

# EMERGENCY SUPPORT FUNCTION #14 – TRANSITION TO RECOVERY

## CEMP - ANNEX IV DOCUMENTATION



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Note: This Emergency Support Function (ESF) is part of Annex IV of the Comprehensive Emergency Management Plan (CEMP) and this version includes the 2018 revision. City of Seattle Office of Emergency Management (OEM) acts as the ESF Coordinator and collaborated with many partners for respective input.

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# 1. STAKEHOLDERS

**Table 1**

PRIMARY AGENCY	ESF COORDINATOR
Seattle Office of Emergency Management	Seattle Office of Emergency Management

**Table 2**

SUPPORT AGENCIES	
Office of Arts and Culture	City Attorney’s Office
City Budget Office	Seattle City Light
Office of Civil Rights	Seattle Department of Construction and Inspection
Office of Economic Development	Department of Education and Early Learning
Department of Finance and Administrative Services	Seattle Fire Department
Office of Housing	Human Resources Department
Human Services Department	Seattle Information Technology
Office of Immigrant and Refugee Affairs	Office of Intergovernmental Relations
Seattle Public Library	Office of the Mayor
Department of Neighborhoods	Seattle Parks & Recreation
Office of Planning and Community Development	Seattle Police Department
Public Health -- Seattle-King County	Seattle Public Utilities
Office of Sustainability and Environment	Seattle Department of Transportation

## 2. INTRODUCTION

### 2.1 Purpose

ESF #14 describes City department roles and responsibilities and guides interactions with external partners and agencies in meeting community needs in the immediate aftermath of an incident. ESF #14 provides guidance for coordinating early recovery efforts in circumstances where the recovery task force structure described in the Seattle Disaster Recovery Framework has not been stood up.

### 2.2 Scope

This document applies to all departments, agencies and other ESFs with a lead or support role identified.

ESF #14 spans recovery issues that arise as part of a multi-agency coordinated event. It is intended to serve as both a stand-alone to guide recovery efforts for more localized incidents as well as serve as a bridge for larger, more complex coordination requiring the use of the Seattle Disaster Recovery Framework.

The scope of early recovery efforts may involve a wide array of impacts depending on the nature of the incident. Issues referenced in ESF #14 include: Unmet community needs, assistance centers, business outreach, sheltering and temporary housing, donations management, use of volunteers, public information, service restoration, securing federal grant assistance, etc.

There may be recovery issues that are managed outside of ESF #14, for example those coordinated by ESF #6 Mass Care, Housing and Human Services. ESF #14 can supplement coordination efforts as needed.

It is not the intent of this document to anticipate all possible needs and impacts resulting from disasters. Rather, it uses the same flexible, modular approach based on the nature and scope of the event as expressed in the Seattle Disaster Recovery Framework.

## 3. SITUATION

### 3.1 Emergency Conditions and Hazards

The Seattle Hazard Identification and Vulnerability Analysis (SHIVA) identifies Seattle’s hazards and examines their consequences so we can make smart decisions about how best to prepare for them. It provides information regarding potential impacts of hazards to the people, economy, and built and natural environments of the City of Seattle. The SHIVA provides a foundation for all the City of Seattle’s disaster planning and preparedness activities. The list of all natural and human-hazards includes: Emerging Threat; Geophysical Hazards; Biological Hazards; Intentional Hazards; Transportation and Infrastructure Hazards; and Weather and Climate Hazards.

Each type of disaster incident has unique characteristics and commonalities that affect the recovery process. The City can anticipate typical recovery activities but should also be prepared to respond to atypical events and unexpected impacts.

### 3.2 Planning Assumptions

- Small, localized incidents can still create serious and long-lasting impacts on the community. Addressing these issues effectively may require on-going coordination on the part of multiple departments and agencies.
- Larger, more complex recovery processes will require the City to scale up recovery operations and capabilities immediately as described in the Seattle Disaster Recovery Framework.
- Regardless of the size of the event, the philosophy and strategies to “build back better” from the Recovery Framework should be used to the greatest extent possible.
- Non-profits, Community Based Organizations (CBOs), and Faith Based Organizations may become key players in recovery coordination, particularly those who are “trusted agents” at the neighborhood level. It’s not possible to know in advance which organizations or individuals may play these roles, but they should be anticipated.
- Non-profits, Community Based Organizations (CBOs), and Faith Based Organizations can be matched up with a “mentor” organization to share their experience and recommendations. Peer organizations that have had the experience of serving as a resource and information clearing house on recovery at the neighborhood level may have valuable lessons learned to share.
- In the delivery of response and recovery services, the City will intentionally serve all people including immigrants and refugees, whether documented or not, as well as people with access and functional needs. This includes reaching out, without bias, to those in need of disaster assistance, sheltering, donations, and the like, and meeting the equivalency requirements of the Americans with Disability Act (ADA) Titles II (public facilities) and III (public programs/services).
- 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).
- The City applies directly to State/FEMA for disaster assistance without going through King County.
- The City communicates life-safety notifications to the community in ways that can be understood, regardless of language, as a foundational part of response during incidents. Specific

communications strategies have been developed to ensure notification to those with limited-English proficiency (LEP). Details can be found in the Alert & Warning Support Operations Plan.

- The City’s comprehensive incident response policies, strategies, and practices can be found in the City Emergency Operations Plan (EOP).
- The City-specific operational procedures supporting response policies, strategies, and practices are maintained separately. Please refer to the Reference Section of this document, if applicable procedures have been identified at this time.

## 4. CONCEPT OF OPERATIONS

### 4.1 Organization

ESF #14 provides the efficient coordination of early recovery efforts. Work as part of ESF #14 may occur under different scenarios: 1) When the EOC is not activated, but there are community needs requiring multi-agency coordination, or 2) when the EOC is activated.

Recovery is a multi-agency effort, involving many stakeholders, OEM is the lead primary agency for this ESF. The composition of ESF #14 organization will be driven by impacts to the community.

There are multiple ESFs that provide primary activities that support the transition from response to recovery including: ESF #15 - Public Information; ESF #7 - Logistics; and ESF #6 - Mass Care, Housing, and Human Services. All City agencies listed under Section 5. Responsibilities support this ESF, especially those that align with the transition to the Recovery Framework Community Recovery Task Force and the corresponding Recovery Support Function (RSF):

- **Dept. of Neighborhoods** - RSF #1 Community Coordination and Capacity Building;
- **Office of Economic Development** - RSF #2 Economic Recovery;
- **Human Services Department, Public Health - Seattle King County, and Department of Education and Early Learning** - RSF #3 Health, Human Services and Education;
- **Office of Housing and Seattle Parks & Recreation** - RSF #4 Housing;
- **Seattle Public Utilities, Seattle Department of Transportation, City Light, and Seattle Information Technology Department** - RSF #5 Infrastructure;
- **Seattle Parks & Recreation, Office of Arts & Culture** - RSF #6 Natural & Cultural Resources; and
- **Office of Planning and Community Development and Seattle Department of Construction and Inspections** - RSF #7 Buildings and Land Use Planning.

There are numerous core external partner agencies that are needed in recovery, in addition to County, State, and Federal agencies. Depending on emerging issues, these entities may include:

- Port of Seattle; Seattle Public Schools and private school organizations; Seattle Housing Authority and other housing organizations; University of Washington; Seattle Community Colleges; Public Development Authorities; American Red Cross; Salvation Army; United Way King County; and other human service agencies and non-profit organizations.

In large-scale incidents, the organizational structure is immediately driven by the Seattle Disaster Recovery Framework. As laid out in the Framework scope section (Section 1.2.2) the activation of the recovery governance structure and organization will be guided by the scale of the incident and the resulting impacts to the community, the need to coordinate multiple resources, and the need for focused leadership on the recovery effort.

### 4.2 When the EOC is not Activated

Coordination under ESF 14 may be needed when there has been no EOC activation or when the EOC was activated for the response phase but has been stood down. ESF #14 is staffed by OEM when the EOC is not activated. Activities include the identification and development of job aids and procedures tailored to helping to facilitate recovery actions needed immediately after an incident.

- Recovery coordination under ESF 14 will be initiated and continued as needed to facilitate coordination with relevant agencies until issues are resolved.

- A Determination if impacts warrant a Coordination Call and/or the need to begin identifying representatives for a Recovery Coordination Group.
- If a decision is made to stand up a full Community Recovery Task Force (CRTF) as described in the Seattle Disaster Recovery Framework, ESF 14 action focuses on “bridging” to the larger-scaled effort. This includes consolidating impact assessments and facilitating transition actions until the larger structure is in place.

### 4.3 When the EOC is Activated

- During an activation, the EOC Director may assign a person to monitor for emerging recovery issues and gauge coordination needs.
- EOC responders and any relevant departments will flag potential recovery-related issues to bring to the EOC Director’s attention.
- Damage and impact information consolidated within the EOC will help inform the need for ESF 14 recovery coordination. An EOC Recovery Checklist of early recovery coordination activities and other job aids will also serve as a guide.
- Depending on impacts, the EOC Director may assign a Recovery Lead and initiate a Coordination Call. The Recovery Lead, in consultation with others, will help determine which departments and partners should attend coordination calls and meetings to gauge and meet community needs.
- If on-going coordination is needed, a Recovery Coordination Group may be convened by the Recovery Lead or someone else determined by the Mayor’s Office and/or OEM.
- Recovery Coordination Group meetings may take place in person or via conference calls. 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 Recovery Lead and the EOC Director. Other space to meet in person will be identified if the EOC is in use.
- Transition to recovery communication will be made through means including: standard e-mail notification that recovery activity under ESF14 will be stood up; indication that the next Operational Period will include recovery issues; and which departments/organizations have related tasks.
- The Recovery Lead will ensure recovery objectives are identified and action is tracked, documented and appropriately communicated.

### 4.4 Direction and Control

Recovery operations will be managed out of the EOC unless or until another facility is identified. ESF #14 may be activated by the EOC Director, or as instructed by the Mayor.

## 5. RESPONSIBILITIES

Disaster response, and the repair and rebuilding that can follow, is costly. It is in the City's best interest to maximize post-disaster reimbursement that may become available through federal agency programs and insurance. All City departments are responsible for appropriate tracking and documenting of actual and anticipated response and repair costs. These estimates will be used, among other purposes, to substantiate damage as part of the state/federal Preliminary Damage Assessment process, which can lead to a Presidential Disaster Declaration and give access to various Federal Emergency Management (FEMA) grant funding programs.

Departments should track costs with unique work orders/project numbers according to guidance provided by OEM and other internal finance and accounting units within the City. Volunteer time should also be documented, since it can in some cases be applied to local grant match requirements.

The most typical recovery funding sources are through FEMA Public Assistance, the Federal Highways Administration (FHWA), and the City's insurance carriers. OEM plays the role of Applicant Agent for all FEMA funding. SDOT manages funding applications made to FHWA. Risk Management submits claims to the City's insurance carriers on behalf of affected departments.

### 5.1 City Department - General

- All Departments
  - All departments will actively look for emerging recovery issues that would benefit from a coordinated response.
  - For ESF 14 coordinated events, Department heads will designate personnel to serve on the Recovery Coordination Group when requested.
  - 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 OEM in its role as the City's Applicant Agent for state/federal disaster recovery assistance. Tasks include providing and updating damage assessment data, assistance administrative paperwork, and serving as a central source of information on all department repair projects eligible for reimbursement under the FEMA Public Assistance Program.

### 5.2 City Department - Specific

Depending on the nature, impacts and scale of a disaster or localized incident, the following City departments and offices may have responsibilities in the recovery process.

- Office of Arts and Culture
  - Gauges impacts on the arts and cultural institutions and leverages Seattle's cultural resources to aid the recovery process.
  - Conducts structural assessment and stabilization of works in the public art collection.
  - **Link to Recovery Framework RSF #6 – Natural and Cultural Resources**
- 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.
- Advises on recovery-related contracting, purchasing, public works, ordinance review and development.
- Advises on Public Disclosure issues.
- City Budget Office
  - 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, in coordination with FAS Finance Director, on strategic decisions related to funding and prioritization of short and long-term recovery expenditures.
- Seattle City Light
  - Oversees restoration of electric power services and repairs to generation and distribution facilities and systems.
  - Activates utility mutual aid agreements as needed.
  - Tracks service provision to special needs customers who rely on electricity for home health needs.
  - **Link to Recovery Framework RSF #5 – Infrastructure Systems**
- Office of Civil Rights
  - Responsible monitoring the recovery process to see that people are being served without bias and in an equitable way.
- Seattle Department of Construction and Inspections
  - Lead for post-disaster inspections and permitting.
  - Coordinates with Emergency Management on damage assessment information.
  - Implements expedited permitting procedures on disaster repairs, as needed.
  - Responsible for surge planning of building inspection efforts, including the use of contractors, volunteers, and mutual aid building inspectors from other jurisdictions.
  - Monitors “early re-entry” programs (whereby private entities conduct their own emergency building 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.
  - Manages loaned/mutual aid personnel and/or contractors who supplement SDCI’s inspection and permitting work.
  - Enforces policies on unsafe and non-conforming structures with clear guidance on building codes.
  - 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.
  - **Link to Recovery Framework RSF #7 – Buildings and Land Use**

- Office of Economic Development
  - Serves as lead for assisting local business recovery.
  - During EOC activation, serves as a liaison with business community.
  - Serves as central point for businesses to direct questions regarding response and 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 impacted business owners to collect business impact data to support request for an U.S. Small Business Administration (SBA) Economic Disaster Declaration.
  - Serves as one of the City's point of contact working with the SBA, the U.S. Chamber of Commerce or other similar private sector entities.
  - Liaises with neighborhood business districts, local Chambers 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.
  - Mobilizes business support to meet needed donations of cash, goods and services.
  - **Link to Recovery Framework RSF #2 – Economic Development**
  
- Department of Education and Early Learning
  - Advise on the impacts to education and the needs of children and students in the recovery process.
  - Assist to communicate and collaborate with Seattle Public Schools, private schools, colleges and universities, and childcare providers.
  - **Link to Recovery Framework RSF #3 – Health, Social Services and Education**
  
- Seattle Office of Emergency Management (OEM)
  - Emergency Management serves as the lead for ESF #14 lead.
  - In coordination with the Mayor's Office, helps to stand up and staff Recovery Coordination Group as needed.
  - Consolidates available damage assessment information to support response and recovery prioritization.
  - At the behest of the Mayor, an Emergency Management staff person serves as City's Applicant Agent for State/FEMA Public Assistance and available Hazard Mitigation Grant Program assistance following a Presidential Disaster Declaration.
  - Coordinates with all impacted City departments to compile estimated response and repair costs for the Preliminary Damage Assessment process in support of Presidential Disaster Declaration, which may make the FEMA Public Assistance program available to assist City government.
  - Draws on City and external sources to develop damage assessment information in support of Presidential Disaster Declaration, which may make the FEMA Individual Assistance available to assist private individuals, businesses and non-profit agencies.
  - 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.
  - State/FEMA Individual Assistance
    - As Applicant Agent, coordinates between State/FEMA and Finance and Administrative Services on set up of Disaster Recovery Centers. Disaster Recovery Centers are temporary locations set up where residents and business owners can get information about state and federal recovery assistance available.
    - Works with ESF #15 - Public Information to develop messaging on assistance available.
    - 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 SBA on low interest loans available.
  - Community Recovery Events and Assistance Centers
    - Works with other city departments to organize events and set up assistance centers for impacted community members. These events/centers serve as a source of information on various topics, such as assistance available, city services, mental health, etc.
- Department of Finance and Administrative Services
  - In conjunction with City Applicant Agent, locates, equips and furnishes appropriate facilities to serve as Disaster Recovery Centers (DRCs) and other Assistance Centers as needed following disasters.
  - 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.
  - Ensures availability of fuel supply for city fleet of vehicles.
  - Ensures skilled personnel, equipment, parts inventory, power to maintain emergency and response vehicles.
  - Customer Services Bureau
    - Assists with providing recovery information to the public and making appropriate referrals.
  - City ADA Coordinator
    - Assists with meeting ADA compliance requirements; provides guidance on public information, outreach, planning, and service provision.
  - Contracting
    - Manages emergency contracting procedures to ensure rapid procurement of services necessary for recovery.
  - Purchasing
    - Manages emergency purchasing procedures to ensure rapid procurement of resources necessary for recovery.
  - City Finance
    - City Finance is responsible for citywide financial management functions, including financial policy-setting, citywide accounting, treasury services, business licensing and tax administration, risk management, debt management,

- and business systems. The following finance divisions have a role in disaster recovery:
- Treasury: in coordination with City Applicant Agent for FEMA Assistance, deposits and distributes disaster recovery reimbursements from State and Federal Agencies.
  - 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.
  - As part of ESF #7, serves as lead of donations management. Maintain Donations Management Plan, which centers on the management of unsolicited donations after a major incident. Advises on donations management for smaller, localized incidents as needed.
- 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 SDCI as basis for issuing re-entry building permits.
  - Office of Housing
    - As part of ESF #6 - Mass Care, Housing and Human Services, takes part in planning for temporary and permanent housing of displaced people. Assists impacted community with the transition from emergency shelters to housing.
    - Advises on making full use of available private and public housing stock as well as on housing reconstruction.
    - Serves as subject matter expert on pre-and post-disaster housing assistance available.
    - **Link to Recovery Framework RSF #4 – Housing**
  - 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 and safety concerns of working in a building that sustained damage, mental health issues, change in home and childcare needs.
    - Manages any labor issues that arise as a part of response and recovery.
  - Human Services Department
    - As lead for ESF 6 - Mass Care, Housing and Human Services coordinates meeting community recovery needs related to sheltering, food assistance and human services.

Works with a network of governmental and non-governmental agencies, depending on the needs. Coordinates efforts after localized incidents, such as apartment fires, as well as in the transition to larger recovery efforts involving the Multi-Agency Task Force and/or the activation of the Disaster Recovery Framework.

- Provides subject matter expertise on vulnerable populations planning. Serves as a liaison on recovery needs for access and functional needs populations, including children, people with disabilities, and limited/non-English speakers.
  - Facilitates recovery of non-profit social service providers, which provide important quasi-public service in Seattle community.
  - Serves as subject matter expert on the needs of vulnerable populations.
  - Serves as submit matter expert on needs of elderly.
  - Through Aging and Disability Services division, conducts post-disaster check-in with clients.
  - Serves as point of contact with Department of Justice, National Transportation Safety Board and other agency disaster assistance programs and teams.
  - **Link to Recovery Framework RSF #3 – Health, Social Services and Education**
- Seattle 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 and resources increased recovery telecommunications needs, such as cell phones, pagers, radios, lap tops and hand-held wireless devices.
    - **Link to Recovery Framework RSF #5 – Infrastructure Systems**
  - Office of Immigrant and Refugee Affairs
    - Serves as a liaison with immigrant and refugee communities in disaster recovery. Helps to gauge needs and serve as a connection to recovery assistance available.
    - Helps to source emergency interpretation and translation services needed.
  - Office of Intergovernmental Relations
    - Manages interactions with other county, state, and federal entities, aside from normal procedures for requesting Federal agency recovery assistance.
    - Reports status and needs of City to State and Federal Congressional delegates.
    - Works with Emergency Management and ESF #14 to coordinate post-disaster dignitary visits and fields offers of donations and volunteers from other jurisdictions.
    - Manages international offers of volunteers and donations in coordination with relevant city departments.
    - Coordinates with Congressional Delegation to resolve impasses between the City and FEMA or other federal funding source on recovery funding.
    - In events involving foreign nationals in the City, serves as link for offers of assistance, assists foreign governments determine welfare of their nationals in cooperation with local consulates and the U.S. Department of State Office of Foreign Missions, and assists foreign governments aid survivors and families of deceased.
  - The Seattle Public Library
    - Assists with distribution of recovery-related information pieces in branch libraries.

- Provides meeting rooms for community recovery events and functions, when possible.
- Provides computers for community access to on-line FEMA assistance and other recovery information.
- Office of the Mayor
  - In coordination with Emergency Management, determine need to stand up a Recovery Coordination Group and identify an appropriate Recovery Lead.
  - Makes necessary declarations of City emergency that serve as preliminary steps to applying for Presidential Disaster Declarations.
  - Appoints Applicant Agent (OEM role) for FEMA grant assistance.
  - As lead for ESF #15, manages public information needs for recovery through Communications Director. (See Communications Team below)
  - Serves as lead for special congressional funding requests for disaster damage to city infrastructure or private property, as needed.
- Mayor's Office Communication Team (ESF #15 - External Affairs)
  - Lead for public information in support of short and long-term community recovery.
  - Sources foreign-language interpreters and translators and American Sign Language translators for mayoral press conferences, community recovery events and language lines; assures accessibility of all information publicly released.
  - Develops standard and specialized topic-specific messaging appropriate to the disaster event such as: post-disaster building inspection & permitting, avoiding unscrupulous contractors, state/federal financial recovery assistance available, mental and public health issues, sheltering and housing, special community recovery events or Assistance Centers, volunteers, donations, and information referral telephone numbers.
  - Interfaces with the media on recovery issues, as requested by the Mayor's Office.
  - Coordinates with OED to disseminate information regarding recovery assistance available to business community.
  - Updates city web page with recovery-related information.
- Department of Neighborhoods
  - Plays primary role in outreach and engagement to neighborhoods in recovery.
  - Assist with impact assessment through the use of intake forms or other means.
  - Neighborhood District Coordinators provide expertise and connections in specific areas in the city that are impacted.
  - Liaise with CBOs that emerge as players in localized recovery efforts.
  - 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.
    - Advises 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 eight identified historic districts, which serve as important business and cultural hubs: Ballard

Avenue, Colombia City, Fort Lawton, Harvard-Belmont, International District,  
Pike Place Market, Pioneer Square, and Sand Point

- **Link to RSF #1 – Community Coordination and Capacity Building**
- Seattle Parks & Recreation
  - Oversees restoration of Parks' extensive portfolio of buildings, parks, natural areas, and Parks programs.
  - Assists when possible to identify Parks facilities for community recovery functions.
  - Assists Office of Housing develop strategies to transition individuals and families displaced by disaster from shelters to temporary housing.
  - **Link to Recovery Framework RSF #6 – Natural and Cultural Resources**
- Office of Planning and Community Development
  - As the lead for comprehensive and community planning, help ensure that post-disaster redevelopment strategies dovetail with other city plans and policies.
  - **Link to Recovery Framework RSF #7 – Buildings and Land Use Planning**
- Seattle Police Department
  - Responds to safety and security issues that may arise due to disaster.
  - Enforces limited and no-entry building tagging per SDCI.
  - Enforces laws regulating illegal contracting and consumer scams, particularly regarding sale of drinking water, first aid supplies, food, home repairs that may arise following disasters.
  - Anticipates increased incidence in domestic violence situations and child abuse that can occur following disasters.
  - Homeland Security section acts as subject matter expert on terrorist incidents impacts.
- Public Health -- Seattle-King County
  - Serves as source of expert information for all health emergencies, such as epidemics.
  - Coordinates with the Northwest Healthcare Response Network to provide status of hospital/health system/medical examiner operational capabilities.
  - Serves as subject matter experts on post-disaster physical health-related issues, including: air, water and soil quality, food safety, animal and vector control, sanitation, and immunization and testing.
  - Assists to arrange for disaster behavioral health / community mental health services/contracts through King County Department of Community and Human Services.
  - Coordinates with Northwest Healthcare Response Network on recovery and rebuilding needs of medical facilities, including private, non-profit and public clinics and hospitals.
  - Coordinates with King County on FEMA reimbursement process and status.
  - **Link to Recovery Framework RSF #3 – Health, Social Services and Education**
- Seattle Public Utilities
  - Oversees restoration of water, drainage and wastewater, and solid waste services and repairs to related facilities and systems.
  - Activates mutual aid agreements as needed.
  - Provides temporary water provisioning to public and community entities in accordance with the Temporary Water Provisioning Plan.
  - Lead for City's Debris Management Plan.

- SPU’s Community Emergency Response Team employees assist with distribution of public information flyers and other community outreach tasks, where possible.
- Responds to impacts from urban flooding.
- Sand bagging – During autumn and winter, offers a limited number of free, filled sandbags to households or business owners in flood-prone areas.
- Tracks service provision to customers who rely on SPU services for home health needs.
- **Link to Recovery Framework RSF #5 – Infrastructure Systems**
- Office of Sustainability and Environment
  - Advises on how we can meet the City’s goals in reducing climate impacts, promote environmental equity and increase sustainability as part of disaster recovery.
- Seattle Department of Transportation
  - Oversees restoration of transportation system and repairs to traffic signals, roads, bridges, and other roadway structures.
  - Oversees traffic management and implements evacuation management measures.
  - Implements post-earthquake bridge inspection procedures.
  - Activates mutual aid agreements 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.
  - 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.
  - Coordinates with other transportation sector service providers including, but not limited to, King County Metro, Access, Amtrak, Sound Transit, Community Transit, the State ferry system, King County Roads Division, and the Washington State Department of Transportation.
  - **Link to Recovery Framework RSF #5 – Infrastructure Systems**

## **6. RESOURCE REQUIREMENTS**

### **6.1 Logistical Support**

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

The City can access additional resources needed through standing Memoranda of Understanding, Master Service Agreements, Mutual Aid Agreements and City contracting. ESF #7 may be consulted for other logistical needs during recovery.

### **6.2 Communications and Data**

Communications will take place using e-mail and telephone systems.

StartMeeting will be used to facilitate coordination calls.

## 7. MAINTENANCE

In the OEM Planning Guide, a planning schedule describes when documents, including plans that are part of the CEMP, shall be maintained, evaluated, and revised. Lessons learned from exercises, special events, incidents, or disasters may result in a decision to evaluate portions of the documents ahead of the schedule. This document is on a three-year revision cycle, but evaluations can occur at other times as necessary.

OEM as the ESF Coordinator has primarily responsibility for this document and will ensure it is evaluated as outlined in the schedule with updates and revisions being made to ensure guidance remains current. The OEM Plans Coordinator is the primary OEM agency representative to facilitate the evaluations.

**Table 3**

RECORD OF CHANGES			
DATE	TYPE	CONTACT	SUMMARY
Sept. 17, 2018 August 7, 2018 July 26, 2018	Revision	E Lund L Meyers	Completed revision voted and approved by DMC and EEB. City Council voted and approved Resolution 31816.
August 17, 2017 April 27, 2017	Revision	E Lund L Meyers	Completed revision. Document was restructured to address the process and structure linking ESF #14 to the City of Seattle Disaster Recovery Framework. Document voted and approved by DMC and EEB.
May 2015	Update	K Neafcy	Completed annual update.

## 8. TERMS AND DEFINITIONS

Nothing identified at this time.

## 9. ACRONYMS

- ADA: Americans with Disability Act
- CBOs: Community Based Organizations
- CEMP: Comprehensive Emergency Management Plan
- CRTF: Community Recovery Task Force
- CTRF: Community Recovery Task Force
- DRC: Disaster Recovery Center
- EMD: State of Washington Emergency Management Division
- EOC: Seattle Emergency Operations Center
- EOP: City Emergency Operations Plan
- ESF: Emergency Support Function
- FEMA: Federal Emergency Management Agency
- FHWA: Federal Highways Administration
- LEP: Limited-English Proficiency
- OEM: Seattle Office of Emergency Management
- PDA: Preliminary Damage Assessment
- RSF: Recovery Support Function
- SBA: U.S. Small Business Administration
- SDCl: Seattle Department of Construction and Inspection
- SDOT: Seattle Department of Transportation
- SHIVA: Seattle Hazard Identification and Vulnerability Analysis
- WAMAS: Washington State Intrastate Mutual Aid System

## 10. REFERENCES

- Seattle Disaster Recovery Framework