide designated representatives to the EOC as requested.
- When requested, department personnel will report the following information to the EOC: situation status, resource status (personnel, equipment, and facilities), preliminary damage assessments, projected needs, and initial action plans.
- Department directors will ensure that individuals designated in the department lines of succession (established in the City of Bellevue's Continuity of Operations Plan and Department Annexes) is aware of the position, department operating procedures, and operational policies of the City of Bellevue CEMP.
- The Information Technology Department is the lead agency for providing information and assistance regarding the protection of electronic data and computer equipment.

Supporting Agency: King County's Office of Emergency Management

King County's Office of Emergency Management will:

- Organize meetings of regional emergency management professionals (i.e., Zone 1, Zone 3, EMAC, etc.)
- Coordinate planning, training, exercise, grant administration and other activities that are regional in nature.
- Staff the duty officer role and provide logistical support to local jurisdictions (including situational awareness, dissemination of alerts, and resource management) 24/7/365.
- Support the resource management process, by attempting to fill resource requests with county resources and agreements.
- Disseminate emergency alerts via King County Alert, Reverse 9-1-1, the Emergency Alert System (EAS), the Wireless Emergency Alert System (WEA), the Trusted Partners Network (TPN), and other systems as requested and as applicable.
- Coordinate the Local Emergency Planning Committee (LEPC).
- Manage the contract with OnSolve (or other alert and warning platform) and provide technical support to local jurisdictions.
- Serve as a liaison between local jurisdictions and county departments, as needed.
- Serve as a liaison between Washington State EMD and other state / federal partners, as needed.
- Maintain regional emergency management frameworks and plans, including King County's Regional Coordination Framework.

Supporting Agency: Washington State's Emergency Management Division (WA EMD)

WA EMD will:

- Provide coordination of state resources to support local jurisdictions.
- Issue mission numbers to local jurisdictions, when requested.
- Facilitate the acquisition of statewide resources via WAMAS or via other states through EMAC.
- Facilitate coordination with the Federal Emergency Management Agency (FEMA) (including federal reimbursement programs).
- Support the Governor in issuing State Emergency Proclamations and submitting requests for Federal Disaster Declarations, when applicable.

Supporting Agency: Federal Emergency Management Agency (FEMA)

FEMA will:

- Support fulfillment of resource requests that cannot be filled locally.
- Support the President in issuing Federal Disaster Declarations, when applicable.
- Provide guidance for and administer federal reimbursement programs.

Resource Requirements

Logistical Support

Bellevue has a designated Emergency Operations Center (EOC) and robust capabilities at the alternate EOC site. It can also operate hybrid and/or remote EOC operations, if conditions require. During an emergency or disaster, the EOC will require basic infrastructure such as power and water (which may be difficult depending on the nature and scope of the emergency/disaster), workstations, communications equipment (phones, radios, etc.), access to critical EOC documents and contact sheets, and general office supplies. There are also a number of technological systems that the EOC relies on for their operations, including WebEOC, Bellevue Inform, SharePoint, Maximo, MS Teams, and other city systems. More details of these requirements are included in the City of Bellevue's Continuity of Operations Plan (COOP). The EOC can operate using paper processes and resources if necessary, but it will likely result in a delayed response.

The most important resource need will likely be staffing. Many City of Bellevue staff live outside of city limits, and may experience difficulty reporting to City Hall (or identified alternate sites) during an EOC activation due to conditions, transportation infrastructure, etc. Getting an adequate number of trained staff safely to the EOC could pose a significant logistical challenge. Additionally, sustaining 24/7 operations for an extended period of time (i.e., weeks or months) has the potential to overwhelm current EOC staffing capabilities.

Administration

The Bellevue Office of Emergency Management and supporting agencies will use the national Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue – Hazard Mitigation Plan (HMP)
- City of Bellevue – Bellevue Inform Administrator SOP
- City of Bellevue – EOC Manual
- City of Bellevue – EOC Guidebooks & Placemats
  - Public Information Officer
  - Legal Advisor (draft in development)
  - Logistics-Finance Section
  - Operations Section
  - Planning Section
- City of Bellevue – Limited English Proficiency (LEP) Emergency Communications Plan
- City of Bellevue – OEM Response Guidebook
- City of Bellevue – Shelter Management Plan (SMP)
  - City of Bellevue – Pet Sheltering Annex
- City of Bellevue – SOP for Internal Emergency Alerts
- City of Bellevue – SOP for External Emergency Alerts
- King County Regional Coordination Framework
- King County's Regional Operational Plan for Extreme Weather Centers and Disaster Sheltering
- King County Extreme Heat Incident Playbook
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- PHSKC – Extreme Weather Response Annex
- Washington Mutual Aid System (WAMAS)

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
AAR	After-Action Reports
BCC	Bellevue City Code
CEMP	Comprehensive Emergency Management Plan
COOP	Continuity of Operations Plan
COP	Common Operating Picture

CPG	Comprehensive Preparedness Guide
DCC	Department Coordination Center
EAP	EOC Action Plan
EAS	Emergency Alert System
EEI	Essential Elements of Information
EMAC	Emergency Management Assistance Compact
EMC	Emergency Management Committee
EMD	Emergency Management Division
EMPG	Emergency Management Program Grant
EOB	Emergency Operations Board
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HMP	Hazard Mitigation Plan
IAP	Incident Action Plan
ICS	Incident Command System
IP	Improvement Plan
JIC	Joint Information Center
JIS	Joint Information System
LEPC	Local Emergency Planning Committee
MOA	Memorandum of Agreements
MOU	Memorandums of Understanding
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
OEM	Office of Emergency Management
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
RCECC	Regional Communications & Emergency Coordination Center
RCF	Regional Coordination Framework
RCW	Revised Code of Washington
SMP	Shelter Management Plan
TPN	Trusted Partners Network
UASI	Urban Area Security Initiative
USGS	United States Geological Survey
WAC	Washington Administrative Code
WAMAS	Washington Mutual Aid System
WEA	Wireless Emergency Alerts

Appendices & Attachments

N/A

Emergency Support Function #6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services

Michael Shiosaki,
Director of Parks & Community Services

11/25/2025

Date

Carl Lunak, Emergency Manager

11/25/2025

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF #6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services

Lead / Coordinating Agency	Support Agencies
Parks & Community Services Department	Office of Emergency Management
	Human Resources Department
	Community Development Department
	Development Services Department
	Finance & Asset Management Department
	Fire Department
	Information Technology Department
	Police Department
	Transportation Department
	Utilities Department
	Office of Housing – City Manager's Office
	All Bellevue Departments
	American Red Cross
	Bellevue School District
	Regional Animal Services of King County
	Bellevue Communications Support (BCS) Team

Introduction

Purpose

Emergency Support Function (ESF) #6 establishes direction to the Parks & Community Services Department and all supporting agencies for how to coordinate the provision of mass care services for community members impacted by an emergency.

Scope

This ESF addresses the implementation of local emergency shelters, mass care, and human services within Bellevue in coordination with non-governmental organizations or in coordination with other agencies to set up regional facilities or assistance within Bellevue. The activities outlined in this ESF are a shared responsibility, supported by all Bellevue departments and relevant regional partners.

This ESF pertains to the following operational areas as they relate to emergency or disaster response and recovery activities:

- *Mass Care Services:* Congregate sheltering, feeding, distribution of emergency supplies, etc.
- *Emergency Assistance:* Community relief services, support to individuals with disabilities and those with access and functional needs, support to children in disasters, support for mass evacuation, and support for the care, shelter and essential needs of household pets and service animals.
- *Temporary Housing:* Assistance locating temporary and/or transitional housing for residents displaced by an emergency or disaster.
- *Human Services:* Disaster assistance programs (i.e., individual assistance) and other services (i.e., crisis counseling, disaster legal services, etc.)

Policies

This ESF addresses the City of Bellevue's policy and procedural guidance for response and recovery efforts involving mass care and human services after an emergency or disaster.

The following internal city plans will help to guide this work:

- City of Bellevue's Shelter Management Plan (SMP)
- City of Bellevue's Pet Sheltering Annex

The following local and state policies are also relevant to this ESF:

- [Revised Code of Washington (RCW) 38.52 - Emergency Management](#)
  - [RCW 38.52.070, Local organizations and joint local organizations authorized…](#)
  - [RCW 38.52.610, Emergency shelters – Accommodation of companion animals](#)
- [Washington Administrative Code (WAC) 118-04-200 – Personal responsibilities…](#).
- [Title II of the Americans with Disabilities Act](#)
- [Title VI of the Civil Rights Act of 1964](#)
- [Civil Rights Restoration Act of 1987](#)
- [National Pets Evacuation and Transportation Standards (PETS) Act of 2006](#)
- [Robert T. Stafford Disaster Relief and Emergency Assistance Act](#)

It is the city's policy to coordinate with non-governmental organizations and regional partners to provide mass care services, when feasible. However, the city also endeavors to develop and maintain plans for the provision of city-run mass care services in the event those external partners are unavailable or unable to respond, in order to ensure critical services may still be provided.

Individual assistance to community members impacted by an emergency or disaster will be primarily provided by insurance companies, local human service organizations and various city, county, and state government agencies. In the event of a presidential Emergency Declaration, additional assistance may become available to eligible individuals. This may include low-interest loans, housing grants, food stamps, emergency counseling, and unemployment benefits. These services would be facilitated through a registration process coordinated by Federal Emergency Management Agency (FEMA).

Activities within ESF #6 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for the ESF #6 will rest with the Parks & Community Services Department, with support from all other Bellevue departments and regional/state/federal partners. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue's Hazard Mitigation Plan (HMP).

The nature of these emergencies or disasters may result in residents being displaced from their homes for a short or extended period of time, depending on the severity and scope of the hazard. Additionally, given the influx of non-residents into Bellevue during the day due to employment, school, shopping, recreation, etc. it is possible there will be a high population of non-Bellevue residents seeking shelter after an emergency prior to restoration of transportation infrastructure.

While homes may be structurally sound after an emergency or disaster, these hazards may have cumulative or cascading impacts on multiple types of infrastructure within Bellevue. These impacts could affect utilities, communications, medical, transportation, and food services. Such impacts may still result in a community need for food, shelter, housing, mental health support, and/or other mass care services.

Planning Assumptions

During an emergency or disaster, infrastructure in Bellevue may sustain damage or be impacted, resulting in disruption to mass care services. Certain conditions beyond the City of Bellevue's control may impact its ability to implement response plans and procedures. Some of the planning assumptions relevant to this ESF are included below:

- Mass care needs may overwhelm capacity of existing social and/or human service agencies, including the city's primary mass care support agency, the American Red Cross.
- Mass care services will be provided to community members without regard to economic status or race, religious, political, ethnic, disability status, gender expression and/or sexual orientation.
- The city may have to provide mass care services with limited external resources, potentially limiting the services that can be provided.
- Community members may seek shelter because they have been displaced from their home, lack safe drinking water, power, or other utilities for an extended period of time, or a combination of factors.
- The type of disaster assistance available may depend on the severity, scope, and nature of the disaster.
- Community members may not be willing to seek shelter without their pets, so alternate plans and accommodations need to be considered.
- Transportation infrastructure may be adversely impacted. This can create complications transporting residents to and from the shelter and impact the supply chain for much-needed resources.
- The city does not have the appropriate resources or staff to provide medical care and may have limited capabilities to provide mass care services to medically fragile community members. This may make the city dependent on other regional partners to provide these services.
- The city will make all reasonable efforts to provide mass care services and information in a way that is accessible to the whole community, including those with limited English proficiency and access and/or functional needs.
- Resources from nonprofit and private sector partners may be leveraged in support of response and recovery efforts

Concept of Operations

General

There are many situations that may necessitate the need for emergency shelters and a variety of different sheltering types may need to be activated based on the situation. The

City of Bellevue has developed a Shelter Management Plan (SMP) that details how the city will provide emergency sheltering and some other forms of emergency assistance (i.e., feeding, sanitation, disaster assistance, connection with human services, etc.) for residents displaced by an emergency or disaster. In most circumstances, the City of Bellevue would prefer to coordinate with the American Red Cross to provide sheltering and other mass care services related to this ESF. In this event, the American Red Cross may utilize city-owned facilities or leverage other agreements they have for facilities within Bellevue. The City of Bellevue maintains a Memorandum of Understanding with the American Red Cross to help facilitate coordination between the two organizations in an emergency (i.e., mass care support, use of City of Bellevue facilities, etc.) Following a disaster, the City of Bellevue may be able to request that the American Red Cross provides one or more of the following services:

- Food, Shelter, and Emergency Supplies: During a disaster, one of the first priorities is to ensure that people have a safe place to stay, food, and emergency supplies. The American Red Cross may work with government and community partners to open shelters where residents will find comfort with a good meal, recovery information, and a place to rest. For emergency workers and people returning to their homes, the American Red Cross may mobilize its emergency response vehicles from which volunteers may be able to distribute food, water, and essential sanitation items that may not be readily available post-disaster.
- Welfare Information: Disasters can often disrupt regular communication channels and can separate families and loved ones. The American Red Cross has a reunification team that can be mobilized to help reconnect loved ones after a disaster.
- Client Casework and Recovery Planning & Assistance: The American Red Cross provides casework to families with verified disaster-caused needs. Following an interview with a case worker, they may be able to provide financial assistance, advocacy and/or referrals to local services. They may also assist residents in developing a recovery plan. They would work closely with local, state, and federal government partners to maximize residents' access to available resources.
- Disaster Health and Mental Health Services: The American Red Cross may deploy licensed or certified health and mental health professionals who are trained to address mental health needs that are caused or exacerbated by disasters. This may include first aid, assessments, crisis interventions, and replacement of medications or medical supplies (depending on available resources).

Depending on the nature, scope, and/or severity of the incident, it may be that the American Red Cross is unavailable or unable to provide the requested services. In this event, the City of Bellevue is still responsible for providing these services to the extent possible and given the available resources. As part of the SMP, the City of Bellevue has pre-identified city-owned sites that may be able to be used for emergency sheltering. These same sites may potentially be leveraged for other mass care services such as community

points of distribution, evacuation sites, warming/cooling centers), etc. Parks & Community Services will determine the best use of parks facilities based on identified needs.

These sites would be staffed by a combination of city staff and volunteers, if available. All city departments are required to identify staff to undergo training to help ensure that adequate resources are available if the city of Bellevue has to activate a city-run shelter. Emergency assistance and human services for community members impacted by the disaster will primarily be provided by local emergency response organizations and various county, state, and federal government agencies.

The range of services needed by these community members may vary and will depend on the emergency. They may include needs for temporary housing, building/repair supplies, and occupational and mental health services. Several teams, including Human Services (Parks & Community Services), Neighborhood Outreach (Community Development), Community Advocates for Referral and Education Services (Fire), and Crisis Community Assistance Team (Police), have connections with different assistance and human services programs that may be leveraged to assist impacted residents after a disaster. If city resources are insufficient to meet the needs for the given situation, requests for assistance can be made through regional, state, and federal agencies.

Public information regarding the availability of mass care services and sheltering locations will be coordinated through the city's designated Public Information Officer (PIO). The PIO will coordinate the dissemination of public information concerning mass care and individual assistance with the American Red Cross, local, state, and federal partners, and/or any other involved agencies.

More information about the provision of mass care/sheltering services, including provisions for individuals with limited English proficiency, individuals with access and functional needs, special considerations for children, provision of health / mental health services, policies for registered sex offenders, etc. can be found in the City of Bellevue's Shelter Management Plan.

In addition to emergency shelters, there are other forms of mass care services that the city may be called upon to provide. Details are included below:

- *Community Points of Distribution:* The city may be required to establish one or more CPOD sites where food, water, sanitation items, and other necessary supplies may be distributed. The City of Bellevue's CPOD plan is currently in development and is anticipated to be completed by the end of 2026 in accordance with the Office of Emergency Management's 2024-2026 Strategic Plan. This effort will be in coordination with ESF #7 - Logistics. CPOD sites will be located based on the nature and duration of incident, and community need.

- *Pet Sheltering Annex:* The city recognizes the importance of ensuring residents with pets and companion animals are able to seek emergency shelter when necessary. The city is in the process of developing a Pet Sheltering Annex (anticipated completion in Q2 2026) to accompany the City of Bellevue Shelter Management Plan. When possible, the city will seek to establish agreements with community organizations (i.e., ASPCA, Seattle Humane, etc.) to help provide these services. This Annex will seek to comply with the directives of [RCW 38.52.610 - Emergency shelters...](#)
- *Warming & Cooling Centers:* In the event of severe inclement weather, the City of Bellevue may activate warming or cooling centers to provide residents somewhere safe to go to escape the elements. The city is in the process of adopting King County's "playbooks" for warming and cooling centers identify thresholds for activation and procedures for opening and operating these centers. These will include policies and procedures for accommodating pets/companion animals in compliance with [RCW 38.52.610 - Emergency shelters...](#) Bellevue has a variety of public and private sector locations which may be used for warming or cooling during normal business hours, including City Hall, community centers, libraries, and malls.
- *Disaster Assistance Center:* When possible, the City of Bellevue will coordinate with King County's Office of Emergency Management, the State of Washington, FEMA, and/or local partnership agencies to establish physical or virtual Disaster Assistance Centers to help connect residents with emergency and human services after a disaster.

Organization

Coordination of mass care, housing, and human services occurs regularly throughout the city. However, the city recognizes that additional coordination is required in the event of an emergency to ensure a unified and cohesive approach to these efforts.

The decision to activate mass care services, including emergency sheltering, is at the discretion of the City Manager (or designee). In the event that large-scale mass care services are required (i.e., emergency sheltering, CPOD operations, mass feeding, etc.) it is likely that the city will activate its Emergency Operations Center (EOC). Coordination of this ESF will fall under the responsibility of the Parks & Community Services (PCS) Branch (specifically the Mass Care Unit, if activated) within the Operations Section.

While the PCS Branch is responsible for coordination, all city of Bellevue departments play an important role in the provision of mass care services. For example, Human Resources is responsible for identifying and recalling staff/volunteers assigned to work in emergency shelters, Community Development is responsible for helping to connect displaced residents with important services, the Office of Housing will be called upon to assist with

supporting residents who need long-term assistance, Police is responsible for providing shelter security, etc. Depending on the size and scope of the mass care needs, the Parks & Community Services Branch (in consultation with the Operations Section Chief) may opt to establish a task force to help coordinate these efforts. This task force will adhere to NIMS and ICS principles.

Community Lifelines & Core Capabilities

Means		Ways		Ends

• **ESF #6 Mass Care, Emergency Assistance, Temporary Housing, & Human Services**
  • Lead: Parks & Community Service
	→	• **Core Capabilities**
		  • Critical Transportation
		  • Logistics & Supply Chain Management
		  • Mass Care Services
		  • Public Health, Healthcare, and Emergency Medical Services
			→	• **Community Lifeline**
				  • Food, Hydration, Shelter
				  • Health & Medical

Figure 8: ESF #6

This visual shows how ESF #6: Mass Care, Emergency Assistance, Temporary Housing & Human Services provides the operational framework (Means) for Bellevue's Parks & Community Services and its partner agencies to organize and provide sheltering, feeding, basic needs, and social service support during and after disasters. The Core Capabilities, such as *Mass Care Services* and *Logistics & Supply Chain Management*, are the essential competencies (Ways) that enable rapid establishment of shelter sites, coordinated distribution of supplies, and culturally appropriate, accessible care for vulnerable populations. Together, these efforts support the *Food, Hydration & Shelter* Community Lifeline (Ends), ensuring that affected community members have safe shelter, nourishment, and basic services while longer-term recovery is arranged.

Essential Elements of Information

For ESF #6, Essential Elements of Information (EEIs) are the specific details leaders need to understand the scope of impacts and to decide how to provide mass care, emergency sheltering, and human services, when necessary. ESF #6 provides the framework for implementing Bellevue operated emergency shelters and mass-care operations, sometimes in coordination with partners such as the American Red Cross (ARC) and other

regional Non-Governmental Organizations (NGOs), and for connecting displaced individuals with longer-term assistance. Some EEIs for this ESF include, but are not limited to:

- Estimated number of displaced residents/households (by neighborhood or impact area)
- Shelter locations, current occupancy, and remaining capacity (including accessible/special-needs capacity)
- Partner availability (American Red Cross /NGO staffing and supply commitments) and City resource availability (facilities, staff, cots, food)

These EEIs are used to guide the City's collection and reporting of critical information to the EOC, so a common operating picture can be developed that drives shelter activation decisions, prioritizes resource allocation, and coordinates mass-care actions across partners.

Procedures

Procedures for the activation, operation, and demobilization of an emergency sheltering can be found in the City of Bellevue's Shelter Management Plan. This plan includes procedures and guidance for all phases of operating an emergency shelter, including the following:

- Planning and Readiness – Steps to be taken to ensure the city is prepared to activate a shelter (i.e., plan development, staff/volunteer training, facility preparations, etc.)
- Activating Shelter Operations – Guidance and thresholds for activating an emergency shelter
- Planning for Shelter Operations – Considerations for opening an emergency shelter (i.e., site selection, facility inspections, etc.)
- Opening the Shelter – Procedures for intaking shelter residents, setting up the facility, etc.
- Operating the Shelter – Guidance for running an emergency shelter.
- Demobilizing the Shelter – Steps to be taken to close the shelter and transition to normal operations

It also includes guidance on public health considerations, shelter communications (including communications to/with individuals with limited English proficiency), support for individuals with access and functional needs, procedures for caring for unaccompanied minors, etc.

Procedures specific to Community Points of Distribution (CPODs), Warming/Cooling Centers, Pet Sheltering, etc. are in development and will be found in their respective plans

and SOPs. In general, the authority to activate these mass care services will reside with the City Manager (or designee) and coordination will be facilitated within the Emergency Operations Center through the Parks & Community Services Branch.

Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Identify potential sites for mass care services and take necessary mitigation actions to help ensure they will be suitable sites in an emergency (i.e., installing HVAC, connecting to generator power, retrofitting buildings, etc.) in compliance with the City of Bellevue's Hazard Mitigation Plan (HMP)
- OEM will conduct outreach and community education efforts to promote personal preparedness (including pet preparedness)

Preparedness Activities

- Develop and maintain emergency plans and procedures for the provision of mass care services
- Develop and maintain relationships with regional partners involved in mass care services (i.e., American Red Cross)
- Identify and establish agreements with organizations that may be able to provide facilities for emergency sheltering or other mass care services (i.e., Bellevue School District)
- Ensure city staff and volunteers are prepared to work in city-operated, emergency shelters and by providing ongoing training opportunities
- Purchase and maintain supplies necessary to operate emergency shelters, including those which support individuals with access and/or functional needs.

Response Activities

- Open and operate emergency shelters and other mass care services with a goal of transitioning long-term operations to the American Red Cross as resources become available.
- Coordinate the provision of mass care services with partner agencies or organizations
- Facilitate emergency assistance and temporary housing efforts, as resources allow
- Acquire resources needed to support ongoing mass care services

Recovery Activities

- Demobilize shelters and mass care operations
- Provide mass care services during the transition to long-term recovery
- Return mass care locations and facilities to pre-incident status
- Restock or replace expended mass care supplies
- Coordinate with local organizations and other community resources to help connect both community members and staff with referrals for long-term services

Responsibilities

The sections below outline the responsibilities of the Parks & Community Services Department and supporting agencies.

Lead / Coordinating Agency: Parks & Community Services

The Parks & Community Services Department will coordinate with appropriate city departments and work with the American Red Cross to identify safe areas of the city of Bellevue, inspect potential facilities for building safety, identify safe routes of travel, determine the appropriate number and location of shelters, duration of use, etc. Sheltering needs must be clearly identified and coordinated through the EOC before shelter sites are activated.

- Assist OEM in development of plans for mass care operations and coordinate the utilization of city facilities and park sites for use as mass care sites or shelters and provide staff, as available.
- Stage and maintain equipment and supplies at some potential city-owned shelter sites.
- Assist with training (in coordination with OEM, Human Resources, and the American Red Cross) of staff on their roles and exercise response capabilities.
- Prior to activating, Resource Management staff will provide building inspections of Parks-owned and designated shelters, depending on the nature of the emergency. Coordination of inspection schedules and results should take place with the Parks & Community Services Department through the EOC.
- Coordinate necessary shelter supplies and support logistics with the EOC. Make vehicles, supplies, and personnel available to transport mass care supplies to shelters, emergency meal sites, or service center sites as required.
- Coordinate resources of various volunteer, religious, community, human service groups, and private businesses that can assist with relief efforts.
- When drinking water systems are disrupted and Utilities has set up its emergency drinking water distribution station(s), the Parks & Community Services Department may assist in managing public drinking water distribution with volunteers.

- Work with Bellevue OEM to maintain a list of city-owned public facilities that may serve as shelter, CPOD, or other mass care sites.
- Maintain documentation of costs incurred for response and recovery efforts (including personnel time and equipment) and provide information to the Finance Section in the EOC, the city, local, state, and federal agencies as needed to recover incident response and recovery costs.

Supporting Agency: Office of Emergency Management

The Bellevue Office of Emergency Management will coordinate with county, state, and federal representatives for provision of mass care and emergency assistance services. It will also develop plans/procedures in coordination with the Parks & Community Services Department and provide training to city staff and volunteers related to mass care operations.

Supporting Agency: Human Resources Department

The Bellevue Human Resources Department will:

- Identify city staff available to assist at mass care sites, such as emergency shelters.
- Maintain a list of city staff who are trained and available to assist with mass care sites and facilitate the recall of staff through the EOC when needed.
- In coordination with the Parks & Community Services Branch, establish staffing needs for shelter shifts.
- Manage shelter staff schedules and ensure that staffing is managed in accordance with Collective Bargaining Agreements and the Human Resources Policies and Procedures Manual.
- In coordination with other city departments, provide for emergency sheltering of city staff during emergency activities.
- Coordinate registration of volunteers as emergency workers, as outlined in WAC 118-04-200 – Personal responsibilities....

Supporting Agency: Community Development Department

The Bellevue Development Services department will be responsible for helping to connect displaced residents with important services after an emergency or disaster.

Supporting Agency: Development Services Department

The Bellevue Development Services department will provide building safety inspections of potential city-run shelter sites prior to opening, if requested by the Parks & Community Services Branch.

Supporting Agency: Finance & Asset Management Department

The Bellevue Finance & Asset Management Department will:

- Assist in providing emergency radio communications between temporary shelters and the EOC, in coordination with the Bellevue Communications Support Team (BCS) when applicable.
- Disseminate shelter status and locations to the public through Service First staff, in coordination with the city's PIO and the Parks & Community Services Branch.
- Assist in making vehicles available to transport donated mass care supplies to shelters, emergency meal sites, or other sites when requested.
- Coordinate and provide supplementary shelter site security, as needed and/or requested by Police Department.
- Coordinate processing of private donations and community offers of assistance.

Supporting Agency: Fire Department

The Bellevue Fire Department will provide fire suppression and emergency medical services at emergency shelters and mass care sites.

Supporting Agency: Information Technology Department

The Bellevue Information Technology Department will assist with computer, telephone, and other applicable technological services in emergency shelters and mass care sites, when appropriate.

Supporting Agency: Police Department

The Bellevue Police Department will:

- Establish security, crime prevention, crowd/traffic control at shelters and other mass care sites, as resources allow.
- Assist in providing emergency communication between shelters and the EOC.
- Assist in identifying safe routes to emergency shelters and other mass care sites.

Supporting Agency: Transportation Department

The Bellevue Transportation Department will assist in identifying safe routes of travel for staff working at shelters or other mass care sites, residents, and transport of supplies.

Supporting Agency: Utilities Department

The Bellevue Utilities Department will:

- Coordinate disposal of solid waste from shelters and other mass care sites.
- Assist in crowd control operations with temporary traffic control measures and barricades.
- Assist in providing potable water supplies for distribution and setting up the emergency drinking water distribution station(s) when needed. Monitor drinking water quality in compliance with public health regulations.

Supporting Agency: Office of Housing – City Manager's Office

The Office of Housing will assist with supporting residents who need long-term assistance upon shelter demobilization.

Supporting Agency: All City Departments

All City of Bellevue departments will provide staff to assist with emergency shelter operations and other mass care sites. Departments are responsible for identifying at least five percent of their staff to be trained and potentially available for shelter operations. Each department will require staff to complete regular training so they are prepared to assume their responsibilities.

Supporting Agency: American Red Cross

The American Red Cross will:

- Act as the primary support agency for emergency shelter operations and mass care service delivery, when resources permit. This is a coordinated effort with the City of Bellevue and the King County Regional Communications and Emergency Coordination Center.
- Provide food, clothing, temporary housing, mobile canteen service, medical services, mental health services, and other necessities to community members impacted by disasters, as resources allow.

- Deploy licensed or certified health and mental health professionals who are trained to address disaster caused or exacerbated needs, as resources allow. This can include first aid, assessments, crisis intervention, and replacement of medications or medical supplies. Red Cross Disaster Health and Mental Health Teams meet these needs through bulk distribution, financial assistance advocacy, or referrals to community partners.

Supporting Agency: Bellevue School District

The Bellevue School District will:

- By agreement with the American Red Cross, provide school facilities for shelter and other mass care services (when available).
- Serve as locations for Community Points of Distribution (CPODs), when available.
- Provide facilities, vehicles, and/or equipment per the current Memorandum of Understanding with the City of Bellevue.

Supporting Agency: Regional Animal Services of King County

The Regional Animal Services of King County will:

- Coordinate sheltering evacuee animals in close proximity to mass care shelters.
- Provide assistance in finding shelter and services for owners of pets and other animals.
- Coordinate reunification of pets with owners.
- Provide staff and facilities to handle stray or injured pets.
- Assist in placing stray or injured pets and animals with local veterinarians or kennels.

Supporting Agency: Bellevue Communications Support (BCS) Team

BCS will help to establish and maintain communication channels (including emergency radio communications) between the EOC and emergency shelters / other mass care sites, as resources allow.

Resource Requirements

Logistical Support

Primary and support departments will provide the required personnel, facilities, and equipment needed to support activities to the best of their abilities. Facilities and

equipment for mass care operations may also be provided by non-governmental organizations, religious organizations, or community-based organizations.

The city of Bellevue has staged critical, non-perishable resources at potential pre-identified shelter sites around the city. This includes resources such as cots, blankets, basic medical supplies, signage, feeding supplies, etc. Bellevue has purchased supplies intended to help accommodate individuals with access and functional needs at city-run shelters, to help ensure shelters and other mass care sites are accessible to the whole community. Additionally, all pre-developed shelter signage and communications has been pre-translated into Bellevue's top languages (per RCW 38.52.070).

In the event emergency shelters or other mass care sites are needed, there may be logistical challenges redistributing supplies to the emergency sites (depending on impacts to transportation infrastructure). Additional equipment and perishable supplies will need to be ordered through the Emergency Operations Center (EOC). Emergency shelters will need support from trained, professional services, such as mental health professionals, veterinary care, translation services, etc. and will need to order supplies to support pet shelter operations.

Local, regional, state, and national resources may be required. These resources will be requested through the Emergency Operations Center (EOC) using the established logistics process.

Administration

The Bellevue Parks & Community Services Department and supporting agencies will use the national Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- American Red Cross – Shelter Operations Handbook
- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue – EOC Manual
- City of Bellevue – Hazard Mitigation Plan (HMP)
- City of Bellevue Shelter Management Plan
  - o City of Bellevue Pet Sheltering Annex

- City of Bellevue Shelter Activation Checklist
- Memorandum of Understanding with the American Red Cross (ARC)
- Memorandum of Understanding with the Bellevue School District (BSD)
- OEM's Volunteer Guidebook
- National Incident Management System (NIMS)
- National Response Framework (NRF)

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
ARC	American Red Cross
ASPCA	American Society for the Prevention of Cruelty to Animals
BCS	Bellevue Communications Support
BSD	Bellevue School District
CARES	Community Advocates for Referral and Education Services
CCAT	Crisis Community Assistance Team
CEMP	Comprehensive Emergency Management Plan
CPOD	Community Points of Distribution
EEI	Essential Elements of Information
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HMP	Hazard Mitigation Plan
HVAC	Heating, Ventilation, and Air Conditioning
ICS	Incident Command System
NGO	Non-governmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
PCS	Parks & Community Services
PETS	Pets Evacuation and Transportation Standards
PIO	Public Information Officer
RCECC	Regional Communications & Emergency Coordination Center
RCW	Revised Code of Washington
SMP	Shelter Management Plan

Appendices & Attachments

N/A

Emergency Support Function # 7: Logistics Management and Resource Support
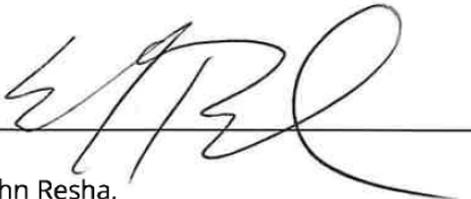
John Resha,
Finance & Asset Management Director

25 Nov 25

Date
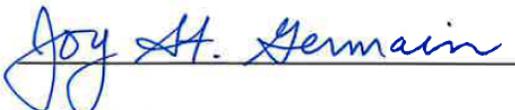
Joy St. Germain,
Human Resources Director

11 - 25 - 2025

Date

Carl Lunak, Emergency Manager

11 - 26 - 2025

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF #7: Logistics Management & Resource Support

Lead / Coordinating Agency	Support Agencies
Finance & Asset Management (FAM) Department	Community Development Department
Human Resources Department	Transportation Department
	Police Department
	All Departments

Introduction

Purpose

Emergency Support Function (ESF) #7 establishes direction to the Finance & Asset Management Department, Human Resources Department, and supporting agencies for the coordination of fulfillment of requests for goods, services, and personnel resources for an incident.

Scope

This ESF addresses the City of Bellevue's policy and procedural guidance for response and recovery efforts involving logistics within Bellevue. Specifically, it provides guidance for the six operational areas below:

Finance & Asset Management (FAM) Department:

- Resource Management and Procurement
- Financial Tracking and Reimbursement
- Mutual Aid
- Donations Management

Human Resources (HR) Department:

- Personnel Administration
- Volunteer Management and the Emergency Worker Program

While each department has their own areas of responsibility, they do collaborate and work together closely to help facilitate an efficient and effective citywide emergency response.

Policies

There are a wide variety of resources and supplies that may be required during emergency response and recovery efforts. For the purposes of this ESF, references to resources will include personnel (staff and volunteers), teams, facilities, equipment, and supplies. The City of Bellevue will utilize the resource request process outlined in the Base Plan of the City of Bellevue's Comprehensive Emergency Management Plan (CEMP) for the procurement and management of resources. Within the City of Bellevue, departments are encouraged to utilize their own resources or mutual aid agreements prior to requesting outside resources. However, it is not necessary to wait to make a request for outside resources until resources are completely exhausted. Staff may need to anticipate resource needs and submit requests in advance due to the potentially extended timeline for ordering and receiving resources during an emergency situation.

The Mayor (or their successor) may proclaim special emergency orders under Bellevue City Code (BCC) 9.22 – Mayor's Emergency Powers, which could affect the procurement and utilization of emergency resources. Language modifying the competitive process requirement is included in the template Emergency Proclamation and can be removed or modified if needed. BCC 4.28 – Procurement provides guidance on financial limitations and authorities regarding emergency procurement and resource management.

Departments will maintain control over their resources and staff, unless they are formally reassigned due to the emergency situation. Though there are a couple of notable exceptions, many of the Collective Bargaining Agreements (CBAs) provide the city with broad rights to take any interim action necessary during an emergency. The CBAs also have some operations issues that might be implicated depending upon the emergency.   In an emergency, the HR Director and the Labor Relations Team in HR should immediately be contacted so they can communicate with the union leadership and coordinate and provide guidance for the EOB.

Volunteers (affiliated and non-affiliated) may be used to perform essential functions in the event of an emergency or disaster. Volunteers will be registered as "Emergency Workers" per Washington Administrative Code (WAC) 118-04 – Emergency Worker Program. Human Resources & Office of Emergency Management (OEM) staff will manage the registration process and requirements. Facility access and badging may be provided in accordance with the Finance & Asset Management Department's guidance and procedures outlined in the FAM Security Badge Handbook, which includes expedited processes for emergency contractors/workers.

Depending on the nature and scope of the emergency, the City of Bellevue may choose to accept donations (monetary and/or physical goods). In this event, donations will be accepted in accordance with the City of Bellevue's Donation Policies & Procedures.

The following internal city policies, plans, and procedures will help to guide and inform this work:

- [BCC 4.28 – Procurement](#)
- [BCC 9.22 – Mayor's Emergency Powers](#)
- City of Bellevue Donation Policies & Procedures
- City of Bellevue Procurement Guide – A Policy & Procedure Manual
- City of Bellevue – Emergency Proclamation ProCard Policies & SOPs
- City of Bellevue – OEM Volunteer Guidebook
- City of Bellevue – Shelter Management Plan
- Finance & Asset Management – Security Badge Handbook

The following local and state policies are also relevant to this ESF:

- [Revised Code of Washington (RCW) 35.21.100 – Donations – Authority to accept and use](#)
- [38.52.070 – Local organizations…](#)
- [RCW 38.56 – Intrastate Mutual Aid System](#)
- [RCW 39.04 – Public Works](#)
- [Code of Federal Regulations 44 CFR 13.36 – Procurement](#)
- [WAC 118-04 – Emergency Worker Program](#)
- [Fair Labor Standards Act](#)

Activities within ESF #7 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for ESF #7 will be coordinated by the Finance & Asset Management Department and Human Resources Department. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services. Detailed information about Bellevue's hazards can be

found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue's Hazard Mitigation Plan (HMP).

Emergencies and disasters can have a long-lasting impact on the transportation and availability of resources, depending on the nature and scope of the disaster. Specialized equipment and resources may be required to save lives and protect property during response operations. Having processes in place for the efficient identification, procurement, and management of resources is vital to expediting response and recovery efforts.

Many of the hazards identified in the HMP may damage or limit the existing resources that are necessary to maintain the City of Bellevue's services. Some hazards such as earthquakes, landslides, or severe weather may significantly impact transportation infrastructure, which could have cascading impacts on supply chains and the transportation/availability of resources within the city. Vendor operations may be similarly affected, which could impact access to supplies and personnel that have traditionally been contracted out during emergency response and recovery efforts.

Additionally, these hazards and emergency conditions may limit the ability for personnel to respond. Many city staff live outside Bellevue's boundaries and may experience challenges commuting to and from work in the event that infrastructure is disrupted. An emergency or disaster situation may also limit Bellevue's ability to request regional assets (such as specialized teams), which may limit response and recovery capabilities.

Planning Assumptions

During an emergency, the logistics systems may sustain damage or be impacted, resulting in disruption or shutdown of portions of the system. Certain conditions beyond the City of Bellevue's control may impact its ability to implement response plans and procedures.

Some of the planning assumptions relevant to this ESF are included below:

- The city may have insufficient resources (personnel, facilities, supplies, etc.) to meet the needs of an emergency or disaster.
- The city cannot maintain sufficient quantities of emergency supplies or other expendable resources (i.e., potable water, food, construction material, etc.) to meet all disaster needs.
- Resources may have to be requested from neighboring jurisdictions and private vendors to fill capability gaps.
- Resources may be scarce after an emergency or disaster, which can potentially result in competition for resources amongst local governments and other responding agencies.

- Depending on the nature of the emergency, supply chains may be disrupted and transportation infrastructure may be damaged. This may delay the procurement and delivery of critical resources.
- The city will adhere to regular procurement policies whenever possible. However, policies may need to be suspended or altered by an emergency proclamation to expedite procurement of vital resources.
- Traditional payment methods (i.e., credit cards, ProCards, etc.) may or may not be available. The city should identify alternate or redundant payment processes that can be used in emergency situations.
- In the event the city does not have sufficient resources, they may submit requests to King County OEM, Washington Emergency Management Division, and/or the Federal Emergency Management Agency (FEMA) to attempt to procure the necessary resources.
- Acquisition of resources (including personnel) is dependent on availability and may not be available even after a regional search.
- Funds for critical resources may be limited after an emergency or disaster.
- Existing agreements and contracts (including those with the state and other agencies) may be leveraged to help procure resources in an emergency.
- The city may experience an influx of volunteers and/or donations after an emergency or disaster.

Concept of Operations

General

To the maximum extent possible, the continued operation of a free-market economy using existing distribution systems will be utilized. Mandatory controls on the allocation, utilization, or conservation of resources can be used when necessary for the continued protection of public health, safety, and welfare. Whenever possible, voluntary controls are preferred.

The City Manager (or designee) has overall decision-making authority over resource management for the city. Departments retain control of their assets and directors have the authority to make decisions regarding the allocation of resources if there are limitations. If citywide resource prioritization is necessary, the City Manager (in consultation with the Emergency Operations Board) will inform departments of priorities and resource allocations.

If possible, city departments will first use normal procedures for their day-to-day or mutual aid resources prior to requesting outside assistance for personnel, equipment, facilities, and/or supplies. The Finance & Asset Management Department, in consultation with the Emergency Operations Board (EOB), will provide policy guidance on financial limits and

regulations that may be relevant to emergency procurement. The Human Resource Department, in consultation with the EOB, will provide policy guidance on emergency staffing assignments, temporary reclassifications, or the management of emergency workers.

If normal procedures are overwhelmed or insufficient, the Mayor (or designee) may issue an Emergency Proclamation. The terms of an Emergency Proclamation may adjust purchasing thresholds, suspend specific procurement policies and/or take other steps to expedite the acquisition of critical resources. Normal procurement policies apply unless specifically stated in the proclamation.

In an emergency or disaster, individual departments may activate their Department Coordination Centers (DCCs) to manage the dispatch and procurement of the department's resources. The activated DCCs will work with the Emergency Operations Center (EOC), if activated, to ensure priorities are aligned. Departments should establish clear policies and procedures for their DCCs' procurement processes.

The City of Bellevue has clearly defined procedures and policies for resource ordering and management in the EOC. These are outlined in the Base Plan of the CEMP, the EOC Manual, and Logistics-Finance Section Guidebook. The Logistics-Finance Section in the EOC is responsible for the ordering and tracking of resources in an emergency. Resource needs may be filled by neighboring jurisdictions, private vendors, or through King County's RCECC or the Washington State Emergency Management Division's (EMD) EOC. The flow of resource management is represented in the chart below:

Bellevue ▶ **RCECC** ▶ **WA EMD** ▶ **FEMA**

Figure 9: Resource Management Flow (local to federal)

Organization

The city will strive to commit all resources necessary to protect lives and property and to relieve suffering and hardship after an emergency or disaster. The city will make requests for outside assistance to upper levels of government and to neighboring jurisdictions should the emergency be of such magnitude that all local resources are committed or expended.

Daily management of resources occurs at the department level. If an emergency does not escalate to the point that an Emergency Operations Center (EOC) activation is required, the

Office of Emergency Management (OEM) may assist departments with identifying and procuring resources needed for response and recovery efforts. The Human Resources Department is responsible for the management of personnel (staff and volunteers) and the FAM Department is responsible for the management of equipment, facilities, supplies, and other services.

During larger scale emergencies or disasters, the EOC may be activated to help facilitate the identification and procurement of emergency resources. The Logistics-Finance Section in the EOC is responsible for identifying, obtaining/procuring, assigning and tracking emergency resources. Additionally, the Logistics-Finance Section is responsible for tracking and documenting expenditures related to the emergency. This section is traditionally staffed with personnel from the Facilities & Asset Management Department and Human Resources Department, although other staff with procurement or personnel management experience may be trained in these roles as well.
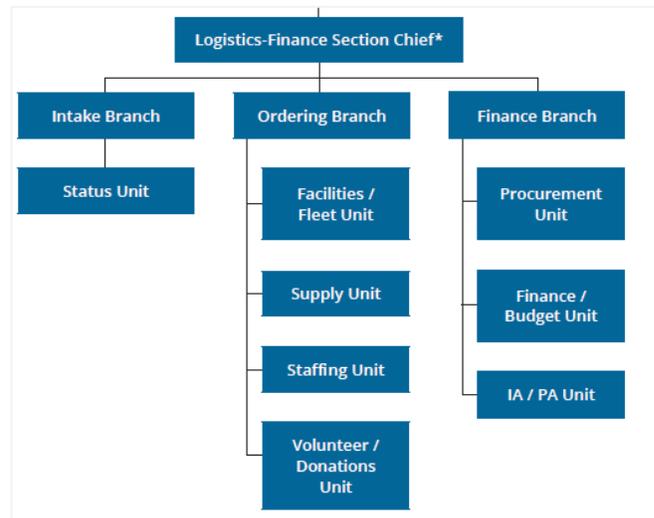
Figure 10: Logistics-Finance Section Organizational Chart

There are three branches within the Logistics-Finance Section. The Intake Branch (including the Status Unit) is responsible for processing resource requests from various sources (i.e., phone, email, radio, WebEOC, etc.) and providing status updates to requestors.

The Ordering Branch (consisting of the Facilities / Fleet Unit, Supply Unit, Staffing Unit, and Volunteer / Donations Unit) is responsible for facilitating the fulfillment of resource requests for equipment, supplies, facilities, and personnel. They will attempt to fill requests with existing city resources, city contracts/mutual aid agreements, and/or resources from other jurisdictions. The Volunteer / Donations Unit may be activated if additional support is required to manage volunteers and/or donations after an emergency or disaster.

Finally, the Finance Branch (consisting of the Procurement Unit, Finance / Budget Unit, and Individual Assistance (IA) / Public Assistance (PA) Unit) is responsible for projecting, monitoring, and documenting financial aspects of the incident and procuring necessary resources from external vendors. This may include payment for resources, timekeeping, incident injury or claims loss, and preparation of FEMA reimbursement forms and supporting documentation.

In the event resources are unavailable within the city, the King County Regional Communications and Emergency Coordination Center (RCECC), Washington State's EOC, and FEMA may all assist in procuring critical resources.

Community Lifelines & Core Capabilities

Figure 11: ESF #7

This visual shows how ESF #7: Logistics provides the operational framework (Means) for Human Resources and Finance & Asset Management to source, contract, and distribute personnel, supplies, and services for the city's response and recovery efforts. The Core Capabilities, such as *Logistics & Supply Chain Management* and *Operational Coordination*, are the essential competencies (Ways) that enable timely procurement, staging, and movement of commodities (generators, cots, supplies), along with accurate cost tracking and vendor management. Together, these efforts support *the Food, Hydration & Shelter* Community Lifeline (Ends) by keeping supply lines open and ensuring life-sustaining goods reach shelters, community points of distribution (CPODs), and response teams. Additionally, supplies procured through this ESF support the "ends" of all other core capabilities and community lifelines identified throughout this CEMP.

Essential Elements of Information

For ESF #7, Essential Elements of Information (EEIs) focus on supply-chain, procurement, personnel administration, donations, and financial tracking so Bellevue can source, stage, and sustain response operations. In Bellevue, ESF #7 EEIs should include critical inventories and burn rates, staging and warehouse capacity, vendor activation, and procurement and documentation status for reimbursement. These key pieces of information enable the City of Bellevue to effectively support response and recovery efforts. Some EEIs for this ESF include, but are not limited to:

- Inventory & burn rate of critical commodities (fuel, water, medical supplies, PPE)

- Vendor/contractor activation status and estimated time of arrival (vendors committed to emergency use contracts; expected delivery times)
- Staging/warehouse capacity and distribution center operability (locations available; capacity remaining)
- Outstanding procurement requests and documentation status (Purchase Orders (POs), purchase authorizations, funding source identified)
- Personnel and volunteer staff availability

These EEIs may be used to guide the city's collection and reporting of critical information to the EOC, so a common operating picture can be developed that drives prioritization, resource allocation, and timely procurement and reimbursement decisions.

Procedures

An overview of procedures involved in the execution of this ESF are outlined below. More details can be found in the City of Bellevue's EOC Manual and Logistics-Finance Section Guidebook.

Resource Management and Procurement

If departments are able to locate necessary resources during an emergency, they are responsible for tracking those resources using department-specific tracking procedures, in accordance with the guidance outlined in the CEMP Base Plan. Purchases should be tracked using the incident-specific General Ledger (GL) code established at the outset of the incident. If departments need emergency resources and are not able to source them internally, they will need to submit a request to OEM or the EOC. An overview of this process is outlined below:

1. Department identifies a resource need that cannot be filled within the department.
2. Resource is submitted to OEM/the EOC.
   a. This can be done via WebEOC, ICS 213RR form, email, phone, and radio depending on the capabilities available.
3. The Intake Branch processes the request (makes sure it is complete, has been authorized by department personnel, addresses outstanding questions, etc.)
4. The request is assigned to the appropriate unit within the Ordering Unit to obtain the resource.
5. The Finance Unit will order resources from vendors (if it cannot be sourced internally), make payments, and track expenses via WebEOC or another designated tracking system.

Once the resource has been ordered, staff in the Status Unit will coordinate delivery details and other information with the requester. Ideally, the Incident Command will establish a

staging area where resources can be delivered. Regardless, Logistics-Finance Section staff will work with the entity filling the request (neighboring jurisdiction, vendor, etc.) to coordinate delivery details and the transportation of supplies. If transportation infrastructure is impacted, personnel may reach out to staff in the Transportation Branch of the Operations Section to strategize the best way to get supplies and resources to the intended destination.

If there are decisions that have to be made regarding the allocation of limited resources, Logistics-Finance Section staff will notify the Logistics-Finance Section Chief. The Section Chief will then request guidance from the City Manager and Emergency Operations Board (EOB) through the EOC Manager.

FEMA has a Resource Typing Library Tool, which is an online catalog that provides national resource typing definitions, position qualifications and skillsets. It is designed to assist emergency management by categorizing resources effectively, which is especially useful when sharing resources with other jurisdictions and entities. The City of Bellevue currently does not type its resources, however the city does have several resource management platforms (i.e., Operative IQ, Maximo, etc.) that helps the Logistics-Finance Section in the EOC to facilitate resource tracking and sharing.

Resources and personnel that are loaned by other departments, neighboring jurisdictions, etc. can be recalled by their organization, if needed. When resources are no longer needed, they will be released and demobilized by the requesting department or personnel. The return and demobilization of resources will be coordinated with the Ordering Branch within the EOC to ensure it is tracked accordingly.

Financial Tracking and Reimbursement

Staff will do their best to be fiscally responsible and find the most cost-effective solution, however options may be limited based on conditions created by the emergency or disaster. They should consult with the Logistics-Finance Section Chief and/or EOC Manager for guidance when necessary. Budgetary thresholds and guidance will be set based on the incident and relayed to the Logistics-Finance Section staff via the EOC Manager. The EOC Manager may have to require larger purchases / contracts depending on these thresholds.

When possible, Logistics-Finance Section staff will purchase equipment and supplies with the designated EOC ProCard to make expense tracking easier. The limit for this ProCard may be increased by designated personnel in FAM following an emergency or disaster. Purchase orders and other payment methods may be used if ProCards cannot be used. General guidance can be found in the City of Bellevue's Emergency Proclamation ProCard Policies & SOPs. FAM will provide additional guidance on alternate purchasing / procurement methods, as needed.

To help facilitate tracking of emergency expenses, FAM will assign a GL code that will be shared with the EOC and all department personnel responsible for purchasing to help track emergency expenses and make it easier to process reimbursement paperwork. This GL code should be added to all resource requests and financial tracking documents. The Finance Branch will be responsible for organizing receipts, reconciling purchases, assigning appropriate codes, and tracking material and personnel resources, time, and costs (as needed).

Hard copies of receipts, ICS 213RRs, or other paper documentation should be scanned and saved in the designated folder on the EOC SharePoint site with all the other electronic receipts. This documentation will be used for ProCard reconciliation, reimbursement, and budgetary reports as needed.

In the event that a federal disaster declaration is issued, the City of Bellevue may be eligible for reimbursement of funds expended during the disaster. All organizations requesting Federal reimbursement for disaster-related costs must carefully document personnel activities (names, work performed, location of work, date/time of work, completion date, release date, etc.) and keep receipts for all expenses. They must also maintain records of all expended resources (such as equipment, materials, and personnel hours) and resources borrowed from participating agencies. All staff are responsible for assisting with the tracking and collection of documentation. The Finance Branch in the Logistics-Finance Section is responsible for facilitating this for the EOC.

FAM will designate a staff member to serve as Applicant Agent, who will be responsible for gathering the necessary documentation and submitting the application on behalf of the city (with support from Bellevue's Office of Emergency Management). More details for this process can be found in the "Logistics & Resource Management" section of the CEMP Base Plan.

Mutual Aid

In the event of an emergency or disaster, individual departments may manage and activate their mutual agreements according to the terms of the agreement. If regional requests for mutual aid are necessary, Bellevue's Office of Emergency Management will reach out to King County OEM via phone, email, or WebEOC to submit the appropriate 213RR request. The King County Regional Coordination Framework (RCF) provides guidance for the facilitation of mutual aid assistance within King County.

If assistance is unavailable within King County, then a request can be submitted via WebEOC to Washington State's Emergency Management Division (WA EMD). The WAMAS provides the pathway for in-state mutual aid assistance among member jurisdictions, including procedures for providing projected costs and description of reimbursement procedures. If the resource still cannot be acquired, then the request will be forwarded to

FEMA so the Emergency Management Assistance Compact (EMAC) can be leveraged for inter-state assistance.

Donations Management

Donations Management takes place within the Volunteer / Donations Unit of the Logistics-Finance Section. Donations will be accepted in compliance with the policies and procedures outlined in the City of Bellevue's Donations Policies and Procedures guidance. In general, the City of Bellevue prefers not to accept non-monetary donations in an emergency or disaster and will instead partner with local relief agencies (i.e., American Red Cross) that have the capabilities necessary to process and distribute donations to community members that have been affected by the emergency or disaster.

However, the City Manager and EOB may opt to accept non-monetary donations if additional resources are needed. In this event, the Logistics-Finance Section will work with the Public Information Officer to share information about drop off points, guidance for donated goods, and other logistical information. If donation management exceeds the capacity of the city and/or local organizations, additional support may be requested from King County's Office of Emergency Management (KCOEM) and/or WA EMD.

Personnel Administration

It is the policy of the City of Bellevue that departments utilize their personnel to the maximum extent possible, including use of personnel not previously assigned to emergency responsibilities. The Human Resources Department is the lead agency for essential human resource activities in the city, and as such, may assist other departments in identifying and assigning employees to assist in emergency response and recovery. It may be necessary to hire temporary employees to meet staffing requirements. Additional personnel resources may be obtained through existing mutual aid agreements with schools, colleges, private businesses, and labor organizations. Requests for additional assistance should be coordinated through the EOC. Since non-essential activities may be cancelled during an emergency, city employees may be required to work either overtime and/or "out of class". In this case, they will be compensated in accordance with existing rules and bargaining unit agreements. Requirements of the Fair Labor Standards Act (FLSA) will apply.

The Staffing Unit (in consultation with the Human Resources Department) is responsible for facilitating emergency staffing assignments. While individual departments will manage their respective staff, certain emergency situations may necessitate that some staff are temporarily reassigned to meet operational needs. The Staffing Unit will work with HR to ensure that union contracts, labor laws, and other guidance from the Human Resources Policies & Procedures Manual are addressed.

The Staffing Unit is also responsible for facilitating the recall of staff to fill emergency roles. Specific staff within the city have been assigned emergency roles and received training so they are prepared in the event of an emergency or disaster. Examples of these roles may include, but are not limited to, staffing the Emergency Operations Center, staffing an emergency shelter, staffing a Community Point of Distribution, etc. Human Resources will provide the Staffing Unit with a list of personnel trained for those roles so the Staffing Unit can make sure adequate staffing is provided.

All City of Bellevue staff should already be badged in accordance with FAM's Credentialing Policy. Adjustments can be made with FAM's Badging Team if required.

Volunteer Management & Emergency Worker Program

OEM works with a cadre of affiliated volunteers who have already been trained, undergone background checks, registered as emergency workers, and been credentialed in accordance with the procedures outlined in the OEM Volunteer Guidebook. These volunteers may be called upon to assist with EOC response, emergency communications, shelter operations, distribution at CPOD locations, or other emergency activities at the direction of the EOC Manager.

In the event of an emergency or disaster it is possible that community members and other organizations may also wish to volunteer to support response and recovery efforts. In general, the City of Bellevue will attempt to direct spontaneous volunteers to local relief organizations that have the experience and capacity to work with spontaneous volunteers.

However, if additional assistance is required the City of Bellevue may need to manage spontaneous volunteers. Any volunteer conducting incident-related volunteer activities on behalf of the City of Bellevue must be registered as a Washington State Emergency Worker. Depending on the nature of their volunteer work and available resources, background checks for volunteers may also be required. The Human Resources Department will be responsible for receiving and processing volunteer applications. They will then work with the Staffing Unit in the EOC to determine the appropriate emergency assignment, if available.

The city will strive to provide volunteers with the necessary supplies and equipment needed, including personal protective equipment when needed, to help safely complete their assignment. Volunteers will sign in and out of their assignment on the State of Washington Emergency Worker Daily Activity Report form (EMD-078) or City of Bellevue equivalent, if available. Volunteers will be assigned to report to a city staff member, who will be responsible for directing their work and making sure their time is tracked and reported appropriately.

Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Maintain city vendor lists and contact information for potential emergency vendors.
- Develop and maintain agreements with local vendors and organizations for typical emergency supplies.
- Maintain redundant procurement and payment systems to facilitate purchasing if technology is unavailable.

Preparedness Activities

- Develop plans, policies, and procedures related to the functions of this ESF.
- Train staff and volunteers on the plans, policies, and procedures related to this ESF.
- Maintain inventories of resources (equipment, personnel, supplies, facilities, etc.) that may be needed in an emergency or disaster.
- Develop and update documentation that can be used to track emergency resources and expenditures (i.e., ICS forms, tracking spreadsheets, etc.)
- Type resources, when necessary for sharing regional assets.

Response Activities

- Identify resource needs and process resource requests.
- Work with Operations Section staff and other field personnel to anticipate potential resource needs.
- Submit requests for resources and mutual aid through King County OEM, WA EMD, and FEMA.
- Coordinate with ESF #6 & ESF #11 for the establishment and operation of a Community Point of Distribution.
- Manage donations and spontaneous volunteers that respond to the emergency or disaster.
- Register spontaneous volunteers as emergency workers, as needed.
- Recall staff and fill emergency assignments (i.e., shelter operations, CPODs, etc.).
- Track and document expenditures related to the emergency or disaster.
- Provide logistical support for Incident Command and other incident personnel.
- Provide budget reports and forecasting, as requested.

Recovery Activities

- Facilitate the demobilization of equipment, supplies, facilities, and personnel.
- Inventory emergency supplies and restock as needed.

- Complete documentation required for all volunteer emergency workers.
- Coordinate the collection of materials and application process for federal reimbursement.

Responsibilities

The sections below outline the responsibilities of the Finance & Asset Management Department, Human Resources Department, and supporting agencies.

Lead / Coordinating Agency: Finance & Asset Management Department

The Finance & Asset Management Department will:

- Develop and maintain plans and procedures relevant to emergency response and recovery for activities identified in this ESF, in coordination with Bellevue OEM.
- Develop a process for the completion and tracking of invoices (for gas, equipment, etc.) of staff and volunteers that can be submitted to King County's RCECC, Washington State EOC, FEMA, and/or any other agencies required.
- Coordinate the allocation, utilization, and/or conservation of resources.
- Assess the impact of the emergency on available resources and identify, repair, maintain and replenish, as needed.
- Provide for the procurement of contractors' services, materials, supplies, equipment, and food, when necessary.
- Estimate the cost of providing resources in an emergency, record purchases, and track expenditures.
- Act as the Applicant Agent for the City of Bellevue when applying for reimbursement following an emergency.
- Coordinate the collection and submission of response and recovery costs following an emergency, with Bellevue OEM.
- Assist HR in badging temporary staff and/or volunteers assisting with emergency services.
- Coordinate the receipt, storage and distribution of donated funds and goods in coordination with the EOC.
- Maintain documentation of costs incurred for response and recovery efforts (including personnel time and equipment) and provide information to the Finance Section in the EOC, the city, local, state, and federal agencies as needed to recover incident response and recovery costs.

Members of the Finance & Asset Management Department may support EOC activations by staffing positions in the Logistics-Finance Section. The Logistics-Finance Section will be responsible for inventories, allocation, utilization, and conservation of resources necessary to respond to and recovery from emergencies or disasters. Since the scope of many

emergencies may overwhelm resources under the control of local government, the Logistics-Finance Section may manage the identification of other resources, either from government or private sector sources. It may become necessary to reallocate how city personnel, equipment, vehicles, materials, and facilities are utilized. Policy guidance for prioritization will be provided by the Emergency Operations Board and/or Director of Emergency Services.

Lead Agency: Human Resources Department

The Human Resources Department will:

- Develop and maintain plans and procedures relevant to emergency response and recovery for activities identified in this ESF.
- Provide regular training to staff on their emergency response roles and exercise to test response capabilities.
- Act as the lead agency for coordinating the hiring of temporary personnel and registration of spontaneous volunteers.
- Coordinate personnel needs and monitor human resources, employee and volunteer safety, and volunteer status.
- Prioritize needs for assistance and assign volunteers appropriately in consultation with the EOC and Incident Commander and in alignment with guidance on prioritization of resources from the EOB/Director of Emergency Services.
- Coordinate assignment of City of Bellevue employees not currently assigned to perform essential functions as necessary, to make best use of employee resources in response and recovery.
- Coordinate sharing resource information, as needed, to employees, the media, and/or the Chief Communications Officer (or Joint Information Center if applicable).
- Maintain documentation of costs incurred for response and recovery efforts (including personnel time and equipment) and provide information to the Finance Section in the EOC, the city, local, state, and federal agencies as needed to recover incident response and recovery costs.

Members of the Human Resources Department may support EOC activations through a variety of positions, primarily in the Logistics-Finance Section (specifically the Staffing Unit). The Logistics-Finance Section personnel will help coordinate assignment of personnel (including volunteers / emergency workers) to support emergency response efforts as is necessary.

Supporting Agency: Community Development Department

The Bellevue Community Development Department will provide support to the EOC in coordinating resources during community-wide recovery from emergencies.

Supporting Agency: Transportation Department

The Bellevue Transportation Department will identify passable routes for transportation of goods during an emergency and/or disaster, to the best of their ability.

Supporting Agency: Police Department

The Bellevue Police Department will provide security and mobile radio communications at distribution centers (i.e., CPOD sites, etc.), given available resources.

Supporting Agency: All City Departments

All Bellevue departments will:

- Inventory personnel, equipment, and supplies, and provide lists as requested by the Logistics-Finance Section in the EOC.
- Help provide regular training to staff on their emergency response roles and exercise response capabilities.
- Coordinate resource use under emergency conditions with the EOC.
- Designate specific department representatives to coordinate specialized resources, when requested.
- Designate and support training of staff who can fill key emergency assignments (i.e., shelter staff, CPOD workers, etc.).
- Identify non-essential vs. essential staff during the Continuity of Operations Plan (COOP) planning process, to help facilitate the reallocation of staff in an emergency.
- Maintain cost records of personnel, contractors, and equipment used during emergency response and recovery and provide information to the Finance & Asset Management Department / OEM as may be required for federal reimbursement processes, to the best of their ability.

Resource Requirements

Logistical Support

The City of Bellevue relies primarily on online inventory systems (i.e., Operative IQ and Maximo) to maintain comprehensive lists of available city-owned resources. These systems are available to the staff in the Emergency Operations Center (specifically those in the Logistics-Finance Section) to help identify capabilities and gaps during an emergency.

Resource gaps and needs may vary significantly based on the nature of the emergency or disaster. Potential resource needs related to this ESF may include, but are not limited to communications equipment and supplies, staff trained in procurement and acquisition processes, transportation capabilities to transport essential resources, and funding for emergency operations.

Administration

The Bellevue Human Resources Department, Finance & Asset Management Department, and supporting agencies will use the national Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue Donation Policies & Procedures
- City of Bellevue – Hazard Mitigation Plan (HMP)
- City of Bellevue Procurement Guide – A Policy & Procedure Manual
- City of Bellevue – Emergency Proclamation ProCard Policies & SOPs
- City of Bellevue – EOC Manual
- City of Bellevue – Logistics-Finance Section Guidebook
- City of Bellevue – OEM Volunteer Guidebook
- City of Bellevue – Shelter Management Plan
- Finance & Asset Management – Security Badge Handbook
- National Incident Management System (NIMS)
- National Response Framework (NRF)

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
BCC	Bellevue City Code
CBA	Collective Bargaining Agreement
CEMP	Comprehensive Emergency Management Plan
COOP	Continuity of Operations Plan

CPOD	Community Points of Distribution
DCC	Department Coordination Center
EEI	Essential Elements of Information
EMD	Emergency Management Division
EOB	Emergency Operations Board
EOC	Emergency Operations Center
ESF	Emergency Support Function
FAM	Finance & Asset Management
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
GL	General Ledger
HMP	Hazard Mitigation Plan
HR	Human Resources
IA	Individual Assistance
ICS	Incident Command System
NIMS	National Incident Management System
NRF	National Response Framework
OEM	Office of Emergency Management
PA	Public Assistance
PO	Purchase Order
RCECC	Regional Communications & Emergency Coordination Center
RCF	Regional Coordination Framework
RCW	Revised Code of Washington
WAC	Washington Administrative Code

Appendices & Attachments

N/A

Emergency Support Function #8: Public Health & Medical Services

DocuSigned by:

458C8C18A44241E...
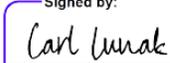
Dave Tait, Fire Chief

11/24/2025 | 11:58 AM PST

Date

Signed by:

Carl Lunak

568B9A522B82496...

Carl Lunak, Emergency Manager

11/19/2025 | 07:10 AM PST

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF #8: Public Health & Medical Services

Lead / Coordinating Agency	Support Agencies
Fire Department	Police Department
	Office of Emergency Management
	Parks & Community Services Department
	Overlake Medical Center
	Tri-Med
	Public Health – Seattle & King County
	King County Medical Examiner's Office

Introduction

Purpose

Emergency Support Function (ESF) # 8 establishes direction to the Bellevue Fire Department and supporting agencies regarding the coordination of public health and medical services during emergencies and/or disasters affecting the City of Bellevue.

Scope

This ESF addresses the delivery and/or coordination of medical services, public health, mental health, and mortuary services within the City of Bellevue and the fire department's service area (including contract cities).

Policies

The Bellevue Fire Department has a series of SOPs that provide guidance on how to execute many of the activities covered in this ESF. These SOPs are covered in detail during training, and fire personnel receive regular updates when changes are made via Power DMS. Additionally, "Redbooks" have been developed for all key positions to provide guidance for the execution of essential duties and facilitate continuity in the event personnel in the key role are unavailable.

The following internal city plans and policies will help to guide and inform this work:

- Bellevue City Code (BCC) 4.50 – Basic Life Support Transfer Fees
- BCC 5.04 – Ambulances
- BCC 23.11 – Fire Code

There are also extensive county and state laws that govern the activities in this ESF. The following local and state policies are also relevant:

- King County Code (KCC) 2.35A – Department of Public Health
- Revised Code of Washington (RCW) 18.39 – Embalmers – Funeral Directors
- RCW 18.71- Physicians
- RCW 18.73 – Emergency Medical Care and Transportation Services
- RCW 43.20 – State Board of Health
- RCW 68.50 – Human Remains
- RCW 68.52 – Public Cemeteries and Morgues
- RCW 70.02 – Medical Records – Health Care Information Access & Disclosure
- Washington Administrative Code (WAC) 118-04 – Emergency Worker Program
- WAC 246-100 – Communicable and Certain Other Diseases
- WAC 246-976 – Emergency Medical Services & Trauma Care Systems

Additionally, the City of Bellevue complies with the Health Insurance Portability and Accountability Act of 1996 (HIPPA) as described in the Bellevue Fire Department's (BFD's) policies to maintain the privacy and confidentiality of medical information.

Activities within ESF #8 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for this ESF will be coordinated by the Bellevue Fire Department. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services, including public health, medical services, mental health services, and mortuary services. Any hazard may have potential impacts, including (but not limited to) illness, injury, death, exposure to environmental hazards, mental health trauma, or disruption to the healthcare infrastructure and system. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue's Hazard Mitigation Plan (HMP).

There are currently two major medical facilities within the City of Bellevue: Overlake Medical Center and Kaiser Permanente Bellevue Medical Center. Overlake Medical Center is the Eastside's first Level III Trauma Center, offering comprehensive care for nearly all injury types. For more specialized or critical adult and pediatric care, patients may be transported to Harborview Medical Center in Seattle, which is the state's only Level I adult and pediatric trauma center. Having such high-quality medical resources in close proximity will be beneficial in the event of an emergency or disaster. The City of Bellevue works closely with these facilities for all phases of emergency management, and regularly plans, trains, and exercises response procedures.

In addition to these medical facilities, Bellevue also has a significant number of smaller medical facilities and senior & assisted living facilities. The residents of these facilities may have mobility or other medical issues that have the potential to result in higher demand for medical services and resources during an emergency or disaster. More detailed information about Bellevue's demographics can be found in the "Situation Overview" section of the CEMP Base Plan.

To address some of these concerns, response operations must consider the needs of populations who may be relatively more vulnerable in an emergency or disaster. This may include, but is not limited to, the following:

- Children (requiring pediatric care)
- Individuals who may be medically dependent / compromised
- Individuals who may be physically or developmentally disabled
- Individuals who may have limited English proficiency
- Individuals who may require palliative care
- Individuals who require behavioral health services

The population size and complexity presents a unique challenge in coordinating medical and mental health care following an emergency or disaster. The Bellevue Fire Department normally has very quick response times for routine calls, with an average response time of 6.416 minutes for all BLS and ALS units (from dispatch to arrival on scene). Bellevue also has a cardiac arrest survival rate of 53.5% utilizing the Utstein criteria. However, during an emergency the secondary impacts from a disaster such as infrastructure failure (i.e., damage to roads or water systems), disruption to technology systems required for medical/mental health care, hazardous materials release, etc. and the sheer volume of community members needing assistance could significantly delay response capabilities.

Planning Assumptions

During an emergency, the healthcare system may sustain damage or be impacted, resulting in disruption or shutdown of portions of the system. Certain conditions beyond

the City of Bellevue's control may impact its ability to implement response plans and procedures.

Some of the planning assumptions relevant to this ESF are included below:

- Emergency response and recovery activities that rely on the use of communications systems may be impacted and be difficult to coordinate.
- Disruption or damage to one system or part of healthcare infrastructure may cause disruption or damage to another system due to the interrelated nature and dependency of the systems.
- The demand for public health and related services will increase after an emergency or disaster.
- Regional resources may be insufficient to triage, treat, and/or transport patients to necessary medical facilities.
- The demand for mental health services will likely increase after a disaster, as impacted community members and first responders seek mental health counseling.
- CARES' caseload after an emergency or disaster may exceed staff capabilities due to a potential significant increase in residents requiring disaster or behavioral health resources.
- Medical professionals may have difficulty reporting to work after an emergency or disaster due to cascading effects from the disaster (i.e., impacts to transportation infrastructure).
- Hospitals and other medical facilities may be overwhelmed by patients in need of medical or mental health services after an emergency and/or disaster. Capacity may be reduced in these circumstances.
- Hospitals and other medical facilities may experience structural damage or loss of critical facilities (i.e., water or power), making it difficult or impossible to provide essential services.
- Damage to water utility systems (i.e., sewage, wastewater, and water distribution) may impact patient care and other essential services.
- Delayed or disrupted sanitation services, widespread power loss, etc. has the potential to increase the spread of disease or other illnesses.
- Damage or disruption to transportation infrastructure after an emergency or disaster could adversely impact the transport of patients, delivery of medical resources, and assistance from regional partners.
- In a regional or large-scale emergency or disaster, it is possible that regional medical facilities may experience similar issues.
- Access to prescription medication may be limited by disruption to pharmacies, inventory shortages, negative impacts to the supply chain, and shortage of trained pharmaceutical staff.

Concept of Operations

General

The City of Bellevue coordinates ESF #8 activities related to public health with and under the direction of Public Health – Seattle & King County through the EMS Battalion Chief and/or Health and Medical Area Command (HMAC) if established.

The Bellevue Fire Department will provide support to local hospitals and public health organizations in the coordination and establishment of expanded emergency public health, medical services, mental health services, and mortuary services. Any site designated by the Incident Commander may serve as a command post, staging area, triage, treatment, transportation station, communications center, medical clinic, alternate care facility, temporary morgue or in any other functional capacity appropriate for the situation.

Any alternate care facilities and/or temporary morgues should be in coordination with Public Health - Seattle & King County (PHSKC). In the event of structural failure or inaccessibility to medical clinics and hospitals in an emergency, some city facilities or temporarily established sites may act as a remote emergency clinic until coordination of more permanent facilities can be established. An alternate care facility or morgue may be established in coordination with Public Health – Seattle & King County. PHSKC may provide guidance to city agencies and individuals on basic public health principles involving safe drinking water, food sanitation, personal hygiene, and proper disposal of human waste, garbage, and infectious or hazardous waste.

ESF #8 is complex and encompasses several functions and services that are related to other ESFs identified in Bellevue's CEMP. Some examples include:

- ESF #3 – Public Works and Engineering addresses human waste disposal and management and the provision of potable water.
- ESF #7 – Logistics addresses resource management procedures that would be vital for the acquisition and distribution of medical supplies.
- ESF #11 – Agriculture and Cultural Resources addresses water provision/distribution, food and water safety, and agricultural services
- ESF #2 – Communications and ESF #15 – External Affairs address the processes for communicating emergency alerts, including those issued for public health messaging and public health media alerts.

Organization

Public Health – Seattle & King County is the lead agency for public health services within the county, including the City of Bellevue. They take the lead for related activities such as vector control services, mass casualty / fatality management, etc. The King County Medical Examiner has jurisdiction over disaster related fatalities. First responders, cities, and other partners will work collaboratively to manage disaster related fatalities based on guidance provided by Public Health, including coordinating releases of public information. Public Health will activate the health and medical Joint Information System (JIS) as needed to coordinate the content and timing for release of accurate and consistent health and medical information to the public, media, and community response partners. The JIS will connect public information officers in Public Health with counterparts in ESF #8 primary and support agencies, local EOCs and the Washington Department of Health.

Medic One is a regional public service that provides high-quality emergency medical services throughout King County. The system consists of regional fire departments, dispatch centers, paramedic providers, and local hospitals and are coordinated by the King County EMS Division. It utilizes a two-tiered system where local Fire Department Emergency Medical Technicians (EMTs) provide basic life support (BLS) and dedicated paramedic units provide advanced life support (ALS) when responding to 9-1-1 calls.

The Bellevue Fire Department provides prehospital BLS and ALS services in the City of Bellevue and contract cities (Beaux Arts, Clyde Hill, Hunts Point, Medina, Newcastle, and Yarrow Point). ALS service is also provided from Mercer Island to Snoqualmie Pass. Overall supervision of on-duty resources is provided by the Battalion Chiefs assigned to Battalion 101 and Battalion 102 unless relieved by a Deputy Chief or the Fire Chief. Bellevue Fire's Emergency Medical Services (EMS) consists of an EMS Commander, Captain, Lieutenant, and Senior Admin. They also have staff assigned to the team that support technology, data, and logistical functions. NORCOM is the public safety answering point for the City of Bellevue, and dispatches responders to EMS calls as needed.

The Bellevue Fire Department is responsible for the organization and mobilization of prehospital medical services during emergencies. The Fire Chief or designee will provide direction and control over Fire Department resources. Department personnel will operate according to specific directives, department standard operating procedures (SOP) and by exercising reasonable personal judgment when unusual or unanticipated situations arise, and command guidance is not available. On scene management of emergencies will follow ICS as published by the National Emergency Management Institute and the National Fire Academy.

When the Disaster Medical Control Center (DMCC) is activated, BFD follows the direction of the DMCC for the determination of hospital transportation destinations. PHSKC and SCHD,

in partnership with the Northwest Healthcare Response Network (NWHRN), coordinate the health care services of the hospital districts, licensed commercial and/or residential medical care facilities, and independent medical providers in the city.

Community Lifelines & Core Capabilities
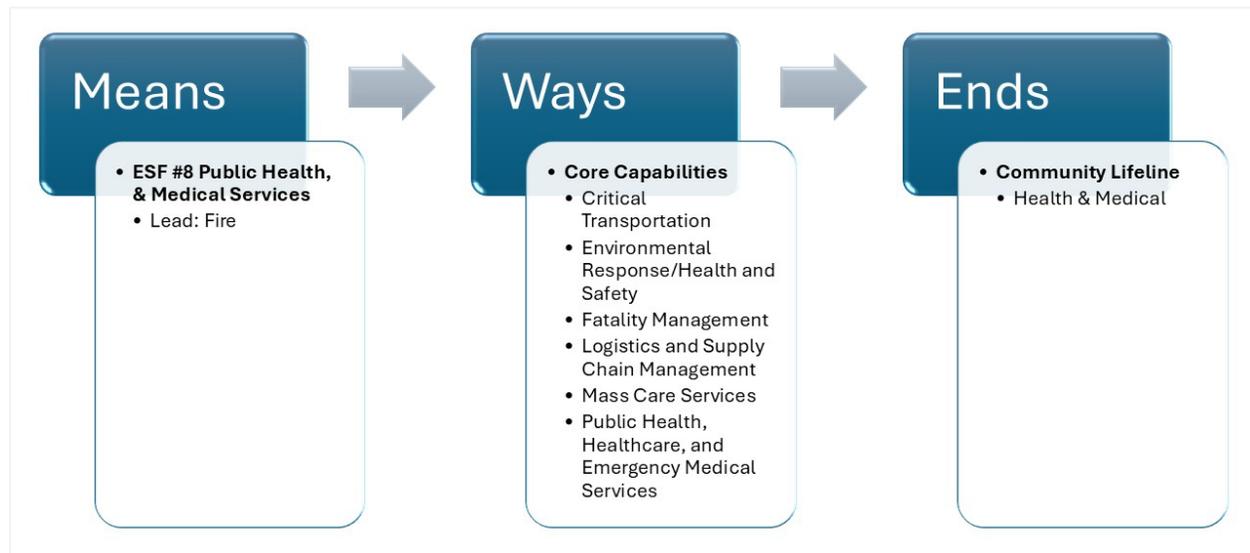
Figure 12: ESF #8

This visual shows how ESF #8: Public Health and Medical Services provides the operational framework (Means) for Bellevue's Fire Emergency Medical Services (EMS) and its partner agencies to coordinate medical care, surge capacity, and public-health interventions in disasters. The Core Capabilities, such as *Public Health, Healthcare & Emergency Medical Services* and *Mass Care Services*, are the essential competencies (Ways) that enable triage, medical transport, surge support for hospitals, and targeted public-health measures. Together, these efforts support the Health & Medical Community Lifeline (Ends), ensuring lifesaving care and public-health protections are available to residents and responders.

Essential Elements of Information

For ESF #8, Essential Elements of Information (EEIs) focus on the status of medical care, public health systems, and mental and behavioral health needs to protect life and stabilize the community. Timely, verified and objective information guides resource allocation, supports hospitals systems and clinics, and coordinates with regional health partners. Some EEIs for this ESF include, but are not limited to:

- Availability and capacity of hospitals, clinics, and emergency medical services in our area
- Number and severity of casualties or patients requiring transport or sheltering

December 2025

- Status of disease outbreaks or other public health threats (e.g., contamination, epidemics)
- Medical supply levels and requests (e.g., medications, Personal Protective Equipment, medical products)
- Provide support to the King County Medical Examiner's Office provision of mortuary services

These EEIs may be used to guide the city's collection and reporting of critical information to the EOC, so a common operating picture can be developed that drives prioritization, resource allocation, and public works restoration following an emergency or disaster.

Procedures

The Fire Department will utilize the King County Multiple Casualty Incident Response Plan, which is based on ICS. When activated, the Fire Department will work with the EOC to coordinate expansion of hospital care to field operations when needed. The Emergency Medical Services Division of the Fire Department will develop an inventory of medical facilities, clinics, medical transportation options, communications, and supply sources. The Incident Commander's responsibilities will include, but are not limited to fire suppression, rescue, and management of mass casualties. The Fire Department officer in charge of the incident will establish Incident Command and provide initial incident evaluation to ensure appropriate coordination of resources and management of the incident as outlined in Fire Department Standard Operating Procedure Article 700.

Communications will be through established channels. The notification method used to mobilize off-duty personnel will be by telephone or pager. Bellevue Inform can also be used to notify and mobilize off-duty personnel. Backup notification will be by emergency public information procedures.

Mutual aid agreements exist with numerous jurisdictions and departments throughout King, Pierce and Snohomish Counties. Bellevue has a Memorandum of Understanding (MOU with Public Health – Seattle & King County, to potentially use city-owned facilities as distribution sites for medical care and supplies (i.e., vaccinations) in the event of an emergency or disaster. Requests for assistance will be coordinated through the EOC, which can contact Disaster Medical Control Center (DMCC) (primary: Harborview Medical Center) and activate the Seattle area hospital emergency plan when appropriate. If mental health counseling is necessary for emergency workers, the City of Bellevue may utilize the services of the Bellevue Fire Department Peer Support Team.

If responders encounter community members that have been impacted by the emergency or disaster and are in need of behavioral or mental health services, they may refer those individuals to the Bellevue Fire Department's Community Advocates for Referral and

Page 149 of 251

Education Services (CARES) so they can be connected with the necessary support or mental health programs.

The Utilities Department uses SCADA to monitor volumes, flow rates, and pressure of the potable water infrastructure and coordinates with Seattle Public Utilities and PHSKC for safety testing of the water supply. Additional details are included in ESF 3: Public Works and Engineering.

During naturally occurring or terrorist-caused disease outbreaks, hazardous materials emergencies, or major trauma events, local supplies of antibiotics and other medical equipment may be inadequate to address the consequences of the incident. During such events, Public Health - Seattle & King County (PHSKC) may respond by partnering with the commercial pharmacy infrastructure to provide medications in incidents involving smaller outbreaks or by accessing state and federal resource assistance by requesting mobilization of the federal Strategic National Stockpile (SNS) of medical supplies in widespread, catastrophic incidents. Resources contained within the SNS may be used to augment mass vaccination or dispensing operations managed by PHSKC, or to support ongoing medical response within local healthcare facilities.

Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope

Prevention & Mitigation Activities

- Inventory and maintain supplies of critical medical supplies and personal protective equipment (PPE) for responders.
- Maintain EMS staff training and credentials.
- Support delivery of public education programs such as CPR and first aid training. Increase access to educational programs for community members with limited English proficiency by continuing to offer courses in commonly spoken languages in Bellevue.
- Increase education and awareness about public health concerns through education and awareness campaigns.

Preparedness Activities

- Support the development plans, policies, and procedures to guide the activities outlined in this ESF (i.e., fatality management, vector disease control, etc.
- Conduct drills and exercises to test equipment, plans and procedures related to public health, medical health, mental health services, and mortuary services.
- Track data on trends in repetitive responses and/or patient care and provide information to KCEMS & PHSKC, as applicable.

Response Activities

- Provide BLS and ALS care to ill and/or injured community members.
- Coordinate response to and/or transport of ill, injured, and/or medically dependent community members.
- Support evacuation and emergency response to medical facilities and/or facilities with medically fragile community members.
- Coordinate response efforts and requests for additional services with mutual aid partners.

Recovery Activities

- Inventory and restock supplies expended during emergency or disaster response.
- Help facilitate access to mental health services for first responders, as applicable.
- Assist with connecting community members with mental health services for disaster survivors, if applicable.

Responsibilities

The sections below outline the responsibilities of the Bellevue Fire Department and supporting agencies.

Lead / Coordinating Agency: Fire Department

The Bellevue Fire Department will:

- Develop and maintain plans and procedures relevant to emergency response and recovery activities identified in this ESF.
- Provide regular training to staff on their emergency response roles and exercise response capabilities.
- Implement the King County Fire Resources Plan that specifically deals with handling mass casualty incidents.
- Assure that the implementation of the Simple Triage and Rapid Treatment (START) system is not delayed pending the arrival of fire department resources. The Incident Commander will assure that all responsibilities of the medical group supervisor's position are completed.
- Coordinate all aspects of medical care and transportation of patients at a specific scene. This may include, but is not limited to triage, treatment, transportation, and set-up of an initial morgue area (in accordance with guidance from the King County Medical Examiner's Office).

- Provide assistance to health care facilities in the implementation of plans to relocate patient populations if evacuation is necessary and with provisions for continuing medical care for patients that cannot be safely evacuated.
- Provide incident status and operational needs to the EOC (when activated) at regular intervals.
- Maintain documentation of costs incurred for response and recovery efforts (including personnel, time, and equipment) and provide information to the Logistics-Finance Section of the EOC, the city, local, state, and federal agencies as needed to recover incident response and recovery costs.

Supporting Agency: Police Department

The Bellevue Police Department will:

- Provide assistance to the medical examiner in the identification of diseased people.
- Provide security to field morgue operations and facilities, as resources allow.
- Provide perimeter control at incident scenes, when requested.

Supporting Agency: Office of Emergency Management

The Bellevue Office of Emergency Management will provide initial coordination and notification of outside agencies providing operational support based on requests for assistance from field personnel.

Supporting Agency: Parks & Community Services Department

The Bellevue Parks & Community Services Department is responsible for establishing and maintaining Memorandums of Understanding (MOUs) with Public Health – Seattle & King County to support the distribution of pharmaceutical stockpile resources and other medical supplies / care, as needed and as resources allow.

Supporting Agency: Overlake Medical Center

Overlake Hospital will:

- Provide a liaison at the Bellevue EOC to facilitate the coordination of operations when requested (and if resources allow).
- Coordinate the movement of patients from the field to area hospitals through the DMCC.
- Coordinate the establishment of temporary medical facilities with the EOC and Fire Department personnel, when applicable.

Supporting Agency: Tri-Med

Tri-Med will:

- Execute the terms of their contract with the City of Bellevue Fire Department and provide BLS transport services within the City of Bellevue and contract cities.
- Assist the Bellevue Fire Department with BLS transports to medical facilities outside of Bellevue's boundaries, when requested.
- Provide additional staffing and resources during planned events within the City of Bellevue, when requested.

Supporting Agency: Public Health – Seattle & King County

The Public Health – Seattle & King County will:

- Assist emergency responders and agencies, as appropriate, to ensure the safety of the public.
- Assess potential impacts of the incident to food and water supply sources.
- Provide timely health information to decision-makers and to the public regarding the incident, emergency health treatment, prevention, and personal decontamination.
- Assist with the development and dissemination of emergency alerts related to public health and other emergencies related to this ESF. Ensure messaging is disseminated in a way that addresses concerns of AFN individuals and those with limited English proficiency.
- Provide Environmental Public Health support to Incident Commanders.
- Conduct syndromic surveillance – monitor hospital emergency departments for unusual patterns or admissions.
- Notify health care providers of suspected or anticipated health incidents.
- Provide notification to incident commanders and applicable agencies of DOH laboratory testing results.
- Identify and request Disaster Medical Assistance Teams (DMAT) and Disaster Mortuary Response Teams (DMORT), when applicable.
- Request pharmaceutical support from local supplies and CDC stockpile, as needed.
- Coordinate staging and distribution of pharmaceutical stockpile resources and other medical supplies / care, as needed.
- Coordinate provision of emergency supplies and equipment to hospitals.
- In coordination with King County's Department of Community and Human Services, assist with the coordination

Supporting Agency: King County Medical Examiner's Office

The King County Medical Examiner's Office will:

- Coordinate with Public Health - Seattle and King County's Health to identify the need for expanded mortuary services staff (e.g., funeral home staff or Disaster Mortuary Operational Response Teams (DMORT) as appropriate for the situation.
- Coordinate recovery of the decedents at the scene.
- Take jurisdiction over decedents to determine the cause and manner of death.
- Coordinate the reunification of positively identified decedents with their legal next of kin for disposition.
- Establish temporary morgues as needed.
- Via HMAC, request that Bellevue activate its catastrophic mass fatality management plans per the King County All Hazards Mass Fatality Management Plan, if appropriate.

Resource Requirements

Logistical Support

While the Bellevue Fire Department has a significant number of trained personnel, apparatus, medical equipment, supplies, etc., disaster conditions may disrupt or damage those resources. In an emergency or disaster, potential resource needs may include licensed medical / mental health providers, vehicles for transportation (especially transportation for community members who are medically fragile), PPE, medical equipment, medications or other pharmaceuticals, and facilities where triage and treatment may be conducted.

Administration

The Bellevue Fire Department and supporting agencies will use the national Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- Bellevue Fire Department SOPs – Article 700
- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue – Hazard Mitigation Plan (HMP)
- City of Bellevue Memorandum of Understanding with Public Health – Seattle & King County
- King County Multiple Casualty Incident Response Plan
- King County Fire Resources Plan
- King County Multiple Casualty Incident Response Plan
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- PHSKC Mass Fatality and Family Assistance Operations Response Plan

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms / Terms	Definitions
ALS	Advanced Life Support
BCC	Bellevue City Code
BFD	Bellevue Fire Department
BLS	Basic Life Support
CARES	Community Advocates for Referral and Education Services
CEMP	Comprehensive Emergency Management Plan
DMAT	Disaster Medical Assistance Team
DMCC	Disaster Medical Control Center
DMORT	Disaster Mortuary Response Team
EEI	Essential Elements of Information
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
ESF	Emergency Support Function
HIPPA	Health Insurance Portability and Accountability Act of 1996
HMAC	Health & Medical Area Command
HMP	Hazard Mitigation Plan
ICS	Incident Command System

JIS	Joint Information System
KCC	King County Code
MOU	Memorandum of Understanding
NIMS	National Incident Management System
NRF	National Response Framework
NWHRN	Northwest Healthcare Response Network
PHSKC	Public Health - Seattle & King County
PPE	Personal Protective Equipment
RCECC	Regional Communications & Emergency Coordination Center
RCW	Revised Code of Washington
SNS	Strategic National Stockpile
SOP	Standard Operating Procedures
START	Simple Triage and Rapid Treatment
WAC	Washington Administrative Code

Appendices & Attachments

N/A

Emergency Support Function # 9: Search and Rescue

DocuSigned by:

—458C8C18A44241E...
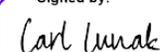
11/24/2025 | 11:58 AM PST

Dave Tait, Fire Chief

Date

Signed by:

Carl Lunak

—568B9A522B82496...

11/19/2025 | 07:10 AM PST

Carl Lunak, Emergency Manager

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF # 9: Search and Rescue

Lead / Coordinating Agency	Support Agencies
Fire Department	Police Department
	Office of Emergency Management
	Utilities Department
	Development Services Department
	Parks and Community Services Department
	City Clerk's Office

Introduction

Purpose

Emergency Support Function (ESF) # 9 establishes direction to the Bellevue Fire Department and supporting agencies for how to plan for, respond to, and recover search and rescue operations resulting from disasters, emergencies, and planned events to protect public health, safety, and welfare.

Scope

ESF #9 addresses the City of Bellevue's search and rescue activities in response to incidents. This may include:

- Coordinating urban and wilderness search and rescue efforts
- Deploying personnel and specialized resources
- Supporting victim location and extrication
- Integrating operations with other partner agencies and resources

It is recognized that emergency and disaster conditions may require activities outside of this plan to occur. The Fire Department and supporting agencies will endeavor to employ the National Incident Management System (NIMS) to accomplish all activities needed to respond to cascading events and compounding actions.

Policies

The following internal city policies and procedures will help to guide and inform this work:

- Bellevue Fire Department Training Manual Article 6: Search and Rescue
- Bellevue Fire Department Standards of Response Coverage

The following local and state policies are also relevant to this ESF:

- [Revised Code of Washington (RCW) 38.52 - Emergency Management](#)
  - [RCW 38.52.010 - Definitions](#)
  - [RCW 38.52.400 - Search and Rescue Activities - Powers and duties of local officials](#)
  - [RCW 38.52.410 - Search and Rescue Distribution of Funds for Compensation](#)
- [RCW 47.68.380 - Aerial Search and Rescue - Liability - Definition](#)
- [RCW 68.50 - Human Remains](#)

The Fire Department maintains a number of Standard Operations Procedures (SOPs) and tactical plans that outline how Search and Rescue activities are conducted based on the incident type and conditions. These documents are maintained in PowerDMS so they are accessible to authorized department staff as needed.

Activities within ESF #9 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for search and rescue will be coordinated by the Fire Department. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through NORCOM, the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause not only a disruption to essential services but may also result in incidents requiring search and rescue assistance. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue's Hazard Mitigation Plan (HMP).

Bellevue's landscape combines dense urban neighborhoods and downtown high-rises, an extensive parks and trail system, wetlands and shorelines along Lake Washington and Mercer Slough, and steep, forested hillsides such as Cougar Mountain. These varied environments create and pose different risks and challenges to access, which in turn shapes the types of search and rescue the city may carry out.

Typical scenarios that may require ESF #9 activation include, but are not limited to:

- Urban structural collapse (earthquake, explosion, or multi-story building failure) with potential entrapment.
- Residential structure fires with multiple entrapped occupants.
- Wilderness incidents (lost or injured hikers on Cougar Mountain and other trail systems).
- Water incidents (boating accidents, drownings rescues in creeks and sloughs and lakes).
- Major transportation incidents (multi-vehicle crashes or landslides on major corridors affecting I-405/SR-520/I-90); and
- Flooding or storm events that create water rescue or isolation rescues.

Planning Assumptions

During an emergency, the Search and Rescue system may be impacted, resulting in a disruption or shutdown of portions of the system. Certain conditions beyond the City of Bellevue's control may impact its ability to implement response plans and procedures.

Some of the planning assumptions relevant to this ESF are included below:

- Bellevue has finite Search and Rescue (SAR) resources and a widespread incident may quickly overwhelm local capabilities.
- Weather or hazard conditions may prevent the use of air assets for any period of time.
- Specialized SAR equipment or personnel may be unavailable due to the incident.
- Spontaneous public or private search efforts may occur and the EOC will coordinate and validate these efforts where possible.
- Outside specialized resources may require time to assemble and deploy.

Concept of Operations

General

The Bellevue Fire Department is the lead agency for coordination of urban search and rescue and technical rescue activities within Bellevue. Heavy search and rescue operations will be coordinated by the Fire Department with support from Police, Utilities, Development Services, Parks & Community Services, and other city departments as required. Federal, state, county, and volunteer resources (including King County Search & Rescue volunteer teams and state Urban Search and Rescue (USAR) task forces) may be requested when local capabilities are exceeded.

The Incident Commander (IC) on scene will direct all tactical operations. When applicable, command will be established between Fire and Police, so that rescue operations, scene security, and investigative priorities are integrated and coordinated. When activated, the Emergency Operations Center (EOC) will provide planning, logistics, resource coordination, and situational awareness support to the IC and will facilitate requests for mutual aid and state resources.

Guidance for the resource request process for the city can be found in the CEMP Base Plan and Fire specific guidance can be found in ESF #4 – Firefighting. Resource requests that cannot be met locally (within Zone 1) will follow established dispatch and mutual-aid processes (NORCOM → EOC → County → State→ Federal). In the event NORCOM's capabilities are overwhelmed or unavailable, the Fire Department may choose to activate the Fire Coordination Center (FCC). Details for this process can be found in ESF #4 – Firefighting. For significant SAR missions, the EOC will coordinate with King County Office of Emergency Management and Washington State Emergency Management Division (WAEMD) and obtain mission numbers as appropriate to facilitate resource tracking and tasking. Aviation requests related to missing aircraft or large-area aerial searches will be coordinated with King County Sheriff Air Support and Washington State Department of Transportation (WSDOT) Aviation through regional/state channels, while Bellevue will provide ground-based support for aviation-led missions.

Organization

Search and Rescue operations within Bellevue are coordinated by the Fire Department, which serves as the lead agency for both urban and technical rescue missions. While day-to-day emergency response is a regular function of the Fire Department, the city recognizes that large-scale or complex incidents, such as widespread earthquake damage, high-rise structural collapse, or missing persons in one of Bellevue's trail systems require heightened coordination across multiple departments and partner agencies.

In such events, the Incident Commander on scene manages tactical operations, while the Emergency Operations Center (EOC) provides broader coordination and resource support. Activation of the EOC ensures a unified and cohesive approach across departments, including Police, Utilities, Development Services, Parks & Community Services, and other support partners. Unified Command may be established in the field when incidents involve both investigative priorities, law enforcement, and technical rescue operations.

While the Fire Department holds primary responsibility, all city departments play a role in supporting search and rescue efforts. For example, Police may provide scene security, traffic control, and investigative support; Development Services may provide engineering assessments for damaged structures; Utilities may assist with isolating water, gas, or electrical hazards; and Parks & Community Services may provide logistical support in

trailhead or wilderness incidents. External partners, such as King County Search & Rescue volunteers, WSDOT Aviation, or Washington State Urban Search & Rescue Task Forces, may also be requested through the EOC when needed.

Depending on the scale and complexity of the incident, the Fire Department may opt to establish a Search & Rescue Task Force to coordinate multi-agency efforts. When regional resources are needed, operations will follow the Zone 1 Fire Resource Policy to request, prioritize, and allocate SAR assets across jurisdictions. This task force would operate under National Incident Management System (NIMS) and Incident Command System (ICS) principles to ensure clear roles, effective communication, and seamless resource integration.

Community Lifelines & Core Capabilities

Means →
- **ESF #9 Search & Rescue**
  - Lead: Fire

Ways →
- **Core Capabilities**
  - Mass Search & Rescue Operations
  - On-Scene Security & Protection

Ends
- **Community Lifeline**
  - Safety & Security
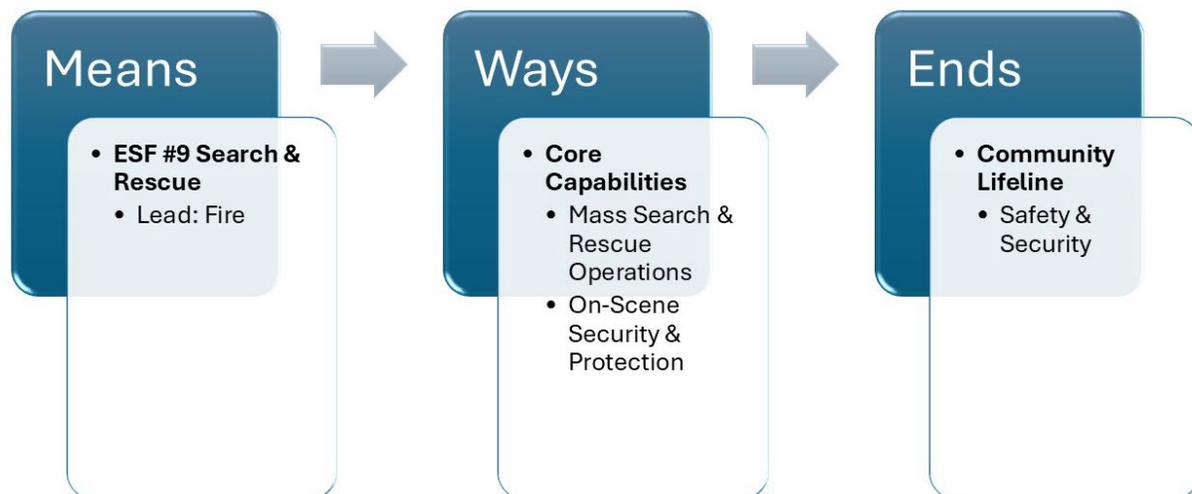
This visual shows how ESF #9: Search & Rescue provides the operational framework (Means) for Bellevue's Fire Department, and its partner agencies to organize and execute search and rescue missions across urban and wilderness settings. The Core Capabilities, such as *Mass Search & Rescue Operations* and *On-Scene Security, Protection & Law Enforcement*, are the essential competencies (Ways) that enable rapid victim location, extrication, and safe transport while coordinating scene security and family reunification. Together, these efforts support the *Safety & Security* Community Lifeline (Ends), helping to save lives and restore community safety following a disaster.

Essential Elements of Information

For ESF #9, Essential Elements of Information (EEIs) are the specific details needed to understand the scope of impacts and to prioritize search, rescue, and safety operations

across the city. Bellevue's SAR activities span urban collapse, highway incidents, wilderness/trail rescues, and water operations, so decision-makers need a few key pieces of information to prioritize life-safety, and incident stabilization actions quickly. Some EEIs for this ESF include, but are not limited to:

- Incident location & geographic extent
- Estimated people affected / special needs population
- Access/egress status; staging & landing areas
- Hazards to responder safety (utilities, HAZMAT, instability)
- Legal / forensic issues, such as evidence preservation, Medical Examiner's Office (MEO) coordination

These EEIs may be used to guide the cities collection and reporting of critical information to the EOC, so a common operating picture can be developed that drives prioritization, resource allocation, and coordinated citywide action.

Procedures

Activation & Notification

- Activation notifications and routine dispatch for Search & Rescue (SAR) are handled through NORCOM. When SAR activities require broader department coordination or EOC support, NORCOM will upgrade the priority, notifying the Office of Emergency Management On-Duty personnel per established notification protocols.
- Off-duty personnel will be recalled using departmental recall systems (Telestaff) and supplemented by Bellevue Inform or departmental notification methods as required to meet operational needs.

Requests for Assistance

- Resource requests from the IC are submitted through NORCOM and, when necessary, escalated to the EOC for coordination. If local or zone resources are insufficient, the EOC will route requests through King County Regional Coordination Center and, if needed, to the state and federal partners.

EEI Reporting and Situational Awareness

- ESF #9 will collect and forward Essential Elements of Information (EEIs) to the EOC Planning Section to support the common operating picture. EEIs will be tailored to the incident type, (e.g., specific EEIs for weather events, natural disasters, suspected WMD incidents, or terrorism-related events), and may include numbers and locations of trapped or missing persons, structural stability, ingress/egress status,

resource status, and responder safety threats. The EOC will compile, validate, and disseminate EEIs in Situation Reports and other EOC products.

Aerial SAR (UAS)

- UAS and other aviation assets may be used for wilderness searches, large-area reconnaissance, or post-earthquake damage assessments where appropriate and where safety and airspace coordination permits. Requests for aerial support will be coordinated through the IC and EOC, and all aviation operations will follow applicable safety and regulatory requirements.

Volunteer Management

- The Emergency Operations Center (EOC) will coordinate registration, assignment, and oversight of spontaneous and organized volunteers during SAR operations, following City policy and applicable guidance to ensure safety, credentialing, and documentation.

Public Information

- Field Public Information Officers (PIOs) and other designated PIOs will coordinate immediate life-safety messaging as SAR activities are ongoing. When the EOC is activated, public messaging will transition to ESF #15 – External Affairs, managing information within the City's Joint Information System (JIS). If a Joint Information Center (JIC) is established, ESF #15 – External Affairs will ensure messaging is unified, timely, safety-focused, and that it aligns with support agencies as appropriate.

Mutual Aid & State Coordination

- When IC/EOC requests exceed local capabilities, mutual aid will be requested through NORCOM and the EOC following established King County and State resource request processes. The EOC will obtain state mission numbers and work with KCOEM and WA EMD partners as appropriate to task and track external SAR assets.

The Fire Department is responsible for maintaining plans and procedures relevant to emergency response and recovery for activities identified in this ESF. They are also responsible for providing regular training to staff on their emergency response roles and exercising relevant skills. Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Trailhead signage, public education on trail and water safety, and seasonal outreach to recreational users.
- Coordination with Development Services and Utilities to mitigate structural vulnerabilities and access hazards.
- Pre-identification of landing zones, staging areas, and primary access routes for high-risk locations.

Preparedness Activities

- Joint training and exercises for Fire, Police, OEM, Parks, and volunteer SAR teams (urban, wilderness, water, and technical rescue).
- ESF #9 specific SOPs, checklists, and job aids maintained in the ESF #9.
- Planning and agreements for mutual aid, special equipment, and state USAR taskings.
- Public information campaigns to reduce rescue demand (e.g., recreation safety, flood avoidance).

Response Activities

- Rapid assessment and establishment of Incident Command and staging areas.
- Deployment of technical rescue, K-9, water, rope, and heavy rescue teams as needed.
- Coordination of extrication, immediate medical stabilization, and medevac when required.
- Management of volunteer activity and public reporting channels to support field operations.

Recovery Activities

- Restock and refurbish equipment and supplies used during operations.
- Incident Defusing and Debriefing
- Post Incident Action capture lessons learned for plan and procedure updates.
- Provide mental-health and peer support resources to responders and affected families.
- Support reunification efforts, as needed.

Responsibilities

The sections below outline the responsibilities of the Fire Department and supporting agencies.

Lead / Coordinating Agency: Fire Department

- Coordinate urban search and rescue and technical rescue activities.
- Provide trained staff and specialized rescue resources (rope, confined space, heavy rescue, water rescue) as appropriate.
- Develop and maintain plans, SOPs, and training relevant to ESF #9 activities.
- Mobilize off-duty personnel using departmental notification systems and Bellevue Inform as available.
- Provide direction and control over department resources and coordinate with the EOC.
- Establish a Fire Coordination Center if dispatch capacity is overwhelmed and support EOC resource coordination.
- Maintain documentation of costs incurred for response and recovery efforts (including personnel time and equipment) and provide information to the Logistics-Finance Section in the EOC, the city, local, state, and federal agencies as needed to recover incident response and recovery costs.

Supporting Agency: Police Department

- Provide scene security, traffic control, evacuation support, and investigative coordination as required.
- Coordinate ground support for aviation or multi-jurisdictional SAR missions upon request (if staff and resources are available).
- Support family reunification and public safety messaging in coordination with ESF #15 – External Affairs.
- TF or Search Group assigned.

Supporting Agency: Office of Emergency Management

- Support ESF #9 with EOC activation, resource coordination, mutual aid requests, and situational awareness.
- Coordinate EEI collection and common operating picture products with ESF leads.
- Facilitate requests to King County and WAEMD and obtain mission numbers as appropriate.

Supporting Agency: Utilities Department

- Provide utility isolation and hazard information to ensure safe rescue operations.
- Provide staff and equipment support where appropriate and available.

Supporting Agency: Development Services Department

- Conduct or coordinate structural assessments and engineering evaluations for damaged buildings.
- Provide technical recommendations for safe entry and shoring requirements.

Supporting Agency: Parks & Community Services Department

- Assist with wilderness/trailhead SAR staging, access, and public outreach for recreational incidents.

Supporting Agency: City Clerk's Office

- Support continuity of Fire Department vehicle and facility operations, fueling, and maintenance.

Resource Requirements

Logistical Support

Primary and support departments will provide required personnel, facilities, equipment, and sustainment to support ESF #9 activities to the best of their abilities. Local, county, state, and federal search and rescue resources may be required that exceed Bellevue's capabilities and will be requested through established mutual aid and resource request processes (NORCOM, EOC, King County OEM, WA EMD).

Administration

The Bellevue Fire Department will use the national Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue – Hazard Mitigation Plan
- City of Seattle - Fire: Structural Collapse Manual
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- OSHA Confined Space Manual
- Separate Manuals per Tech rescue discipline (i.e., Zone 1 Manual) that are saved in Operative IQ

Acronyms & Definitions

A complete list of all acronym sand definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
CEMP	Comprehensive Emergency Management Plan
EEI	Essential Elements of Information
EOC	Emergency Operations Center
ESF	Emergency Support Function
FCC	Fire Coordination Center
HazMat	Hazardous Materials
HMP	Hazard Mitigation Plan
IC	Incident Commander
ICS	Incident Command System
JIC	Joint Information Center
JIS	Joint Information System
MEO	Medical Examiner's Office
NIMS	National Incident Management System
NRF	National Response Framework
OSHA	Occupational Safety and Health Administration
PIO	Public Information Officer
RCECC	Regional Communications & Emergency Coordination Center
RCW	Revised Code of Washington
SAR	Search and Rescue
USAR	Urban Search and Rescue
WMD	Weapons of Mass Destruction

WSDOT	Washington State Department of Transportation

Appendices & Attachments

N/A

Emergency Support Function # 10: Oil & Hazardous Materials Response

DocuSigned by:

_____
458C8C18A44241E...
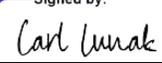
11/24/2025 | 11:58 AM PST
_____

Dave Tait, Fire Chief

Date

Signed by:

Carl Lunak

_____
568B9A522B82496...

11/19/2025 | 07:10 AM PST
_____

Carl Lunak, Emergency Manager

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF #10: Oil & Hazardous Materials Response

Lead / Coordinating Agency	Support Agencies
Fire Department	Police Department
	NORCOM
	Utilities Department
	Transportation Department
	Washington State Patrol (WSP)
	Washington State Department of Ecology (DOE)

Introduction

Purpose

Emergency Support Function (ESF) #10 provides direction for the coordination of responses to accidental or intentional discharges or releases of hazardous materials that affects the City of Bellevue or its contract cities.

Scope

This ESF addresses the City of Bellevue's policy and procedural guidance for response and recovery efforts involving hazardous materials and oil spills within Bellevue. Specifically, it provides guidance for hazardous materials incident notification and response.

Policies

This ESF does not supersede Standard Operating Procedures (SOPs) or other guidance established by Bellevue's Fire Department, but provides an overview of the coordination with other partners and agencies.

The following internal city policy will help to guide and inform this work:

- Bellevue City Code (BCC) 3.96 – Hazardous Materials Incident Command Agency

The following local, state, and federal policies are also relevant to this ESF:

- Washington Administrative Code (WAC) 118-40 – Hazardous Chemical emergency Response Planning and Community Right-to-Know Reporting
- WAC 296-305-03002 – Hazardous Materials
- WAC 296-824-300 - Training

- [WAC 296-824-500 – Incident Requirements](#)
- [Revised Code of Washington (RCW) 38.52 – Emergency Management](#)
- [RCW 70.136 – Hazardous Materials Incidents](#)
- [RCW 90.56 – Oil and Hazardous Substance Spill Prevention and Response](#)
- [40 Code of Federal Regulations 355 – Emergency Planning and Notification](#)
- [National Fire Protection Agency (NFPA) 472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents](#)

This ESF provides guidance for hazardous materials incident notification and response and off-site emergency planning/notification procedures as required [by Superfund Amendments and Reauthorization Act (SARA) Title Ill of 1986](#) (also known as the Emergency Planning & Community Right-To-Know Act). This act shall hereafter be referred to as EPCRA. This plan also complies with Americans with Disabilities Act (ADA) of 1990 as amended.

Activities within ESF #10 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for ESF #10 will be coordinated by the Bellevue Fire Department. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue's Hazard Mitigation Plan (HMP).

Bellevue is a large, urban city and has the potential for incidents resulting in the accidental and/or intentional release of hazardous materials. Several major thoroughfares cut through Bellevue, including 520, 405, and I-90. These routes can be used for the transport of hazardous materials and any potential incidents could put significant numbers of people at risk.

Figure 13: Olympic Pipeline ([Bellevue Comprehensive Plan](#))

Bellevue also has an extensive system of waterways, including three lakes, extensive wetlands, natural areas, and more than 80 miles of streams. Additionally, Bellevue borders two major lakes: Lake Washington and Lake Sammamish. Oil spills or hazardous materials release could pollute the waterways and cause major environmental repercussions.

Within the City of Bellevue there are numerous sites that contain reportable amounts of hazardous materials. These sites are tracked by the King County Local Emergency Planning Committee (LEPC), however if materials are not properly stored or are somehow released, it could pose a threat to first responders and the surrounding community.

Finally, the Olympic Pipeline runs through the City of Bellevue. More information about the Olympic Pipeline can be found in the Situation Overview of the CEMP Base Plan. Because of the location, any incidents along the pipeline could restrict travel and cause death, injury, property damage or environmental damage.

Planning Assumptions

During an emergency, Bellevue's utilities, transportation, and communications systems may sustain damage or be impacted, resulting in disruption or shutdown of portions of the system and reduce the effectiveness or ability to provide hazardous materials response services. Certain conditions beyond the City of Bellevue's control may impact its ability to implement response plans and procedures.

Some of the planning assumptions relevant to this ESF are included below:

- Emergency response and recovery activities that rely on the use of communications systems will likely be impacted and may be difficult to coordinate.
- Disruption or damage to one system or part of the infrastructure may cause disruption or damage to another system due to the interrelated nature and dependency of one system on another.
- An oil spill or hazardous materials release may develop slowly overtime or occur rapidly and without warning.
- Oil spills or the release of hazardous materials may be caused by, or occur during another emergency, such as an earthquake, flood, major fire, or terrorist event.
- A major hazardous materials incident may require the evacuation of community members in Bellevue and/or the surrounding area.
- Weather conditions may change during an incident, which could alter evacuation requirements and the recommended protective actions.
- Additional considerations may be required to support the evacuation of community members with access and/or functional needs and those with limited English proficiency.

- Community members may be required to shelter-in-place if there are no other alternatives.
- Oil spills or hazardous materials could pollute the various water systems (i.e., water, sewer, etc.) which may require the shutdown or alternation of these systems.

Concept of Operations

General

The Bellevue Fire Department possesses robust hazardous materials (HAZMAT) response capabilities, including trained HAZMAT Technician-level personnel and a dedicated apparatus at Fire Station Six. As a founding agency of the Zone 1 Eastside HAZMAT Consortium (EHMT), Bellevue is equipped to handle chemical, biological, radiological, and nuclear (CBRNE) events. Their expertise covers hazard pre-planning, event mitigation, decontamination, and understanding various fixed and transportation hazards. Bellevue can also request support from Zone 3, Seattle, or the 10th Civil Support Team (CST) National Guard Unit for large technical / mass decontamination efforts.

The Bellevue Fire Department will coordinate the command, control, and effective mitigation of hazardous materials or radiation emergencies in the City of Bellevue and its contract cities. As a member of the Eastside HAZMAT Consortium, Bellevue Fire trains its firefighters to meet Awareness, Operations, and Technician level competencies, its command personnel to satisfy Hazardous Material On-Scene Commander competencies, and assigns members to be part of the Eastside Hazardous Materials Response Team.

Personnel from the Utilities Department support response to oil spills and hazardous material incidents. When there is the potential for unknown materials or those that pose a threat to life and safety, the Bellevue Fire Department takes the lead.

Response efforts related to this ESF may include warning the public, containment and stabilization of a site, requests for subject matter experts, notification of state and federal response and regulatory agencies, requests for cleanup resources, recovery of the response and clean-up costs, and post-incident monitoring of the site. In the event an evacuation is required due to the release of hazardous materials, evacuation routes will be determined in coordination with the Transportation Department. Evacuation plans and ingress and egress routes will vary and will have to be determined after the outset of the incident because there are too many unknown variables that cannot be addressed until after the incident. Routes will be established, in coordination with the Transportation Department, due to the number of variables involved in traffic, construction, weather, wind direction, and a variety of other factors.

The King County LEPC Emergency Resource Plan addresses the exercise of local capabilities, location of facilities reporting inventories of HAZMAT, and provides the public with related information as requested in King County.

Organization

The Bellevue Fire Department maintains a team of personnel trained to the HAZMAT Technician level. The department operates a cross-staffed HAZMAT apparatus. The City of Bellevue is a member of the King County Local Emergency Planning Committee (LEPC), the regional body mandated by the SARA Title III Community Right to Know Act. Overall supervision of on-duty resources is provided by the Battalion Chief or Captain assigned to Battalion 1 until relieved by a Deputy Chief or the Fire Chief. More details of the Bellevue Fire Department's organizational structure can be found in ESF #4 – Firefighting.

Bellevue Fire Prevention is responsible for investigating the causes of the release of hazardous materials, in support of the Bellevue Police Department.

The Washington State Patrol is the designated lead for HAZMAT incidents occurring on State roadways, and the Washington State Department of Ecology is lead for incidents involving waterways and other utilities. These agencies can provide trained personnel, equipment, guidance, technical assistance, and support for control / clean-up measures.

Community Lifelines & Core Capabilities

Means
- **ESF #10 Oil and Hazardous Materials Response**
  - Lead: Fire

Ways
- **Core Capabilities**
  - Critical Transportation
  - Environmental Response, Health & Safety
  - Infrastructure Systems
  - Public Information and Warning

Ends
- **Community Lifeline**
  - Hazardous Material
  - Water Systems

Figure 14: ESF #10

This visual shows how ESF #10: Oil & Hazardous Materials Response provides the operational framework (Means) for Bellevue's Fire Department and its partner agencies to identify, contain, and remediate chemical, petroleum, or other hazardous releases. The

Core Capabilities, such as *Environmental Response / Health & Safety and Infrastructure Systems*, are the essential competencies (Ways) that enable safe site stabilization, contamination control, monitoring, and decontamination. Together, these efforts support the *Hazardous Materials* Community Lifeline (Ends), protecting public health and minimizing environmental impacts so communities can recover safely.

Essential Elements of Information

For ESF #10, Essential Elements of Information (EEIs) capture the details needed to understand a hazardous release and to prioritize protective actions, containment, and environmental response actions. In Bellevue, these EEIs should reflect release characteristics and pathways (Including any critical areas identified), populations and facilities at risk, and immediate responder safety needs. Some EEIs for this ESF include, but are not limited to:

- Hazardous Material identification, quantity, and release location
- Predicted plume or pathway model, including waterway impacts, and locations of at-risk populations or critical areas (Mercer Slough, hospitals, schools, water infrastructure)
- Recommended protective actions (evacuation or shelter in place), and access restrictions put in place (site-security and hot, warm, and cold zones)
- Immediate impacts to life-safety and Bellevue infrastructure
- Required response resources and support (HAZMAT teams, Department of Energy Department of Health, decontamination, staging areas)

These EEIs may be used to guide the city's collection and reporting of critical information to the EOC so a common operating picture can be developed that drives prioritization, resource allocation, and coordinated citywide action.

Procedures

At a safe location from the hazardous materials release, the Fire Department will establish command and scene control, assess the situation, decontaminate, provide emergency medical treatment for exposed victims, and contain and control the release of escaping hazardous substances. This should only be done if such containment and control can reasonably be expected to favorably impact the outcome of the emergency and when personnel are available with the necessary equipment and training to perform such operations safely.

The Fire Department will ensure that the appropriate agencies for cleanup and disposal of spilled radiological materials are contacted. Decontamination and incident termination procedures will be performed as outlined in the Eastside Hazardous Materials Response

Team Standard Operational Guidelines. [WAC 296-824-500 – Incident Requirements](#) specifies general operational practices to be employed during emergency response to hazardous substance releases. It is the intent of the Fire Department to comply with such practices, as further defined in the Eastside Hazardous Materials Response Team Standard Operational Guidelines.

All emergency response and communication will be coordinated through the Incident Commander (IC). The IC will request and release all necessary resources when appropriate. Once it becomes evident that a radiation emergency may have occurred, access to the scene of the emergency will be strictly controlled. Physical demarcation of the exclusion ("hot") zone (e.g., barrier tape) is desirable.

Emergency responders should be alert to any and all clues indicating the presence of radiological materials. In the absence of medical emergencies in the hot zone, entry should not be made until an operational radiation survey meter is available. Until it is known that no respiratory hazard is present, emergency responders will wear positive pressure self-contained breathing apparatus (SCBA) in the hot zone and during the initial stages of decontamination. All personnel at the scene will attempt to minimize potential contact with hazardous substances whenever possible. The selection of protective clothing will depend on expected hazards (dusts, liquids, flammable atmospheres, etc.)

Command posts may be established for the management of field operations. The IC will provide regular status reports to the EOC as the emergency situation allows. The coordination of resources and requests for assistance will normally be through the EOC. Collocation of command posts will be the preferred method of field operations when multiple departments/agencies have command posts established.

Radiation survey meters and dosimeters will be maintained by the Eastside Hazardous Materials Response Team on the response vehicles utilized by that consortium (radiation detection equipment is on all HAZMAT resources). Required training for employees involved in emergency response operations for releases of hazardous substances is defined in [WAC 296-824-300 - Training](#). See the Bellevue Fire Department Standard Operating Procedures and the Eastside Hazardous Materials Team Standard Operational Guidelines for additional policies and procedures.

More detailed guidance and procedures for an incident involving the release of hazardous materials can be found in the Bellevue Fire Department Pipeline Incident Response Plan.

The Fire Department is responsible for developing plans and procedures relevant to emergency response and recovery for activities identified in this ESF. They are also responsible for providing regular training to staff on their emergency response roles and exercising relevant skills.

Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Support the King County Local Emergency Planning Committee (LEPC).
- Minimize the hazardous materials stored by the City of Bellevue and store any materials in the city's possession correctly.
- Educate community members on the proper collection and proper disposal of hazardous waste.
- Purchase and maintain equipment and supplies necessary for response, containment, and clean-up of hazardous materials.

Preparedness Activities

- Maintain a cadre of trained HAZMAT Technicians.
- Support the development of plans, policies, and procedures related to oil spills and the release of hazardous materials.
- Conduct drills and exercises to test plans, policies, and procedures.
- Coordinate regularly with partner agencies involved in response to HAZMAT incidents.

Response Activities

- Respond to oil spills and incidents involving the release of hazardous materials.
- Detect and assess the extent of contamination from the hazardous materials.
- Stabilize the release and take the necessary protective actions to prevent further contamination.
- Support efforts involved in environmental cleanup, waste disposal, storage, and/or treatment (as applicable).
- Develop an Incident Action Plan (IAP), when necessary.
- Support investigations conducted by Fire Prevention and the Bellevue Police Department.
- Coordinate cleanup and decontamination of spills.
- Facilitate decontamination of responders, equipment, community members or assets, and the environment.
- Coordinate evacuation routes based on the incident location, type of hazardous material, weather, and other relevant factors.
- Support the dissemination of emergency alerts related to the incident, including disseminating alerts that are accessible to individuals with limited English proficiency and those with access and/or functional needs.

Recovery Activities

- Monitor health of first responders who may have been exposed to hazardous materials, in accordance with Bellevue Fire and Police Department policies.
- Monitor cleanup efforts.
- Decontaminate or dispose of equipment and supplies used during response efforts.
- Coordinate recovery efforts with regional partners.

Responsibilities

The sections below outline the responsibilities of the Bellevue Fire Department and supporting agencies.

Lead / Coordinating Agency: Fire Department

The Bellevue Fire Department will:

- Respond to incidents involving the release of hazardous materials.
- Facilitate operations necessary to manage the incident, including emergency medical care, control and containment of the hazardous material, transportation, etc.
- Serve as Incident Commander for incidents involving the release of hazardous materials, unless otherwise dictated by law.
- Follow standard operating procedures for HAZMAT response based on the HAZMAT Emergency Response Guide (ERG), EHMT SOPs, and other response material used by the Consortium.
- Notify agencies involved in the release of hazardous materials of an incident, in a timely manner.
- Initiate evacuation and/or shelter in place orders, as necessary based on the nature of the incident.
- Support King County's LEPC with planning, training, and other related efforts.

Supporting Agency: Police Department

The Bellevue Police Department will provide perimeter control at hazardous material scenes and provide explosive device identification, handling, and disposal.

Supporting Agency: NORCOM

NORCOM, or the Northeast King County Regional Public Safety Communication Agency, provides emergency dispatching and 911 services for the Bellevue Police and Fire

Departments as well as 17 other departments and/or jurisdictions. NORCOM will, at the direction of the Incident Commander or the EOC Manager, issue warning or public safety messages as identified in ESF 2 – Communications, Information Systems, and Warning.

Supporting Agency: Utilities Department

The Bellevue Utilities Department will:

- Support the Fire Department in hazardous material incident response.
- Protect the water supply and water/sewer and surface water system.
- Ensure that appropriate agencies are contacted if the drainage system is affected.

Supporting Agency: Transportation Department

The Bellevue Transportation Department will:

- Support the Fire Department in hazardous material incident response.
- Assist in crowd control operations with temporary traffic control measures and barricades.
- Identify evacuation corridors, as needed.

Supporting Agency: Washington State Patrol

Washington State Patrol will:

- Act as designated Incident Command Agency for hazardous materials incidents on or along any state route or interstate freeway as described in RCW 70.136.030 - Incident Command Agencies - Designation by…
- Respond with a supervisor to provide assistance at hazardous materials incidents where the Bellevue Fire Department is the designated incident command agency as described in RCW 70.136.035 - Assistance from state patrol.
- Coordinate with the Washington State EOC to notify other agencies as needed.

Washington State Department of Ecology

The Washington State Department of Ecology will:

- Provide support with coordination, technical information, damage assessments, contamination, clean-up, disposal, recovery, etc. for non-radiological hazardous materials releases.

- Develop, implement, and maintain an EPCRA, Community Right to Know Program, including data management, Community Right to Know reports, and notifications for the State Emergency Response Commission (SERC).

Resource Requirements

Logistical Support

Bellevue has trained personnel, equipment, and supplies necessary for many hazardous materials incidents. However, depending on the nature and scope of the incident, personnel with specialized training, technical equipment, and other supplies may be required to contain and manage an incident. Some incidents may fall under the jurisdiction of the Federal Bureau of Investigation (FBI), Department of Ecology (DOE), Environmental Protection Agency (EPA), Department of Health (DOH), etc. based on the length, complexity, and nature of the threat.

Administration

The Bellevue Fire Department and supporting agencies will use the National Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- Bellevue Fire Department (BFD) Standard Operating Procedures
- BFD Pipeline Incident Response Plan
- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue's EOC Manual
- City of Bellevue – Hazard Mitigation Plan (HMP)
- Eastside Hazardous Materials Response Team Standard Operational Guidelines
- HAZMAT Emergency Response Guide (ERG)
- King County Fire Resources Plan
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- Superfund Amendments and Re-authorization Act (SARA Title III)
- Washington State Fire Services Resource Mobilization Plan

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
ADA	Americans with Disabilities Act
BFD	Bellevue Fire Department
CBRNE	Chemical, Biological, Radiological, Nuclear, and high yield Explosives
CEMP	Comprehensive Emergency Management Plan
CST	Civil Support Team
DOE	Department of Ecology
DOH	Department of Health
EEI	Essential Elements of Information
EHMT	Eastside HazMat Consortium
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EPCRA	Emergency Planning Community Right-to-Know Act
ERG	Emergency Response Guide
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
HazMat	Hazardous Materials
HMP	Hazard Mitigation Plan
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
LEPC	Local Emergency Planning Committee
NFPA	National Fire Protection Agency
NIMS	National Incident Management System
NRF	National Response Framework
RCECC	Regional Communications & Emergency Coordination Center
SARA	Superfund Amendments and Reauthorization Act
SCBA	Self-Contained Breathing Apparatus
SERC	State Emergency Response Commission
SOP	Standard Operating Procedures

Appendices & Attachments

N/A

Emergency Support Function #11: Agriculture and Natural Resources

Michael Shiosaki,
Parks & Community Services Director

11/25/2025

Date

Carl Lunak, Emergency Manager

11/25/2025

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF #11: Agriculture and Natural Resources

Lead / Coordinating Agency	Support Agencies
Parks & Community Services	Office of Emergency Management
	Finance & Asset Management (FAM) Department
	Human Resources Department
	Utilities Department
	All Departments
	American Red Cross (ARC)
	Public Health – Seattle & King County (PHSKC)
	Washington State Animal Rescue Team (WASART)

Introduction

Purpose

Emergency Support Function (ESF) # 11 describes the management, safe handling and distribution of food and water for the needs of large groups of people within the City of Bellevue during and immediately after a major emergency or disaster. It also addresses the safety and well-being of household pets and livestock, and the protection of natural, historical, and cultural resources within the city.

Scope

This ESF addresses the City of Bellevue's policy and procedural guidance for facilitating multi-agency coordination regarding:

- Procurement, safety, and distribution of food and water during an emergency
- Issues related to animal and agricultural emergency management
- Protection of natural, historical, and cultural resources

It also addresses necessary coordination with other agencies that is required to execute the activities outlined in this ESF.

Policies

The City of Bellevue may provide emergency organization and resources to minimize the effects of incidents, prepare to respond to disaster situations; maximize population survival, preserve property, and recovery that will ensure the orderly and fast return to

normal community life in the event of a natural or technological disaster. The City of Bellevue will make every effort to educate its staff, communities, and businesses in their individual responsibility to provide for and/or secure their own safe food and water for at least two weeks following a disaster.

The following internal plans will help to guide and inform this work:

- Parks & Community Services - Historical and Cultural Resource Management Plan
- City of Bellevue's Emergency Water Plan

The following local and state policies are also relevant to this ESF:

- King County Code (KCC) 20.62 – Protection and Preservation…
- Revised Code of Washington (RCW) 43.21C – State Environmental Policy
- RCW 38.52.600 – Extreme weather response…
- Washington State Administrative Code (WAC) 16-25 – Disposal of dead livestock
- WAC 118-04-200 – Personal responsibilities.…
- WAC 246-215 – Food Service
- WAC 246-291-125 – Groundwater source approval
- WAC 16-25 – Disposal of dead livestock

Activities within ESF #11 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for the ESF #11 will be coordinated by the Parks & Community Services Department. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue's Hazard Mitigation Plan (HMP).

Many of the hazards identified in the HMP have the potential to cause damage to local infrastructure. Food or water storage and supply chains may become compromised by power outages, transportation interruption, the introduction of contaminants, plant and animal-borne disease, local or regional flooding, drought, or intentional criminal disruption.

Bellevue is also known as a "city in a park" and has a variety of high-quality parks, trails, historical sites, and community gathering places. The Parks & Community Services Department has developed a Historical and Cultural Resource Management Plan that provides an overview of the important historical and cultural sites in Bellevue, along with the indigenous history in Bellevue. In addition, the city maintains approximately 50 acres of working agricultural land. These sites and facilities may incur damage as a result of some of the natural and man-made hazards Bellevue is susceptible to. For example, direct damage may be caused by ground movement from an earthquake, severe weather, or targeted violence. Damage or disruption to these sites and parks could adversely affect Bellevue's culture and could require extensive response and recovery efforts to fully restore.

Planning Assumptions

During an emergency, the food and water supply chain system may sustain damage or be impacted, resulting in disruption or shutdown of portions of the system. Certain conditions beyond the City of Bellevue's control may impact its ability to implement response plans and procedures.

Some of the planning assumptions relevant to this ESF are included below:

- Bellevue's utilities and/or transportation may sustain damage or be affected during an emergency.
- Portions of transportation and utilities infrastructure may be disrupted or shut down, which would reduce the city's ability to procure or distribute food and water.
- The city may activate Community Points of Distribution (CPODs) to distribute food, water, and other resources to community members if resources are scarce.
- The city may need to coordinate with non-profit and/or private sector organizations for the management of food, water and other goods to be distributed.
- The city will likely not have the infrastructure or resources to provide food and water for the whole community.
- If not handled properly, food, water, and donated goods could become sources for illness or disease.
- The staff at Kelsey Creek Farm are trained and will provide quality care for the resident animals at the farm, to the best of their abilities.
- Residents who own livestock will be primarily responsible for caring for their animals in an emergency. The City of Bellevue will strive to provide information about resources and other forms of support, as available.

- The city may need to rely on partnerships with outside resources (i.e., WASART, ASPCA, etc.) to provide the necessary care for pets and livestock.
- The Washington State Department of Agriculture, in collaboration with identified stakeholders and legal authorities, will provide guidance for managing animal or agricultural emergencies.
- Cultural or historical sites (i.e., the Winters House, libraries, and other historical societies) may have treasured artifacts and collections that need to be protected or preserved in a specialized way.
- Cultural, historical or natural sites (i.e., green spaces and parks) may be permanently damaged or lost following an emergency or disaster.
- Public Health – Seattle & King County (PHSKC) will provide information on measures to be taken to reduce contamination of food and water, as well as information and recommendations for the safe storage and distribution of emergency food.
- Emergency response and recovery activities that rely on the use of communications systems will likely be impacted and may be difficult to coordinate.

Concept of Operations

General

In the event of an emergency or disaster, it is likely that supply chain disruptions may result in a shortage or lack of safe access to food, water, or other necessary resources. In this event, the city may need to open Community Points of Distribution (CPODs) or establish other mechanisms for distributing much needed supplies. Whenever possible, the city of Bellevue will coordinate with local agencies, commercial facilities, volunteer organizations and appropriate purveyors for the supply and distribution of food and water to the affected population.

If not handled properly, food and water can be vehicles for illness and disease transmission, which must be avoided. The city will rely on Public Health – Seattle & King County, and other public health authorities, for guidance on food safety protocols.

Any displacement or evacuation of people from their homes may cause household pets and livestock to be placed at risk due to lack of food, shelter, and care. Animal evacuation may be conducted in conjunction with human evacuation and falls under the scope of ESF #13 – Public Safety. When possible, pets should be sheltered near their owners.

In order to provide for the safety and security of Bellevue residents, animals, and property, the city will work to support the care and shelter of pets in the event of an emergency, as resources allow. Owners will be expected to provide food, water, husbandry, and exercise for their pets during the times they are in emergency shelters. Guidance for this can be

found in ESF #6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services.

Property and livestock at Kelsey Creek Farm will be cared for by staff at the farm. Since there is insufficient capacity care for additional livestock at this facility, the City of Bellevue will partner with local agencies (i.e., WASART, King County, and the State of Washington) to provide guidance and care to residents. In the event of animal disease, the Washington State Department of Agriculture, in collaboration with other stakeholders and legal authorities (local, state, federal and tribal), may lead the management of animal health emergencies.

The Parks & Community Services Historical and Cultural Resource Management Plan contains historical and architectural details of the important historical and cultural sites, which can be used to help facilitate restoration efforts if damage is sustained during an emergency or disaster.

Organization

The activities of this ESF will be facilitated by the Parks and Community Services Department in coordination with the Bellevue Emergency Operations Center (EOC). Within the EOC structure:

- The Logistics-Finance Section is responsible for procuring food, water, and other necessary supplies for distribution.
- The Public Information Officers (PIOs) are responsible for sharing information regarding food safety, animal / livestock care, and natural resources with members of the public.
- The Utilities Branch is responsible for the water infrastructure within Bellevue and improving access to safe drinking water.
- The Parks & Community Services Branch is responsible for:
    - Coordinating with local agencies and volunteer organization for the distribution of emergency supplies.
    - Developing operational plans and selecting sites for the distribution of food and water to community members and emergency workers.
    - Facilitating support for animals at Kelsey Creek Farm, if requested.
    - Coordinating with local agencies and volunteer organizations for emergency sheltering and care of pets/livestock.
    - Protection and care for historical, agricultural, and natural resources owned by the City of Bellevue.

External agencies such as Public Health – Seattle & King County, Washington State's Animal Response Team, the American Red Cross, etc. may provide assistance and subject-matter expertise for this ESF.

Community Lifelines & Core Capabilities

Means → **Ways** → **Ends**

Means
- **ESF #11 Agriculture and Natural Resources Annex**
- Lead: Parks & Community Services

Ways
- **Core Capabilities**
- Critical Transportation
- Economic Recovery
- Environmental Response/Health and Safety
- Natural and Culture Resources
- Public Health, Healthcare, and Emergency Medical Services

Ends
- **Community Lifeline**
- Food, Hydration, Shelter
- Water Systems

Figure 15: ESF #11

This visual shows how ESF #11: Agriculture & Natural Resources Annex provides the operational framework (Means) for Bellevue's Parks & Community Services and its partner agencies to assess and protect natural resources, urban green space, and food-related systems after disasters. The Core Capabilities, such as Natural & Cultural Resources and Economic Recovery, are the essential competencies (Ways) that enable damage assessment, habitat and watershed restoration, and recovery actions that preserve food safety and local natural assets. Together, these efforts support the Food, Hydration & Shelter Community Lifeline (Ends), ensuring the integrity of local ecosystems and food/water resources that the community depends on.

Essential Elements of Information

For ESF #11, Essential Elements of Information (EEIs) identify the food, water, livestock, and natural resource information that decision-makers need to protect public health and support recovery. In the City of Bellevue, this information needed to facilitate the distribution of food and water via Community Points of Distribution to residents in the event resources are not available through normal supply chains. Some EEIs for this ESF include, but are not limited to:

- Potable water availability and any boil-water or contamination advisories (i.e., areas affected estimated duration, etc.)
- Status of food distribution and supply-chain disruptions affecting shelters and residents
- Number and type of animals needing shelter or veterinary care (pets, service animals; special handling needs)
- Significant damage to natural, historical, or cultural resources that require protective actions or specialized recovery (sites, extent of impact)

These EEIs may be used to guide the City of Bellevue's collection and reporting of critical information to the EOC so a common operating picture can be developed that drives prioritization, resource allocation, and coordinated citywide action.

Procedures

In the event of an emergency, the Parks & Community Services Branch will coordinate contact with the King County RCECC, the American Red Cross and other relief agencies to request assistance in providing food and water to community members. This coordination will take place through the EOC. It may request assistance for the procurement of water and food from the Finance & Asset Management Department and Utilities Department, through the EOC. The Utilities Department operates and maintains the city's water infrastructure and will leverage existing processes to manage and respond to an incident affecting the water system. Additional information regarding water systems can be found in the ESF 3: Public Works and Engineering annex.

Once sites are activated, the primary distribution of food and water will be coordinated in partnership with the RCECC, the American Red Cross emergency shelter/mass care system and supported as necessary by city staff. Volunteers may be available to support this effort as well.

If no outside assistance is available, food and water procurement and distribution within Bellevue is the sole responsibility of the city and will be coordinated by the Parks & Community Services Branch in the EOC. Response will be based upon identified needs and available resources.

Animal and livestock sheltering and care will be facilitated by the Parks & Community Services Branch in the EOC. More detailed information and procedures on pet sheltering can be found in ESF #6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services. Outside of care for the animals at Kelsey Creek Farm, care for livestock will be coordinated with non-governmental organizations (i.e., WASART) that have specialized training in livestock care and emergency response. Through the EOC, the Parks

& Community Services Department will reach out to relevant partners as needed in the event of animal, zoonotic, or plant disease outbreaks.

Response and recovery of parks and other natural areas will be coordinated by the Parks & Community Services Department Coordination Center or other department personnel. The DCC will coordinate and facilitate site inspections, operations, and other functions in support of the emergency response, in coordination with the Parks & Community Services Branch in the EOC.

Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Harden City of Bellevue's utilities infrastructure (including water) with adaptive pipes and connections to increase resistance to failure from earthquakes.
- Perform maintenance that increases resiliency to hazards in city-owned natural spaces (i.e., parks, trails, etc.) and historical / cultural sites.
- Reinforce city-owned properties that may serve as Community Points of Distribution (CPODs) or other mass care sites.

Preparedness Activities

- Educate community members (residents, businesses, etc.) on personal preparedness, including promoting recommended guidance for emergency food and water.
- Identify contractors and vendors that can procure food, potable water, and other necessary resources, in an emergency.
- Develop plans and procedures relevant to the execution of ESF #11.
- Develop and provide training to staff and volunteers on the operation of CPODs and other activities relevant to the execution of ESF #11.
- Inventory and store emergency supplies for livestock at Kelsey Creek Farm, as practical and available.

Response Activities

- Procure emergency food, water, and other supplies needed for distribution.
- Coordinate with relevant partners to establish Community Points of Distribution (CPOD).
- Assess and make efforts to meet the nutritional needs of the community when normal food resources are not otherwise available.

- Assess and make repairs to the city's water delivery infrastructure and coordinate with water suppliers if necessary.

Recovery Activities

- Repair and restore city-owned natural resources
- Replant or replace damaged vegetation on city property.
- Inventory and restock expended supplies, when applicable.

Responsibilities

The sections below outline the responsibilities of the Parks & Community Services Department and supporting agencies.

Lead / Coordinating Agency: Parks & Community Services Department

The Parks & Community Services Department will:

- Assist Bellevue OEM with the development and maintenance of plans and procedures relevant to emergency response and recovery activities identified in this ESF.
- Coordinate with the Finance & Asset Management Department and/or the Logistics-Finance Section regarding the procurement of emergency food and water.
- Coordinate through the Bellevue EOC with the Utilities Department to determine the availability of potable water within Bellevue's system.
- Coordinate through the EOC with the Utilities Department, other city departments, and relief agencies regarding the transportation and distribution of food and water to community members and emergency workers.
- Coordinate through the EOC with food distributors for the provision and distribution of food for community members and emergency workers.
- Coordinate through the EOC and Public Information Officer for the release of public information with American Red Cross and Public Health – Seattle & King County regarding safety issues related to food and water.
- Maintain documentation of costs incurred for response and recovery efforts (including personnel time and equipment) and provide information to the Logistics-Finance Section of the EOC, the city, local, state, and federal agencies as needed to recover incident response and recovery costs.

Supporting Agency: Office of Emergency Management

The Bellevue Office of Emergency Management will alert the Parks & Community Services Department if the activation of ESF #11 may be necessary. They will also develop and maintain plans and procedures relevant to the emergency response and recovery activities identified in this ESF, in coordination with the Parks & Community Services Department.

Supporting Agency: Finance & Asset Management Department

The Finance & Asset Management Department will facilitate the procurement of food and water. They will also track financial expenditures related to the activities in this ESF, such as staffing, vehicles, food, water, etc.

Supporting Agency: Human Resources Department

The Bellevue Human Resources Department will:

- Identify city staff available to assist at mass care sites, such as CPODs.
- Maintain a list of city staff and volunteers who are trained and available to assist with CPOD sites and the recall of staff through the EOC when needed.
- In coordination with the Parks & Community Services Branch, establish staffing needs for CPOD shifts.
- Manage CPOD staff / volunteer schedules and ensure that staffing is managed in accordance with Collective Bargaining Agreements and the Human Resources Policies and Procedures Manual.
- Coordinate registration of volunteers as emergency workers, as outlined in WAC 118-04-200 – Personal responsibilities...

Supporting Agency: Utilities Department

The Bellevue Utilities Department will ensure water supplies are restored and available within the City of Bellevue. They will assist the Parks & Community Services Department in availability and distribution of water to community members and emergency workers. They will operate emergency water distribution systems or equipment (i.e., the quench buggy, blivets, etc.) to provide water, when resources allow.

Supporting Agency: All Departments

All Bellevue staff may assist in the transportation of food and water to distribution sites, and operation of distribution sites, as directed through the EOC.

Supporting Agency: American Red Cross

The American Red Cross may:

- Assist the city to provide community members and emergency workers with food, clothing, shelter, first aid, supplementary medical care and other immediate needs related to mass care (see ESF #6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services).
- Maintain a list of American Red Cross shelters within Bellevue and the surrounding communities where shelters or other mass care sites can be operated.
- Assess additional sites as needed, depending on the size and significance of the emergency.
- Assist with training related to mass care and emergency assistance for city employees and community members.

Supporting Agency: Public Health – Seattle & King County

Public Health - Seattle & King County will provide food safety/foodborne disease prevention consultation and regulatory oversight regarding emergency food sources, storage, preparation, and/or distribution facilities.

Supporting Agency: Washington State Animal Rescue Team (WASART)

WASART may assist with emergency guidance and help facilitate care for livestock after an emergency or disaster.

Resource Requirements

Logistical Support

The City of Bellevue has sites identified that could serve as Community Points of Distribution (CPODs). It also have significant experience caring for the livestock at Kelsey Creek Farm. However, there is limited capacity for some of the services outlined in this ESF (specifically CPOD distribution and the care of animals / livestock and response to zoonotic / plant disease). If this ESF were to be activated, the City of Bellevue would need assistance with staffing, logistics, and specialized expertise from external partners (i.e., American Red Cross, Public Health – Seattle & King County, and the Department of Agriculture) to accomplish these activities. Assistance would also be needed from ESF #6 & ESF #7 in acquiring food supplies, as that cannot be purchased and stored in advance.

Administration

The Bellevue Parks & Community Services Department and supporting agencies will use the national Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue – Hazard Mitigation Plan (HMP)
- National Incident Management System (NIMS)
- National Response Framework
- Parks & Community Services Historical and Cultural Resource Management Plan

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms / Terms	Definitions
ARC	American Red Cross
ASPCA	American Society for the Prevention of Cruelty to Animals
CEMP	Comprehensive Emergency Management Plan
CPOD	Community Points of Distribution
EEI	Essential Elements of Information
EOC	Emergency Operations Center
EOC	Evidence of Compliance (ESF #11)
ESF	Emergency Support Function
FAM	Finance & Asset Management
HMP	Hazard Mitigation Plan
ICS	Incident Command System
KCC	King County Code
NIMS	National Incident Management System
NRF	National Response Framework
PHSKC	Public Health - Seattle & King County
PIO	Public Information Officer

RCECC	Regional Communications & Emergency Coordination Center
RCW	Revised Code of Washington
WAC	Washington Administrative Code
WASART	Washington State Animal Response Team

Appendices & Attachments

N/A

Emergency Support Function # 12: Energy

_____   11-24-25
Andrew Singelakis,   Date
Transportation Department Director

_____   11-24-2025
Carl Lunak, Emergency Manager   Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF #12: Energy

Lead / Coordinating Agency	Support Agencies
Transportation Department	Police Department
	Office of Emergency Management
	City Manager's Office
	Olympic Pipeline Company
	Puget Sound Energy (PSE)
	Seattle City Light
	King County Regional Communications and Emergency Coordination Center (RCECC)

Introduction

Purpose

Emergency Support Function (ESF) #12 establishes direction to the Transportation Department and supporting agencies for how to coordinate with private utilities necessary for the life, health safety, and economic welfare of the City of Bellevue before, during and after a disaster.

Scope

This ESF addresses the collection, evaluation, and coordination of information on energy system damage and estimations on the impact of energy system outages within the City of Bellevue. These systems include electrical power, natural gas, and the status of the Olympic Pipeline. While restoration of normal operations at energy facilities is the primary responsibility of the owners of those facilities, ESF #12 provides the appropriate information and resources to enable restoration of services to the City of Bellevue in a timely manner.

Policies

After an emergency or disaster, many response and recovery activities will be dependent upon the restoration of the services addressed in this ESF. Therefore, coordination and support of restoration of electric and natural gas service is a high priority for the City of Bellevue. Disruptions to the Olympic Pipeline will be coordinated through ESF #10 – Oil & Hazardous Materials Response.

Emergency demand reduction measures for private and public energy utilities are regulated by the Washington Utilities and Transportation Commission.

The following internal City of Bellevue policies and plans will help to guide and inform this work:

- Bellevue Fire Department's Pipeline Incident Response Plan

The following local and state policies are also relevant to this ESF:

- [Revised Code of Washington (RCW) 19.122 – Underground Utilities](#)
- [RCW 43.21G – Energy Supply Emergencies, Alerts](#)

Activities within ESF #12 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for ESF #12 will be coordinated by the Transportation Department. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage private utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue's Hazard Mitigation Plan (HMP).

Many of the hazards outlined in the CEMP and HMP have the potential to disrupt energy services such as power, natural gas, and/or petroleum services due to loss of production capability, regional demand, and/or lack of accessible delivery or transportation routes after an emergency or disaster.

Details about the energy infrastructure and providers in the City of Bellevue can be found in the "Infrastructure" Section of the CEMP Base Plan.

There are a variety of methods by which fuel and similar hazardous substances are transported through and stored within the City of Bellevue. An accidental or intentional

spill of such substances could cause significant harm to the environment and the potential for injury and damage to facilities and buildings. Details regarding hazardous materials incidents are found in ESF #10 – Oil and Hazardous Materials Response.

Planning Assumptions

During an emergency, the energy system may sustain damage or be impacted, resulting in disruption or shutdown of portions of the system. Certain conditions beyond the City of Bellevue's control may impact its ability to implement response plans and procedures.

Some of the planning assumptions relevant to this ESF are included below:

- Emergency response and recovery activities that rely on the use of the energy utility systems will likely be impacted and may be difficult to coordinate.
- Disruption or damage to one utility system may cause disruption or damage to another utility system due to the interrelated nature and dependency of one system on another.
- There may be widespread and/or prolonged electric power failure.
- With no electric power, communications will be affected, traffic signals will not operate potentially causing traffic gridlock, and utility pump stations will be operating on generators. Such outages will impact all emergency response services.
- Public health services may be impacted by power outages and other disruptions to energy infrastructure. This may disproportionately affect residents that have specific medical concerns.
- Delays in the production, refining, and delivery of petroleum-based products may occur as a result of transportation infrastructure disruption and/or loss of commercial electrical power.
- It may take weeks (or longer) to repair infrastructure damage to energy systems, due to the availability of staff, equipment, or need for specialized parts.
- After an emergency or disaster, there may be hoarding that occurs due to scarce resources.
- PSE will be responsible for inspection, damage assessment, and restoration of electrical power and natural gas disruptions, including but not limited to the clearing of trees or debris affecting their infrastructure.

Concept of Operations

General

Electric power and natural gas fuel is provided to Bellevue customers by Puget Sound Energy (PSE). The City of Bellevue currently has two franchise agreements with PSE (one for

power and one for natural gas). PSE's headquarters and the Emergency Command Center (ECC) are located in Bellevue. Under ordinary conditions, requests for service from PSE are routed to their Customer Call Center. PSE also has dedicated telephone numbers for public safety agencies to request emergency response information. Bellevue OEM staff also maintain emergency contact information for PSE's ECC.

Seattle City Light's power grid passes through the City of Bellevue and provides power to customers throughout the Puget Sound region. Seattle City Light maintains control and operations centers within the City of Seattle.

The Olympic Pipeline Company operates 16 and 20-inch pipelines throughout western Washington that run through Bellevue. These pipelines can carry gasoline, diesel, and jet fuel. BP Pipelines, North America, operates the system and control center for operations and is located in the City of Renton. The Transportation Department maintains a franchise agreement with the Olympic Pipeline Company for operation of its pipelines through Bellevue.

When possible, the City of Bellevue has installed generators at critical city facilities (i.e., City Hall, potential emergency shelter sites, etc.) to help ensure essential services can continue to be provided during power outages. Generators are maintained by the Facilities and Asset Management Department (FAM) and the departments that own the specific facility.

Energy activities will be conducted in coordination with ESF #3 -Public Works and Engineering and ESF #10 – Oil and Hazardous Materials Response.

Organization

The Transportation Department is the lead agency for coordinating emergency response information and priorities with all private utilities operating within the City of Bellevue. The Transportation Department has on-call staff who are available after-hours to respond to incidents related to the energy infrastructure within Bellevue. Bellevue Transportation coordinates with the Bellevue Fire Department (BFD), Bellevue Police Department and/or service providers, as needed, to support incident management, stabilization, and restoration. If the incident escalates, Transportation may choose to activate their Transportation Coordination Center (TCC) to help facilitate this coordination and response. When activated, coordination with the private energy utilities will be managed by the Transportation Coordination Center (TCC).

PSE may also report to the EOC during a major emergency or disaster. In this event, a workspace will be made available to a PSE representative and will be equipped with a telephone and computer. PSE may send a representative when emergency conditions warrant and if PSE has adequate staff available. If this is not possible or if the disaster has a

larger regional impact, PSE will likely send a representative to the RCECC to coordinate with all jurisdictions within King County. The Olympic Pipeline Company and Seattle City Light may also send representatives to the RCECC, if resources allow.

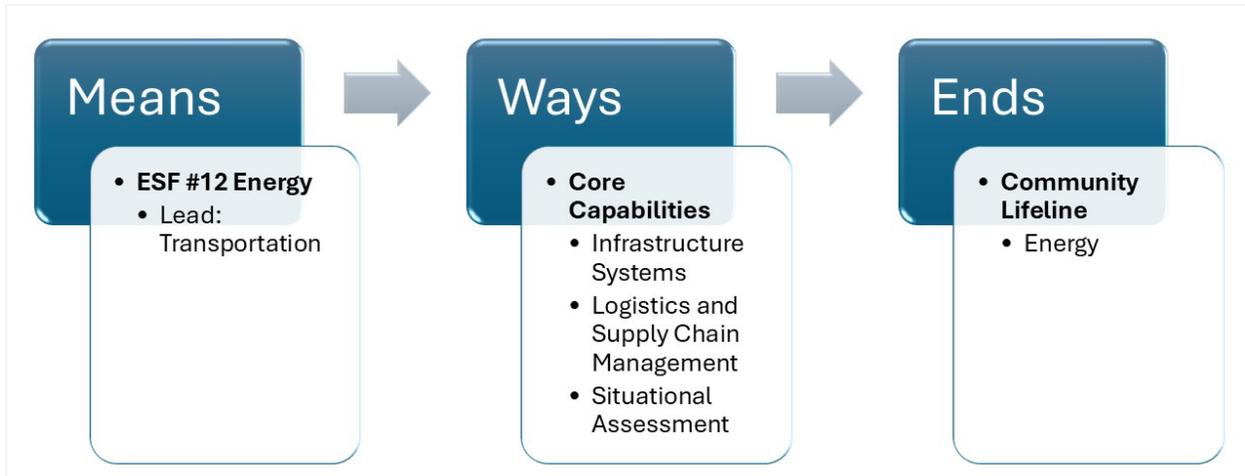## Community Lifelines & Core Capabilities

Figure 16: ESF #12

This visual shows how ESF #12: Energy provides the operational framework (Means) for Bellevue's Transportation and its partner agencies to coordinate restoration of power and fuel distribution networks. The Core Capabilities, such as *Infrastructure Systems* and *Logistics & Supply Chain Management*, are the essential competencies (Ways) that enable prioritized repair of generation and distribution assets, emergency fueling, and temporary power for critical facilities. Together, these efforts support the *Energy, Power & Fuel* Community Lifeline (Ends), ensuring hospitals, shelters, communications, and other critical services regain power and remain operational.

Essential Elements of Information

For ESF #12, Essential Elements of Information (EEIs) capture the details needed to coordinate the restoration of damaged energy systems. In Bellevue, these EEIs focus on power availability, fuel sources, and infrastructure damage. Power is a private utility in the City of Bellevue (provided by Puget Sound Energy) and so ESF #12 focuses on coordination with PSE and provision of citywide services required so PSE can restore power to its customers in Bellevue. Some EEIs for this ESF include, but are not limited to:

- Status of the citywide electrical power grids
- Status of power for critical public infrastructure (i.e., City Hall, Fire/Police Stations, utility sites, traffic signals, etc.)

- Fuel availability for critical operations, including first responder needs
- Damage sustained to energy infrastructure
- Restoration priorities and progress

These EEIs may be used to guide the city's collection and reporting of critical information to the EOC, so a common operating picture can be developed that drives prioritization, resource allocation, and power restoration.

Procedures

Initial response for incidents involving energy infrastructure is managed by the energy provider. Providers are responsible for notifying the City of Bellevue of any emergency or disaster situations via phone, email, and/or NORCOM. When there is advance notice of impending storms or other weather events that may impact power capabilities, PSE has a municipal liaison manager who proactively reaches out to local jurisdictions to make sure they are aware of the forecast and informed about PSE's plans. Guidance for activating the Transportation Coordination Center for incidents can be found in the Transportation Coordination Center (TCC) Operations Handbook. Guidance for activating the EOC for incidents involving energy infrastructure can be found in the EOC Manual.

Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Maintain relationships and franchise agreements with service providers.
- Coordinate with service providers on mitigation strategies and activities related to electrical power and natural gas.
- Coordinate with service providers on mitigation strategies and activities related to the Olympic Pipeline.
- Coordinate with service providers if and when any security concerns arise regarding energy infrastructure.
- Install generators and backup power at critical city properties, when availability and resources allow.

Preparedness Activities

- Develop emergency plans and procedures related to response and recovery efforts involving energy infrastructure.
- Maintain emergency contact information for major service providers that operate within the City of Bellevue.

- Engage service providers in ongoing training and exercise opportunities, when applicable.
- Provide public education to Bellevue community members on protective measures that can be taken during power outages and other disruptions to energy infrastructure.

Response Activities

- Coordinate with service providers to conduct impact and damage assessments during emergencies or disasters affecting the City of Bellevue.
- Coordinate with service providers to repair and restore energy infrastructure during emergencies or disasters affecting the City of Bellevue.
- Coordinate with ESF #3 – Public Works & Engineering for activities related to this ESF.
- Prioritize use of limited resources, if applicable.
- Identify and address the cascading effects that disruptions in one geographic area may have to surrounding neighborhoods and regions.
- If necessary, support evacuation and / or emergency sheltering for displaced residents following disruptions to energy infrastructure in coordination with ESF #6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services and ESF #13 – Public Safety.
- Monitor and replenish generators and fuel resources as needed.
- Identify and mitigate vulnerabilities identified during the emergency or disaster to critical assets that make up the energy infrastructure.
- Respond to and manage cascading effects that result from extended power outages and mitigate impacts to essential services when possible.
- Support scene safety and access for service providers, to the extent possible after a disaster.

Recovery Activities

- Coordinate with City of Bellevue departments and relevant service providers to conduct damage assessments, restore infrastructure and repair energy services for city facilities.
- Participate in long-term planning efforts related to the recovery of energy infrastructure, as needed.
- Restock, repair, replenish, and/or restore city resources to pre-incident levels.
- Refuel generators to pre-incident levels.

Responsibilities

The sections below outline the responsibilities of the Transportation Department and supporting agencies.

Lead / Coordinating Agency: Transportation Department

The Bellevue Transportation Department shall:

- Develop and maintain plans and procedures relevant to emergency response and recovery for activities identified in this ESF.
- Provide regular training to staff on their emergency response roles and exercise to test response capabilities.
- Coordinate emergency response and recovery operations with private energy utility companies from the EOC when it is activated.
- Coordinate the removal of debris from public right of ways affecting private energy utilities in coordination with ESF #1 – Transportation.
- Support and maintain franchise agreements, letters of understanding, contracts, etc. with private energy utilities responsible for electricity, natural gas, and the pipeline fuel transport to ensure response and recovery operations are conducted in an orderly manner and in citywide priority sequence to the greatest extent possible.
- Serve in a support role for hazardous materials spills in coordination with ESF #10 – Oil and Hazardous Materials Response.
- Maintain documentation of costs incurred for response and recovery efforts (including personnel time and equipment) and provide information to the Logistics-Finance Section in the EOC, the city, local, state, and federal agencies as needed to recover incident response and recovery costs.

The Transportation Department Director shall designate a TCC representative to coordinate emergency response and recovery operations with private energy utility companies.

Supporting Agency: Police Department

The Bellevue Police Department shall:

- Provide support in securing areas where electrical or natural gas incidents pose a danger to the public.
- Provide assistance in implementing road closures and detours for roadways.
- Provide support in field operations as appropriate.

Supporting Agency: Office of Emergency Management

The Bellevue Office of Emergency Management shall maintain a liaison contact with the Emergency Response Managers of PSE, Seattle City Light, and the Olympic Pipeline Company in order to request representation in the Bellevue EOC when necessary.

Supporting Agency: City Manager's Office

The Chief Communications Officer or a Public Information Officer will coordinate information regarding electricity and natural gas with PSE's media relations team members.

Supporting Agency: Olympic Pipeline Company

The Olympic Pipeline Company shall:

- Maintain plans, equipment, and materials necessary for rapid emergency response, repair, and cleanup
- Respond to and support hazardous materials spills in coordination with ESF #10 – Oil and Hazardous Materials Response and in compliance with the terms of the franchise agreement.
- Coordinate response and recovery operations within the public right of way with the Transportation Department through the TCC.
- Provide for the rapid restoration of infrastructure-related electrical, natural gas, and liquid fuel services after an incident occurs.
- Coordinate with the city on matters related to this ESF, including planning and decision-making processes.
- Participate in emergency related training and exercise activities, when requested.
- Oversee and provide Preliminary Damage Assessments in coordination with the EOC, when requested.
- Maintain energy supply contingency plans for implementation in the event of energy shortages or emergencies.

Supporting Agency: Puget Sound Energy

Puget Sound Energy shall:

- Provide representative to, or coordinate with, the Bellevue EOC to ensure an effective, efficient response during an emergency.
- Coordinate response and recovery operations within the public right of way with the Transportation Department through the TCC.

- Provide for the rapid restoration of infrastructure-related electrical, natural gas, and liquid fuel services after an incident occurs.
- Coordinate with the city on matters related to this ESF, including planning and decision-making processes.
- Participate in emergency related training and exercise activities, when available.
- Oversee and provide Preliminary Damage Assessments in coordination with the EOC, when requested.
- Maintain energy supply contingency plans for implementation in the event of energy shortages or emergencies.

Supporting Agency: Seattle City Light

Seattle City Light shall:

- Coordinate response and recovery operations within the public right of way with the Transportation Department through the TCC.
- Provide for the rapid restoration of infrastructure-related electrical, natural gas, and liquid fuel services after an incident occurs.
- Coordinate with the city on matters related to this ESF, including planning and decision-making processes.
- Participate in emergency related training and exercise activities, when requested.
- Oversee and provide Preliminary Damage Assessments in coordination with the EOC, when requested.
- Maintain energy supply contingency plans for implementation in the event of energy shortages or emergencies.

Supporting Agency: King County Regional Communications and Emergency Coordination Center (RCECC)

The RCECC shall coordinate requests for resources from jurisdictions within King County and facilitate communication with Washington State EOC, regional energy providers, and local jurisdictions, as needed.

Resource Requirements

Logistical Support

Power for the City of Bellevue is provided by Puget Sound Energy (PSE). Given that this is a private company, many of Bellevue's logistical requirements involve the resources needed to support PSE's operations. Resource needs may include communications with service

providers, backup energy systems, and emergency fuel. Provider agencies will need specialized equipment and staff to assess, repair, and restore power.

Administration

The Bellevue Transportation Department and supporting agencies will use the national Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- Bellevue Fire Department's Pipeline Incident Response Plan
- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue – Hazard Mitigation Plan (HMP)
- City of Bellevue – EOC Manual
- Franchise Agreement with Puget Sound Energy (natural gas and electricity)
- Franchise Agreement with BP Olympic Pipeline Company
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- Transportation Department's Standard Operating Procedures

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
BFD	Bellevue Fire Department
CEMP	Comprehensive Emergency Management Plan
ECC	Emergency Command Center
EEI	Essential Elements of Information
EOC	Emergency Operations Center
ESF	Emergency Support Function
FAM	Finance & Asset Management
HMP	Hazard Mitigation Plan
ICS	Incident Command System
NIMS	National Incident Management System

NRF	National Response Framework
PSE	Puget Sound Energy
RCECC	Regional Communications & Emergency Coordination Center
RCW	Revised Code of Washington
TCC	Transportation Coordination Center

Appendices & Attachments

N/A

Emergency Support Function # 13: Public Safety and Security

Signed by:

Wendell Shirley

28FC86F949CB48B...

11/19/2025 | 08:39 AM PST

Wendell Shirley, Chief of Police

Date

Signed by:

Carl Lunak

568B9A522B82496...

11/19/2025 | 08:09 AM PST

Carl Lunak, Emergency Manager

Date

*Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF #13: Public Safety and Security

Lead / Coordinating Agency	Support Agencies
Police Department	NORCOM
	Other Law Enforcement Agencies per Mutual Aid Agreements

Introduction

Purpose

Emergency Support Function (ESF) #13 establishes direction and guidance to the Bellevue Police Department and supporting agencies on planning for, responding to, and recovering from disasters, emergencies and planned events. Its purpose is to ensure public safety and security as a to provide for the health, safety, and welfare of the public.

Scope

This ESF addresses the City of Bellevue's public safety and security activities in response to incidents. This may include, but are not limited to, the following:

- Investigative support
- Public safety activities
- Provisions of law enforcement
- Scene management
- Security
- Traffic control

Policies

The following internal city policies and procedures will help to guide and inform this work:

- Bellevue Police Department Policy and Procedure Manuals
- Bellevue Police Department's All Hazard Plan for Unusual Occurrences

Activities within ESF #13 will be conducted in accordance with the National Incident Management System (NIMS) and the National Response Framework (NRF) and will utilize the Incident Command System (ICS). Primary responsibility for public safety and security will be coordinated by the Police Department. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance

can be requested through the King County Regional Communications and Emergency Coordination Center (RCECC) or the Washington State Emergency Operations Center (EOC).

All law enforcement actions will be consistent with applicable local, state, and federal law, City policy, and Police Department policy and procedures. ESF #13 will coordinate closely with ESF #15 – External Affairs to ensure consistent, timely public messaging and with other ESFs (e.g., ESF #6 - Mass Care, ESF #9 - Search & Rescue) to protect life and stabilize community lifelines.

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause not only a disruption to essential services but may also result in incidents requiring search and rescue assistance. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the City of Bellevue's Hazard Mitigation Plan (HMP).

Bellevue's landscape includes dense urban neighborhoods and downtown high-rises, extensive parks and trail systems, wetlands and shorelines along Lake Washington and Mercer Slough, and steep, forested hillsides such as Cougar Mountain. These varied environments create distinct operational challenges and access issues that affect public safety and security response. Because these activities often intersect with other functions (Fire and Rescue, Transportation, Utilities, Parks, and Communications), ESF #13 routinely coordinates response with those ESFs to develop site-specific public-safety strategies that protect health, safety, and welfare.

Potential scenarios that may require ESF #13 response include, but are not limited to:

- Civil disturbances or large-scale public gatherings that escalate into unrest or violence.
- Terrorism or targeted violence, including active-shooter incidents, IEDs, or arson.
- Evacuation and re-entry operations following natural disasters such as earthquakes, floods, or wildfires.
- Major traffic accidents, hazardous materials releases, or transportation corridor closures requiring extended control.
- Widespread power outages or utility disruptions leading to public safety risks, looting, or disorder.

- Coordination of security for emergency shelters, community points of distribution (CPODs), and other mass care facilities.
- High-profile events or dignitary visits that require enhanced law enforcement presence and coordination.

These functions will be performed as conditions and resources allow, recognizing that priorities may shift depending on the scale and complexity of the incident and the availability of personnel and supporting resources.

Planning Assumptions

During an emergency, the public safety and security system may be impacted, resulting in disruption or shutdown of portions of the system. Certain conditions beyond the City of Bellevue's control may impact its ability to implement response plans and procedures.

Some of the planning assumptions relevant to this ESF are included below:

- Bellevue has finite law enforcement resources, and a widespread or complex incident may potentially overwhelm local capabilities.
- Communications system failures may limit coordination with other departments and partner agencies.
- Mutual aid support from surrounding jurisdictions may not be immediately available due to concurrent or widespread regional incidents.
- Large-scale evacuations, mass care operations, or sheltering may require additional security and law enforcement support.
- Terrorism, active-shooter, or other criminally motivated incidents may require coordination with state and federal agencies, including the FBI and Washington State Patrol.
- Spontaneous public actions (such as volunteer search activity, crowd movements, or protest activity) may occur and require coordinated management.
- Specialized law enforcement equipment or personnel (e.g., SWAT, bomb squad, K-9) may be unavailable during an incident.
- Requests for state or federal resources will require coordination through the EOC and NORCOM and may take time to assemble and deploy.

Concept of Operations

General

The Bellevue Police Department (BPD) is the lead agency for coordination of ESF #13: Public Safety and Security activities within the city. On-scene management will follow ICS and may establish Incident Command or Unified Command when multiple departments or agencies share responsibilities (for example, when law-enforcement investigations and rescue operations occur simultaneously). The Incident Commander (IC) manages tactical operations; the EOC provides support with coordination, resource requests, mutual aid facilitation, and situational awareness, when requested.

Resource requests exhausted at the local level (Zone 1) will be escalated via NORCOM → EOC → RCECC → WA EMD (state) as appropriate. For incidents involving terrorism, national security, or federal jurisdiction, ESF #13 will coordinate with the Federal Bureau of Investigation (FBI) and federal partners through established channels.

BPD will coordinate scene security, perimeter control, evacuation and re-entry decisions, crowd and traffic management, evidence protection, and support to medical and search/rescue operations, as resources allow. ESF #13 will also coordinate with ESF #15 for public messaging, ESF #6 for mass care security needs, ESF #9 for Search and Rescue (SAR) support, and ESF #12 for utility hazard isolation.

Local Agencies with Mutual Aid notices of consent include, but are not limited to:

- King County Sheriff's Office
- Kirkland Police Department
- Redmond Police Department
- Medina Police Department
- Clyde Hill Police Department
- Mercer Island Police Dept.
- Seattle Police Department
- Issaquah Police Department
- Renton Police Department
- Tukwila Police Department

State agencies include:

- Washington State Patrol
- Washington National Guard

Federal agencies include:

- Federal Bureau of Investigation (FBI)
- Bureau of Alcohol, Tobacco, and Firearms (BATF)
- United States Secret Service

Mutual aid will be initiated when local capabilities and capacity are insufficient or projected to be insufficient to meet operational needs. It should be recognized that outside jurisdictional assistance is dependent on those agencies' availability and concurrent demands.

Organization

ESF #13 operations within Bellevue are coordinated by the Police Department. While day-to-day law enforcement operations is a regular function of BPD, the city recognizes that large-scale or complex incidents, such as widespread civil disturbance, a terrorism-related event, large-scale evacuations, or prolonged infrastructure outages, require heightened, centralized coordination across multiple departments and partner agencies.

In such events, the Incident Commander (IC) on-scene manages tactical operations, while the Emergency Operations Center (EOC) provides broader coordination, resource support, and a single point for multi-department/agency situational awareness. Activation of the EOC helps facilitate a unified and cohesive response across departments, including Fire, Transportation, Utilities, Development Services, Parks & Community Services, Human Resources, and other support partners.

During activations, BPD may designate an EOC representative to coordinate field operations and resource requests with the EOC. A police command officer representative usually serves as the EOC liaison, when needed. Unified Command may be established in the field when incidents require integrated priorities, for example, when investigative/law-enforcement actions and rescue or firefighting operations occur simultaneously, so that public safety, life safety, and investigative objectives are balanced.

Depending on incident size and complexity, BPD (in coordination with the Operations Section Chief) may establish a Law Enforcement Task Force or Field Coordination Group to synchronize multi-agency efforts. Any such task force will operate under NIMS and ICS principles to ensure clear roles, effective communication, and seamless integration of resources.
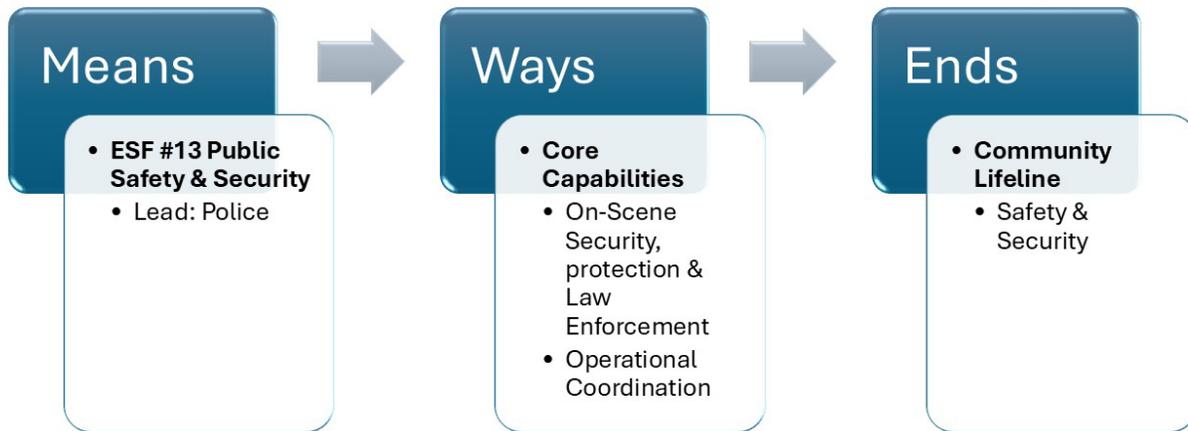
Community Lifelines & Core Capabilities

Figure 17: Core Capabilities & Community Lifelines

This visual shows how ESF #13: Public Safety & Security provides the operational framework (Means) for Bellevue's Police Department and public-safety partners to maintain law and order, secure critical infrastructure, and protect people and property during disasters. The Core Capabilities, such as *On-Scene Security, Protection & Law Enforcement* and *Operational Coordination*, are the essential competencies (Ways) that enable traffic and crowd control, enforcement of emergency orders, and protection of responders and shelters. Together, these efforts support the *Safety & Security* Community Lifeline (Ends), preserving public safety and enabling lifesaving and life-sustaining operations to proceed.

Essential Elements of Information

ESF #13, Essential Elements of Information (EEIs) are the concise details needed to understand public safety impacts and to prioritize law-enforcement, security, and scene management actions in Bellevue. There are a number of factors that contribute to the complexity of response in Bellevue, including the city's downtown core, major employers, transportation hubs, and shelters, EEIs should rapidly convey the nature and location of threats, current law-enforcement capacity, movement and protective-action needs (evacuations, re-entry), and any responder-safety or operational restrictions and constraints. Some EEIs for this ESF may include, but are not limited to:

- Incident type and hot-zone locations (civil disturbance, active threat, crime scenes)

- Law-enforcement staffing levels and mutual-aid assets available (numbers, capabilities, ETA)
- Evacuation orders, re-entry status, and shelter security needs (locations, affected populations)
- Status of critical public-safety infrastructure and communications (NORCOM/dispatch, radio interoperability, jail facility)
- Responder/public safety threats and legal/forensic issues (i.e., secondary devices, HAZMAT, evidence preservation, Medical Examiner Office coordination

These EEIs may be used to guide the city's collection and reporting of critical information to the EOC, so a common operating picture can be developed that drives prioritization, resource allocation, and power restoration.

Procedures

Bellevue Police Department respond to incidents, events, and emergencies in accordance with department policies and procedures, and in compliance with local, state, and federal law. BPD is responsible for maintaining plans and procedures relevant to emergency response and recovery for activities identified in this ESF. They are also responsible for providing regular training to staff on their emergency response roles and exercising relevant skills.

Sample activities that may be associated with this ESF are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Apply Crime Prevention Through Environmental Design (CPTED) reviews and risk-reduction measures for parks, trailheads, waterfront access, and high-traffic public areas.
- Review and approve event security plans for large public gatherings, requiring organizer security resources where appropriate.
- Coordinate threat monitoring and information-sharing with regional partners (King County, Washington State Patrol (WSP), FBI, Washington State Fusion Center (WSFC) and private-sector security teams.
- Implement public outreach campaigns focused on community engagement and crime prevention.

Preparedness Activities

- Conduct multi-department exercises (active-threat, evacuation, mass-gathering scenarios) with other operational departments.

- Pre-identify staging areas, traffic control routes, temporary holding/evidence storage sites for downtown and corridor events.
- Maintain mutual-aid agreements, activation triggers, and points-of-contact with neighboring jurisdictions as well as county and state partners.
- PIO may prepare pre-drafted public safety messages and translation resources for Limited English Proficiency (LEP) and Access and Functional Needs (AFN) communities, as resources allow.

Response Activities

- Establish Incident Command or Unified Command with Fire/EMS as needed; assign law-enforcement liaison to the EOC.
- Implement and execute scene security, perimeter control, and evidence protection.
- Execute traffic management and evacuation/re-entry plans in coordination with Transportation.
- Apply crowd-management tactics emphasizing de-escalation and protection of the public's rights for demonstrations and large gatherings.
- Request and task mutual-aid resources through NORCOM and/or the EOC, and maintain EEI reporting (hot spots, staffing shortfalls, evacuation status) to the EOC.
- Coordinate and collaborate on all public safety messaging with ESF #15 – External Affairs to ensure unified, life-safety communications.

Recovery Activities

- Provide security for recovery operations, community points of distribution, emergency shelters, among other sites.
- Manage phased re-entry and coordinate on structural re-entry guidance and risk notices as needed.
- Deter and suppress criminal activity at vulnerable locations post incident.
- Conduct criminal investigations and coordinate related activities such as victim assistance, Medical Examiner's Office coordination, and support for extended investigations.
- Conduct After-Action Reviews and update SOPs and training based on lessons learned.

Responsibilities

The sections below outline the responsibilities of the Police department and supporting agencies.

Lead / Coordinating Agency: Police Department (BPD)

- Serve as the lead coordinating agency for ESF #13 activities.
- Develop and maintain ESF #13 plans, SOPs, and training for law enforcement emergency roles.
- Provide law enforcement related public safety resources and response to incidents.
- Appoint an EMC representative and liaison for EOC coordination during activations.
- Coordinate ground support for aviation, state, and federal security activities when requested.
- Maintain documentation of costs incurred for response and recovery efforts (including personnel time and equipment) and provide information to the Logistics-Finance Section in the EOC, the city, local, state and federal agencies as needed to recover incident response and recovery costs.
- Coordinate with the City Attorney on actions regarding legal authorities, curfew or extraordinary public-safety orders, and detainee handling, as applicable.
- Coordinate with Coroner and Medical Examiner, and other criminal justice entities, and relevant ESFs.

Supporting Agency: NORCOM

- Provide emergency dispatch and 9-1-1 services for Police and Fire.
- Support dissemination of public warning messages for the City of Bellevue, in coordination with ESF #2.
- Coordinate talk groups and interoperable radio resources as directed.

Supporting Agency: Other Law Enforcement Agencies per Mutual Aid Agreements

Other law enforcement agencies will provide support in accordance with existing mutual aid agreements.

Resource Requirements

Logistical Support

Primary and support departments will provide required personnel, facilities, equipment, and sustainment to support ESF #13 operations, to the extent possible. When local resources are exhausted, requests for mutual aid or state resources will follow established processes and protocols. Specialized assets (e.g., FBI resources for terrorism incidents) will be requested through appropriate channels.

Administration

The Bellevue Police Department will use the national Incident Management System (NIMS) and Incident Command System (ICS) to organize and submit cost recovery documents to city, state, and federal agencies as required to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- Bellevue Police Department Policy Manual and Unusual Occurrences
- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue EOC Manual
- City of Bellevue Hazard Mitigation Plan
- City of Bellevue Shelter Management Plan (SMP)
- National Incident Management System (NIMS)
- National Response Framework (NRF)

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
AAR	After-Action Reports
AFN	Access and Functional Needs
BATF	Bureau of Alcohol, Tobacco, and Firearms
BPD	Bellevue Police Department

CEMP	Comprehensive Emergency Management Plan
CPOD	Community Points of Distribution
CPTED	Crime Prevention through Environmental Design
EEI	Essential Elements of Information
EMD	Emergency Management Division
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ESF	Emergency Support Function
ETA	Estimated Time of Arrival
FBI	Federal Bureau of Investigation
HMP	Hazard Mitigation Plan
IC	Incident Commander
ICS	Incident Command System
LEP	Limited English Proficiency
NIMS	National Incident Management System
NRF	National Response Framework
RCECC	Regional Communications & Emergency Coordination Center
SAR	Search and Rescue
SMP	Shelter Management Plan
SOP	Standard Operating Procedures
SWAT	Special Weapons and Tactics
WSFC	Washington State Fusion Center
WSP	Washington State Patrol

Appendices & Attachments

N/A.

Emergency Support Function # 15: External Affairs / Emergency Public Information

Michelle DeGrand,
Chief Communications Officer (CCO)

11/25/25

Date

Carl Lunak, Emergency Manager

11-26-2025

Date

Note: This ESF is part of the Response Annex from the City of Bellevue's Comprehensive Emergency Management Plan (2026-2030).

ESF #15: External Affairs / Emergency Public Information

Lead / Coordinating Agency	Support Agencies
City Manager's Office	Finance & Asset Management Department
	Office of Emergency Management
	All Departments

Introduction

Purpose

Emergency Support Function (ESF) #15 gives direction to the City Manager's Office (specifically the Communications Team and Chief Communications Officer) and supporting agencies regarding the dissemination of timely and accurate information in emergency situations.

Scope

This ESF addresses public information strategies and responsibilities for processing, coordinating, and disseminating incident-related information to multiple audiences. Audiences for emergency information may include community members, staff, elected officials, members of the media and businesses. All of these audiences may include individuals with limited English proficiency or access and/or functional needs.

This ESF includes a description of the organizational structure of the Joint Information Center (JIC) / Joint Information System (JIS) that operates as part of the Bellevue Emergency Operations Center, the relationship with comparable regional organizations, and support for other ESFs.

Activities in this ESF will be coordinated with ESF #2 – Communications, as needed.

Policies

The City of Bellevue's public information requirements will be determined by the severity of the emergency or disaster, as determined by the Communications Team in the City Manager's Office. Public information activities can provide vital information to the Bellevue community when provided in a timely, consistent and unified manner.

The city strives to provide public information to a wide audience in emergencies, including state, county, local and private-sector agencies, members of the media, nonprofit

organizations and community members. The City of Bellevue has multiple public information officers trained to communicate incident-related information with the public and/or media. The Chief Communications Officer serves as the lead PIO and official spokesperson for the city. When an emergency or disaster conditions warrant a more coordinated public messaging strategy than can be provided by one or two communications professionals, the city may choose to activate a Joint Information Center / Joint Information System.

The following internal city policies will help to guide and inform public messaging and JIC/JIS operations:

- [Bellevue City Code (BCC) 9.22.030 – Delivery to news media](#)
- [City of Bellevue's Branding Standards and Guidelines](#) (Image Relay access required)
- City of Bellevue's EOC Manual
- City of Bellevue's Limited English Proficiency (LEP) Communications Plan
- [City of Bellevue Extreme Weather News Distribution Standard Operating Procedures](#)
- [Public Information Manager SOP 322](#)
- [Public Information Manager Checklist 342](#)

The City of Bellevue is dedicated to ensuring that no person shall, on the grounds of race, color, national origin or sex, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination under any program or activity. The City of Bellevue endeavors to communicate messages in a manner that can be understood by its diverse populations. Special considerations for communicating with significant segments of the population with limited English proficiency and those with access and/or functional needs are addressed in this ESF in compliance with:

- [Civil Rights Act of 1964](#)
- [Civil Rights Restoration Act of 1987](#)
- [Revised Code of Washington (RCW) 38.52.070 – Local organizations…](#)
- [Washington Administrative Code (WAC) 118-30 – Local Emergency Management Organizations, Plans, and Programs](#)

Activities within ESF #15 will be conducted in accordance with the National Incident Management System and the National Response Framework and will utilize the Incident Command System. Primary responsibility for ESF #15 will be coordinated by the City Manager's Office. When local resources have been or are expected to be exhausted or overwhelmed, including automatic and mutual aid, assistance can be requested through the King County Regional Communications and Emergency Coordination Center or the Washington State Emergency Operations Center.

Situation Overview

Emergency Conditions and Hazards

Bellevue and the surrounding region are subject to a number of hazards, both natural and human-caused, that may disrupt or damage the public or private utilities systems, transportation infrastructure and/or communications equipment. This may cause disruption to essential services. Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's Comprehensive Emergency Management Plan (CEMP) and the city's Hazard Mitigation Plan.

Depending on the nature and scope of the emergency, different types and levels of public information may be required. During an emergency, sharing timely and accurate information may be essential to protecting people's health and safety. Having reliable information will help community members take the necessary steps to protect themselves and their loved ones.

Bellevue has access to a diverse array of communications systems and platforms that could be utilized in an emergency. However, many of the hazards identified in the hazard plan and CEMP have the potential to negatively impact these systems in an emergency or disaster. Natural hazards such as earthquakes or landslides could damage communications infrastructure, power outages from severe storms could disrupt hardware and other systems, etc. Additionally, human-caused technological disruptions (i.e., cyber-attacks) also have the potential to disrupt public information dissemination.

Another factor that has to be considered is the potential for a substantial increase in communications volume. Following an emergency or disaster, it is likely that community members will want assistance, to connect with family and loved ones and to gather information about the emergency or disaster. This may result in a sudden surge of call or message volume, which could potentially overwhelm the existing communications infrastructure. This highlights the importance of having a diverse array of platforms that can be used to disseminate emergency messaging.

Planning Assumptions

During an emergency, communications systems may sustain damage or be impacted, resulting in disruption or shutdown of portions of the system. Certain conditions beyond the City of Bellevue's control may impact its ability to implement response plans and procedures.

Some of the planning assumptions relevant to this ESF are included below:

- Most departments have a public information officer (PIO) assigned to facilitate their public information and emergency messaging needs.
- During an emergency, Bellevue's communication systems will likely sustain damage or be impacted, which will result in disruption or shutdown of portions of some or all communications systems.
- Emergency response and recovery activities that rely on the use of the communication systems will likely be impacted and be difficult to coordinate.
- In the event of an emergency situation, the public, employees and the media may need the city to provide accurate and timely incident-related information.
- Within affected areas, normal means of communication may be either destroyed or largely incapacitated; therefore, only limited information should be anticipated from the emergency area until communication can be restored.
- Some staff with an emergency response role may have priority calling through the Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS).
- The city will rely on day-to-day communication methods whenever possible.
- All Bellevue departments are responsible for supporting all phases of emergency management to the best of their abilities. This is reflected by the assignment of primary / supporting agencies for each ESF during an emergency or disaster.
- The City of Bellevue will strive to develop pre-translated emergency messages that can be adapted in the event of an emergency or disaster.
- Translation and interpretation services may or may not be available immediately following an emergency or disaster.
- Community members with limited English proficiency or access and/or functional needs may experience additional barriers to receiving and understanding emergency alerts.
- Public information messages and alerts may not reach all intended audiences.
- Rumors or misinformation can cause unnecessary distress. Unchecked rumors may disrupt response and recovery efforts.
- The nature of the emergency may make it difficult or impossible to provide advance warning to members of the public.

Concept of Operations

General

Having access to timely and accurate information is critical for community members after an emergency or disaster. While efforts are made to improve education and outreach about emergency preparedness during normal times, it is likely that many community

members will rely on incident-specific information to know what protective measures need to be taken.

Types of public information will vary significantly based on the nature and scope of the emergency. However, some types of emergency messaging may include the following:

- Notices on evacuation, sheltering and/or sheltering in place
- Notices for general survivor assistance (i.e., medical care, shelter locations, etc.)
- Notices on family reunification processes and resources
- Notices on availability of food and water (and any support operations like CPODs that may have been activated)
- Notices for public health protection and warnings
- Notices for emergency transportation information
- Announcements for upcoming news conferences and community meetings
- General information about secondary impacts or hazards and the availability of disaster resources

During normal operations or for department-specific information, public messaging will be coordinated by each department's assigned PIO. For example, during civil unrest or events involving other criminal activity, the Police Department's PIO would take the lead in disseminating public messaging, with support from the chief communications officer and other PIOs as needed. In this situation, the normal public messaging approval process will be followed by the PIO. During incidents that don't require a JIC or EOC activation, the public information will be coordinated between the relevant department PIO, chief communications officer, incident commander and/or the Bellevue Office of Emergency Management (OEM) staff to ensure messaging is consistent and accurate.

To facilitate consistent and cohesive messaging for larger incidents and/or ones where the EOC is activated, the chief communications officer and PIOs may activate a JIC or JIS, in coordination with the EOC. This may be staffed by the chief communications officer, deputy communications officer, and/or one or more of the PIOs on the Communications Team. To the best of the city's ability and in compliance with applicable privacy laws, the delivery of sensitive incident information will be shared with the individuals immediately impacted first, followed by city personnel, the directly affected community, and then the broader community and media.

For large-scale and/or regional incidents, King County's Regional Communications and Emergency Coordination Center may also activate their own JIC/JIS to disseminate incident-related information. The same is true for neighboring jurisdictions, Washington's Emergency Management Division and other partners. In this event, the Bellevue JIC will coordinate with other agencies to release cohesive messaging whenever possible.

The City of Bellevue has a number of communication and information systems that can be used to relay public information. These may include the following:

- Print, radio and television media
- Public-facing city website
- Bellevue Television
- City social media sites (i.e., Facebook, X, NextDoor, Instagram, etc.)
- Printed education / information materials
- News conferences
- City radio systems
- Amateur radio systems
- Public address systems
- Community hubs (i.e., Mini City Hall, community centers, Parks, etc.)
- Alert and warning platforms
    - GovDelivery
    - Reverse 9-1-1
    - King County Alert
    - Emergency Alert System
- Teletype (TTY) and telecommunications device for the deaf (TDD)

More information about these communication systems can be found in ESF #2 – Communications.

All messages and emergency alerts should be disseminated with the whole community in mind, so that all Bellevue community members (including those with access and functional needs and those with limited English proficiency) have the ability to access critical emergency information.

Organization

Members of the city's Communications Team will support the external affairs needs of all departments and ESFs and coordinate the dissemination of citywide emergency public information. For smaller-scale incidents, this coordination may take place within the team under the direction of the chief communications officer. During EOC activations, the CCO will lead the communications team while also counseling city leadership on communications as a member of the Emergency Operations Board. Their EOC role may be delegated to the deputy communications chief officer or another PIO, if necessary.

In larger-scale incidents, the CCO will become the lead City of Bellevue PIO and a formal Joint Information Center (JIC) or Joint Information System (JIS) may be activated to formalize coordination with the EOC. Members of the Communications Team that may serve in this function are identified below:

- Chief Communications Officer
- Deputy Communications Officer
- Digital Communications Coordinator
- Public Information Officer – Serving: Community Development and Office of Housing, Development Services, Fire, Parks & Community Services, Police, Transportation (x2) and Utilities
- Speechwriter

With the exception of Fire and Police, all PIOs are assigned to the City Manager's Office. Because of their operational role, the Fire and Police PIOs report directly to their respective department chiefs and are more likely to respond directly to the Command Post than JIC during a major response effort.

During an EOC activation, the Planning Section may fill the Community Outreach Unit role. This role is responsible for gathering information from community members and helping to amplify messaging disseminated by the PIOs, with a focus on sharing emergency messaging with community members that traditionally have a more difficult time accessing emergency information (i.e., those with limited English proficiency, those without internet, etc.)

Community Lifelines & Core Capabilities

Means
- ESF #15 External Affairs
- Lead: City Managers Office

Ways
- Core Capabilities
- Community Resilience
- Public Information & Warning

Ends
- Community Lifeline
- Communications

Figure 18: ESF #15

This visual shows how ESF #15: External Affairs provides the operational framework (means) for the City Manager's Office and its partner agencies to coordinate public information, community outreach and media engagement before, during and after disasters. The core capabilities, such as *Public Information & Warning* and *Community Resilience*, are the essential competencies (ways) that enable clear, timely and accessible messaging to residents, stakeholders and the media. Together, these efforts support the *Communications* community lifeline (ends), ensuring the public receives accurate instructions and situational updates needed for safety and recovery.

Essential Elements of Information

For ESF #15, Essential Elements of Information (EEIs) capture the communication details needed to keep the community, stakeholders and partners agencies informed during an incident. In Bellevue, these EEIs focus on coordinated messaging, audience reach, misinformation trends and PIO capacity. This information ensures that Bellevue can deliver accurate, coordinated and accessible messages through the JIS and JIC. Some EEIs for this ESF include, but are not limited to:

- Status of current life-safety messages (evacuation, shelter, boil-water, closures)
- Populations reached and unmet communication needs (including LEP and Access and Functional Needs communities)
- Indicators of misinformation or rumors requiring correction
- PIO staffing, translation capability and capacity, and communication channel(s) available
- Stakeholder notification <u>requirements</u> (schools, hospitals, major employers)

These EEIs may be used to guide the city's collection and reporting of critical information to the EOC, so a common operating picture can be developed that drives prioritization, resource allocation and coordinated citywide action.

Procedures

For large-scale and/or complex emergencies or disasters, the city may open and operate a Joint Information Center (JIC) or Joint Information System (JIS). A JIC is a physical (or virtual site) where public-information personnel gather to facilitate public messaging. A Joint Information System (JIS) is the framework consisting of plans, protocols and structures for the collection, verification, and dissemination of information to the public and media.

The chief communications officer or deputy communications officer has the authority to activate the JIC/JIS. This decision may be made independently or at the request of the EOC manager to support EOC operations. The JIC will be staffed by the CCO, DCO and/or other trained members of the Communications Team, as available. Staff assigned to the JIC/JIS will be recalled via phone, email or Bellevue Inform alert. They may respond virtually or in person, depending on the nature and scope of the emergency.

The JIC duties may vary based on the nature and scope of the incident, but generally they include:

- Drafting and disseminating news releases
- Organizing and facilitating news conferences (when applicable), including drafting talking points for leadership and elected officials

- Updating citywide social media accounts and the city's public-facing website
- Monitoring social and traditional media for pertinent emergency information and coordinating responses.
- Providing talking points to city call center.
- Identifying and addressing rumors/misinformation.
- Coordinating unified, consistent citywide messaging amongst all city departments.
- Drafting emergency alerts for internal and external partners.
- Working with partners to maximize the reach of emergency communications to Bellevue community members (including those with limited English proficiency, those who do not rely on electronic messaging, individuals with access and functional needs, etc.)
- Respond to requests from members of the public and ensure consistent talking points are available to those communicating with members of the public.
- Coordinate with neighboring jurisdictions and partners that have activated their own JIC/JIS.

The PIO(s) assigned to the JIC will work closely with the rest of the Communications Team, as needed. They will also work with Service First and other public-facing teams in the city (i.e., community centers, Mini City Hall staff, etc.) to identify misinformation and disseminate accurate emergency messaging. Detailed guidance for the activities listed previously can be found in the Public Information Manager SOP 322 and Public Information Manager Checklist 342.

The Communications Team and/or JIC may organize news conferences to help facilitate messaging to the media and community members during high-profile or large-scale response efforts. Bellevue TV will provide technical and logistical support for Bellevue's news conferences, when available. The JIC and/or Communications team will notify members of the press of these conferences via social media, email, text message or whatever means of communication are available. In general, these news conferences will be hosted at City Hall (specific location varying depending on circumstances), however they may be organized in the field or other sites depending on the nature and scope of the incident. The alternate location will be announced as soon as it is feasible to do so.

The Communications Team and/or JIC will leverage available resources to provide public information related to the incident in multiple formats and to meet LEP and Access and Functional Needs (AFN) requirements (i.e., the [ADA](#) and [RCW 38.52.070 – Local organizations...](#)). This includes the use of Bellevue's contracted language translation service (which includes ASL interpretation), the use of pre-translated alerts and infographics, and leveraging King County's Trusted Partner network to relay messaging, when available. Bellevue regularly updates the list of pre-translated messages and adds additional translations as the makeup of the Bellevue community (and languages spoken) continue to evolve. The city may also leverage trained, multilingual city staff (i.e., personnel/volunteers who provide translation services at Mini City Hall) if other services are unavailable due to

the nature and scope of the emergency. More details about this process can be found in ESF #2 – Communications, the city's LEP Communications Plan and King County OEM's Inclusive Emergency Communications Plan.

Prevention & Mitigation Activities

- Identify and maintain redundant communication systems that can be used for the dissemination of emergency information.
- Facilitate education and outreach opportunities to help community members learn about communication platforms and alert types used to disseminate critical emergency messages.
- Establish and maintain contracts for translation services (including ASL).

Preparedness Activities

- Develop template emergency alerts and messaging related to common hazards to allow for the rapid dissemination of information following an emergency or disaster.
- Develop and maintain guidance for the activation/operation of a JIC and/or JIS.
- Establish procedures for alerting internal communications personnel and other key partners during an emergency.
- Provide training to PIOs on emergency response activities and JIC/JIS operations.
- Regularly test and exercise emergency communication and alert systems.
- Conduct regular exercises with PIOs on emergency response activities and JIC/JIS operations.
- Build relationships with local and regional media outlets and contacts, including but not limited to, broadcast, print, digital, and alternative languages. Maintain contacts for these partners.

Response Activities

- Draft and disseminate news releases and organize news conferences, when applicable.
- Disseminate emergency messaging via social media, emergency alerts, the website, non-digital platforms and other communications systems that are available
- Verify information and address rumors, when relevant
- Draft content for emergency alerts (both internal and external)
- Facilitate the translation of public messaging and emergency alerts
- Coordinate messaging with other jurisdictions JIC/JIS operations, as relevant.
- Respond to public inquiries and questions, as resources allow.

Recovery Activities

- Disseminate information about recovery activities (i.e., damage assessments, recovery projects) and recovery resources available to community members (i.e., public meetings, shelter locations, etc.)
- Analyze effectiveness of emergency messaging (specifically the communication of life safety and other incident messaging) through the After-Action Report (AAR) process.
- Identify and address technology challenges (or other barriers) that impacted the ability to disseminate emergency messages and/or communicate with AFN or LEP community members.
- Restock or restore any resources expended during emergency response operations.

Responsibilities

The sections below outline the responsibilities of the City Manager's Office and supporting agencies.

Lead / Coordinating Agency: City Manager's Office (specifically the Chief Communications Officer/PIO and Communications Team)

The chief communications officer is responsible for managing the dissemination of emergency public information during emergencies. They are also responsible for the management of the Communications Team or JIC/JIS (if activated) during emergencies or disasters.

The CCO/PIO will:

- Provide regular, timely and accurate information briefings to city officials and employees, Service First, news media and community members.
- Provide regular, timely and accurate information to EOC staff.
- Activate and operate a Joint Information Center (JIC) / Joint Information System (JIS) in accordance with the EOC Manual and PIO Guidebook.
- Coordinate with Bellevue OEM to disseminate emergency notifications to City of Bellevue staff via Bellevue Inform.
- Notify appropriate agencies to assist in the dissemination of emergency public information. Coordinate with the EOC manager, RCECC and other local jurisdictions when emergency alerts are disseminated.
- Monitor inquiries from the media and respond, as resources allow.
- Determine the appropriate location(s) for public official and media briefings.

- Designate official spokespeople who can speak to the community and media on behalf of the city.
- Disseminate preprinted emergency public information brochures on emergency hazards and protective actions.
- Develop template alerts and emergency messages. Work with professional translation services to translate materials into required Bellevue languages (and additional languages as resources allow).
- Coordinate with the City of Bellevue Call Center to provide talking points, identify rumors/misinformation, and support communications with community members.
- Support regional JIC/JIS operations and amplify messaging, as requested and as resources allow.

Supporting Agency: Finance & Asset Management Department

The Finance & Asset Management Department (Service First specifically) will:

- Field resident inquiries via phone, email and in person, as is applicable.
- Maintain a master database of resident service requests. Track and bundle service requests (i.e., downed trees, power outages, etc.) and distribute to appropriate departments for response.
- Review information provided by the Communications Team and/or JIC/JIS to inform responses to resident inquiries. Share any trends emerging from inquiries.
- Assist in the dissemination of emergency information (i.e., list of shelters, meal programs, contact information for utility providers, etc.), as applicable.

Supporting Agency: Office of Emergency Management

The Office of Emergency Management (OEM) will support the CCO and Communications Team in coordinating emergency public information releases through available alert and warning / other emergency communications systems identified in ESF #2 – Communications.

Supporting Agency: All Departments

All Bellevue departments will provide timely information to the EOC regarding field activities and emergency public information and coordinate requests for assistance through the EOC.

Resource Requirements

Logistical Support

The City of Bellevue has trained PIOs who are able to facilitate emergency messaging. Disaster conditions may impact the availability of staff, technological systems and other resources. Potential resource needs in an emergency may include trained communications staff, digital media, translation/interpretation services, emergency communications infrastructure, etc.

Administration

The City Manager's Office and supporting agencies will use the national incident management system and incident command system to organize and submit cost recovery documents to city, state and federal agencies, as required, to recover incident response and recovery costs.

References and Supporting Plans

The following documents provide guidance for the execution of the functions outlined in this ESF:

- City of Bellevue's Branding Standards and Guidelines (Image Relay access required)
- City of Bellevue's Comprehensive Communications Plan
- City of Bellevue Comprehensive Emergency Management Plan (CEMP) Base Plan
- City of Bellevue's EOC Manual
- City of Bellevue Extreme Weather News Distribution Standard Operating Procedures
- City of Bellevue – Hazard Mitigation Plan (HMP)
- City of Bellevue's Limited English Proficiency (LEP) Communications Plan
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- Public Information Manager SOP 322
- Public Information Manager Checklist 342

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
AAR	After-Action Reports
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
ASL	American Sign Language
CCO	Chief Communications Officer
CEMP	Comprehensive Emergency Management Plan
EEI	Essential Elements of Information
ESF	Emergency Support Function
FAM	Finance & Asset Management
GETS	Government Emergency Telecommunications Service
JIC	Joint Information Center
JIS	Joint Information System
LEP	Limited English Proficiency
OEM	Office of Emergency Management
PIO	Public Information Officer
RCW	Revised Code of Washington
SOP	Standard Operating Procedures
TDD	Telecommunications Device for the Deaf
TTY	Teletypewriter
WAC	Washington Administrative Code
WPS	Wireless Priority Service

Appendices & Attachments

N/A

Recovery Annex

Introduction

Purpose

The purpose of this Recovery Annex is to provide a basic, strategic level overview of how short and long-term recovery are conducted and coordinated for the City of Bellevue.

Scope

This document is an annex to the City of Bellevue's Comprehensive Emergency Management Base Plan (CEMP). This is an intermediary document, intended to provide guidance to the City of Bellevue on short and long-term recovery until a City of Bellevue Disaster Recovery Framework is completed. Ultimately this annex will be supported by recovery support functions, related manuals, standard operating procedures, checklists, and forms. This annex applies to departments and agencies that may be involved in the short and long-term recovery for the City of Bellevue after a major emergency and/or disaster.

The City of Bellevue measures recovery from an incident based on what has been impacted in the city and how it is restored, in alignment with the [National Disaster Recovery Framework (NDRF)](). From an internal perspective, the city considers how staff, property, facilities, infrastructure, and resources have been recovered. From an external perspective, the city considers the recovery and restoration of properties, facilities, infrastructure, and resources for the community. This may include residents, businesses, regional governmental partners, non-governmental partners, and the environment. These measures are broken into two different time frames: short-term and long-term recovery. While it will be impossible to restore the community to be the "same" as it was prior to the disaster, the goal is to build back better and establish a more resilient post-disaster community.

Policies

The day-to-day organizational structure of Bellevue city departments will be maintained as much as feasible during emergency situations, including during response and recovery efforts. When local resources have been or are expected to be exhausted or overwhelmed including automatic and local mutual aid, then assistance can be requested through the King County Regional Communications and Emergency Coordination (RCECC) or the Washington State Emergency Operations Center (EOC).

The Mayor or their successor may proclaim special emergency orders under [Bellevue City Code 9.22 – Mayor's Emergency Powers](#), which could affect the utilization of emergency resources. The Finance & Asset Management Department will appoint an individual to serve as Applicant Agent for the city in incidents where there is the potential for a Presidential Declaration of Emergency, which would require the city to file a Preliminary Damage Assessment for impacts to residents, businesses, and the City of Bellevue government and submit various paperwork for reimbursement.

Additional guidance for disaster recovery can be found in the following:

- [Revised Code of Washington (RCW) 38.52 – Emergency Management](#)
- [National Disaster Recovery Framework](#)
- [Disaster Recovery Reform Act of 2018](#)
- [Sandy Recovery Improvement Act of 2013](#)
- [Robert T. Stafford Disaster Relief and Emergency Assistance Act](#)

Situation Overview

Emergency Conditions & Hazards

Bellevue and the surrounding region are subject to a number of hazards both natural and human-caused that may disrupt or damage the public or private utilities systems, transportation infrastructure, and/or communications equipment. This may cause disruption to essential services. With a few exceptions, many of the emergencies and disasters Bellevue has experienced (i.e., windstorms, snowstorms, flooding, etc.) have resulted in relatively short-term impacts. However, Bellevue is susceptible to much more destructive hazards (i.e., earthquake, terrorist attack, etc.) that could have long-lasting impacts.

Severe damage to critical infrastructure, including transportation, power, water, sewer, communications, could not only hinder response activities, but could require months or even years to repair and fully restore. Many of these infrastructure systems are privately owned within the city and therefore the recovery of the systems would be largely out of the city's control. If critical infrastructure was damaged and/or disrupted for an extended period of time, the city could experience financial, economic, and/or community hardship.

Detailed information about Bellevue's hazards can be found in the Base Plan of Bellevue's CEMP and the City of Bellevue Hazard Mitigation Plan (HMP).

Planning Assumptions

During an emergency, Bellevue's communications, transportation, and utilities systems may sustain damage or be impacted, which could result in disruptions or shutdowns of portions of some or all of these systems. Recovery activities that rely on the use of communications, transportation, and/or utilities systems will likely be impacted and may be difficult to coordinate. Certain conditions beyond the City of Bellevue's control may impact its ability to implement response plans and procedures.

Some of the planning assumptions relevant to this annex are included below:

- The City of Bellevue will likely look different after an emergency and/or disaster. Recovery will not recreate the same community that existed before the incident.
- Recovery may be a short-term or long-term process, which will impact individuals, businesses, and government for weeks, months, or possibly even years.
- Recovery efforts should begin as soon as possible and may overlap with ongoing response efforts.
- Recovery efforts to provide assistance for immediate and urgent needs, including medical aid, water, food shelter, sanitation, and transportation may be delayed.
- Depending on the nature and scope of the emergency, the City of Bellevue's recovery capabilities may be limited.
- Many businesses may be adversely affected by the emergency or disaster (i.e., supply chain issues, staffing shortages, loss of revenue, structural damage, etc.) and may go out of business.
- Federal aid may be available to the City of Bellevue in the event of a Presidential Disaster Declaration.
- Processes for permits, issuing licenses, inspections, etc. may need to be modified (in accordance with current laws) to make recovery efforts more efficient.
- Assistance from private sector partners (especially private utility owners) may be required to restore commerce and critical services.
- The city may need to develop and implement strategies to support business retention after an emergency or disaster.
- A lack of funding for recovery may delay or adversely impact progress on specific recovery efforts or projects.
- The city will assess the social and economic consequences of an incident to inform the development of an effective long-term recovery plan.

Concept of Operations

General

The phases of response and recovery will likely overlap and may occur simultaneously, with immediate lifesaving efforts as the primary priority. Damage assessment activities begin during the response phase to support identifying immediate needs and impacts. They then continue in the recovery phase, by leveraging the impacts and related data for assisting in setting recovery priorities and potential federal assistance. Personnel should begin planning for recovery as soon as possible after the incident has occurred.

In the transition from a response phase (on-scene incident operations, department coordination centers operations, and related EOC support operations), the Bellevue EOC will guide the short-term recovery and potentially long-term recovery process when necessary. The EOC Manager may appoint a Demobilization / Recovery Unit Leader to help coordinate recovery efforts as part of the Planning Section in the EOC, if necessary.

The "Recovery Continuum" below depicts how recovery efforts begin alongside response activities and gradually scale up during response operations, highlighting the relationship across these phases. Enhancing resilience through mitigation and other risk management strategies spans the entire continuum, guiding the recovery and rebuilding processes. Investments in mitigation and resilience will help enable Bellevue to prepare for threats and hazards, adapt to changing conditions, and withstand and recover rapidly from adverse conditions and disruptions.

Figure 19: FEMA Disaster Recovery Continuum (National Disaster Recovery Framework)

The City of Bellevue's EOC may be activated during the short-and/or long-term recovery, and the staff assigned to the EOC would assume recovery-driven missions, as appropriate. Coordination will be necessary to function in an effective and efficient manner and to provide a smooth transition. For incidents requiring long-term recovery, the City of

Bellevue may choose to establish an independent Disaster Recovery Team (DRT). This team would be made up of representatives from each City of Bellevue department and key partners, depending on the nature/scope of the emergency and the anticipated recovery needs.

While it is impossible to develop a specific action plan without knowing the nature and scope of the incident, the framework focuses on common elements of recovery, including:

- Community assistance
- Economic recovery
- Health, education and human services
- Housing
- Infrastructure Systems
- Natural & Cultural Resources

The City Manager's Office, with the assistance of the City Emergency Manager and the Emergency Operations Board (EOB), will provide guidance to the EOC/DRT, advise the City Council on recovery issues, implications of response activities, any recommended revisions to policy or ordinances, and will coordinate the transition from response to recovery. In order to manage recovery efforts, ad hoc committees or partnerships may be formed with other jurisdictions, state and federal agencies, and the private sector to advise and assist in the development of recovery plans for Bellevue after an incident. The City of Bellevue will coordinate with King County, Washington State, and federal agencies to facilitate the delivery of assistance programs to individuals, businesses, and City of Bellevue government as necessary (see City of Bellevue's CEMP Base Plan).

Organization

The Office of Emergency Management will serve as the lead agency for the facilitation of recovery activities within the City of Bellevue. The recovery efforts for the City of Bellevue will be coordinated through the Bellevue EOC by the Demobilization / Recovery Unit in the Planning Section until the EOC is demobilized.

Once the EOC has been demobilized, the efforts will be coordinated by the Office of Emergency Management with assistance from the City Manager's Office until all recovery activities have been concluded.
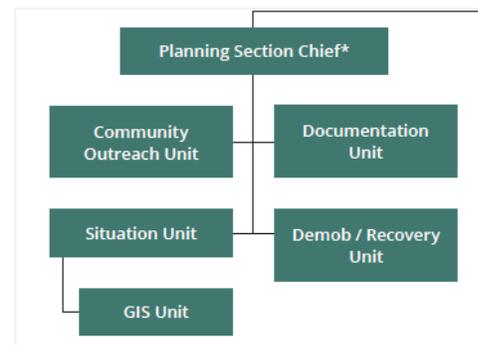

Figure 20: Planning Section (EOC Organizational Chart)

All city departments will participate in post-incident coordination activities to ensure an effective recovery process. Some key department responsibilities related to recovery have been highlighted below:

- *City Manager's Office:* The City Manager's Office will be responsible for providing oversight and policy direction regarding recovery efforts. The Office of Housing will also assist with housing related concerns related to recovery.
- *Community Development:* Community Development, in partnership with the Parks & Community Services Department, will identify and relay needs of the community, connect with local businesses and establish strategies for support and retention, and help to rebuild Bellevue's community after an emergency or disaster.
- *Development Services Department:* The Development Services Department will help to coordinate post-emergency safety evaluations of damaged buildings at the appropriate time after the preliminary damage assessment. They will also assist in modifications to permit, inspection, and other requirements as needed to help Bellevue rebuild.
- *Finance & Asset Management Department:* The Finance and Asset Management Department will appoint personnel to act as the Applicant Agent for the City of Bellevue in events where there is potential for a Presidential Declaration of Emergency.
- *Parks & Community Services Department:* The Parks & Community Services Department will support the clearance and removal of debris on parks-owned properties and support citywide efforts, as resources allow. The Parks & Community Services Department will also partner with the Community Development Department to identify and relay the needs of the community, with an emphasis on connecting with local human services providers.
- *Transportation Department:* The Transportation Department will coordinate the clearance and removal of debris, in accordance with the City of Bellevue's Disaster Debris Management Plan (DDMP).
- *Utilities Department:* The Utilities Department will support the clearance and removal of debris on utilities properties and support citywide efforts, as resources allow.

In the event an incident requires long-term recovery planning, the Director of Emergency Services / City Manager may choose to appoint a Disaster Recovery Team (DRT). Each department director will appoint a staff member (or members) to help facilitate recovery plans and strategies specific to the incident. This team will adhere to guidance and direction from the Director of Emergency Services / City Manager and Emergency Operations Board.

Additional details for departmental responsibilities can be found in the "Responsibilities" section of this annex.

Procedures

Short-Term Recovery Efforts

Short-term recovery begins early in the response phase and is focused on restoring critical services and infrastructure such as utilities, government operations, medical services, transportation routes, cleanup, debris removal, communications, abatement of dangerous buildings, and providing support to residents and businesses. More information about debris removal can be found in the City of Bellevue Disaster Debris Management Plan (DDMP).

Disaster mental health issues will likely be a concern depending on the nature and scope of the disaster and the city will strive to identify and direct employees and residents to available services, as resources allow. Some short-term recovery activities are detailed in department SOPs, and appropriate State and Federal recovery guidelines. Each city department is responsible for a number of activities in overall mission of recovery for the City of Bellevue including, but not limited to:

- Implementing continuity of operations procedures as identified in the City of Bellevue Continuity of Operations Plan (COOP) and department-specific annexes if necessary to ensure continuity of essential functions, programs, and services and facilitate the restoration of essential infrastructure.
- Coordinating the transition from response activities to recovery activities in the city.
- Providing documentation of damage assessment information and cost. documentation for impacts on city infrastructure and related expenses as needed for preliminary damage assessments, insurance, and disaster recovery funding.
- Preparing a citywide prioritized list of damaged infrastructure and assets.
- Continuing to carry out damage assessment functions, reporting any observed damage, and assessing community needs.
- Assessing community needs and providing information and assistance, as deemed appropriate.
- Facilitating the establishment of disaster assistance centers to assist private businesses and residents with recovery, if necessary.
- Coordinating, managing, and prioritizing the restoration and repair of systems, infrastructure, and assets, as needed.
- Providing direction for and overall coordination/management of restoration of city systems and infrastructure.
- Continuing coordination of physical resources and personnel in order to effectively manage the recovery process.
- Coordinating recovery operations and plans with other regional partners, including private utility companies, as needed.

Long-Term Recovery Efforts

Long-term recovery efforts will focus on permanent restoration of infrastructure, housing, and the local economy with attention to mitigation of future impacts of a similar nature, whenever possible, to include refined land use as appropriate. Disaster mental health issues may continue to emerge for responders, staff, and residents and should be factored into recovery planning efforts. The City of Bellevue will utilize the post-incident environment as an opportunity to measure the effectiveness of previous community mitigation efforts and consider necessary changes to mitigation plans when appropriate.

Sample activities that may be associated with this annex are included below. Responsibilities may fall to supporting agencies depending on the nature and scope.

Prevention & Mitigation Activities

- Identify and implement mitigation actions that can increase resilience and expedite recovery after an emergency or disaster.

Preparedness Activities

- Develop plans and procedures to guide recovery efforts after a disaster.
- Educate residents and businesses on short-term and long-term recovery strategies.
- Train staff on recovery policies and procedures and conduct exercises to test plans.
- Train responders and field crews on procedures for conducting and documenting post-disaster damage assessments.
- Pre-identify potential recovery strategies that could be implemented post-disaster to facilitate a more efficient recovery effort.
- Establish Memorandums of Understanding (MOUs) and Memorandums of Agreement (MOAs) with vendors that may provide recovery services after a disaster.
- Identify potential sources for post-disaster recovery funds.

Response Activities

- Assign staff to participate in the Disaster Recovery Team.
- Develop an incident-specific recovery plan for the City of Bellevue, based on a citywide Recovery Framework.
- Identify and implement strategies applicable to the specific incident that can help facilitate recovery efforts.
- Identify applicable resources that can assist residents and businesses with recovery and share with the larger community.

Recovery Activities

- Implement the incident-specific recovery plan and update throughout recovery as needed.
- Communicate updates on recovery activities to staff and community members.
- Conduct inventory and restock any supplies that were expended during recovery efforts.
- Conduct an after-action review meeting to evaluate effectiveness of the recovery plan and make updates, as applicable.

Responsibilities

Office of Emergency Management

As the lead agency, the Office of Emergency Management will:

- Manage the EOC to coordinate response efforts and support field operations.
- Gather and provide situational information to the Director of Emergency Services and/or Emergency Operations Board.
- Assist with the transition from response to recovery activities, in coordination with the City Manager's Office.
- Facilitating recovery planning efforts within the City of Bellevue.
- Coordinate the post-incident assistance efforts within Bellevue.
- Coordinate with the King County Regional Communications and Emergency Coordination Center (RCECC) on conducting damage assessments and pursuing individual assistance / public assistance.
- Coordinate with federal, state, county, local, and private organizations involved in recovery activities in Bellevue.

City Manager's Office

As a support agency, the City Manager's Office will:

- Coordinate with the EOC and the Office of Emergency Management to facilitate the transition from response activities to recovery activities.
- Advise and work with the City Council on recovery issues, implications of response activities, and any recommended revisions to policies or ordinances.
- Coordinate with federal, state, county, local and private organizations involved in recovery activities in Bellevue.
- Support residents in addressing housing concerns post-disaster.

- The City of Bellevue's Chief Communications Officer (or lead PIO) will disseminate information about the FEMA emergency assistance registration process and other recovery programs that are available to assist individuals and businesses after a disaster.

Community Development Department

As a support agency, the Community Development Department will:

- Help connect residents with damage assessment resources and recovery services.
- Share information about ongoing recovery activities with residents, businesses, and other organizations in Bellevue, in coordination with the City Manager's Office.
- Assist in the development and implementation of recovery strategies designed to support recovery for local businesses and the whole community.

Development Services Department

As a support agency, the Development Services Department will:

- Coordinate post-emergency safety evaluations of damaged buildings at the appropriate time after the preliminary damage assessment.
- Coordinate relevant activities with the Infrastructure Branch in the EOC, when activated.

Finance & Asset Management

As a support agency, the Finance & Asset Management Department will:

- Coordinate the collection of data and records to document emergency expenses for the City of Bellevue.
- Coordinate and process emergency-related purchases and contracts (in consultation with the City Attorney's Office).
- Assist in identifying sources of emergency funds (as resources are available) if departmental budgets are exceeded due to response expenses.
- Process claims and provide documentation / claims information to the City of Bellevue's insurance carriers after a disaster.
- Complete and submit Preliminary Damage Assessment and Project Worksheets (or other relevant documentation) for reimbursement in coordination with the Office of Emergency Management.

- The Finance & Asset Management Director (or designee) will act as Applicant Agent when needed.

Parks & Community Services

As a support agency, the Parks & Community Services Department will:

- Lead damage assessments of public parks and other parks-owned facilities (i.e., community centers, as resources allow.
- Support debris clearance and removal activities on public parks and parks-owned facilities in coordination with the Transportation Department and in alignment with the City of Bellevue's Disaster Debris Management Plan (DDMP).
- Coordinate with the Finance & Asset Management (FAM) Department and Office of Emergency Management for cost recovery, as needed.

Transportation Department

As a support agency, the Transportation Department will:

- Lead damage assessments of streets, city-owned bridges, tunnels, pedestrian/bicycle routes, traffic signals, and other transportation facilities.
- Provide emergency repair and restoration of city-owned transportation facilities and may coordinate the repair of facilities owned by other agencies that are essential to the operation of the City of Bellevue's transportation infrastructure.
- Assume command of debris clearance and provide debris removal and disposal in the public right-of-way until the Transportation Coordination Center (TCC) is activated (see City of Bellevue's Disaster Debris Management Plan).
- Manage the contract with debris haulers / monitors, who will assist with debris management post-disaster.
- Coordinate with the Finance & Asset Management (FAM) Department and Office of Emergency Management for cost recovery, as needed.

Utilities Department

As a support agency, the Bellevue Utilities Department will:

- Coordinate with the Transportation Coordination Center (TCC) to focus on assessing damages and clearing debris from critical utilities facilities.
- Assist in implementing detours and road closures.
- Assist with debris clearance and removal in the area surrounding utilities critical infrastructure and other clearance/removal activities, as resources allow.

- Maintain operation of, and implement repairs to, public water and sewer systems to provide safe drinking water and fire flow.
- Coordinate with regional partners, franchise haulers, and state agencies to facilitate resumption of curbside collection activities and private collection activities.
- Coordinate with the Finance & Asset Management (FAM) Department and Office of Emergency Management for cost recovery, as needed.

All City of Bellevue Departments

All Bellevue departments will:

- Document all costs associated with long-term recovery and mitigation.
- Coordinate activities with the EOC and City Manager's Office to ensure effective and efficient recovery activities.
- Train departmental personnel in the implementation of any recovery plans, frameworks, or operational procedures.

King County – Regional Communications & Emergency Coordination Center

The RCECC will coordinate county, state and recovery assistance with communities within King County and forward requests from the City of Bellevue to the WA State EOC and facilitate communication between the two agencies.

Public Health – Seattle & King County

The Public Health - Seattle & King County will coordinate an assessment of short- and long-term disaster mental health issues for people impacted by the emergency and/or disaster, whether these are City employees or residents.

Washington State Emergency Operations Center (EOC)

The Washington State EOC will support local recovery activities with available resources and coordinate federal assistance with King County and/or the City of Bellevue.

Resource Requirements

Primary and support departments will provide the required personnel, facilities, and equipment to support activities in this Recovery Annex to the best of their abilities.

Specialized services and trained personnel beyond Bellevue's current capabilities may be required to facilitate many of the recovery activities identified in this annex (i.e., personnel trained on individual assistance / public assistance and other recovery assistance programs, contractors that can provide debris hauling / monitoring services, etc.). Local, regional, state and federal resources may also be required. These resources will be requested through the logistics processes established in the CEMP Base Plan.

Annex Development & Maintenance

The City of Bellevue intends to develop a Citywide Recovery Framework that will provide a more detailed structure for recovery operations and activities after a disaster. Until that time, this annex will be updated in accordance with the OEM Strategic Plan. At minimum, this annex will be updated every five years, as part of the required CEMP update.

References

City of Bellevue – Comprehensive Emergency Management Plan (Base Plan)
City of Bellevue – Continuity of Operations Plan (COOP) and department annexes
City of Bellevue – Disaster Debris Management Plan
City of Bellevue – EOC Manual
City of Bellevue – Hazard Mitigation Plan
National Incident Management System (NIMS)
National Disaster Recovery Framework (NDRF)
National Response Framework (NRF)

Acronyms & Definitions

A complete list of all acronyms and definitions can be found in the CEMP Base Plan. Some of the acronyms and definitions unique to this ESF can be found below:

Acronyms	Definitions
CEMP	Comprehensive Emergency Management Plan
COOP	Continuity of Operations Plan
DDMP	Disaster Debris Management Plan
DRT	Disaster Recovery Team
EOB	Emergency Operations Board
EOC	Emergency Operations Center
FAM	Finance & Asset Management
HMP	Hazard Mitigation Plan
MOA	Memorandum of Agreements
MOU	Memorandums of Understanding
PIO	Public Information Officer

RCECC	Regional Communications & Emergency Coordination Center
TCC	Transportation Coordination Center

Appendices & Attachments

N/A

Attachment A: City of Bellevue Disaster Debris Management Plan (DDMP)

See the following attachment for the City of Bellevue's Disaster Debris Management Plan.