

# City of \_\_\_\_\_

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## 1. GENERAL

### A. Purpose

The purpose of the City of \_\_\_\_\_ Recovery Plan is to provide for efficient coordination and policy guidance during the disaster recovery process. The recovery process includes the restoration of damaged or destroyed public facilities and infrastructure and the coordination of available services and assistance to citizens and businesses impacted by the disaster.

This Plan provides an organizational framework, policy guidance and methods for use during the recovery process. The City of \_\_\_\_\_ has a \_\_\_\_\_ organization; and this Plan provides for the assignment of responsibilities within the City's organizational structure and includes opportunities for participation by community members.

### B. Scope

The term "Recovery" generally refers to the process of returning City government services to normal, and the repair of infrastructure and restoration of economic vitality to the community. The management of the recovery process is the responsibility of the local jurisdiction affected by a disaster.

This Plan describes the activities which may be required to manage the recovery process. It defines the responsibilities of elected officials and City staff. It provides guidelines for the assessment of long term shelter and housing needs, community security, public information, public assistance, damage assessment, debris management, restoration of public facilities and services, and the coordination of public and private resources.

Recovery includes repair or reconstruction of communications infrastructure; damaged public facilities and infrastructure; facilitation of the restoration of residential and commercial structures; restoration of the community's economic base by supporting business resumption and employment opportunities; and the identification and implementation of mitigation projects and programs to reduce future disaster damage such as land use and building codes.

This Plan is based on information available at the time of its development. Resources, assistance programs, statutes, codes and regulations are subject to change and will impact the recovery process. Some deviation from this plan may be necessary to comply with current government standards and to meet the needs of the community.

C. Organization

The City of \_\_\_\_\_ has a \_\_\_\_\_ organization; within this structure, the \_\_\_\_\_ has the primary responsibility for overseeing and managing the Recovery process. The City Council will be responsible for policy actions including the institution of emergency and/or special ordinances and resolutions; appropriating funds as necessary; and meeting with visiting dignitaries. The City staff will be responsible for their usual duties, as well as Recovery projects and programs as assigned by the (Mayor or City Manager).

D. Coordination

Coordination of recovery activities is the key to the successful recovery of the community. The (Mayor or City Manager) may appoint a Recovery Coordinator to manage the City's recovery process and a Recovery Task Force made up of City staff and representatives from key organizations and community groups who have a vested interest in the community's recovery to assist in the recovery process and advise on matters related to recovery. The Recovery Task Force will be dynamic in nature, with involved personnel changing as projects and needs change. The duty of Recovery Coordinator may also be assigned to varying personnel as needed and appropriate. The ( Manager) will maintain a support/advisory role within the Recovery Task Force.

E. Relationship to Other Plans

Some recovery activities begin before disaster response activities are concluded. As such, the Recovery Plan is closely linked to the City's *Comprehensive Emergency Management Plan*, requiring coordination of activities and resources as the response phase of disaster operations begins to subside and recovery activities begin. As the recovery progresses, issues of rebuilding, redevelopment and mitigation will become important considerations. The City's *Comprehensive Plan*, *Pre-disaster Mitigation Plan*, *Capital Improvement Plan*, (list other relevant plans) as well as existing plans for revitalization, will need to be reviewed and considered as part of the recovery process. Opportunities for community improvement should be considered while long term recovery activities are being planned.

F. Plan Updates

This plan should be reviewed at frequent intervals in conjunction with related plans and regulations governing recovery activities. Changes in the community including demographics, development trends, mitigation

strategies and State and Federal guidelines should be reviewed for consideration when updating this Plan. Revisions may be made at any time to correct deficiencies or to accommodate changes within the community or City organization that would affect recovery activities.

## **2. RECOVERY AND RESTORATION POLICY**

This Section provides a summary of Plan policies related to recovery and reconstruction. They are grouped by eight general functions:

- A – Residential, Commercial and Industrial Rehabilitation
- B – Public Sector Services
- C – Economic Recovery
- D – Land Use/Re-Use
- E – Organization and Authority
- F – Psychological Rehabilitation
- G – Vital Records
- H – Public/Private Partnerships
- I – Traffic Mitigation

### **A. Residential, Commercial and Industrial Rehabilitation**

#### *IT IS THE CITY'S POLICY:*

- That temporary housing will be arranged for displaced residents, if possible in individual family units, as soon as possible and that such housing will be closed as soon as long term housing becomes available.
- To maximize available housing stock by protecting renters from unwarranted displacement and financial hardship as a result of unlawful actions by landlords.
- To coordinate the sheltering requirements for specialized personnel acquired as a result of mutual aid from other jurisdictions.
- That demolition, when necessary, is done as expeditiously as possible.
- That, when necessary, mutual aid resources will be utilized to assist in the building damage assessment effort.
- That the Building and Planning Departments, and other agencies as appropriate, provide systematic damage assessment inspections of structures on a priority basis.

- To inspect, gather information on and provide systematic evaluation of natural and toxic hazards on a priority basis, in coordination with the damage assessment process.
- To provide incentives and priority use of appropriate City resources to persons applying for disaster assistance for interim housing.
- To encourage immediate repair for interim re-occupancy of damaged properties.
- To provide for security to sheltering, temporary distribution centers and other emergency response facilities.
- To expedite post-event hazard mitigation activities mandated under the Stafford Act (Public Law 93-288, as amended) and related Federal and State regulations and guidelines.
- To facilitate short-term recovery by securing contracts, pre-event, for assistance to expedite permit review for reconstruction projects.
- That to the maximum extent feasible, recovery and restoration alternatives best preserve and protect the environment and improve the environmental health and safety of the City.

#### B. Public Sector Services

##### *IT IS THE CITY'S POLICY:*

- That a plan for the orderly restoration of services after a major disaster be developed.
- That during the Recovery and Restoration phase of a major disaster, City employees shall be fully utilized whenever possible.
- Temporary and contract employees will be utilized as necessary to aid in restoration of normal services.
- To develop an inventory of available public and private buildings that can be used to house City services in the event of a major disaster.
- That there is a plan for assuring the availability of equipment and services needed in the Recovery and Restoration process.
- That a coordinated public information system be developed to include public service announcements, hotlines, automated call directors, and other communication media to keep City employees and the general

public informed of ongoing Recovery and Restoration activities and City employees advised of their assignments and responsibilities.

- Provide protection to residents endangered by animal related conditions and as resources are available, the City will attempt to confine, care for and provide emergency care for lost and/or abandoned animals.

C. Economic Recovery

*IT IS THE CITY'S POLICY:*

- To provide cash flow to ensure essential services to maintain public health and safety for a period deemed necessary.
- To facilitate the re-establishment of essential commercial services and necessary utilities in locations near temporary shelters.
- To join other government agencies and the private sector to return the public infrastructure and the City's services to pre-event levels, or better.
- To assist citizens and private sector businesses in re-establishing normal activities and operations as quickly as possible.

D. Land Use/Re-use and Mitigation Activities

*IT IS THE CITY'S POLICY:*

- To accelerate pre-event hazard mitigation activity through developing and refining information, policies and regulations interrelating geologic hazards, structures and land use planning.
- To develop appropriate mitigation standards for new and existing construction commensurate with the degree of hazard and require building owners and/or developers to comply with standards.
- To strengthen and enhance public education concerning natural hazards and land use/re-use issues in anticipation of a community-wide disaster.
- To develop and maintain appropriate mitigation standards for new and existing City facilities and public improvements commensurate with the degree of hazards.
- To identify and use existing laws and local implementation procedures for disaster Recovery and Restoration purposes, needs and processes.

- That following a community-wide disaster, any plan revisions or adoption shall take into consideration the correction of deficiencies in infrastructure and improvements, both public and private. (Improvements could include non-conforming streets, inefficient street patterns, utilities, etc.)
- To reflect a proactive rather than reactive approach to restoration issues and opportunities through the implementation of the Recovery and Restoration Plan, and if necessary, the creation and implementation of a post-event strategic plan to guide restoration efforts.
- To prepare a post-event redevelopment strategy which protects financial obligations related to existing redevelopment areas, seeks new financing for reconstruction and redevelopment, streamlines redevelopment expansion procedures and coordinates these with other City, County, State and Federal entities.

#### E. Organization and Authority

##### *IT IS THE CITY'S POLICY:*

- That to the extent possible, the City shall accomplish disaster Recovery and Restoration through the existing City organization structure which may be modified to address Recovery and Restoration concerns.
- That Recovery and Restoration activities will be guided by the operational concepts detailed in *Emergency Support Function 14: Long-Term Community Recovery*, of the City's *Comprehensive Emergency Management Plan*.
- That a Recovery Task Force be created as a multi-discipline advisory committee for the duration of the Recovery and Restoration process.
- That following a major disaster, every effort is made to restore normal operating and decision-making processes as quickly as possible, and that, to the extent possible, Recovery and Restoration objectives be accomplished through standard operating procedures.
- That City Recovery and Restoration policy priorities be established prior to and maintained during the Recovery process. This may include permit requirements for vulnerable areas, historic structure policies, requirements for post-disaster building permits, zoning for hazardous areas, property acquisition ordinances, local tax incentives, etc.
- To identify and integrate the actions of this Plan with those of the Pre-Disaster Mitigation Plan and the *Comprehensive Emergency Management Plan* and procedures through a four-year implementation program,

overseen by the (Mayor or City Manager) and/or appropriate City Staff and coordinated through the annual budget process.

F. Psychological Rehabilitation

*IT IS THE CITY'S POLICY:*

- To address the psychological aspects of the aftermath of a major disaster affecting both residents and City employees.
- To recognize that one of the most serious impacts of any disaster is the psychological trauma which disaster creates for public service and volunteer personnel who must respond to it, and for the citizens who are directly and indirectly affected by it. The City's plans to prepare for, respond to and recover from disasters shall include provisions to deal with disaster-related stress.
- That stress management should not be limited to intervention by mental health professionals after a disaster. Disaster-related stress can be alleviated to a significant degree by the pre-incident preparations which are made to cope with a disaster's occurrence. Because City employees represent a critical resource in disaster Response and Recovery, priority should be given to programs which help mitigate their post-traumatic stress.
- To maximize community and public resources available to deal with stress management in a major disaster by ensuring City employees are aware of pre-event training and counseling programs such as Employee Assistance programs.
- That while priority must be given to efforts to prevent and deal with post-traumatic stress on the part of City employees and disaster volunteers, the City's long-term Recovery efforts will be significantly affected by the effects which post-traumatic stress has on the residents and the community as a whole.

G. Vital Records

*IT IS THE CITY'S POLICY:*

- To formulate and maintain a Vital Records Protection and Retention Plan in order to provide protection of City documents and information required to continue essential operations in the event of a disaster and to resume normal operations after a disaster.

## H. Public/Private Partnerships

### *IT IS THE CITY'S POLICY:*

- To maintain ongoing liaison and contact with appropriate public and private agencies to improve cooperation among agencies and to ensure familiarity with the emergency response and recovery plans of various agencies; and develop, implement and maintain, when necessary, mutual aid agreements for disaster services.
- To work with the Emergency Services Coordinating Agency to facilitate recovery activities with public and private entities.
- To coordinate sheltering requirements with the Red Cross, City Parks Department, \_\_\_\_\_ School District and other appropriate entities.
- To work with appropriate local, State and Federal entities to expedite the provision of financial and other assistance to residents whose homes have been damaged, and to business enterprises which have been damaged.
- To work with the private sector to expedite the restoration of residence, business and industry in the post-disaster environment.
- To encourage and assist private sector entities in the development of Response and Recovery Plans and programs.
- To plan for the availability of priority equipment and services needed in the Recovery and Restoration process; and to coordinate the sheltering requirements of specialized volunteer personnel acquired as a result of mutual aid from other jurisdictions.
- To work with appropriate local, State and Federal entities to facilitate the restoration of roadways and utilities immediately following a disaster.
- To work with appropriate local, State, Federal and private entities to ensure cash flow to provide essential services to maintain public health and safety for a period deemed necessary.
- To promote legislation addressing Recovery and Restoration from a major disaster, and to work with other jurisdictions, where feasible, in promoting such legislation.
- To coordinate, where appropriate, with other City, County, State and Federal governments and the media to assure accurate and timely public information is disseminated.

## I. Traffic Mitigation

### *IT IS THE CITY'S POLICY:*

- That during the Recovery and Restoration phase of a major disaster, an emergency transportation network be implemented that would maintain public health and safety and aid in the economic recovery of the City.
- To facilitate emergency response of transit agencies and transit providers within the City during the Recovery and Restoration phase of a major disaster.
- To disseminate accurate and appropriate traffic and transportation information during the Recovery and Restoration phase of a major disaster.

## **3. PRE-DISASTER PLANNING AND MITIGATION**

The most effective strategy for a successful recovery is to anticipate the resources needed in advance of the disaster and to plan for the most effective use of such resources. The City should review identified potential hazards and perform risk analysis in order to develop capabilities and determine the resources needed to facilitate recovery.

The City will participate in pre-disaster mitigation planning. The identification of mitigation opportunities and projects may provide for rebuilding opportunities during the recovery process that result in a more sustainable, disaster resistant community infrastructure.

The first step in pre-disaster planning is to identify what is likely to be damaged in probable disaster events. Once identified, a proposed mitigation project is reviewed for compliance with existing City plans, policies and regulations, and any pertinent State or Federal laws. Mitigation project proposals should include discussion and consideration of the possible need for special legislation, levies, appropriations, emergency contingency funds, and intra-agency approvals.

Prior to a disaster, the Recovery Coordinator shall be responsible for developing recovery plans in coordination with appropriate staff and supporting agencies; training city department staff on recovery responsibilities; and assisting department staff in the development of recovery procedures.

#### **4. TRANSITION FROM RESPONSE TO RECOVERY**

The transition from the Response Phase to the Recovery Phase following a disaster will begin after life safety issues have been addressed, and the evaluation of Damage Assessment information has begun.

#### **5. RECOVERY ISSUES**

The following is a list of common recovery issues. Primary issues will be addressed as part of the recovery planning process. Non-specific issues will be referred to the Disaster Recovery Coordinator and/or the Recovery Task Force for review on a case by case basis during the recovery process.

- Activate Recovery Task Force
- Establish recovery goals and objectives
- Identify recovery priorities
- Identify and define long and short term recovery activities
- Establish an Unmet Needs Committee
- Identify the roles of community leadership
- Review hazard mitigation plans for recovery projects
- Develop damage assessment procedures
- Develop procedures for public information and outreach
- Address public safety issues
- Develop debris management guidelines
- Assess public health needs
- Identify priorities for restoration of essential services
- Identify transportation issues
- Develop building inspection procedures
- Review land use and capital improvement plans to assist with redevelopment
- Identify resources and establish distribution management plans
- Assess short and long term housing needs
- Develop documentation procedures
- Identify legal issues
- Review financial issues and impacts
- Address staff needs
- Develop communications strategy
- Address economic recovery issues

## 6. CONCEPT OF RECOVERY OPERATIONS

- Recovery activities will be carried out using this *Plan* as a guide. The City will follow State and Federal regulations governing disaster assistance programs.
- Many recovery activities are operational in nature and begin while response operations are still underway. Coordination of these activities with first responder agencies will be required until all emergency response activities have concluded.
- Recovery operations will continue long after the emergency response has concluded. In events such as floods and earthquakes the recovery process may take many years. This portion of the long term recovery process will be managed by the (Mayor or City Manager) or a designated Disaster Recovery Coordinator.
- Recovery from a disaster or emergency will likely involve assistance and support from the State and Federal governments. Support includes recovery operations, restoration of public property and critical services, and assistance to citizens and businesses.
- The primary focus during recovery is to return the situation to pre-disaster condition as quickly as possible. However, opportunities to make long term improvements to the community, as well as mitigation opportunities, must be considered.
- Some recovery issues may involve other jurisdictions and agencies. In such circumstances, coordination with appropriate jurisdictions and agencies will be arranged through the Disaster Recovery Coordinator.

## 7. RESPONSIBILITIES

### **Elected Officials**

- Adopt Recovery Plan prior to disaster
- Maintain continuity of government
- Institute emergency or special ordinances and resolutions recommended by staff
- Meet with visiting dignitaries
- Appropriate funds to meet emergency needs
- Appropriate funds for mitigation activities

### **Mayor or City Manager**

- Provide visible leadership to the community
- Proclaim emergency orders

- Appoint Public Information Officer(s)
- Oversee recovery operations and programs
- Appoint Disaster Recovery Coordinator
- Assign members of Recovery Task Force
- Observe and respond to symptoms of stress within the community and City staff

### **City Attorney**

- Review contracts for recovery projects
- Advise on city policies related to the legal aspects of recovery
- Review ordinances

### **Recovery Task Force**

- Oversee the recovery and reconstruction process
- Assist in the preparation of a post disaster redevelopment plans
- Recommend ordinances and policies necessary to efficiently manage the recovery process
- Develop policies that promote mitigation from future damage
- Recommend economic recovery initiatives
- Develop policies for redevelopment in areas sustaining repeated disaster damage
- Develop procedures to carry out build-back policies
- Develop policies for relocating and acquiring damaged properties

### **Disaster Recovery Coordinator**

- Serve as chairperson of the Recovery Task Force
- Manage disaster recovery programs
- Make recommendations to the (Mayor or City Manager) and elected officials on recovery matters reviewed by the Recovery Task force

### **Public Works**

- Manage debris removal process
- Establish post disaster recycling programs
- Coordinate restoration of services with contract utility providers
- Manage mitigation and repair projects as appropriate
- Perform damage assessment of City infrastructure
- Perform minor repairs to City owned utilities
- Coordinate public works mutual aid activities

### **Engineering Services**

- Manage contracts for major restoration and reconstruction of street and traffic control systems, and City owned utilities
- Reestablish damaged or destroyed traffic control
- Perform damage assessment activities on infrastructure

- Provide infrastructure records to public safety and health personnel, public works staff, recovery planners, design professionals and demolition and construction contractors
- Coordinate with Federal and State agencies, e.g. Depts. Of Ecology and Health, regarding utility related environmental and health issues
- Coordinate with adjacent cities and DOT to maintain principal roadway networks
- Prepare alternative traffic routing and traffic control plans
- Coordinate with transit agencies to maintain public transportation

### **Building/Planning**

- Coordinate and perform damage assessment activities
- Prepare ordinances to modify existing codes as necessary
- Prepare ordinances to enact temporary codes to support recovery efforts
- Manage the permit process
- Review existing zoning regulations to determine recovery issues
- Help produce maps for recovery planning purposes
- Provide GIS mapping for ongoing tracking of damage assessments, mitigation, environmental issues, permits and status of other recovery issues
- Review zoning and land use issues for non-conformity and appropriate reconstruction
- Coordinate Economic Recovery planning

### **Parks & Recreation**

- Coordinate temporary housing efforts
- Assist public works with debris removal and recycling efforts
- Coordinate assistance efforts for special populations

### **Administrative Services/Finance**

- Establish policies and procedures for emergency purchasing
- Coordinate the restoration of computer and phone systems
- Review contracts for recovery purchasing and projects
- Compile disaster response and recovery related costs and maintain financial records
- Manage donated funds in support of community recovery efforts
- Identify sources of funds to support recovery programs and projects
- Manage insurance claim filing
- Research public and private grant availability

### **Human Resources/Personnel**

- Initiate and manage employee notification and support programs
- Identify staffing needs and sources for filling shortfalls
- Register temporary volunteer workers
- Coordinate EAP and stress management programs

## **Police**

- Provide security for restricted access and evacuated areas
- Assist in the distribution of emergency public information
- Implement alternative patrol response plan
- Implement TRU (Telephone Reporting Unit) at back-up stations for Level 3 calls and general public inquiries
- Re-assign non-commissioned and volunteer staff for non-critical incident response
- Coordinate damage assessment efforts with Public Works and Building/Planning
- Coordinate public information campaign regarding fraud/looting awareness, child safety and other post-disaster community crime issues
- Liaison with other local and regional LE agencies to coordinate enforcement and investigation of disaster-related criminal incidents
- Field proactive rapid response team to identify and resolve disaster-related public safety problems i.e. traffic issues, theft of food/materials, etc.
- Use existing volunteers and non-commissioned staff to identify and assist as appropriate special needs/high vulnerability citizens i.e. elderly, handicapped, blind/deaf, etc.

## **Fire**

- Assist in the distribution of emergency public information
- Provide assistance with code modifications when necessary
- Protect public from fire and fire risks
- Provide assistance in maintenance of reconstruction safety

## **City Clerk**

- Provide for the protection of vital records
- Manage the recovery and restoration process for damaged records
- Maintain records of Recovery Task Force in coordination with Records Management

## **8. ESTABLISHING POST-DISASTER RECOVERY GOALS**

- A. A primary goal in the early phases of the recovery process is to re-establish essential services to the community. This includes utilities, transportation and primary community services. It is imperative that actions are taken swiftly with resolve in order to retain community confidence and minimize economic disruption.
- B. Identify the processes by which recovery decisions are made and integrated into the political process. If not already done, a Disaster Recovery Coordinator should be appointed and a Recovery Task Force

should be established. Membership on the Task Force or its sub-committees should allow for integration of the public into the recovery decision process. Consider civic and economic interests, historic preservation, neighborhoods and special needs populations as well as city departments and supporting agencies.

- C. Begin to consider the process of transitioning activities from response to recovery, including:
- Reassigning of staff to assist with short term recovery activities.
  - Increasing administrative capacity and preparing staff to manage a large volume of information.
  - Setting short and long term recovery priorities.
  - Establishing public information priorities to keep the public informed of short and long term recovery efforts.
  - Resuming essential routine activities while enhancing the capability to manage and carryout recovery efforts.
- D. Determine the need for modification, streamlining, or expediting local government processes, permits and procedures to expedite the recovery process.

## 9. RECOVERY TASK FORCE

### A. Organization

The Recovery Task Force shall assist the (Mayor or City Manager) in the successful Recovery efforts of the City. The Recovery Task force shall include: (list appropriate Department Heads such as Planning and Development Director, Fire Chief, Police Chief, Public Works Director, Engineering Services Director, Administrative Services Director, Development Services Director, Parks and Recreation Director and Human Resources Manager). Outside agencies may also be included in the Recovery Task Force. This is done at the discretion of the jurisdiction as determined by the specific situation and needs of the community.

The (Appropriate Department Director) is the Disaster Recovery Coordinator and will serve as chairperson of the Recovery Task Force. The Disaster Recovery Coordinator maintains overall responsibility for coordination of the recovery process and is responsible for coordinating the establishment the policies and procedures for effectively managing the recovery. The (Mayor or City Manager) may designate an alternate Disaster Recovery Coordinator as appropriate based on the type of disaster.

At the discretion of the (Mayor/City Manager/Disaster Recovery Coordinator) additional individuals may be appointed to serve on the Recovery Task Force to support specific recovery projects. These appointments may include:

- Local Communications Companies
- Transportation Representative
- Citizen Group Representative(s) (i.e., private citizen, small business owner, large business owner, landlord representative, etc.)
- City Attorney
- Chamber of Commerce
- Emergency Management
- School District
- Garbage Companies
- Water & Sewer Districts
- Utility Providers
- Public Transit Providers
- Hospital District
- DOT

The Recovery Task Force shall be established by local ordinance, with the goals and scope of authority clearly stated. This Ordinance must be enacted prior to a disaster.

B. Role of the Recovery Task Force

The Recovery Task Force provides coordination and oversight of the recovery and reconstruction process. The Task Force will serve as an advisory committee to local officials responsible for recovery activities. The Task Force will also help to identify mitigation opportunities, identify resources and ensure maximum control over the recovery process. The group's responsibilities would include, but not be limited to:

- Preparing a redevelopment plan
- Developing procedures to carry out build-back policies
- Developing policies for redevelopment in areas sustaining repeated disaster damage
- Developing policies that promote mitigation from future damage
- Developing priorities for relocating and acquiring damaged properties
- Establishing communications and dialog within the community
- Establishing priorities for community repair and restoration
- Work in collaboration with recovery partners to maximize recovery resources and efficiencies

## DAMAGE ASSESSMENT

### A. Direction and Control

Overall coordination of damage assessment activities rests with the (Appropriate Department Head). The damage assessment process will include staff from all City departments capable of contributing to this effort.

### B. Concept of Operations

The City will follow Damage Assessment procedures as described in the *City Comprehensive Emergency Management Plan, Emergency Support Function (ESF): 23* and *City Damage Assessment Procedures*, separately published documents.

### C. Tracking Structures

As building classifications are received, (appropriate City staff) is responsible for mapping and charting, organizing and filing the evaluations in anticipation of future contact with citizens obtaining either demolition permits or repair permits. The assessment information is provided to the plan reviewers to assist them in the permit review process. It is anticipated that a large percentage of homes will be repaired as opposed to being demolished.

As detailed information regarding infrastructure damage is collected, (appropriate City staff) will compile the information and provide repair and/or reconstruction cost estimates.

### D. Damage Assessment Policies

Local emergency management personnel and the Recovery Task Force will operate from the City EOC until the Recovery Coordinator determines otherwise.

A Preliminary Damage Assessment shall be carried out any time there is a potential for a Presidential Declaration of a disaster or it is requested by State or County officials. This information shall be provided to the (Management) in order to support the Governor's disaster declaration to the President.

The City shall provide support to local, State and Federal officials in the completion of Damage Survey Reports in order to expedite the availability of Public and Individual Assistance Programs which provide support in the overall recovery of the community.

E. Building and Land Use Permitting

Following a disaster, the City has the opportunity to re-develop areas for compliance with Comprehensive or Master plans and to require non-conforming buildings to upgrade for compliance to bulk land use codes as well as building and fire codes.

(Address land-use grandfathering; floodplain determinations; issuance of field permits; prioritization of inspections; fee collection and/or waivers; licensing of out-of-state contractors; what code exemptions will be allowed; reconstruction criteria; etc.)

F. Appeal Procedures

The City shall develop policy and procedures for handling disputes with property owners who disagree with occupancy classifications, determinations of non-conformity, Board of Adjustment decisions, etc.

Appeals of process determinations made on the development code, building or fire code specific to upgrades or substantial improvement determinations shall be heard by the City designated entity. Appeal meetings will be held at regularly specified times, dates and places. The appeal fees shall be determined by the Recovery Task Force and be dependant upon the number of cases and time required to hear each case.

Adjacent property owner notifications for the purpose of disaster hearings are limited to notification within 300 feet of the property in question. Since mail service may be disrupted, the City shall accept a notarized service order posted on the subject property. The appellant is required to assure delivery of all public notices for hearing purposes. Hearing fees shall be established by the Recovery Task Force.

G. Absentee Property Notification

The City will make every reasonable effort to allow out-of-area property owners adequate time to arrange for repairs and/or demolition of their property.

If a damaged structure presents an immediate hazard to health and safety, the City reserves the right to demolish such structures after making a good-faith effort to notify the property owner. Such actions will be thoroughly documented by the City Building Official and City Attorney.

## 11. PUBLIC INFORMATION AND OUTREACH

### A. Concept of Operations

The (Mayor or City Manager) shall appoint a Public Information Officer to provide Recovery information to the public on behalf of the City. If the need arises, the (Emergency Management) will facilitate the formation of a Joint Information Center (JIC). Media briefings will normally take place at (appropriate City location). In the event that this location is not functional or communications are inadequate, an alternate site will be identified and announced by the Public Information Officer.

Any, or all, of the following methods may be utilized to relay information to the public:

- Print, radio, cable and television media
- City website
- Printed education/information materials
- Community bulletin boards
- Door-to-door contact

Printed education and information materials for distribution to the public are available through (Emergency Management).

The public will need to be informed on a variety of topics, including, but not limited to:

- General recovery information: intended to help the public through post-disaster processes, i.e. building permits, replacing lost documents, etc.
- Health and welfare: assisting citizens in locating family members.
- Public safety information: providing details on passable roads, safe buildings, etc.
- Public health: providing information regarding sanitation, food safety, health hazards in the environment, etc.
- Where to get help: providing contact numbers for service agencies.
- Recovery timelines for repairs and reconstruction projects and services
- Expectation management: reminding citizens that they are responsible for their own recovery.

## B. Public Meetings

Public briefings shall be held on a regular basis at a pre-designated site. Representatives from other government agencies, as well as private assistance program leaders, may be invited by the PIO to speak to specific questions regarding services or programs they provide. Briefings shall be scheduled at the discretion of the Disaster Recovery Coordinator. Holding frequent briefings will help to discourage the spread of rumors

The PIO should be fully briefed and well-prepared for difficult questions. Information provided should be clear, concise and factual.

## C. Press Tours

The Public Information Officer (or designee) may provide press tours of the disaster site and recovery progress.

Press tours and site access will be determined, at the discretion of the (Mayor/City Manager and Chief of Police), dependant upon the situation and disaster event.

Helicopter inspections of the disaster site may be granted at the discretion of the (Mayor/City Manager and Chief of Police), in coordination with the Federal Aviation Administration.

## D. Rumor Control

Following a disaster, clear and factual information is of utmost importance. In the absence of specific information, rumors will emerge. Uncontrolled rumors can disrupt a community and reduce the credibility of the City and other recovery agencies.

To help reduce the development of rumors the City may employ various means of providing information directly to the public. These may include, but are not limited to:

- Hotlines or helplines: dedicated telephone lines, staffed around the clock, to provide the most current information available
- Neighborhood flyers or newsletters, to be developed in coordination with the City PIO: provided on a daily basis, a clear and concise "fact sheet"
- See also above, Section A "Concept of Operations"

#### E. Disaster Assistance Center

After a disaster declaration has been made by the President, State and FEMA officials will establish a Disaster Assistance Center near the disaster area. Federal assistance is designed to supplement the efforts of State and local governments. FEMA, in conjunction with state officials, is responsible for administering and coordinating assistance to individuals and families, businesses and local governments. FEMA will send a Federal Coordinating Officer to coordinate federal disaster assistance efforts. This FEMA official will work closely with the State Coordinating Officer to assure effective implementation of assistance programs.

The Disaster Assistance Center is a temporary operation established as soon as possible after the disaster where victims can apply for available services to meet disaster related needs. It is a one-stop center at which disaster victims may access assistance from State and Federal agencies as well as charitable organizations.

In the event a Disaster Assistance Center is to be located in the area, the State Emergency Management Division will coordinate the establishment of the facility through (Emergency Management).

The types of assistance available at the Disaster Assistance Center vary depending upon the needs created by the disaster. The assistance may include, but not be limited to:

- Food, clothing and household goods
- Medical assistance
- Mental health counseling
- Repair assistance
- Individual and family grants
- Low interest loans
- Clean up kits
- Legal assistance
- Food Stamps
- Disaster unemployment benefits
- Tax information assistance
- Insurance information
- Housing and relocation assistance
- Veterans Administration and Social Security benefit information
- Small Business Administration Loans
- Disaster repair and recovery information
- Disaster welfare information on missing or displaced persons

A Disaster Assistance Center may be located in a targeted neighborhood or other central location. Staff at the Disaster Assistance Center may conduct outreach efforts to ensure that all victims in the City have been identified and offered assistance.

## 12. PUBLIC SAFETY

Maintenance of Public Safety during the Recovery Phase is a primary concern. City Departments will work together to address these issues.

### A. Curfew

The (Mayor/City Manager) may determine that a City-wide curfew is necessary to maintain Public Safety. A curfew may be required to help control looting, protect private property and enhance general City security. If a curfew is imposed by the (Mayor/City Manager), it will be enforced by the City Police.

### B. Re-Entry

In the event that some areas of the City are determined to be unsafe following completion of Damage Assessment activities, access to these areas will be restricted. Extent of access will be determined by the posted building safety classification. The City Police will monitor and control access in and around dangerous areas.

Specific limits to access (number of people; amount of time on premises; allowable vehicles; presence of engineers and rescue personnel, etc.) will be determined based upon the situation and disaster event. These limits will be explained in writing to residents and building owners.

The (Mayor/City Manager) may require citizens wishing to re-enter damaged structures to sign an "Agreement to Assume Risk of Entering Endangered Structures."

The text of the Agreement may read as follows:

I wish to enter the area of the City which has been closed to the public and to enter the structure located at \_\_\_\_\_  
(hereafter referred to as "the structure") to remove merchandise and/or other personal property.

I recognize that the time to enter will be established by the (Mayor/City Manager) or designee and that permission to enter or remain in the structure and the restricted area may be revoked by the City at any time.

I recognize the extreme risks to my personal safety created by the prevailing emergency condition and acknowledge that this condition poses an immediate risk to me. I also recognize and assume all risk of entering the restricted area and the structure, including risks created by the active and passive negligence of the City of \_\_\_\_\_.

In exchange for being permitted to enter the building, I waive all claims I may have now or in the future against the City, and agree to hold the City harmless from and to defend the City against all claims resulting from or related to the City's decision to allow me to enter the restricted area and the structure, including attorney's fees and other costs of litigation.

_____	_____
Premises Address	Signature
_____	_____
Date	Print Name

C. Arson Control

In an effort to discourage the crime of arson, the City will endeavor to provide enhanced security and timely removal of debris.

The Police Department will coordinate and assist with a public education campaign regarding arson and insurance fraud.

D. Traffic Control

The Police Department will support the Engineering Services Department in the management of traffic control issues. Safe and passable routes through the City will be identified with detours and signage. Public Works will provide barricades to deny access to restricted areas; and work to restore damage signaling systems. The Engineering Services Department will coordinate as necessary with surrounding jurisdictions and Washington State Department of Transportation.

The Engineering Services Department in cooperation with the Public Works Department will make recommendations to the Recovery Task Force regarding priorities for the repair and/or reconstruction of City roads.

If deemed necessary by the Chief of Police, the City shall implement all emergency towing contracts and all vehicles will be immediately removed from the disaster area to pre-designated impoundment lots.

Vehicles tagged for police evidence by local or federal officials shall be held in place pending the completion of Police investigation. Once a

vehicle is cleared by Police it shall be immediately removed to a pre-designated impoundment lot. Within 60 days of impoundment, the Police Department shall attempt to notify vehicle owners to allow for inspection and insurance determination on the vehicle. Vehicles may be removed by the owner, or the owner may sign the vehicle over to a towing company for a fee to haul the vehicle to an approved dump or scrap site.

Unclaimed vehicles are defined as vehicles that have been stored at the impound lot for 120 or more days. The City shall dispose of all unclaimed vehicles as permitted by law.

### **13. DEBRIS MANAGEMENT**

The clearance and disposal of debris is an important component of the Recovery process. Well-coordinated debris removal is essential for successful restoration activities. Overall coordination of the debris removal process rests with the Public Works Department. As City resources may not be sufficient to meet emergency requirements for debris removal, the City will coordinate with County and Regional agencies and providers. The City shall exhaust all debris removal resources before requesting State assistance.

#### **A. Removal**

Debris removal efforts shall focus on the clearing of major transportation routes to allow for the movement of emergency vehicles, emergency resources and supplies, pedestrian access and to provide access for repairs of infrastructure. Debris removal must begin as soon as possible to protect public health and safety, and to provide access to the disaster site. The Public Works Department, in coordination with the Recovery Task Force, will determine the order of priority for debris removal in affected areas.

The City shall create pre-disaster hauling agreements with private companies. Specialty haulers shall be identified. Qualified vendors must have (a City Hauling License, current State Haulers license and be licensed and bonded.)

Hauling contracts will be one of the following three types:

- Time and Materials – These contracts will be limited to the first 70 hours of operation and only after local and State equipment has been committed. The price for equipment applies only when the equipment is operating, the City can terminate the contract at its convenience, and the City does not guarantee a minimum number of hours

- Lump Sum – The price of the work is fixed unless there is a change in the scope of work to be performed. Lump sum contracts will be calculated on either the “area” method or the “pass” method. The lump sum contract shall be used only when the scope of work is clearly defined and the areas of work can be specifically quantified
- Unit Price – This is the most accurate account of actual quantities removed. This contract requires field inspectors to eliminate contractor fraud. All contractor trucks must be measured. Requires load tickets identifying truck number, contract number, contractor’s name, date, time departed site and estimated volume.

All contracts shall be reviewed and approved by the City Attorney.

## B. Temporary Storage

Disaster-generated debris will quickly overwhelm local disposal sites. In anticipation of this, the City will pre-determine appropriate sites to be used as temporary debris storage areas.

Possible sites for temporary storage of disaster debris shall be chosen based on the following criteria:

- Location – sites should be accessible to areas particularly susceptible to disasters (e.g. near urban centers, freeway exchanges)
- Size – sites should be of sufficient size to allow for the storage of disaster debris materials and the safe movement of vehicles
- Compatible Land Use – sites should be identified in areas with land uses that are compatible with heavy truck traffic, dust and noise
- Protection From Additional Disaster Events – sites should be situated away from known earthquake faults, outside of 100-yr floodplains and away from areas susceptible to liquefaction, subsidence or massive landslides
- Avoidance of Environmentally Sensitive Areas – sites should avoid environmentally sensitive areas such as wetlands and endangered species habitats.

In addition to the use of City-owned sites, the City may contract with private land owners to use property for temporary storage of disaster debris. In all cases, public and private land will be subject to environmental assessment before and after use. All contracts for land lease will include any necessary clean-up following debris removal.

The City will address the issues of zoning and permitting necessary for temporary storage of debris on public and/or private land.

### C. Waste Reduction/Recycling

Waste reduction and recycling programs may reduce the amount of debris needing to be removed. Possible reduction methods include burning, grinding, chipping and burying, as well as general recycling.

- **Burning:** It is unlikely that open burning of debris would be allowed within the City. However, emergency permitting may be available through the Environmental Protection Agency. Air curtain pit incineration and/or portable incinerators may be utilized to reduce environmental concerns.
- **Grinding and Chipping:** Vegetation debris may be chipped and used for mulch. Damaged trees that can be sold for processing shall be collected at pre-determined sites for future sales by the City
- **Burying:** Burying debris can be a safe and economical method of debris disposal, provided not hazardous materials are present. Burying debris requires an emergency permit available from the Department of Natural Resources and the Environmental Protection Agency (in process of getting clarification from EPA)
- **Recycling:** Recycling of debris materials may have economic value if the recovered material can be sorted and sold. Metals, woods and soils are all possibly recyclable. The City may create a debris recycling program to help separate and ready the materials for processing. The City may also create mutual aid agreements with companies in anticipation of a need for debris recycling.

## 14. PUBLIC HEALTH

The \_\_\_\_\_ Health District will provide support to the City on various Recovery issues relating to public health and safety threats.

### A. Water Quality

The water system of the City of \_\_\_\_\_ is regulated by the Department of Health (DOH). In the event the City's water system is compromised, the Health District will be notified by DOH and will work in collaboration with DOH to monitor the situation. The Health District will work to provide information on resources and technical advice to area residents.

The \_\_\_\_\_ Health District will also provide educational information and technical advice to private well owners.

B. Contamination

The \_\_\_\_\_ Health District will respond to and evaluate complaints of soil, ground water and surface water contamination issues. The District will provide information and technical advice regarding clean-up of contaminated areas.

C. Hazardous Materials

The \_\_\_\_\_ Health District will evaluate hazardous materials complaints, provide consulting and inspections regarding compliance with hazardous waste storage/disposal regulations, and will provide survey and educational services to households and small businesses.

The Health District is not a First Responder in hazardous materials incidents, but may work in coordination with the First Responders in such events.

D. Animal Control

The \_\_\_\_\_ Health District will enforce regulations regarding the proper disposal of animal carcasses and animal waste. The District will inspect and permit solid waste facilities which receive animal carcasses and/or waste.

E. Vector Control

The \_\_\_\_\_ Health District will enforce existing regulations regarding vector control and proper disposal of garbage.

F. Immunization

The \_\_\_\_\_ Health District is the lead Agency to coordinate and provide immunizations and prophylaxis to control and/or prevent communicable disease.

G. Testing

The \_\_\_\_\_ Health District will coordinate with local healthcare providers and private and state laboratories to provide medical specimen collection and testing. Test results will determine the Health District's investigation and control measures needed to safeguard public health.

## 15. COMMUNICATIONS INFRASTRUCTURE

### A. Telephone

The (appropriate City) Department will determine the status of the City's communication systems and coordinate restoration as necessary.

### B. Cell Phones

The City of \_\_\_\_\_ contracts with \_\_\_\_\_ for cell phone service for City staff. The (appropriate City) Department will coordinate with the provider to ensure restoration of service as needed.

### C. Internet/Email Service

The City of \_\_\_\_\_ contracts with \_\_\_\_\_ for email/internet service. The (appropriate City) Department will coordinate with the provider to ensure restoration of service as needed.

## 16. ESSENTIAL SERVICE RESTORATION

### A. Electricity

The City of \_\_\_\_\_ contracts with the \_\_\_\_\_ for electricity. The (appropriate City) Department will coordinate with the \_\_\_\_\_ to facilitate timely restoration of services.

### B. Water and Sewer

The (appropriate City) Department maintains the City's water and sewer systems. Following initial damage assessment, the Department will work to assess water quality; eliminate or isolate hazardous conditions; prioritize repairs; remove debris and begin repairs.

If warranted by the situation, the (appropriate City) Department will organize emergency water distribution and install supplementary or temporary water sources, such as wells or tankers.

### C. Gas

The natural gas provider for the City of \_\_\_\_\_ is \_\_\_\_\_. The (appropriate City) Department will coordinate with \_\_\_\_\_ to facilitate timely restoration of services.

## 17. TRANSPORTATION

The (appropriate City) Department will coordinate and oversee restoration of the City's transportation infrastructure. The Department will coordinate with adjacent cities and State Department of Transportation as needed to maintain principal roadway networks.

### A. Roads and Bridges

Following initial damage assessment, the (appropriate City) Department will set priorities for restoration of the City's roadways. The Department will coordinate with the (appropriate City) Department to determine a schedule for debris removal and cleaning of major roadways. Public Works strive to maintain street maintenance services in unaffected areas.

### B. Lighting

The (appropriate City) Department will inspect the City streetlight system, and work to restore service as necessary.

### C. Traffic Signals and Signs

The (appropriate City) Department will work to repair and/or replace traffic control systems as necessary; prepare alternative traffic routing and traffic control plans; prepare alternate pedestrian routing and signage and maintain rights-of-way for emergency vehicles.

## 18. BUILDING INSPECTION

### A. Code Revisions

The Building and Planning (or other appropriate) Department will determine which, if any, City Building Codes require revisions or exemptions to best accommodate reconstruction. The City will prepare Revision documents prior to the disaster in anticipation of necessary changes.

### B. Enforcement

Repair and reconstruction projects must be closely monitored. The City will pre-determine which permits will be required; and if permits or permit fees are to be waived, how long the waiver(s) will remain in effect. The City will provide regular and timely inspections of on-going projects. The

City may contract with private inspectors, licensed engineers and/or inspectors from neighboring cities to provide services as necessary.

C. Non-conforming Structures

Recovery from disaster provides the City with the opportunity to address non-conforming structures within the community. The City will pre-determine a policy on demolition or reconstruction of non-conforming structures. (Need to state the policy) Issues of zoning and variances must be addressed. These policies also must include a determination of whether older structures will be rebuilt to older codes, or be brought to current code standards.

D. Unsafe Structures

Through the Damage Assessment process, the City will identify which structures are deemed unsafe. The City will determine what level of damage warrants demolition as opposed to reconstruction. (Need to state the policy) Careful assessment of unsafe structures may lead to building code revisions to help mitigate damage from future disasters.

E. Contractor Licensing/Monitoring

The Building and Planning (or other appropriate) Department will oversee the licensing and monitoring of both local and out-of-area contractors working in the City. The City will attempt to exercise due diligence in the oversight of contractors, but improprieties may occur and citizens must be wary.

F. Construction Fraud

The (Building and Planning, Community Development and/or other appropriate) Departments will coordinate with the City PIO to provide Public Education materials to inform citizens of the best ways to retain a contractor and avoid corrupt or dishonest contractors.

## 19. REVIEW OF EXISTING PLANS

A. Land Use

The City of \_\_\_\_\_ reviews its *Land Use Plan* on an annual basis. It is also reviewed in coordination with the X-year review cycle of the City's *Comprehensive Plan*.

B. Capital Improvement

The City of \_\_\_\_\_ reviews and updates its *Capital Improvement Plan* on an annual basis.

C. Pre-Disaster Mitigation

The City of \_\_\_\_\_ is a signatory to the *Mitigation Plan*. The City will review the Plan on an annual basis and incorporate mitigation actions into day-to-day operations as appropriate.

## 20. RESOURCE MANAGEMENT

A. Resource Lists

The City will create a Resource List which should include, but not be limited to:

- Banks and Financial Institutions
- Clinics and Medical Providers
- Communications Services
- Counseling and Mental Health Providers
- Debris Removal
- Food Banks
- Fuel Providers
- Generator Sales and/or Rentals
- Hardware Retailers
- Heavy Equipment Contractors and/or Rentals
- Media Outlets
- Medical Supplies Vendors
- Pharmacies
- Portable Toilets
- Potable Water
- Pumping Services and/or Rentals
- Real Estate and Housing Agencies
- Refrigerated Trailers
- Schools
- Structural Engineers
- Truck Rental
- Translators
- Utilities
- Veterinarians
- Welding Equipment and Supplies

The (Appropriate City) Department(s) will work with vendors and service providers to establish working relationships and pre-determined contracts as deemed necessary.

B. Resource Distribution and Management

During Recovery operations, City resources will be managed by the Department which normally controls the specific resource. In a regional disaster, City Departments must ensure their resource needs are met before releasing resources to Mutual Aid partners.

**21. SHORT TERM HOUSING**

A. Usable Housing Stock

The City will determine usable housing stock through the Damage Assessment process. Structures deemed safe for entry and habitation with minimal damage will be considered usable housing stock.

B. Additional Housing Sources

To provide temporary housing, the City will consider the use of motels, dormitories and available rental units as possible housing sources. The City will work to establish relationships with the property owners to facilitate the use of facilities as temporary housing.

C. Rentals

The City of \_\_\_\_\_ has \_\_\_\_\_ apartment complexes. The (Appropriate City) Department(s) will work to identify vacant rental units within the City and surrounding communities.

D. Mobile Homes and Parks

The City of \_\_\_\_\_ has \_\_\_\_\_ mobile home parks. These units, if undamaged, may be considered for use as temporary housing. These properties may also provide space for placement of rental trailers and/or mobile homes. The City will determine what ordinances must be in place to allow this type of temporary housing.

E. Location of Temporary Housing Units

The location of temporary housing units must be pre-planned in order to provide the housing in a reasonable amount of time. If the use of tents and trailers is allowed, the City will establish an end date for the units to

be vacated. Temporary housing may be financed through private insurance, the American Red Cross, FEMA or private donation.

F. Low Income

Finding temporary housing for low-income citizens may be difficult. The City must be ready to help citizens whose needs are not addressed by currently available government programs. The City will consider the creation of a housing task force to help address these issues.

## **22. LONG TERM HOUSING**

A. Replacement of Existing Structures

The City may conduct a housing survey to help determine the long term housing needs of the citizens. Not all destroyed housing will need to be replaced. Public assistance may be available for citizens to help repair or replace their damaged homes. If warranted by the situation, the City may consider a Buyout Program of homes located in sensitive or landslide prone areas. The Building and Planning Department will make recommendations regarding zoning, rebuilding and new construction.

B. New Development

The City may consider placing moratoria on rebuilding and development to allow for studies of alternatives for land use and zoning.

C. Low Income

The City may develop deferred-loan or other housing programs to aid low-income citizens.

## **23. LEGAL**

A. Legal Counsel

The City Attorney will be responsible for advising City Officials and the Recovery Task Force on policies related to the legal aspects of recovery. The City Attorney will review all contracts for recovery projects. The City Attorney will also advise on such issues as Mutual Aid agreements, social controls, price controls and equity of service for citizens.

B. Ordinance Development and Review

All City Ordinances will be developed under the guidance of and reviewed by the City Attorney to ensure consistency with local, State and Federal requirements.

**24. FINANCIAL**

The (Appropriate City Department) is responsible for continued fiscal management of City monetary resources and reserves even during a disaster.

- A. Tax Base
- B. Revenue
- C. Project Cost
- D. Funding Sources
- E. Projected Budget
- F. Public and Private Funding Partnerships
- G. Donations

**25. DOCUMENTATION AND RECORDS**

The (Appropriate City) Department(s) will establish accounting and documentation procedures to track all recovery activities including, but not limited to:

- Financial Donations
- Guidelines for Resource Procurement
- Recordkeeping for Expenditures
- Monitoring Contract Work
- Personnel Time and Attendance
- Local Funding Sources, (e.g., re-budgeting, bonds, taxes, and tax adjustments)

A. Financial

The (Appropriate City) Department is responsible for maintaining all financial records of the City. Federal disaster assistance and/or reimbursement is contingent upon accurate documentation of local recovery expenditures. The \_\_\_\_\_ Department will be responsible for determining documentation requirements for insurance claims as well as State and Federal Assistance programs.

B. Project

Documentation of recovery projects will be done by the (Appropriate City) Department in coordination with the City Department responsible for the specific project.

C. Vital Records Protection

The City of \_\_\_\_\_ maintains its records in accordance with (pertinent State law) and follows the State General Records Retention Schedule for Agencies of Local Government. The City has identified its essential records and these records are (describe record protection strategy: on-site protections; off-site or on-site secure storage; duplication and off-site storage.)

## 26. STAFF MANAGEMENT

A. Additional Staffing Needs

In order to meet Recovery Operations staffing needs, the City may supplement existing City staff with contract and/or temporary employees. The Human Resources Department will be responsible for identifying staffing needs and sources for filling shortfalls. Additional personnel resources may be obtained through pre-existing mutual aid agreements with schools and labor organizations. City Departments will retain responsibility for day to day supervision of their work force, but shall coordinate personnel needs through the Human Resources Department.

B. Temporary Assignments

During Recovery operations, non-essential activities may be suspended. Personnel not assigned to essential duties may be reassigned to other Departments in order to provide support services. City employees required to work either overtime or out of class will be compensated in accordance with existing rules and bargaining unit agreements.

C. Time Off

The City will endeavor to arrange sufficient staffing levels to allow employees adequate time off for respite, and to avoid extensive hours on duty.

D. Counseling and Stress Management

Increased stress at all levels of operations is to be expected. Additional responsibilities, increased workload and personal concerns all contribute to employee stress during Recovery Operations. City officials will make every effort to support City employees. The Human Resources Department will be responsible for the coordination and implementation of stress management programs. City employees will be encouraged to make use of the Employee Assistance Program.

E. Recognition

City Officials will strive to recognize achievement and performance by City employees and volunteers. Recognition can be given verbally, in personal letters, certificates, news releases and/or public announcements. The City may also consider a recognition event for staff and volunteers.

F. Volunteers

Volunteers will provide an important staffing resource for the City. The Human Resources Department will coordinate and oversee the registration of temporary volunteer workers. Volunteers will be provided with a prepared job classification questionnaire for each type of job needed and a written checklist of duties; and will be provided with relevant training for their assignments. Volunteer work hours will be documented and tracked for the duration of the Recovery process.