

EMERGENCY SUPPORT FUNCTION #14 - *Long Term Recovery*

PRIMARY DEPARTMENT:

City Budget Office

ESF COORDINATOR:

City Budget Office

SUPPORT DEPARTMENTS AND AGENCIES:

Seattle Office of Emergency Management, and all City Departments

I. INTRODUCTION

A. Overview of Recovery

The focus of the Long-Term Community Recovery and Mitigation Annex is to build a framework for decision-making to manage the disaster recovery process effectively. Elements include anticipating resources needs, establishing procedures, and identifying a range of strategies and policies to guide recovery activities during the chaotic environment of disaster recovery.

The concept of recovery is often understood as the process of returning to pre-disaster or improved levels with reference to buildings and homes, life-line services and infrastructure, as well as economic and community vitality. Disaster recovery requires a broader expectation, including attention to a range of human needs and recognition of the vital role communications capability plays in the recovery process.

Recovery is a complex process, requiring a systems-approach. No problem exists in isolation; for example, housing restoration, economic rebuilding and infrastructure repair are all intrinsically interrelated. The recovery process inevitably takes much longer than anticipated, possibly years longer, costs much more than expected, and can involve more staff time. As an agency or community makes decisions to accomplish recovery activities, elected officials and department administrators experience public pressure to expedite decisions and quickly return to pre-disaster status, though that may be undesirable or impossible. Significant disasters may forever alter the community, creating a “new” normal.

This plan is designed around three recovery functional areas that encompass many of the expected problems and issues that may arise:

- **Economic Recovery** involves economic impact assessment to the City and the business community, support to small businesses from federal and other sources, and economic revitalization planning;
- **Infrastructure Recovery** includes repair and reconstruction of the physical plant – facilities, infrastructure, utilities, communications and other life-line services;
- **Human Needs Recovery** encompasses disaster-related community outreach, long-term housing, health (physical and mental), human services, assistance to non-profit agencies, and problem-solving to address unusual circumstances generated by the disaster for which no existing programs provide assistance.

B. Concepts & Definitions

1. Short-term recovery involves

Immediate restoration of services and government functions as well as

- Assistance to residents in resuming essential life activities.

- Activities may include: sheltering, debris clearance, damage/impact assessment, temporary service provision, traffic control, temporary space for displaced government/business/community functions, public information, inspections and permitting for repairs, volunteer and donations management, and initiation of state/federal assistance programs. Immediate mental health, public health or other community issues may also be addressed.
- There can be no definitive time period for short or long-term recovery as the process is dictated by the type and scope of event. Typically a moderate incident may require 6 - 12 months to bring circumstances back to normal functionality.

2. Long-term recovery involves:

- Permanent repair and reconstruction of infrastructure, facilities, or property
- Area-specific or city-wide redevelopment planning.
- Economic and business recovery, and 4) social/community restoration.
- Long-term recovery topics include temporary and permanent housing, transportation, economic development, historic preservation, and community revitalization.
- Due to the nature of restorative activities involved, long term recovery often requires years. A typical timeframe would be 1 – 10 years.

3. Mitigation

- Refers to a range of both structural and non-structural strategies designed to reduce exposure to disaster damage. Mitigation actions taken before disaster moderate damage, and thus reduce the recovery burden on a community. Post disaster, the recovery period often offers unique opportunities to protect against future damage and save lives by integrating mitigation, e.g. through seismic retrofits or building codes/zoning, into repair and reconstruction plans.

C. Purpose

This Recovery Annex is designed for the following:

1. To describe a framework in which the City can facilitate disaster recovery city-wide, reduce the burden of disaster, and return to normal operations as soon as possible.
2. To describe the roles and responsibilities of the City Finance Department, Seattle Police Department's Emergency Management Division, and other supporting departments in Emergency Support Functions (ESFs) in both short and long term recovery activities.
3. To guide interactions with external partners in recovery, including other jurisdictions, county, state and federal agencies, as well as community organizations and citizens.

It is not the intent of this document to anticipate all possible contingencies resulting from potential disasters. Rather, the purpose is to establish a flexible framework from which, at the time of a disaster, City managers will assess recovery needs and develop a recovery strategy, based on the nature and scope of the event.

D. Scope

This annex applies to the departments, organizations or agencies with a lead or support role for this ESF. It discusses the requirements, business approach, and objectives of Long-Term Community Recovery and Mitigation programs and operations before, during, and after a major emergency or disaster.

II. SITUATION

A. Emergency/Disaster Conditions and Hazards

1. Seattle faces a range of natural and human-induced hazards that can create disaster conditions. The most common recovery issues include those resulting from the primary disasters likely to occur in Seattle. According to the Seattle Hazard Identification and Vulnerability Annex (SHIVA), the highest risk hazards, considering both frequency and potential impact, the City faces are:
 - Earthquakes
 - Snow & Ice Storms
 - Windstorms
2. Each type of disaster incident has unique characteristics and commonalities that affect the recovery process. The City can anticipate typical recovery activities, but should be also be prepared to respond to a-typical events and unexpected impacts.
3. Many frequent events (winter storms, localized urban flooding, power failures, etc.) may result in interruption of utilities, communication, and traffic without affecting underlying service provision capabilities or causing extensive damage. Landslides, often a secondary hazard to winter storms, can damage buildings and infrastructure, block roads, and can create city-wide problems if there are numerous, simultaneous ground failures.
4. Earthquakes are the most destructive hazard Seattle is likely to encounter. Earthquakes can generate widespread structural and non-structural damage to buildings and infrastructure, and may result in injury and death. Extensive damage assessment is required, and even so, hidden damage may be found years later.
5. Terrorist incidents may or may not cause significant physical damage, but can result in prolonged psychological and social impacts on the individual and community levels. Civil disorder may precipitate limited damage to the built environment but require law enforcement intervention or raise political concerns that delay recovery.

B. Planning Assumptions

1. As a result of a disaster event, there may be long-term economic, physical, and social/psychological impacts and other hardships that face the City government, individuals, businesses and non-profits;
2. Short-term recovery begins immediately following a disaster event; long-term recovery may take several years;

3. The extent and type of recovery activities will be driven by the impacts of the disaster event. Appropriate city departments and external organizations will be involved at different times and at different levels in the recovery process;
4. Decisions impacting recovery will be made under great pressure of competing priorities, limited resources and the desire to bring the community quickly back to “normal”;
5. Personnel may not return to their normal assignments for a period of weeks or months, depending on the level of effort required;
6. Extent of damage to surrounding jurisdictions may affect availability of response phase mutual aid resources. This can, in turn, delay the City’s recovery operations;
7. Depending on the extent of damage to infrastructure, housing stock, and business centers, the long-term recovery phase may provide opportunities to implement economic or redevelopment strategies that enhance portions of the City;
8. The City of Seattle leads recovery activities for its jurisdiction. Support from neighboring jurisdictions and from State and Federal agencies will be requested as needed. Some city agencies with infrastructure outside the City of Seattle boundaries may be required to work with other entities to restore service and receive the full benefit of recovery funding;
9. During disasters, government facilities can be damaged or destroyed. When altering or rebuilding after a disaster, the City will consider alterations to facilities and the design and construction of new or replacement facilities which comply with all applicable federal accessibility requirements, including Title II of the Americans with Disabilities Act (ADA);
10. The State of Washington Emergency Management Division (EMD) and the Federal Emergency Management Agency (FEMA) offer grant assistance programs to help offset the burden of disaster recovery of public and private interests following appropriate disaster declaration procedures. It is recognized that the terms and funding levels may change; and,
11. The City is qualified as a state “recognized separate emergency management organization,” and applies directly to State/FEMA for disaster assistance without going through King County.
12. The City will be guided by the National Disaster Recovery Framework (NDRF) in its interactions with state and federal agencies during the recovery process.
13. This ESF annex will serve as primary guidance on recovery operations until a full city-wide disaster recovery plan is developed.

III. CONCEPT OF OPERATIONS

A. Organization

1. General

- a. Recovery operations begin immediately after a disaster event, concurrent with response operations. ESF-14 will be activated to the level required by the incident. It

will be expanded into the Interdepartmental Recovery Team for large incidents, as determined by the ESF lead.

- b. Initial Recovery operations will be structured around National Incident Management System (NIMS) principles where possible. Although recovery differs significantly from response in many respects, the organizational structure can be adapted to serve the recovery process.
- c. Recovery operations will take place within the EOC as space permits. It is assumed that as response operations scale down, recovery operations will scale up. The EOC will remain open for recovery operations as long as necessary and as agreed to by the ESF-14 lead and the EOC Director.
- d. This same organization will be used to address short term recovery, and expanded to address long-term recovery and redevelopment.

2. ESF-14 Organization

- a. Lead: City Budget Office
 - i. The City Budget Office serves as the lead agency for ESF-14. This department is central to financing repair and recovery of City of Seattle facilities and services, and is a primary link for cross-departmental decision making.
- b. Support: Seattle Police Department, Emergency Management, Recovery Program staff, and all Departments listed below depending on specific needs.
 - i. Emergency Management staffs ESF-14. Emergency Management Recovery Programs staff play the Applicant Agent role for State/FEMA recovery grant assistance, and links to professional expertise on all phases of emergency management: preparedness, response, recovery and mitigation.
 - ii. Driven by the specific needs of the recovery process, representatives from key departments form part of the ESF-14 structure organized around three elements: Economic, Infrastructure and Human Needs. All city departments potentially play a support role. (See Assignment of Responsibilities section.)
 - iii. *Depending on the severity of the disaster, department staff as well as external organizations may be called to serve on two main recovery teams that may be activated:*
 - Interdepartmental Recovery Team – expansion of ESF-14 core team (see below for further details)

III. RECOVERY ORGANIZATION

A. Purpose

1. To facilitate short-term recovery, including prioritization and problem-solving to bring about the orderly restoration and normalization of all City sectors (public and private) that sustained serious disaster damage.
2. To facilitate long-term recovery and reconstruction, including formulating

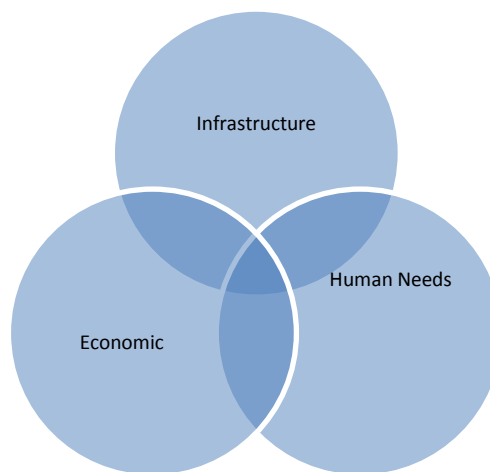
recommendations for strategic resolution of issues related to economic, infrastructure (repair, reconstruction as well as redevelopment), and human needs that emerge.

3. This is the core city-department structure that can be expanded into the Interdepartmental Recovery Team for larger and or/longer term recovery processes.

B. Recovery Task Areas

Recovery operations will be organized into three overlapping task areas to address anticipated disaster-related issues:

- **economic**
- **Infrastructure**
- **Human needs**



1. Economic:

Economic recovery and business assistance, with an emphasis on facilitating small business resumption.

Tasks include:

- Financial impact assessment and revenue forecasting
- Economic impact assessment to the business community
- Small business outreach & support
- Federal/State public assistance, financial recovery
- Federal/State assistance to businesses, e.g. SBA
- Re-entry and “open for business” support
- Liaison with major industries and employers
- Economic revitalization planning
- Tourism promotion

2. Infrastructure:

Physical repairs and restoration to buildings, infrastructure, utilities, life-line systems and the environment.

Tasks include:

- Damage assessment (continued from response)
- Building inspection and permitting

- Debris management
- Threat abatement
- Restoring government facility functions;
- Utility and transportation service restoration
- Information technology and communications restoration
- Historic Preservation
- Environmental impacts

3. **Human Needs:**

Addresses individual and community needs in areas including human services, housing, community recovery events, mental health, and special needs of vulnerable populations.

Tasks include:

- Social and community impacts
- Temporary and permanent housing assistance
- Service to vulnerable populations
- Assistance to Human Service providers
- Public Health, including mental health, issues
- Community Recovery Events
- FEMA Individual Assistance Program

C. Structure

1. NIMS. Recovery operations will be modeled on National Incident Management System (NIMS) principles, where possible. Although recovery differs significantly from response in many respects, the organizational structure can be adapted to serve the recovery process.
2. Following is a brief description of the responsibilities of each section of the organization when activated.

[See ESF-14 Recovery Operations Organizational Chart at end of document]

3. **ESF-14 Recovery Lead Position** will be staffed by the current lead, or a Mayoral appointee, as determined by the Mayor. The lead serves as the strategic manager of recovery operations and reports to the Mayor. Prioritizes recovery actions and advises on policy. Policy guidance will be issued by the Mayor or a **Policy Group**, as needed, constituted of Department Directors or their designees.
4. The **Law function** will be staffed by a City attorney who will advise on contracting, purchasing, public works, code enforcement, civil lawsuits, recovery ordinance development, etc. (See Law Dept. responsibilities section)
5. The **Public Information function** will be staffed by ESF 15, Public Information/External Affairs to manage press releases, media interactions, etc., to support all aspects of recovery (See Public Information responsibilities section.)
6. The **Intergovernmental Liaison** function will be staff by the Office of Intergovernmental Relations (OIR), to advise on: interactions with local, state and federal entities outside to complement established department contacts, e.g. Emergency Management and

State/FEMA. (See OIR responsibilities section.)

D. Recovery Operations Section:

Manages short and long-term recovery operations to restore the City around the three major task areas:

- Economic;
- Infrastructure; and
- Human Needs

Uses integrated problem-solving to address disaster-related problems. Essentially, this section is responsible for operations that restore the jurisdiction back to normal day-to-day operations. Tasks may include:

The Recovery lead may appoint managers for these three areas at his/her discretion. Additional point-people will be added for special issues, geographic areas (e.g. heavily impacted neighborhoods) and/or as liaisons to major partner agencies and institutions.

E. Recovery Planning Section:

Responsible for information analysis to support recovery decision-making by Recovery Lead. Tasks may include:

- Collect, evaluate and analyze information;
- Develop impact assessments;
- Incident action planning;
- Documentation of recovery process;
- Situation and status reports;
- Assist with long-term recovery plan development; and
- After-action reports

F. Recovery Logistics Section:

Assists/fills needs for space, labor, equipment, supplies and services needed for recovery. Specific procurement issues include:

- Emergency contracting for government operations;
- Disaster Recovery Centers set up;
- Volunteer management coordination;
- Donations management operations;
- Utilizing mutual aid, including state-to-state Emergency Management Assistance Compact (EMAC);
- Sourcing recovery supplies and equipment; and
- Sourcing vehicles and personnel.

G. Recovery Finance and Administration Section:

Financial and administrative support critical to the funding of recovery operations city-wide. "Money" issues include:

- Emergency funding and budgeting
- FEMA Public Assistance Program – application and documentation
- Other state/federal grant sources, e.g. Federal Highway Administration
- Tracking on risk management & insurance settlements

H. Core Recovery Team Membership:

ESF 14 is led by the City Budget Office. Core membership includes:

- Seattle City Light (SCL);
- Office of Economic Development (OED);
- Office of Emergency Management Section (OEM/SPD);
- City Budget Office (CBO);
- Department of Finance and Administrative Services (FAS);
- Office of Housing (OH);
- Human Services Department (HSD);
- Department of Information Technology (DoIT);
- Office of Intergovernmental Relations (OIR);
- City Attorney’s Office (LAW);
- The Seattle Public Library (SPL);
- Department of Neighborhoods (DON);
- Department of Parks and Recreation (DPR);
- Human Resources Department (PER);
- Department of Planning and Development (DPD);
- Seattle Public Utilities (SPU),
- Seattle Department of Transportation (SDOT);

I. Core ESFs include:

ESF-15 Public Information, ESF-7 Resource Support.

Other departments to be involved depending on the situation:

- Seattle Fire Department, Seattle Police Department (besides Emergency Management) – for on-going security and public safety issues;
- Public Health -- Seattle/King County – for health issues;
- DPD Comprehensive and Neighborhood Plans Staff, Office of Sustainability and Environment – for long-term recovery and redevelopment planning.

J. Core External Partner Agencies (not including county / state / federal partners) with liaison function to ESF-14, depending on issue:

- Port of Seattle;
- Seattle Public Schools (SPS) and private school organizations;
- Seattle Housing Authority (SHA) and other housing organizations;
- University of Washington (UW);
- Seattle Community Colleges;
- Public Development Authorities;
- American Red Cross;
- Salvation Army, United Way and other human service organizations;

- Non-profit organizations.

K. Interdepartmental Recovery Team

1. Purpose:
Expansion of core ESF-14 structure to manage a more extensive recovery process involving more partners. Same purpose as ESF-14: to coordinate city activity on short and long-term recovery.
2. Membership:
Chaired by ESF-14 Lead and staffed by core ESF team and additional departments as needed. If severity of event escalates, Executive Department appointee may replace ESF-14 Lead, who will then serve as staff to the appointed chairperson.

L. Community Recovery Team

1. Purpose:
An advisory team coordinated by the City to harness the ideas and resources of the wider community into the recovery effort. This team provides a way to engage participation and an avenue for stakeholders to give input into the post-disaster recovery plan. Convened by ESF-14 lead or Mayor's Office.

Topics on which the advisory group might provide input include:

- Long-term community recovery goals & actions
- Policy development
- Identification of unmet and/or special needs
- Community and private sector resources available
- Neighborhood/district-level impacts
- Homeowner & renter issues
- Business issues

The group remains viable and meets as long as the Mayor deems useful and necessary.

2. Membership:
Chaired by ESF-14 Recovery Lead or Mayor's appointee
Suggested Community Representatives:
 - Seattle City Council
 - Chamber of Commerce/Business Associations
 - Private sector
 - Building Council/Real Estate
 - Environmental Organization
 - Community Disability Organization
 - Community Cultural Organization
 - Neighborhood or community representatives
 - Neighborhood District Councils
 - Urban League and/or similar community-based organization

- Community Recovery Task Force -- public/private group lead by Mayoral appointee (see below for further details)
3. **General Response**
ESF-14 may be activated concurrent with disaster response, and may remain activated long after response operations are concluded and at a level appropriate to the event.
 4. **Direction and Control**
Recovery Operations will be managed out of the Seattle Emergency Operations Center (EOC) unless or until another facility is identified. ESF-14 may be activated by the ESF lead in the City Budget Office, the EOC Director, or as instructed by the Mayor.
 5. **Procedures**
Written procedures for several recovery-related tasks are in draft, but not included with this document.

IV. RESPONSIBILITIES

A. Responsibilities of City Departments

All Departments

1. Department heads will ensure department designated personnel are ready and able to assume ESF-14 responsibilities when requested by the ESF-14 Coordinator. Where possible, response and recovery phase responsibilities will be assigned to different employees in order to avoid burn-out.
2. Each department that incurs disaster damage in an event that triggers a Presidential Disaster Declaration will assign a recovery coordinator. This person(s) will serve as a departmental point person for Emergency Management/ESF-14 on state/federal disaster recovery assistance. Tasks include providing and updating damage assessment data and serving as a central source of information on all department repair projects eligible for reimbursement under the FEMA Public Assistance Program.
3. Each department will ensure employees are encouraged to develop a family preparedness plan including considerations for children, seniors, pets, school, and people with disabilities, as needed and assemble disaster supplies for home and vehicles. This will help employees feel assured that family members are taken care of, and encourage their availability for government continuity during the response and recovery phases of emergencies.

B. Specific Responsibilities by Department

1. City Budget Office
 - Serves as lead for ESF-14.
 - Serves as lead for decision making on financing disaster response and repair costs incurred by the City as part of their overall responsibility for developing and monitoring the budget, issuing and managing debt, establishing financial policies and plans, and implementing overall financial controls for the City.

- Budget analysts assist departments to refine departmental post-disaster repair estimates, prioritize projects, determine funding, etc., as needed.
 - Assesses financial impact of disaster on city government, forecasts, and advises on strategic decisions related to funding and prioritization of short and long-term recovery expenditures.
 - A City economist provides economic impact analyses of disaster events, including projected revenue losses, at request of the ESF-14 Coordinator, the City Interdepartmental Recovery Team leader, or the Mayor's Office.
2. Seattle City Light
- Oversees restoration of electric power services and repairs to generation and distribution facilities and systems.
 - As part of ESF 3 – Public Works – assists with debris clearance
 - Activates mutual aid agreements with neighboring jurisdictions as needed.
 - Tracks service provision to special needs customers who rely on electricity for home health needs.
3. Office of Emergency Management – Police Department
- Emergency Management staff support ESF-14 lead in City Budget Office
 - At the behest of the Mayor, an Emergency Management staff person serves as City's Applicant Agent for State/FEMA Public Assistance and Human Services Programs.
 - Coordinates with all impacted city departments to develop damage assessment information in support of Presidential Disaster Declaration, which may make the FEMA Public Assistance program available to assist City government.
 - Coordinates with the Department of Planning and Development (DPD) and other sources to develop damage assessment information in support of Presidential Disaster Declaration, which may make the FEMA Human Services program available to assist private individuals, businesses and non-profit agencies.
 - The Emergency Management Director will participate in or chair meetings or other discussions that relate to the City's recovery efforts, as necessary.
- a. State/FEMA Public Assistance
- As Applicant Agent, provides long-term management of State/FEMA Public Assistance process to recover eligible reimbursement for disaster damage.
 - Coordinates with identified recovery leads in impacted departments. Advises departments on cost-tracking and project management practices necessary to maximize State and FEMA reimbursement.
 - Works with departments and State/FEMA to incorporate mitigation elements into disaster repairs reimbursed under FEMA Public Assistance Program.
- b. State/FEMA Human Services
- As Applicant Agent, coordinates between State/FEMA and Fleets & Facilities on set up of Disaster Recovery Centers. Disaster Recovery Centers are temporary facilities where private citizens and business owners can get information about state and federal recovery assistance available, as well as city services, as needed.
 - Works with ESF-5 Public Information to develop messaging on assistance available.
 - Works with Neighborhoods, DPD, Libraries, OED, etc., to implement distribution plan for "Getting Help After Disaster" brochure through city facilities & services.

- Tracks and trouble-shoots on unmet needs, i.e. individuals, businesses and non-profit agencies with disaster needs not met through normal assistance programs.
 - Coordinates, as needed, with the U.S. Small Business Administration (USBA) on low interest loans available as the first form of assistance in the FEMA Human Services Program.
- c. Community Recovery Forums
- Emergency Management staff organize special public recovery events, such as Community Recovery Forums, as requested by the Emergency Management director or ESF-14 lead, with the support of other city departments. These events serve as a source of information on various topics, such as assistance available, city services, mental health, etc.
4. Department of Finance and Administrative Services (FAS)
- In conjunction with City Applicant Agent, locates, equips and furnishes appropriate facilities to serve as Disaster Recovery Centers (DRCs) as needed following a Presidential Disaster Declaration. DRCs serve as information and application centers for state, federal and local recovery assistance available.
 - Acquire and assign temporary back-up facilities. Maintain list of potential sites for temporary and long-term alternate facilities to ensure continuity of key government functions.
 - Lead management of donated goods. Citizens who wish to donate to recovery effort will be encouraged to make cash donations to non-profit aid agencies rather than send food, clothing and household goods, unless specific needs are identified. Large scale donations of goods will be managed by local non-profit agencies in coordination with State Emergency Management (if donations management function activated).
 - Ensures availability of fuel supply for city fleet of vehicles.
 - Ensures skilled personnel, equipment, parts inventory, power to maintain emergency and response vehicles operating continuously for up to 72 hours.
 - Develop pre-scripted messages to direct donations appropriately.
- a. Central Accounting
- In coordination with City Applicant Agent for FEMA Assistance, deposits and distributes disaster recovery reimbursements from State and Federal Agencies.
- b. Contracting
- Manages emergency contracting procedures to ensure rapid procurement of services necessary for recovery.
- c. Purchasing
- Manages emergency purchasing procedures to ensure rapid procurement of resources necessary for recovery.
- d. Risk Management
- Negotiates insurance policies to cover City facilities, contents, machinery, fine arts, etc. from disaster damage.
 - Manages insurance reimbursement process following a disaster that causes property damage.

5. Seattle Fire Department
 - During flooding and following fires, assists neighborhoods with sand bagging by providing location for distribution of sand and bags.
 - Provides input on debris management plans and procedures relative to hazardous materials.
 - Serves as lead on decontamination of hazardous materials, except biological.
 - Serves as subject matter expert on hazardous materials abatement, clean up and related recovery issues.
 - Conducts fire code inspections in concert with DPD as basis for issuing re-entry building permits.

6. Human Services Department
 - Coordinate recovery efforts with Human Services (ESF-6) Mass Care Group
 - Serves as a liaison on recovery needs for special and functional needs populations, including children, physically and disabled, non-English speakers.
 - Serves as a submit matter expert on needs of elderly.
 - Facilitates recovery of non-profit social service providers, which provide important quasi-public service in Seattle community: Assist non-profit service providers find alternate sites to continue operations (e.g. Compass Center); refer to technical assistance and recovery funding available.
 - Through Aging and Disability Services division, conducts post-disaster check-in with clients.
 - Sources foreign-language interpreters and translators and American Sign Language translators for Community Recovery events and language lines.
 - Determine viability of Crisis Clinic as central location for translation. Also Red Cross, 2-1-1, 9-1-1, speech and Deafness Center, Harborview Hospital, Non-profit Assistance Center
 - Work with Emergency Management and Public Information (ESF-5) to establish protocols and training.

7. Department of Information Technology
 - Ensures impacted city information systems are brought back into service as soon as possible following a disaster event.
 - Serves as subject matter expert on damage assessment and recovery for cyber-terrorism incidents.
 - Assesses increased recovery telecommunications needs, such as cell phones, pagers, radios, lap tops and hand-held wireless devices.

8. City Attorney's Office
 - Advises the City on legal issues including: enforcement of limited access to damaged buildings, civil lawsuits, takings, personal injury or property damage as related to failure of City infrastructure or property.
 - Advises Applicant Agent/Emergency Management on issues related to interpretation of state and federal policy and procedures related to FEMA Public and Individual Assistance Programs, including audits.
 - Takes part in recovery-related contracting, purchasing, public works, ordinance review and development.

9. Office of Economic Development

- Serves as lead for assisting local business community recovery
- Provides information for the State EMD Preliminary Damage Assessment (PDA) form related to economic activities and populations adversely affected by the loss of public facilities or damage.
- Works with cross-departmental teams community-wide to revitalize neighborhoods and various business sectors economically post-disasters.
- During EOC activation, distributes information about disaster assistance available to private business.
- Serves as central point for businesses to direct questions regarding response and recovery.
- Uses surveying means (e.g. contract with U of W or other organizations) to assess indirect economic damage and revenue loss to local business communities.
- Collects business impact data to support request for U.S. Small Business Administration (SBA) Economic Disaster Declaration, as requested by ESF-14 or Emergency Management, particularly when event does not meet threshold for presidential disaster declaration.
- Distributes “Getting Help After Disaster” brochure and/or other information pieces to impacted business district.
- Liaises with neighborhood business districts, Chamber of Commerce and other business or civic organizations on business recovery issues.
- Promotes business retention and short and long-term business recovery through new and existing grants and programs
- Maintain a list of recovery strategies, audiences, and identify problems that impede business resumption for immediate reference during disasters.

10. Office of Housing

- As part of Human Services (ESF-6) Mass Care Group, takes part in planning for temporary and permanent housing of displaced people.
- Supports Economic Development in providing training & advocacy for impacted non-profit organizations and Public Development Authorities that provide quasi-governmental housing services on getting recovery assistance.

11. Office of Intergovernmental Relations

- Manages interactions with other state and federal entities aside from normal procedures for requesting recovery assistance.
- Reports status and needs of City to State and Federal Congressional delegates.
- Works with Emergency Management and ESF-14 to coordinate dignitary visits, field offers of donations and volunteers from other jurisdictions, and manage special FEMA coordination issues, such as agreement on oversight, scope, timing of FEMA staff deployment in the community, FEMA research requests, etc.
- Coordinates with Congressional Delegation to resolve impasses between the City and FEMA or other federal funding source on recovery funding.
- In events involving deaths, serves as link for offers of assistance, assists foreign governments determine welfare of their nationals, assists foreign governments aid survivors and families of deceased, and manages post-event dignitary visits and follow-ups.

- Refers international offers of volunteers and donations to relevant city departments.
12. Office of the Mayor
- Makes necessary declarations of City emergency that serve as preliminary steps to applying for Presidential Disaster Declarations.
 - Appoints head for City Interdepartmental Recovery Team and/or Community Recovery Team, as needed, depending on scale and impact of event.
 - Manages public information needs for recovery through Communications Director. (See Public Information below)
 - Serves as lead for special congressional funding requests for disaster damage to city infrastructure or private property, as needed.
13. Office of Sustainability and Environment
- Serves on City Interdepartmental Recovery Team as requested to advise on long-term recovery and redevelopment planning relevant to the City's Environmental Action Agenda (EEA), as needed.
 - Advises on EEA action plan issues: reduce human and environmental risks and lower City operating costs through increased resource efficiency and waste reduction; protect and seek opportunities to restore ecological function through more sustainable approaches to managing the built environment, urban forest, and green spaces; and improve mobility, environmental quality, and social equity through smart transportation services and solutions.
14. Department of Neighborhoods
- Takes part as needed in City Interdepartmental Recovery Team as a liaison with impacted neighborhoods.
 - Utilizes neighborhood service centers to assist with recovery information distribution.
 - As lead for ESF-3 Public Works Volunteer Agencies (VOLAG) Group, coordinates with Emergency Management and ESF-14 on humanitarian assistance programs available through the American Red Cross, United Way, Salvation Army, and other organizations.
 - Supports community recovery events sponsored by the City.
 - a. Historic Preservation Program
- Serves as a subject matter expert on appropriate repair and reconstruction of historic objects, structures or districts, including compliance with local, State and Federal regulations.
 - Works with Historic Seattle, a private non-profit, to advocate for and advise owners of historic properties on recovery funding sources or technical assistance available, e.g. Historic Seattle Loan fund.
 - Advises ESF-14 or City Interdepartmental Recovery Team on pursuing discretionary state and federal funds for repair and restoration of historic structures or districts.
 - Promotes resolution of differences between the City's Landmark's Preservation Board and owners regarding rehabilitation or demolition of historic properties to avoid protracted disputes.
 - Assists, as needed, to promote rapid recovery in Seattle's seven identified historic districts, which serve as important business and cultural hubs: Ballard, Columbia City, Fort Lawton, Harvard-Belmont, International District, Pike Place Market and Pioneer Square.

15. Department of Parks & Recreation

- Assists Personnel with the management of emergent volunteers in coordination with Personnel and Voluntary Agencies (VOLAGs) as needed by scale of event. Parks will work in advance with Volunteer Planning Group to identify need for volunteers and appropriate tasks emergent citizen volunteers as well as trained volunteers can perform.
- Assists Housing develop strategies to transition individuals and families displaced by disaster from shelters to temporary housing.

16. Human Resources Department

- Lead for management of emergent volunteers.
- Identifies major classifications of volunteers (skilled and unskilled) required for each department
- Ensures adequate personnel guidance in place to accommodate need for essential employee designations, emergency information for employees, etc., relevant to short and long-term recovery processes.
- Ensures essential record retrieval and safe storage of personnel documents.
- Maintains redundant payroll system.
- Addresses impacts of disaster on City personnel, e.g. health & safety concerns of working in a building that sustained damage, mental health issues, change in home & childcare needs.
- Maximizes use of Employee Assistance Program (EAP) to provide assistance and referrals to employees in need.

17. Department of Planning & Development

- Lead for post-disaster inspections and permitting.
- Manages volunteer inspectors in coordination with King County program.
- Coordinates with Emergency Management and ESF-14 to provide private damage assessment information, including specific locations and associated cost data collected during building evaluations. Develops, where possible, method to identify damage to city, other public and private buildings.
- Coordinate forwarding of damage reports through ESF 3 to avoid submission of duplicate reports.
- Implements expedited permitting procedures on disaster repairs, as needed.
- Implements plan for large-scale building inspection efforts, including the use of contractors and mutual aid building inspectors from other jurisdictions.
- Procedures identified for reviewing qualifications, hiring, training and managing additional inspectors.
- Monitors “early re-entry” programs (whereby private entities conduct their emergency evaluations) to ensure compliance with safety procedures.
- Serves as information source to public on recovery activities such as building inspection, tagging, zoning and permit assistance, as well as event-specific issues (post-earthquake chimney inspection).
- Enforces policies on non-conforming structures with clear guidance on building codes.
- Posts policies on abandoned/unsafe structures. Works with SDOT regarding enforcement of threat abatement in public right of way.

- In cooperation with property owners and other city departments, expedites resolution of yellow and red tagged buildings.
- Comprehensive Planning and Neighborhood Planning staff will develop long-term recovery plans and strategies to ensure sound post-disaster redevelopment strategies dovetail with other city plans and policies.
- Will develop recovery tab containing canned media messages relative to planning and development issues.
- Will develop scenarios describing variety of challenges likely to arise for public and government agencies related to tagged buildings.

18. Seattle Police Department

- Enforce limited and no-entry building tagging per DPD.
- Homeland Security section serves as subject matter expert on affects of terrorist incidents.
- Provide security for transport of strategic national stockpile (SNS) within city limits, provide external security at public health mass clinics
- Enforce quarantine orders
- Enforce laws regulating illegal contracting and consumer scams, particularly regarding sale of drinking water, first aid supplies, food, home repairs that may arise following disasters.
- Anticipate increased incidence in domestic violence situations and child abuse that can occur following disasters.

19. Public Information (ESF-15)

- Lead for public information activities in support of short and long-term community recovery.
- Works with ESF-14 to develop staffing and funding for longer-term recovery public information function as needed, per request from ESF 5 Coordinator or Communications Director identifying need tied to specific project.
- Works with ESF-14 to provide public information messaging related to recovery during the activation.
- Develops standard and specialized topic-specific messaging appropriate to the disaster event to include, among other topics: post-disaster building inspection & permitting, avoiding unscrupulous contractors, state/federal financial recovery assistance available to the public and applications procedures, city services available, mental & public health issues, sheltering & housing, special community recovery events planned, volunteers & donations, etc. Phone number of residents to call (Citizens' Service Bureau, ERC), missing victims/family members
- Interfaces with the media on recovery issues, as requested by the Mayor's Office.
- Coordinate with OED to disseminate information regarding recovery assistance available to business community.
- Updates city web page with recovery-related information.

20. Public Health -- Seattle-King County

- Serves as source of expert information for all health emergencies, such as epidemics.
- Provides status of hospital/health system/medical examiner operational capabilities
- Serves as lead for isolation and quarantine planning.

- Serves as subject matter experts on post-disaster physical health-related issues, including: air, water & soil quality, food safety, animal & vector control, sanitation, and immunization & testing.
- Assists to arrange for community mental health services/contracts through County Department of Community Services and regional support network for chronically mentally ill as requested by ESF-14 Coordinator.
- Tracks damage to medical facilities city-wide, including private, non-profit and public clinic and hospitals.
- Coordinates with King County on FEMA reimbursement process and status.

21. The Seattle Public Library

- Coordinates with Emergency Management to distribute “Getting Help After Disaster” brochure and other recovery-related information pieces through branch libraries.
- Provides meeting rooms for social service meetings
- Provides computers for community access to on-line FEMA assistance

22. Seattle Public Utilities

- Oversees restoration of water, drainage & wastewater, and solid waste services and repairs to related facilities and systems.
- Operates the Emergency Resource Center (ERC) in times of disaster, which serves as a secondary source of damage assessment information
- Provides temporary water provisioning to public and community entities in accordance with the Temporary Water Provisioning Plan.
- SPU’s Community Emergency Response Team (CERT) employees assist with distribution public information flyers and other community outreach tasks, where possible.
- Supports other departments:
 - DPD. Serve as avenue for coordination with private utilities Providing Engineering Service assistance as required.
- Lead for City’s Debris Management Plan.
- Activates mutual aid agreements with neighboring jurisdictions as needed. (E.g. Omnibus Agreement with Washington State and Vancouver, B.C. and contractual agreement with vendors)
- Review interim flood response plan for street-specific strategies and new mitigation technologies
- Sand bagging – advise on city actions relative to donated goods and volunteer management
- Tracks service provision to special needs customers who rely on SPU services for home health needs.

23. Seattle Department of Transportation

- Oversees restoration of transportation system and repairs to traffic signals, roads, bridges, and other roadway structures.
- Prioritizes traffic management restoration activities and infrastructure repairs.
- Oversees traffic management and implements evacuation management measures.
- Implements post-earthquake bridge inspection procedures.
- As part of ESF 3 – Public Works – assist with debris clearance, including requesting geotechnical assessments and initiating capital improvement projects.

- Activates mutual aid agreements with neighboring jurisdictions as needed.
- Maximizes restoration of street access to business districts within confines of public safety and system integrity.
- Maintains Charles Street customer service center, which fields customer calls
- Manages failure of seawalls and retaining walls
- Advise on private responsibility for sidewalk and private alley repairs
- Applies for and manages Federal Highways Administration (FHWA) Emergency Relief Program, which provides reimbursement for response and repair efforts on arterials roadway structures.

C. Prevention and Mitigation Activities

Identify mitigation opportunities to reduce the burden of recovery. Coordinate recovery planning efforts with Seattle All-Hazards Mitigation Plan.

Apply for Hazard Mitigation Grant program and other sources of State/FEMA mitigation funding made available pre and post disaster.

D. Preparedness Activities

1. Planning
Work with members of Disaster Management Committee (DMC) and the ESF-14 support departments to maintain the Long Term Recovery and Mitigation Annex.
2. Assist to incorporate recovery elements into other ESF annexes. Highlight transition points, staffing needs, and flag areas where response decisions may have a significant impact on long-term recovery.
3. Coordinate City's recovery planning efforts with emergency management planners in neighboring jurisdictions, as well as agencies in state and federal government.
4. Review and integrate relevant lessons learned from other disaster recovery experiences into ESF-14 annex.
5. Training & Conducting Exercises
6. Identify and train city department staff for ESF-14 core team, and for possible membership on the expanded Interdepartmental Recovery Team.
7. Conduct periodic training for department project management and fiscal staff on the FEMA Public Assistance Program process in order to maximize recovery grant funding.
8. Coordinate periodic disaster recovery exercises in order to test processes in place work effectively and efficiently.

E. Response Activities

1. Recovery begins immediately following a disaster event. Commencement of the recovery phase is defined for individual City departments by their initiation of respective recovery-related functions.
2. The Emergency Management Recovery Programs staff immediately takes actions needed to position the City to request state and federal recovery funding.
3. Finance Section Chief: The ESF-14 lead may play the Finance Section Chief role during an Emergency Operations Center (EOC) activation, as requested by EOC Director. This function includes monitoring costs related to an event and interface with appropriate departments on issues related to accounting, procurement, contracting, cost estimating, etc.

F. Multi-Departmental Recovery Phase

1. The ESF-14 lead in the Finance Department, in coordination with the Emergency Management Director, makes the decision to activate this support function.
2. The ESF-14 lead makes notification to appropriate team members. Limited ESF-14 team members may be requested to report to the EOC.

G. Scaling of Effort Based on Magnitude of Event

1. Only those elements of the recovery structure necessary to address damage and/or injuries incurred during a specific event will be activated.
2. The nature and scope of the event will define thresholds for activation and de-activation of recovery elements.
3. The Emergency Management Recovery Programs staff exists within an operational structure that enables management of small-scale events without requiring extensive involvement of department contacts or activation of ESF-14.

H. Close of Activation

1. For some ESF-14 recovery functions, personnel may not return to their normal assignments for a period of weeks or months, depending on the level of effort required.
2. The Emergency Management Recovery Programs staff serves as the long-term coordination point with State/FEMA on the Public Assistance Program. This recovery grant function may last several years following a major disaster.

V. RESOURCE REQUIREMENTS

ESF-14 activities take place in the EOC and/or available meeting space throughout the city.

VI. ADMINISTRATION

1. Cost Accounting and Cost Recovery

Departments, organizations or agencies with lead or support role for this ESF will track all costs based on guidance provided by their organization and the Seattle EOC. Reimbursement of costs is not guaranteed and if provided will likely not cover all costs incurred.

2. Annex Maintenance

ESF Coordinators will be responsible for updating their annex on an annual basis. The Seattle Office of Emergency Management will incorporate updates provided by the ESF Coordinators into the Seattle Disaster Readiness and Response Plan by no later than December 31st. An announcement of any changes to the plan will be sent to all partners listed in the plan as well as posted on the emergency management website. A record of any changes made to the plan will be maintained by the Seattle Office of Emergency Management.

VII. TERMS AND DEFINITIONS

See Seattle Disaster Readiness and Response Plan Volume I. Glossary.