



THURSTON REGION DISASTER RECOVERY FRAMEWORK

Thurston County Disaster Recovery Council

Prepared by Thurston Regional Planning Council

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Acronyms Used in this Document

Acronym	Definition
CDBG	Community Development Block Grant
CEMP	Comprehensive Emergency Management Plan
DOI	United States Department of the Interior
EDA	United States Economic Development Administration
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GIS	Geographical Information Systems
HHS	United States Department of Health and Human Services
HUD	United States Department of Housing and Urban Development
IA	Individual Assistance
IEMC	Integrated Emergency Management Course
LDRM	Local Disaster Recovery Manager
MOU	Memorandum of Understanding
NDRF	National Disaster Recovery Framework
NGO	Non-governmental Organization
PA	Public Assistance
RTF	Recovery Task Force
RSF	Recovery Support Function
TCEMC	Thurston County Emergency Management Council
TRDF	Thurston Region Disaster Recovery Framework
USACE	United States Army Corps of Engineers
USDA	United States Department of Agriculture
VOAD	Voluntary Organizations Active in Disaster

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Foreword

In February 2019, leaders throughout the Thurston region attended an Integrated Emergency Management Course (IEMC) to test a draft Disaster Recovery Framework. The exercise, hosted by FEMA Emergency Management Institute, included an After-Action Review to identify gaps and opportunities in the framework and general disaster recovery planning capacity in the region. This document builds on the work of that exercise and recommendations of the After-Action Review.

Thurston County communities are vulnerable to a variety of natural, technological, and civil disruptions that will adversely affect people, property, the environment, businesses, and institutions. Severe winter storm, flood, earthquake, volcanic eruption, wildfire, dam failure, cyber-attack, influenza, and civil unrest are among the hazards that pose numerous risks to Thurston County communities' safety and viability. Since 1965, Thurston County has received 28 disaster declarations; the fifth highest rate in Washington State. Thurston County is not immune from larger catastrophic disasters.

How will the Thurston County Region recover from a catastrophe that destroys large swaths of infrastructure, destabilizes communities, and substantially impacts nearly everyone on some level? Recovery from large scale disasters can take several months to years. We should expect major changes to how our communities will be rebuilt and services restored.

- What is the region's vision and goals for post-disaster recovery?
- How will we know when the necessary community functions have recovered, and people start feeling a sense of stability and security?
- What do we want our communities to look like post-disaster recovery?
- What opportunities will we capitalize on to become stronger and more resilient to future threats?

The *National Disaster Recovery Framework* (NDRF), FEMA's national framework designed to support effective recovery in disaster-impacted communities, outlines a process for local governments to engage in a pre-disaster recovery planning process. Successful recovery depends heavily on local planning, leadership, and the whole community of stakeholders with an interest in recovery working together to identify decision making processes, goals, and strategies. The NDRF emphasizes principles of preparedness, sustainability, resilience, and mitigation as integral to successful recovery outcomes.

Limitations and Assumptions

This framework is consistent with the NDRF and was also inspired by recovery frameworks adopted in neighboring counties and cities in Western Washington. The framework drew concepts and content, sometimes verbatim, from the King County, City of Seattle, and Snohomish County recovery frameworks, as well as the NDRF. An awareness and understanding

of the following limitations, assumptions, and suggestions will ease the facilitation of the framework:

1. Some local governments have adopted recovery planning annexes as part of their Comprehensive Emergency Management Plans. No communities in Thurston County have adopted or developed comprehensive pre-disaster recovery plans using the NDRF.
2. There is no adopted regional recovery plan for Thurston County. This document is an ad hoc regional recovery framework. There is no local agency agreement or memorandum of understanding that binds jurisdictions and community partners to the framework.

Thurston Region Disaster Recovery Framework (TRDRF)

Purpose

The purpose of the Thurston Region Disaster Recovery Framework (TRDRF) is to guide communities in Thurston County through a joint, focused, systematic, timely, and effective recovery from a disaster. The TRDRF addresses strategic recovery activities and allocation of incoming scarce resources for disasters where normal recovery activities and operations become overtaxed, or where there is a need for regional coordination of recovery planning and operations.

Scope

The TRDRF is consistent with the *Thurston County Comprehensive Emergency Management Plan Support Annex D: Inter-Governmental Coordination*. It applies to the geographical areas within the boundaries of Thurston County. The TRDRF applies to any disaster that concurrently challenges multiple jurisdictions or multiple disciplines within Thurston County or affects a single entity to such a degree that it must rely upon external assistance. The framework asserts that local and catastrophic disasters will require a coordinated approach to recovery. The TRDRF is intended to be used in conjunction with other local and state emergency response and recovery plans and mutual aid agreements.

Recovery Continuum

The recovery process is a sequence of interdependent and concurrent activities that advance the community toward its desired recovery outcomes. The timing, magnitude, and extent of a recovery process is depicted in Figure 1. The recovery continuum will vary depending on the disaster and the communities involved.

Objective

Recovery includes the restoration and strengthening of key systems and resource assets that are critical to the economic stability, vitality, and long-term sustainability of the communities themselves. These include health (including behavioral health) and human services capabilities and networks, public and private disability support and service systems, schools and educational systems, community social networks, natural and cultural resources, affordable and accessible housing, infrastructure systems, and local and regional economic drivers. The recovery will continually balance the need to recover expeditiously with opportunities to build communities that are safer, stronger, and more sustainable. An overview of the recovery process is shown in Figure 2.

Figure 1: Recovery Continuum

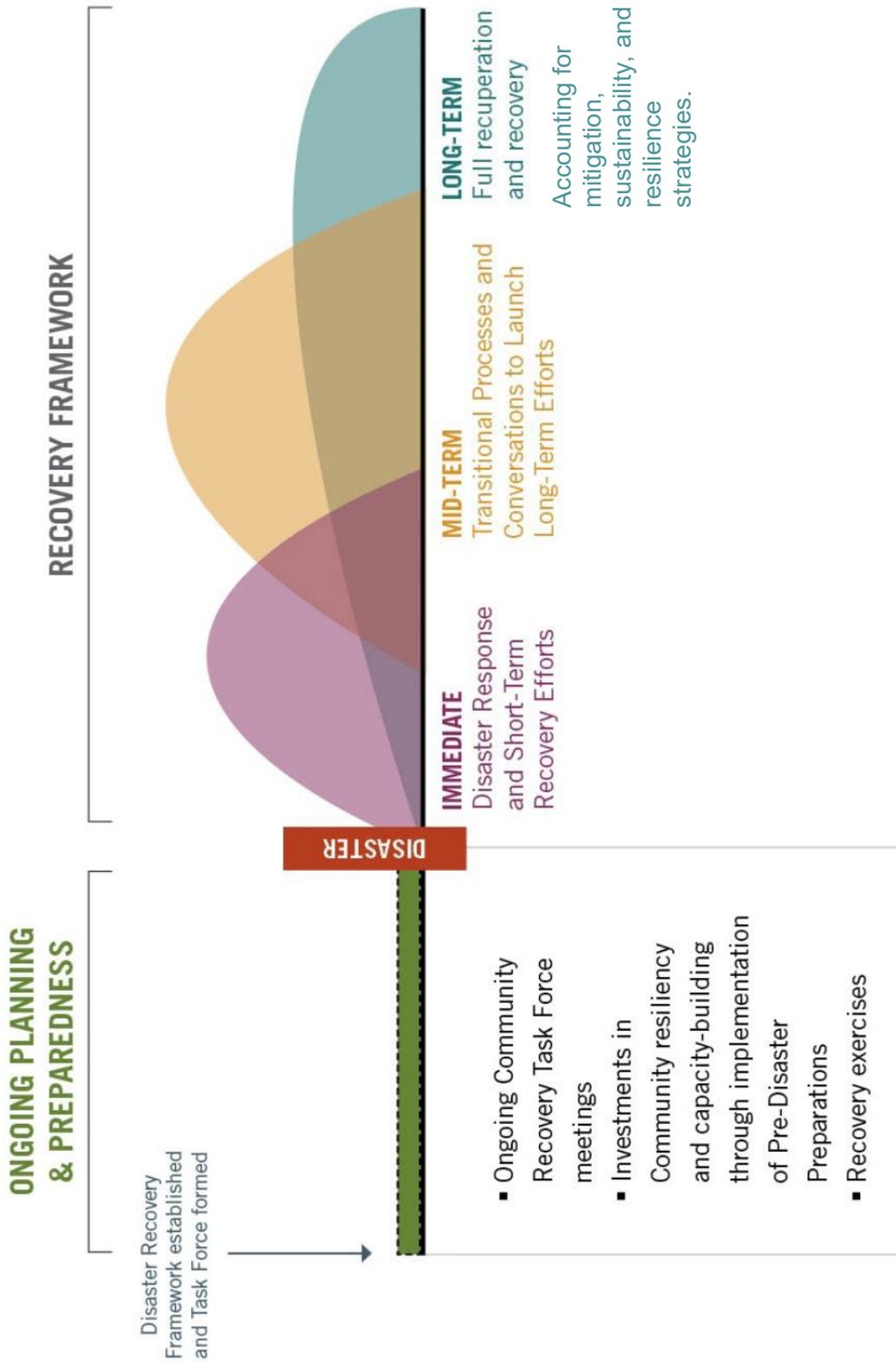


Figure 1: Courtesy City of Seattle Disaster Recovery Framework (2015).

Figure 2: Recovery Process

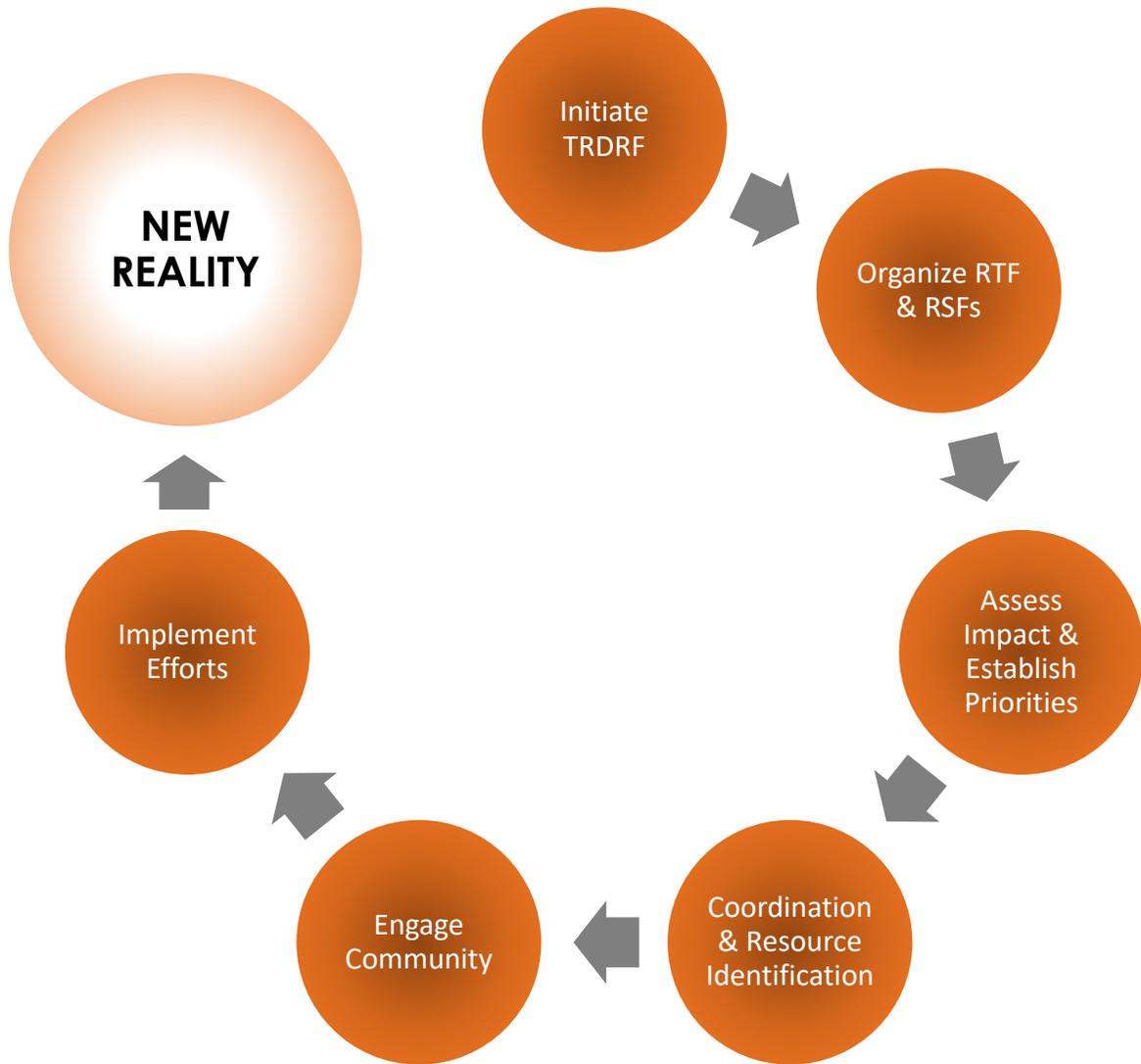


Figure 2: Courtesy Snohomish County Disaster Recovery Framework (2016).

Guiding Principles

The National Disaster Recovery Framework (NDRF) offers eight guiding principles that guide recovery core capability development and recovery support activities. When put into practice, these principles maximize the opportunity for achieving recovery success.

1. Individual and Family Empowerment

Successful recovery includes the ability of individuals and families to rebound from their losses in a manner that sustains their physical, emotional, social, and economic well-being, and all community members must have equal opportunity to participate in community recovery efforts in a meaningful way. Care must be taken to assure that actions, both intentional and unintentional, do not exclude groups of people based on race, color, ethnicity, national origin (including limited English proficiency), religion, sex, sexual orientation, gender identify, age, or disability. Care must also be taken to identify and remove social and institutional barriers that hinder or preclude individuals with disabilities, and others in the community historically subjected to unequal treatment, from full and equal enjoyment of the programs, goods, services, activities, facilities, privileges, advantages, and accommodations provided. It is vital that all individuals, including owners and their animals (including household pets and service and assistance animals) are provided with the tools to access and use a continuum of community support and resources that address both the physical losses sustained and the psychological and emotional trauma experienced.

2. Leadership and Local Primacy

Successful recovery requires informed and coordinated leadership throughout all levels of government, sectors of society, and phases of the recovery process. It recognizes that local, regional/metropolitan, state, tribal, and federal governments have primary responsibility for the recovery of their communities and play the lead role in planning for and managing all aspects of community recovery.

3. Pre-Disaster Recovery Planning

The speed and effectiveness of recovery operations, and the resilience of associated outcomes, can be greatly improved through pre-disaster recovery planning. The scale and magnitude of recovery needs can also be reduced through pre-disaster actions. All stakeholders, including other mission area partners such as response and mitigation, need to be involved to ensure a coordinated and comprehensive planning process, and to develop relationships that increase post-disaster collaboration and unified decision-making. Discussion and collaboration will also facilitate the development of a common definition of success. Pre-disaster recovery planning will help communities take pre- and post-disaster actions that significantly reduce future disaster impacts. By focusing on likely impacts, pre-disaster planning identifies avenues for near-term mitigation through means such as building codes that encourage disaster resilient building practices, and for long-term

mitigation through reconstruction land use plans that avoid risk areas. In addition, all partners involved will work together to build and develop their collective capacity and capability to lead, plan, and manage their recovery and increase their overall resilience. Encouraging innovative pre-disaster planning practices can generate tools and resources that will support and sustain disaster mitigation and recovery efforts.

4. Engaged Partnerships and Inclusiveness

Effective partnerships rely on an inclusive recovery management and coordination process that engages all elements of the whole community. Those who lead recovery efforts must communicate and support engagement with the whole community by developing shared goals and aligning capabilities to reduce the risk of any jurisdiction being overwhelmed in times of crisis. Layered, mutually supporting capabilities of individuals, communities, the private sector, nongovernmental organizations, tribal nations, and governments at all levels allow for coordinated management and planning. Partnerships and collaboration across groups, sectors, and governments can assist affected communities in evaluating current and anticipated recovery needs and understanding how to access all available resources beyond traditional recovery programs. Engaged partnership and coalition building includes ongoing clear, consistent, effective, accessible, and culturally appropriate communication and information sharing throughout recovery.

Engaged partnerships are vital for ensuring that all voices are heard from all parties involved in recovery and that all available resources are brought to the table. This is especially critical at the community level where nongovernmental partners in the private and nonprofit sectors play a critical role in meeting local needs. Inclusiveness in the recovery process includes individuals with disabilities and others with access and functional needs, advocates of children, older adults, members of underserved communities, and those with animals. Engaged leadership relies on participation and involvement of all people in the whole community and ensures every community emergency management process includes people with disabilities across all committees, projects, and public gatherings. Involving people with disabilities in preparedness sets the stage and frame of mind to involve them in response, recovery, and mitigation. Sensitivity and respect for social and cultural diversity must be always maintained. Compliance with equal opportunity and civil rights laws must also be upheld.

5. Unity of Effort

Successful recovery, as defined by the community, requires a unified coordinated effort. Recovery experiences have consistently pointed to examples of increased coordination efforts as central to efficient, effective, and timely recovery. Coordination following any incident will allow recovery leaders to identify needs and priorities more effectively, reallocate existing resources, engage traditional and nontraditional whole community partners, and identify other assistance. Since most incidents are managed at the local,

regional/metropolitan, state, and tribal level, the incorporation of a coordinated effort is critical. A unity of effort respects the authority and expertise of each participating organization while coordinating support of common recovery priorities and objectives built upon consensus and a transparent and inclusive planning process.

6. Timeliness and Flexibility

Successful recovery upholds the values of timeliness and flexibility in coordinating and efficiently conducting recovery activities and delivering assistance. It also minimizes delays and loss of opportunities. The process strategically sequences recovery decisions and promotes coordination across mission areas, addresses potential conflicts, builds confidence and ownership of the recovery process among all stakeholders, and ensures recovery plans, programs, policies, and practices are adaptable to meet unforeseen, unmet, and evolving recovery needs.

7. Resilience and Sustainability

Pre- and post-disaster recovery activities offer unique opportunities to reduce current and future risk and contribute to a more sustainable community. A successful recovery process engages in a rigorous assessment and understanding of community risks that might endanger or pose additional recovery challenges. Resilience is the ability to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions. Resilience includes the ability to withstand and recover from deliberate attacks, accidents, or naturally occurring threats or incidents. The mitigation, recovery, and protection mission areas focus on the same community systems to increase resilience. Cross-mission area integration activities, such as planning, are essential to ensuring that risk avoidance and risk reduction actions are taken during the recovery process. Pre- and post-disaster recovery efforts can be leveraged to implement solutions that will increase community resilience in the economic, housing, natural and cultural resources, infrastructure, and health (including behavioral health) and social services, and government sectors.

Communities can capitalize on opportunities during rebuilding to support their sustainability and livability goals such as laying foundations for future growth; making smart energy choices; improving economic competitiveness; expanding location- and energy-efficient accessible housing choices; and enhancing healthy, safe, and walkable neighborhoods—rural, urban, or suburban. The process of pre-disaster planning can help build capacity and increase resilience and sustainability by taking a deliberate look at physical, continuity of operations, environmental, and societal risks and opportunities prior to an incident. Well planned, inclusive, coordinated, and executed solutions can build capacity and capability and enable a community to prepare for the future.

8. Psychological and Emotional Recovery

Successful recovery addresses the full range of psychological, emotional, and behavioral health needs associated with the disaster's impact and resulting recovery challenges.

Behavioral health assistance provided in recovery may include provision of information and educational resources, basic psychological support and crisis counseling, assessment, and referral to treatment when needed for more serious mental health or addiction issues.

Individuals and families will be better situated to manage their recovery once their basic needs are met, such as shelter, food, and reunification with family and household pets or service and assistance animals. Successful recovery acknowledges the linkages between the recovery of individuals, families, social networks, and communities.

Recovery Structure

General Concept

The TRDRF augments and expands tribal and local government recovery planning and operations activities. It does not supersede tribes' or local governments' decision-making authority. Home rule decision-making authority remains intact. A regional recovery framework promotes unity of effort by merging the capacity and capabilities of multiple communities and local organizations into one collective effort. Regional cooperation allows communities, no matter their size, to aggregate a critical mass of disaster-impacted people, infrastructure, housing, businesses, etc. that will attract more collective resources than individual communities competing for the same resources.

Roles and Responsibilities

Decisions need to be made as to how local governments and tribes will work with and leverage the capabilities of federal, state, non-governmental organizations (NGOs), and other local partners. Local governments and tribes in Thurston County will establish and maintain independent relationships with a variety of partners, but the region's strength will be realized through the interdependent relationships formed through the TRDRF. The TRDRF identifies partners and committees to assess needs, prioritize recovery actions, and allocate resources where appropriate (see Figure 3).

1. Tribes and Local Governments

Tribes, as sovereign nations, govern and manage the safety and security of their lands and community members. Tribes have a unique direct relationship with the federal government not afforded to local governments.

Local governments including counties, cities, towns, school districts, fire districts, and other special purpose districts also have primacy in preparing for and managing the response and recovery of their jurisdiction, but typically work through the state for federal government assistance.

Local governments who are signatories to the *TRDRF Memorandum of Understanding* (MOU) will appoint a representative to serve on the Recovery Task Force and commit limited resources to regional recovery efforts where appropriate. Tribes have the option of becoming a signatory entity to the TRDRF MOU. Regardless, tribes will maintain their prerogative to participate in the TRDRF and appoint a representative to the Recovery Task Force.

Both tribes and local governments will drive the process of assessing recovery needs, setting priorities, and communicating and collaborating with local, regional/metropolitan, state, and other tribal governments. Tribes and local governments will leverage the Recovery Task Force to express their priorities, establish partnerships, and secure resources

to advance their community's recovery objectives. Each tribe and local government will establish and maintain a unique direct relationship with the Local Disaster Recovery Manager and the RTF. Lines of communication between tribes and jurisdictions and the RTF will vary, but the reliance on their community appointed representative to the RTF to fulfill communication needs is encouraged.

2. Local Disaster Recovery Manager (LDRM)

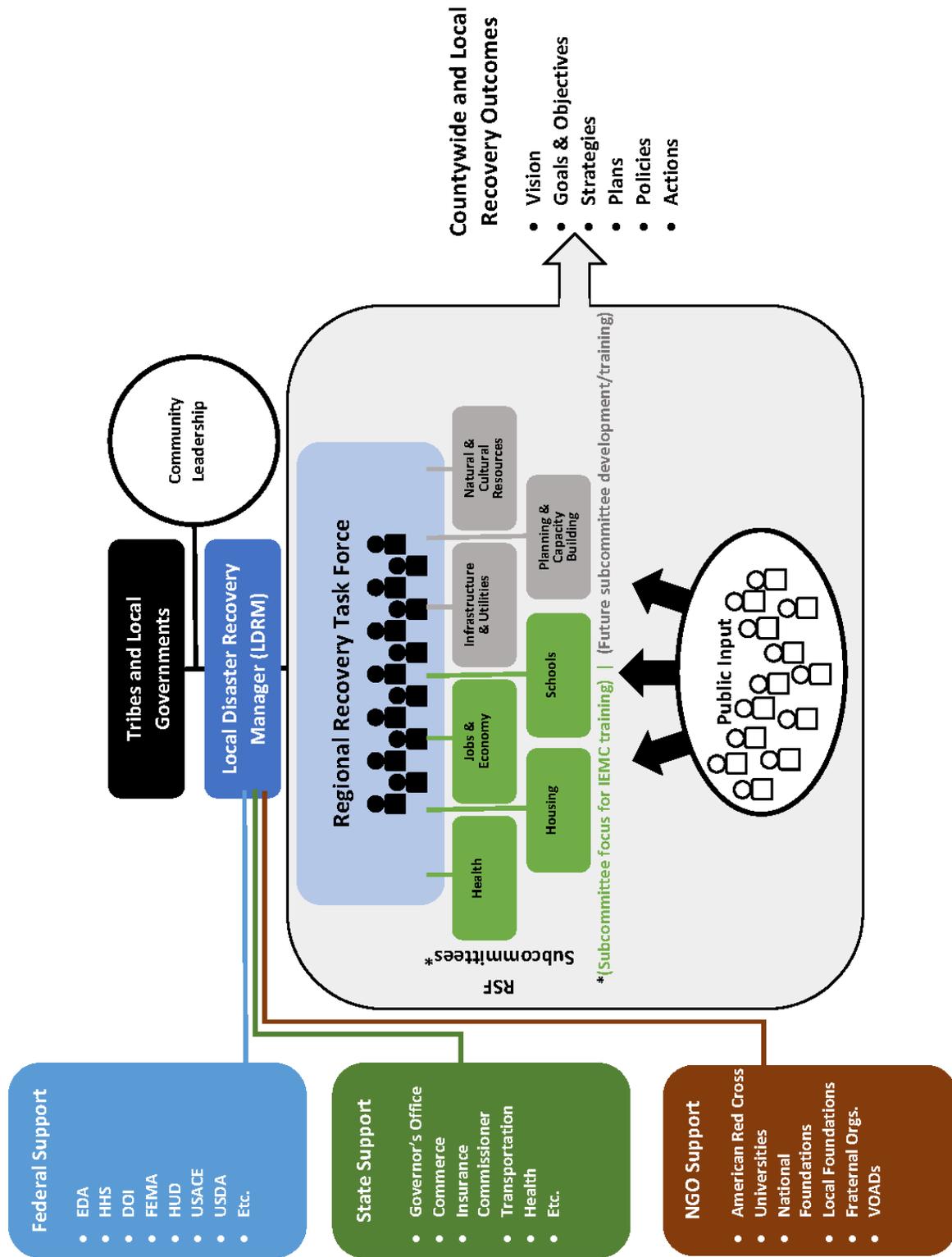
The RTF will approve the appointment of a Local Disaster Recovery Manager (LDRM). The LDRM will act as the chief operating officer to lead the tribes, county, cities, towns, special purpose districts, and other local governments who are represented on the RTF. The LDRM is a liaison to tribes and local governments and to support partners including federal and state agencies, community and business organizations, non-governmental organizations (NGOs), and voluntary organizations active in disasters (VOADs). The LDRM will oversee the agenda and implement the policy direction of the RTF. The LDRM is responsible for leading, organizing, coordinating, and disseminating vital information to the public, and advancing countywide recovery planning and operations activities. This individual will likely have both pre- and post-disaster operational responsibilities. This position requires:

- Strong leadership and communication skills
- Knowledge of community
- Relationships with local leaders, including the business community
- Knowledge and experience in community planning and emergency management
- Ability to strategically solve large and complex problems
- Experienced in managing large projects
- Ability to balance potentially contentious political dynamics respectfully and efficiently

The LDRM may be a director or key department leader from a tribe or local government. It could also be a retired individual or a business leader from within the community who possesses the interest and drive to serve their community in such a capacity.

The LDRM is responsible for coordinating all appropriate actions in this plan, existing policies and mandates, and disaster-specific planning and priorities. The LDRM will make decisions based on the best interest of the overall operation and the efficient and fair implementation of programs.

Figure 3. Thurston Regional Disaster Recovery Framework Planning Structure and Relationships



3. Regional Recovery Staff

Regional Recovery Staff are temporary staff within the region who are reassigned or hired to work on recovery after a disaster. The LDRM is responsible for overseeing the hiring and work program for all recovery staff.

Depending on the magnitude of the disaster, the need for recovery staff can range.

Potential staff needs include:

- Finance – tracks and coordinates payment for recovery supplies and services; applies for and manages grants
- Communications – coordinates all public information and serves as the point-of-contact for all public inquiries
- Administrative – provide administrative support to RSF subcommittees and RTF

If the LDRM determines there is a need for regional recovery staff, they will work with the RTF to set a budget or see if current jurisdiction staff can be temporarily reassigned.

4. The Recovery Task Force (RTF)

The RTF is a multi-jurisdictional committee composed of representatives from each of the incorporated communities in Thurston County including the tribes, county, cities, towns, Intercity Transit, LOTT Clean Water Alliance, Port of Olympia, TCOMM 9-1-1.

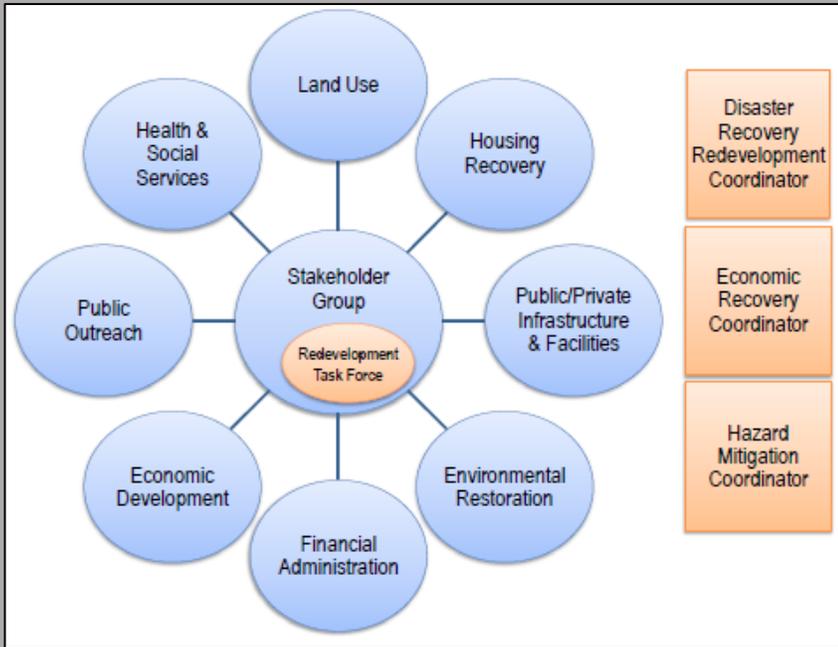
Representatives will be appointed by each jurisdiction's governing body. Additional RTF representatives may be added to address the recovery needs identified by the LDRM and RTF members. The RTF representatives will nominate a chair and vice chair to lead the RTF meetings and proceedings.

The RTF will convene and provide policy and leadership direction to the LDRM. In addition, the LDRM and RTF will form and organize Recovery Support Function Subcommittees. The RTF representatives will champion and help forward new or amended policy and legislative requirements to their respective jurisdictions to facilitate recovery.

How do Recovery entities interact to make decisions?

There are many different ways to organize recovery, and communities must develop a structure that is dynamic and adaptive to their own needs. There are two general structures that communities often follow: a Committee-Based Structure, or Incident Command System (ICS) Structure. Case studies of each structure are presented below. Going forward, local leaders and staff should discuss which model is better suited for the Thurston region.

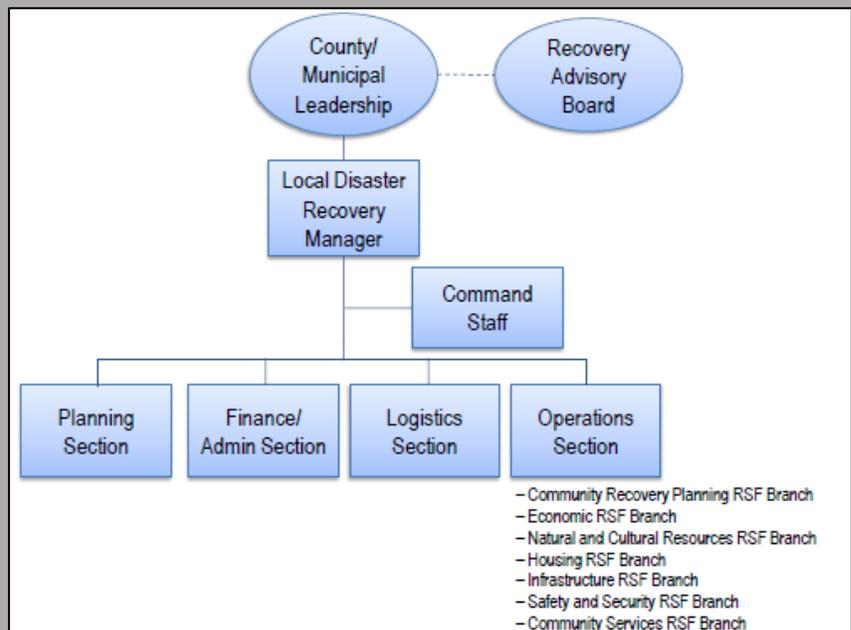
Committee-Based Structure (case study: Hillsborough County, FL)



Committee-based structures are flexible by nature and emphasize coordination and collaboration while making decisions. The Regional Task Force, in this community the "Redevelopment Task Force", is overseen by a larger stakeholder group. This structure can complicate decision-making, as ultimate authority is given to a large group. Hillsborough County employs three coordinators to oversee the committees and provide staff support, rather than employing one Local Disaster Recovery Manager.

Incident Command System (ICS) Structure (case study: Fairfax County, VA)

An Incident Command System (ICS) Structure streamlines decision-making through clear lines of authority. This structure is used by many governmental agencies, fire, and police due to its effectiveness during and after an emergency. Recovery is overseen by a Local Disaster Recovery Manager who reports to local municipal leadership. The LDRM leads command staff and several subcommittees. Some communities find ICS to be too rigid and hierarchical to support all community needs in long-term recovery.



5. Recovery Support Function (RSF) Subcommittees

The LDRM will provide direction to the RTF about the establishment of Recovery Support Function (RSF) Subcommittees. The type of RSF Subcommittees identified will be dependent upon the scale and impacts of the disaster. The RSF Subcommittees are responsible for conducting assessments, evaluating needs, and recommending recovery priorities, actions, and strategies to the RTF. The RTF chair will encourage task force members to participate in subcommittee meetings as much as their schedule allows.

The subcommittee will consist of relevant local government and private sector staff, subject matter experts from supporting agencies, relevant community organization representatives, and key stakeholders. Each RSF subcommittee will nominate a chair that will lead the meetings and proceedings. The RSF subcommittee chairs will be responsible for communicating with the RTF, LDRM, and the public as appropriate. In turn, the RTF provides direction and support to the seven RSF Subcommittees. Only the first four RSF Subcommittees will be implemented for the IEMC:

- 1) **Health:** Coordinates public, behavioral, clinical, and environmental health systems. Works toward sustaining the operations of facilities and improving access to health networks to promote the resilience, independence, health, and well-being of the community.
- 2) **Housing:** Coordinates transitional and permanent accessible safe housing for local residents and other people in Thurston County who were displaced by the disaster.
- 3) **Jobs and Economy:** Coordinates efforts to return economic and business activities (including food and agriculture). Maintains existing and develops new business and employment opportunities that result in a sustainable and economically viable community.
- 4) **Schools:** Coordinates efforts to reopen and restore public and private K-12 schools and their core services to educate and oversee the academic development and special needs services for the communities' youth.
- 5) **Natural Resources:** Coordinates efforts to identify and protect natural resources and preserve, conserve, rehabilitate, and restore them in a manner consistent with post-disaster community priorities and in compliance with applicable environmental laws.
- 6) **Cultural and Historic Resources:** Coordinates efforts to identify and protect cultural and historic resources and properties, and preserve, conserve, rehabilitate, and restore them in a manner consistent with post-disaster community priorities and in compliance with applicable historical preservation laws and best practices.
- 7) **Infrastructure and Utilities:** Coordinates efforts to efficiently facilitate the restoration of infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards.

6. Community Leadership

The private sector plays a critical role in establishing public confidence immediately after an incident. When the business community is working, the area recovers more quickly by retaining and providing jobs, goods and services, and a stable tax base. A prevailing indicator of future economic recovery efforts is when local and tribal nation leadership and the business community work together during both the pre- and post-disaster periods to develop recovery plans, the public is more likely to be optimistic about the community's ability to recover.

As major players in recovery efforts, businesses, especially critical infrastructure owners and operators, have an important responsibility to improve resilience by identifying risks and incorporating mitigation measures into facility design and construction accordingly. If the incident necessitates rebuilding or repair of private sector facilities or infrastructure, private sector entities have an opportunity to incorporate mitigation measures to reduce the impacts of future incidents.

Local business community leaders will interface directly with local governments. They will also interact with the LDRM on regional plans, policies, and actions. Community leaders should be invited to serve on relevant RSF subcommittees where appropriate.

7. Public Involvement

A successful recovery effort is inclusive of the whole community. After an incident, individuals, families, and households are encouraged to get involved in their community's recovery activities, including providing input in the post-disaster recovery planning process. The TRDRF should consider the needs of all members of the whole community, including children, individuals with disabilities, and others with access and functional needs. The potential contributions of all these individuals toward delivering core capabilities during recovery (e.g., through associations and alliances that serve these populations) should be incorporated into planning and recovery efforts.

Public input will be actively sought by each tribe and local government through their respective recovery processes. In addition, the RTF and the RSF Subcommittees will actively engage the community and solicit public participation in post-disaster recovery planning. Where possible, the RSF Subcommittees should recruit one or more community/citizen representatives to serve on their committees.

A variety of public engagement tools should be exercised to reach community members throughout the recovery process including hosting face-to-face public meetings, attending community events, using social media and other internet engagement applications, sending out surveys, broadcasting on radio and television, and employing other creative tools as the situation allows.

Conflict Resolution

In the inevitable situation of conflict or dissatisfaction, parties will have the opportunity to be heard and participate in the process. Communication about decisions will be regular and often. A transparent process will be the hallmark of the recovery operations.

Characteristics of the region's approach to decision-making and conflict resolution:

- Provide communications prior to decision-making.
- Strive to give community members impacted by the event or affected by a recovery action a priority voice in decision-making.
- Achieve consensus to the extent possible.
- Look to innovative solutions that may be outside the norm.
- Do not allow expedited actions to eliminate the opportunity to make future improvements, apply hazard mitigation and implement resilience.
- Collaborate on ideas and options to maximize service to affected communities.
- Understand that the LDRM is the first source of conflict resolution within the Recovery Task Force.
- Acknowledge that the leadership within private and not-for-profit entities are the decision makers for their own organizations.

Concept of Operations

Activation

Recovery must be considered early during the response phase to a disaster and implemented as soon as resources allow. The recovery phase is ideally initiated within days of the onset of response activities.

The RTF will be activated through the recommendation of the Thurston County Emergency Management Council (TCEMC). Authority is given to the RTF through the TRDRF MOU. The TCEMC representatives will notify signatory agencies to the TRDRF MOU and recommend legislative bodies act promptly to approve the activation of the RTF. Each signatory entity will identify and appoint its representative to serve on the RTF concurrent with the activation approval process.

Regional Task Force Responsibilities

- 1. Appoint a LDRM.** After the RTF is convened, their first task will be appointing a Local Disaster Recovery Manager. The LDRM is responsible for facilitating coordination and decision-making for all recovery objectives and activities. Critical skills for the LDRM include:
 - Ability to practice flexibility and adapt to rapidly changing circumstances
 - Experience managing large teams and a wide range of roles
 - Efficient communication and information-sharing to local officials and the public
 - Ability to understand and balance local recovery priorities with regional goals

It is recommended that elected officials and emergency managers are not primary candidates for DLRM. Elected officials primarily serve the interest of their respective communities, and the LDRM must serve recovery in a neutral fashion. Emergency managers will be focused on response and their primary emergency management duties and may not have sufficient time to dedicate to recovery.

Regional Recovery Activities

The incident will dictate the specific recovery activities required for a purposeful long-term recovery, however there are some activities that will occur with all recovery efforts regardless of the size and extent of the incident.

1. Impact Assessment (Individual RSFs)

A thorough impact assessment is important to understand where capability exists and where recovery resource support is required. Only RSFs and resources that are directly supporting a recovery priority will activate, to minimize unnecessary use of limited resources.

Each RSF will identify:

- Incident impacts to RSF capabilities
- Prioritized recovery goals specific to the RSF

- Tasks, resources, and policy decisions/actions required to achieve the goals
- Participants and/or dependencies with internal and external agencies required to reach the RSF goals

The assessment is a rapid process designed to quickly consolidate data for coordination across RSFs and to guide the establishment of overall recovery priorities for leadership approval.

Optional guidance to lead the impact assessment includes a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. Suggested questions to frame the discussion of identifying strengths, weaknesses, opportunities, and threats are included below.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • What resources can be provided to assist recovery? • What recovery goals have already been achieved? • What is working well in the recovery process? 	<ul style="list-style-type: none"> • What goals are not being achieved? • What organizations or functions have the fewest resources available? • What are the highest priority needs that must be met for recovery? 	<ul style="list-style-type: none"> • What assets can be repurposed? • What partnerships can we leverage? • What funding sources are already readily available? • How can the recovery process be used to increase resilience? 	<ul style="list-style-type: none"> • What are the biggest roadblocks to complete recovery? • Are there guiding principles of recovery that are not being addressed? • Are the individuals involved with recovery supported? Are they getting “burnt out”?

2. Strategy Development (Individual RSFs)

Based on the findings of the impact assessment, a documented recovery strategy supporting achievement of priorities and goals will be developed. The strategy will be a fluid concept with the flexibility to meet the challenges and adjustments that are expected during recovery.

3. Coordination and Resource Identification (RTF and RSFs)

The RSF leads should report back to the RTF the results of the impact assessment and strategy development. RTF and RSF Subcommittees should meet, whenever possible, on a regular basis as consistent with recovery priority demands. This will most likely be weekly during the short-term and possibly monthly during the long-term recovery process. Regular dedicated recovery meetings are critical to coordination, resource and interdependencies

identification, information sharing, and direction on priorities and expectations. The meetings serve as the venue for identification of dependencies and at times resolution of competing priorities.

The LDRM will provide direction in managing meeting needs. The meetings will be facilitated by the RTF Chair with direction provided by the LDRM. One of the key aspects of the regular meeting is to allow the RSF Subcommittee Chairs and sub leads, if appropriate, the opportunity to present updates, briefings, and requests for support to all the primary recovery participants. Depending on the size of the RTF and RSF Subcommittees, it may be possible to include all leads and sub leads at every meeting or it may be necessary to limit meetings to RSF Chairs. Each incident will be unique and over time the meeting participants are likely to change.

4. Community Engagement (RTF)

The community should be engaged through a variety of methods including but not limited to:

- Face-to-face public meetings
- Social media and other online resources
- Newspaper, other print media, and radio announcements
- Surveys (online, focus group, intercept, etc.)
- Other methods as appropriate to the input to be sought

Engagement should be initiated as soon as possible and continue throughout the recovery process.

5. Recovery Task Force Support

The RTF will require administrative support and resources to complete the goals identified in the impact assessment. Resources include items that are necessary for routine operations such as computers, telephones, printers, cameras, and vehicles. The RTF, RSF Subcommittees, and supporting staff will need ongoing emotional care to cope with the stress of loss and the challenges of recovery. Mental health services will help people serving on the RTF and RSF Subcommittees to focus on disaster recovery planning and operations.

6. Tracking and Reporting

All RTF and RTF Subcommittee meetings must include a published agenda. All activities must be documented and tracked. Regular status reports must be developed through the leadership of the LDRM to report to tribal and local government elected leaders to monitor and evaluate progress on recovery priorities and goals.

This includes financial tracking, accounting, and reimbursement activities. Tracking the cost of recovery is key to understanding the financial impacts and planning for potential future recovery needs from the current or future disaster situations.

7. Closeout and Postmortem (LDRM, RTF, and RSFs)

The LDRM will be responsible for coordinating an after-action review of recovery planning and operations performed within the TRDRF. Capturing the lessons learned, best practices, and development of plans based on recovery efforts is critical to the ability to improve and build capability for future disasters. The RTF and each RSF Subcommittee will conduct a postmortem of its activities, accomplishments, challenges, and recommendations for improvement.

Public Affairs

The LDRM will serve as or appoint a staff member or representative of the RTF to speak at meetings, to media, or in writing. The incident will dictate the communications approach. Regular consistent messaging from the recovery leadership to partners, survivors, and the broader community is critical to establishing broad support for the recovery goals and priorities. Communications should be a mix of in-person sessions, email, press release/interviews, radio announcements, and social media posting. This combination will reach the greatest number of interested parties. There should be a tiered approach to information distribution starting with the people most impacted, followed by people who are less affected, and eventually the broader population.

Funding

Funding for long-term recovery is not as clearly defined as for response and short-term recovery efforts. Prior to a disaster, the Thurston Region's recovery planning partners will need to plan for potential recovery costs including matches to grants. Some points to consider when developing a funding strategy prior to or during long-term recovery efforts include the following:

- Tribal and local government department budgets will have to support recovery efforts either partially or completely.
- Not all recovery efforts will be reimbursed by FEMA or other federal agencies.
- Grants will take time to apply for, obtain funding from, and often have very specific compliance requirements limiting some flexibility of use.
- Staff will be reassigned to support recovery requiring adjustments of pre-incident work programs/plans.
- The size and impact of the disaster will directly correlate with the available funding. Tribal and local government departments will be forced to use established budgets to support aspects of recovery, some of which may be reimbursed through disaster funding, but not all. Much of this will be in the use of staff time.
- New capital projects will be necessary. Existing planned projects may be postponed, cancelled, or otherwise adjusted based on the incident. New projects will need to rely extensively on local revenues.
- Community donations are typically used for public support and not to fund local government recovery efforts (i.e. United Way, disaster relief funds).

- During recovery, flexibility in funding strategies is critical. Grants take time to secure.

Revenue Sources

Possible sources for recovery funding are listed below including the lead agency and information about local match requirements.

- Federal Emergency Management Agency (FEMA) –
 - Coordinated through State Emergency Management
 - Public Assistance (PA) Match up to 25% (typically split 50/50 with state)
 - Individual Assistance (IA) for persons affected by the disaster
- US Housing and Urban Development (HUD) –
 - Coordinated directly with local jurisdiction
 - Community Development Block Grant (CDBG)
 - CDBG-Disaster Recovery (CDBG-DR)
- US Economic Development Administration (EDA)
 - Coordinated directly with local jurisdiction
 - Local match up to 25%
- US Department of Labor
 - NEG- National Emergency Grant – no match
- WA State Department of Commerce
- Reallocation of State or Federal appropriations
- Various State or Federal grants – www.grants.gov
- Tribal and local government “funding reserves or contingency funds” – if they exist at the time of the disaster
- Foundations
- Gates, Rockefeller
- Non-profit organizations
- United Way, Red Cross, faith-based
- Associations
- Private individuals

Recovery Support Functions

1. Health Recovery Support Function

RSF LEADS: Thurston County Public Health and Social Services

SUPPORTING ORGANIZATIONS:

- Bloodworks Northwest
- Capital Medical Center and Family of Clinics
- Confederated Tribes of the Chehalis Reservation Wellness Center
- DaVita Olympia Dialysis Center
- Disaster Medical Control Center
- Emergency Management Council Representatives
- Fire Districts
- Fresenius Kidney Care Thurston County
- Kaiser Permanente
- Lewis-Mason-Thurston Area Agency on Aging
- Local health care and urgent care clinics
- Local mortuaries
- Local veterinary clinics
- Nisqually Indian Tribe Health Services
- Northwest Healthcare Response Network
- Other local and regional health care stakeholders
- Private Ambulance Companies (AMR and Olympic)
- Private Pharmacies
- Providence Saint Peter Hospital and Family of Clinics
- TCOMM 9-1-1
- Thurston County Medic One
- Thurston County Public Health and Social Services
- Thurston-Mason Behavior Health Organization
- University of Washington
- Washington State Department of Health
- Washington State Department of Social and Health Services
- Others...

SCOPE:

The Health Recovery Support Function identifies the key policies, roles and responsibilities, and capabilities associated with the recovery of public health and medical related services within the Thurston Region.

This function oversees but is not limited to the following functional areas (from Thurston County ESF-8): assessment of medical/health needs, health surveillance, medical care personnel, medical/health equipment and supplies, patient evacuation, patient care, safety and security of drugs, biologics, and medical devices, blood and blood products, food safety and security, agriculture safety and security (see Thurston County CEMP ESF 11 for detailed information), all-hazard public health and medical consultation, technical assistance and support, behavior health care, public health and medical information, vector control (rats, pests, etc.), potable water, wastewater and solid waste management, mass fatality management, veterinary, and coroner/medical examiner.

OBJECTIVES:

1. Identify affected populations, groups and key partners in recovery.
2. Complete an assessment of community health and social service needs; prioritize these needs based on the whole community’s input and participation in the recovery planning process; and develop a comprehensive recovery timeline that includes consideration of available human and budgetary resources.
3. Restore health care (including behavioral health), public health, and social services functions.
4. Restore and improve the resilience and sustainability of the health care system and social service capabilities and networks to promote the independence and well-being of community members in accordance with the specified recovery timeline.
5. Implement strategies to protect the health and safety of the public and recovery workers from the effects of a post-disaster environment.

TASKS:

Post-Disaster:

- a. To organize, mobilize, coordinate, and direct public health, medical resources in a disaster within incorporated and unincorporated areas of Thurston County.
- b. Provide timely, consistent, and accurate messaging (both internal and external).
- c. Stabilize the healthcare system.
- d. Conserve resources.
- e. Define a new sense of “normal” for the healthcare system.
- f. Provide for whole community health.

STAFFING RECOMMENDATIONS:

Focused Incident	Catastrophic Disaster
<ul style="list-style-type: none">• RSF Chair	<ul style="list-style-type: none">• RSF Chair• Epidemiologist• Public Health Officer• Public Health Registered Nurse• Public Health and Welfare Coordinator

2. Housing Recovery Support Function

RSF LEAD: Housing Authority of Thurston County

SUPPORTING ORGANIZATIONS:

- Catholic Community Services
- Community Action Council
- Community Investment Partnership
- Community Youth Services
- Continuum of Care
- Emergency Management Council Representatives
- Faith-Based Partners
- Habitat for Humanity
- Health and Human Services Council
- Homes First
- Interfaith Works
- Lewis-Mason-Thurston Area Agency on Aging
- Local Government Housing Programs
- Local Government Planning Departments – Development Review Services
- Olympia Master Builders
- Philanthropic Partners
- Rebuilding Thurston County Together
- Senior Services for South Sound Salvation Army
- Thurston County Community Planning and Economic Development Department
- Thurston County Association of Realtors
- Thurston County Food Bank
- Thurston Thrives Coordinating Council and the Housing Action Team
- Washington State Department of Social and Health Services
- Urban County CDBG Partnership
- U.S. Housing and Urban Development
- United States Department of Agriculture Rural Development
- Yelm Community Services
- Others...

SCOPE:

The Housing RSF is fundamental to reestablishing personal security, self-sufficiency, and the ability of individuals to focus on other necessities. This RSF establishes a data- and priority-based countywide housing strategy with connections to appropriate support services. It facilitates access to housing assistance and both interim and permanent housing solutions, by drawing on housing resources including the public and private sectors, as well as design, construction, labor, materials, logistics, inspections, and financing.

Decisions about the locations, types, and intended duration of housing solutions will impact access to jobs, infrastructure requirements, human services, and long-term land use planning, therefore coordination of housing strategies with other RSFs is vital to reaching regional recovery goals.

OBJECTIVES:

1. Assess preliminary housing impacts and pre- and post-disaster needs, identify available options for temporary housing, and support the local development of the plan for permanent housing.
2. Address affordable, accessible, and workforce housing needs in community planning efforts.
3. Address interim housing needs, assess options for permanent housing, and define an achievable timeline for achieving a resilient, accessible, and sustainable housing market in community recovery plans.
4. Meet the resilient and sustainable permanent housing needs of the community, including the need for accessible housing and housing options for owners and their service animals/ pets within a specified timeframe.

TASKS:

Pre-Disaster:

- a. Develop regionally consistent and flexible codes and policies for temporary housing.
- b. Evaluate housing needs and capabilities and establish a Housing Recovery Strategy.
- c. Establish a baseline housing inventory and maintain up-to-date information on the status of the housing recovery.

Post-Disaster:

- a. Identify and engage the region's range of resources to provide interim and long-term housing following a disaster.
- b. Identify resources and maintain flexibility to help residents remain in their home if their home is determined to be safe.
- c. Identify suitable options for siting transitional shelters for people displaced from their homes.
- d. Coordinate housing repair/reconstruction volunteer resource management with Non-Governmental Organizations, Voluntary Organizations Active in Disasters, and other local community organizations.
- e. Facilitate acquisition of capital and construction resources to repair and rehabilitate homes.
- f. Help people guard against fraud and unsafe housing situations.
- g. Address rental and mortgage affordability by bridging the federal disaster assistance gap for renters/homeowners through local programs and assistance.
- h. Assist communities with strategies to regulate and facilitate the rebuilding of communities' housing stock.
- i. Assist communities with strategies to develop public and/or private low- and moderate-income housing.
- j. Use the Vulnerability Index to prioritize movement of 50% of existing shelter population to transitional or permanent housing by nine (9) months.

- k. Support 95% of the population to remain in their homes if safe by providing community points of distribution for water, food, and essential services.
- l. Determine the transitional housing sites and needs to support the movement of 50% of existing shelter population to transitional or permanent housing by nine (9) months.
- m. Establish agreements with financial institutions with 90% to provide relief for mortgage burden on homeowners.

STAFFING RECOMMENDATIONS:

Focused Incident	Catastrophic Disaster
<ul style="list-style-type: none"> • RSF Chair 	<ul style="list-style-type: none"> • RSF Chair • Building Code Specialist • Donations Coordinator • Housing Inspector • Individual Assistance Case Manager

3. Jobs and Economy Recovery Support Function

RSF LEAD: Thurston Economic Development Council (EDC)

SUPPORTING ORGANIZATIONS:

- American Institute of Architects, South Sound Chapter
- Association of Washington Businesses
- Banking Partners
- Emergency Management Council Representatives
- Federal Funding Partners
- Joint Base Lewis-McChord
- Local Government Community Planning and Economic Development Departments
- National Federation of Independent Business
- Nisqually Tribe and Casino
- Northwest Cooperative Development Center
- Olympia Downtown Alliance
- Port of Olympia
- Saint Martin’s University
- South Puget Sound Community College
- South Sound Military & Communities Partnership
- South Thurston Economic Development Initiative (STEDI)
- Tenino Area Chamber of Commerce
- The Evergreen State College
- Thurston County Chamber of Commerce
- Tumwater Area Chamber of Commerce
- Veterans Services Partners
- Washington State Department of Commerce
- West Olympia Business Association
- WorkSource Thurston
- Yelm Area Chamber of Commerce
- Others...

SCOPE:

Economic recovery is a key link to restoring the necessities of jobs and housing. To help keep residents in the Thurston Region, the Jobs and Economy RSF Subcommittee will need to develop strategies to restore economic activity, as well as the housing, services, and functions addressed in other RSFs. Without jobs, people who have the means will leave the community to seek employment elsewhere. This will be true of individuals with a wide range of circumstances, from those with little savings to highly employable technology workers who will find it relatively easy to find work elsewhere.

OBJECTIVES:

1. Share, aggregate, and integrate economic impact data to assess economic issues and identify potential inhibitors to fostering stabilization of the affected communities.
2. Implement economic recovery strategies that integrate the capabilities of the private sector, enable strong information sharing, and facilitate robust problem solving among economic recovery stakeholders.

3. Ensure the community recovery and mitigation plan(s) incorporate economic recovery and remove inhibitors to post-incident economic resilience, while maintaining the rights of all individuals.

TASKS:

Pre-Disaster:

- a. Identify and recommend opportunities to amend regulatory, code compliance, and permitting issues to speed up the process of reopening disaster impacted businesses.

Post-Disaster:

- a. Evaluate needs and capabilities within the business sector and set recovery priorities.
- b. Engage business networks from across the region to gather information, solve problems, and communicate with businesses.
- c. Facilitate information flow between businesses and local governments and tribes.
- d. Identify and recommend opportunities to expedite procedures and authorities to support business operations.
- e. Establish a system to identify and connect business needs with available resources.
- f. Address opportunities to leverage the local workforce for recovery activities.
- g. Improve businesses' access to capital.
- h. Develop and implement campaigns that promote local goods and services across the region.
- i. Identify and recommend incentives to retain critical components of the Thurston Region's economy.
- j. Establish and operate virtual and storefront Business Recovery Centers to support small- and medium-sized businesses.
- k. Identify temporary, shared, or virtual spaces for businesses and service providers to operate.
- l. Develop a coordinated communications strategy to share success stories to promote the strength of the region's economy.
- m. Identify business and employment anchors/partners to get people back to work.
- n. Develop an emergency workforce. Retrain workforce for temporary jobs, including housing, food production, childcare and schooling. Establish "Strike Teams" for business triage to get services back up and running.
- o. Identify continuing obstacles to economic recovery.
- p. Identify new opportunities resulting from the disaster.

STAFFING RECOMMENDATIONS:

Focused Incident

Catastrophic Disaster

- RSF Chair

- RSF Chair
- Business Assistance Case Manager
- Economic Planner
- Emergency Workforce Coordinator
- Training Specialist(s)

4. Schools Recovery Support Function

RSF LEAD: TBD (Thurston County Emergency Management for Pre-Disaster Coordination)

SUPPORTING ORGANIZATIONS:

- Big Brothers and Big Sisters of Southwest Washington
- Boys and Girls Clubs of Thurston County
- Capital Region Educational Services District 113
- Community Youth Services
- Local Government Community Planning and Economic Development Departments
- Local Government Public Works Departments
- Local Law Enforcement Agencies
- Griffin School District
- North Thurston Public Schools
- Office of the Superintendent of Public Instruction
- Olympia School District (& Olympia Regional Learning Academy)
- Private Schools
- Rainier School District
- Rochester School District
- School Services Vendors (transportation, food, etc.)
- Tenino School District
- Thurston County Emergency Management
- TOGETHER!
- Tumwater School District (& New Market Skills Center)
- Washington Home School Organization
- Yelm Community Schools
- YMCA/YWCA
- Others...

SCOPE:

With other RSFs and community stakeholders, the Schools RSF is responsible for advancing and coordinating the opening and restoration of public and private school services. The resumption of teaching and learning begins to restore normalcy to the school environment through routines, which can be very important in the psychological and emotional health of students, teachers and staff. Functioning schools also enable parents to return to work. This RSF must consider the academic, the physical and structural, the business, and the social, emotional, and behavioral resources and services that are necessary for a holistic recovery of educational institutions.

OBJECTIVES:

TASKS:

Pre-Disaster:

- a. Ensure inclusion of all school districts in the Schools Subcommittee.

Post-Disaster:

- a. Coordinate recovery actions across public and private educational providers at all levels.
- b. Establish a coordinated plan for restoring K-12 education, drawing on the assets and abilities of both the public and private school systems.
- c. Assess and inventory the physical condition of school facilities to determine their interim operational capacities.
- d. Identify opportunities to maximize access to childcare.
- e. Coordinate efforts with OSPI, ESD 113, school districts, and community stakeholders to reestablish the public K-12 system.
- f. Evaluate and recommend options for overcoming logistics and supply issues with diesel fuel shortages among the region’s major diesel fleet operators (school districts, Intercity Transit, and public works agencies).
- g. Inventory available resources for schools (equipment, staff, food services, assets, fuel, etc.).
- h. Develop agreements between school districts to share surviving resources for their common mission to provide education.
- i. Assess current status of schools, identify needs, and develop strategies to resume educational services.

STAFFING RECOMMENDATIONS:

Focused Incident	Catastrophic Disaster
<ul style="list-style-type: none">• RSF Chair	<ul style="list-style-type: none">• RSF Chair• Donations Coordinator• Special Education Coordinator

5. Natural Resources Recovery Support Function

RSF LEAD: TBD (Thurston County Emergency Management for Pre-Disaster Coordination)

SUPPORTING ORGANIZATIONS:

- Alliance for Healthy South Sound
- Army Corps of Engineers
- Chehalis Basin Partnership
- Municipal and Tribal Environmental Staff
- National Oceanic and Atmospheric Administration
- Nisqually River Council
- Puget Sound Partnership
- South Puget Sound Salmon Enhancement Groups
- Washington Department of Ecology
- Washington Department of Natural Resources
- Washington Department of Fish and Wildlife
- Watershed Lead Entities
- Thurston Conservation District
- US Fish and Wildlife
- Washington State University Extension
- Others...

SCOPE:

The Natural Resources RSF oversees the protection, conservation, rehabilitation, and restoration of natural resources throughout the region. The Natural Resources RSF is a critical partner to infrastructure and utilities restoration for environmental permitting needs. Disaster recovery offers a unique opportunity to employ best practices and improved designs in infrastructure recovery to restore critical habitat, water quality, and ecological functions for both terrestrial and aquatic environments. Restoration efforts should incorporate mitigation and betterment, not simply restore the built and natural environment to pre-disaster conditions. In a pre-disaster setting, RSF members can strengthen relationships and explore opportunities to better coordinate and streamline state and federal review of permitting requirements and seek pre-approval for potential incorporation of best practices for projects in a post-disaster recovery phase.

OBJECTIVES:

1. Mitigate the impacts to and stabilize the natural resources and conduct a preliminary assessment of the impacts that identifies protections that need to be in place during stabilization through recovery.
2. Complete an assessment of affected natural resources and develop a timeline that includes consideration of available human and budgetary resources for addressing these impacts in a sustainable and resilient manner.
3. Preserve natural resources as part of an overall community recovery that is achieved through the coordinated efforts of natural resource experts and the recovery team in accordance with the specified timeline in the recovery plan.

TASKS:

Pre-Disaster:

- a. Meet one to two times per year to build and maintain relationships and clarify roles and expectations.
- b. Communicate with FEMA and state partners to understand policies around using disaster funding for betterment, rather than returning damaged assets to pre-disaster conditions.
- c. Plan for staffing capacity and expertise to address expedited environmental permitting processes and needs for both infrastructure and habitat restoration.
- d. Develop and maintain a roster of volunteers with expertise or training in natural resource protection and preservation who could assist after a disaster.

Post-Disaster:

- a. Conduct damage assessments of impacts to natural resources and identify protections that must be in place immediately for stabilization.
- b. Coordinate with Infrastructure and Utilities RSF and local government staff as they conduct damage assessments, remove debris, and prioritize recovery project proposals to ensure opportunities to stabilize, restore, or improve natural resources and ecological functions are taken into consideration. The Natural Resources RSF Chair should work closely with the Infrastructure and Utilities RSF Chair to foster this coordination.
- c. Develop public outreach campaigns to educate and inform the public about minimizing impacts during reconstruction of their homes, businesses, and other projects on private property.
- d. Coordinate the staffing and deployment of volunteers to conduct assessments, remove small debris, and complete other tasks as needed to restore natural resources.

STAFFING RECOMMENDATIONS:

Focused Incident	Catastrophic Disaster
<ul style="list-style-type: none">• RSF Chair	<ul style="list-style-type: none">• RSF Chair• Environmental Permit Specialist• Natural Resource Specialist• Biologist• Volunteer Coordinator

6. Cultural and Historic Resources Recovery Support Function

RSF LEAD: TBD (Thurston County Emergency Management for Pre-Disaster Coordination)

SUPPORTING ORGANIZATIONS:

- Arts and Heritage Alliance
- Experience Olympia and Beyond
- Local Museums
- Municipal and Tribal Historic and Arts Commissions
- Municipal and Tribal Historic Preservation Staff
- Olympia Downtown Association
- Olympia Heritage Commission
- Olympia Historical Society
- Olympia Tumwater Foundation
- Private Archaeologists
- South Sound Heritage Association
- Timberland Regional Library
- Washington Department of Archaeology and Historic Preservation
- Washington Historical Society
- Washington Museums Association
- Washington Secretary of State
- Washington State Libraries
- Others...

SCOPE:

Cultural and historic resources are essential to maintaining community identity, quality of life, and traditions. The Cultural and Historic Resources RSF ensures that vital cultural and historic artifacts, properties, documents, and other assets are preserved and restored throughout the recovery process. This RSF works closely with recovery leadership to plan and prepare for cultural and historic resource restoration before a disaster and prioritize the protection and preservation of cultural and historic assets during and after a disaster.

OBJECTIVES:

1. Implement measures to protect and stabilize records and culturally significant documents, objects, and structures.
2. Mitigate the impacts to and stabilize the cultural and historic resources and conduct a preliminary assessment of the impacts that identifies protections that need to be in place during stabilization through recovery.
3. Complete an assessment of affected cultural and historic resources and develop a timeline that includes consideration of available human and budgetary resources for addressing these impacts in a sustainable and resilient manner.
4. Preserve cultural and historic resources as part of an overall community recovery that is achieved through the coordinated efforts of cultural and historic resource experts and the recovery team in accordance with the specified timeline in the recovery plan.

TASKS:

Pre-Disaster:

- a. Meet one to two times per year to build and maintain relationships and clarify roles and expectations.
- b. Develop a comprehensive register of all cultural and historic assets within the Thurston region that is accessible to all regional partners and maintained regularly.
- c. Identify vulnerabilities on or around cultural and historic sites and develop a mitigation strategy to protect them from natural hazards and other threats.
- d. Work with first responders to increase their awareness of the locations of cultural and/or historic significance and best practices to follow to protect and preserve these assets during emergency incidents. Training should occur on a regular basis to ensure knowledge is not lost through staffing changes.
- e. Develop and maintain a roster of local/regional public and private archeologists, historians, archivists, museum curators, and preservationist organizations that could offer subject matter expertise or contracting services.
- f. Develop and maintain a roster of volunteers with expertise or training in cultural and/or historic resource protection and preservation who could assist after a disaster.
- g. Work with community outreach specialists to develop public education guidance to protect cultural and historic assets before a disaster.

Post-Disaster:

- a. Coordinate with the Infrastructure and Utilities RSF and local government staff as they conduct damage assessments, remove debris, and develop recovery project proposals to ensure opportunities to stabilize, restore, or better cultural and historic resources are taken. The Cultural and Historic Resources RSF Chair should work closely with the Infrastructure and Utilities RSF Chair to foster this coordination.
- b. Complete an assessment of affected cultural and historic resources that have been impacted.
- c. Coordinate the staffing and deployment of volunteers to conduct assessments, remove small debris, and complete other tasks as needed to restore cultural and historic resources.
- d. Provide information and technical assistance to owners, occupants, and managers of cultural and historic resources of how to preserve, stabilize, and protect their resources and where to find funding.
- e. Work with community outreach specialists to develop public education guidance to stabilize and preserve cultural and historic assets after a disaster.

STAFFING RECOMMENDATIONS:

Focused Incident	Catastrophic Disaster
<ul style="list-style-type: none"> • RSF Chair 	<ul style="list-style-type: none"> • RSF Chair

-
- Cultural Resource Specialist
 - Historian
 - Volunteer Coordinator
 - Archivist

7. Infrastructure and Utilities Recovery Support Function

RSF LEAD: TBD (Thurston County Emergency Management for Pre-Disaster Coordination)

SUPPORTING ORGANIZATIONS:

- American Public Works Association – Washington Chapter
- Association of General Contractors
- Amtrak
- BNSF Railway
- Comcast
- County Road Administration Board
- Ferrell Gas
- Intercity Transit
- LeMay
- LOTT Clean Water Alliance
- Municipal and Tribal IT Departments
- Municipal and Tribal Public Works Departments
- Port of Olympia
- Puget Sound and Pacific Railroad
- Puget Sound Energy
- Rural Transit
- School Districts (Transportation Managers)
- TCOMM 911
- Thurston County Public Health and Social Services
- Thurston Regional Planning Council
- Thurston PUD No. 1
- Washington Department of Ecology
- Washington Department of Enterprise Services
- Washington Department of Health
- Washington Department of Information Services
- Washington Department of Transportation
- Washington Public Ports Association
- Washington State Public Works Board
- Williams Pipeline
- Wireless Service Providers
- Others...

SCOPE:

The Infrastructure and Utilities RSF is responsible for overseeing the restoration of all infrastructure and utility systems. Infrastructure and utilities restoration is vital to all sectors of the community. This RSF addresses energy and fuel systems, water supply, wastewater treatment, communications and information technology, transportation systems and services (roads, bridges, railroads, ports, transit), dam operations, and solid waste management. As this RSF is responsible for a large range of systems and encompasses many sector representatives, this RSF should be scalable to need for post-disaster recovery and can be divided into subgroups to resolve specific systems as necessary.

OBJECTIVES:

1. Facilitate the restoration of and sustainment of essential services and operations (public and private) to maintain community functionality.
2. Coordinate planning for infrastructure redevelopment at the regional, system-wide level.

3. Develop a plan with a specified timeline for developing, redeveloping, and enhancing community infrastructures to contribute to resilience, accessibility, and sustainability.
4. Provide systems that meet the community needs while minimizing service disruption during restoration within the specified timeline in the recovery plan.

TASKS:

Pre-Disaster:

- a. Identify all necessary supporting entities and divide into subgroups to focus subject matter expertise by sector, as appropriate.
- b. Meet one to two times per year to build and maintain relationships and clarify roles and expectations.
- c. Understand where vulnerabilities in the region’s infrastructure and utility systems lie and address vulnerabilities through the region’s hazard mitigation plan.
- d. Train and build staff capacity for addressing post-disaster contracting needs for professional services, labor, equipment, and supplies and materials.

Post-Disaster:

- e. Assess disaster impacts to infrastructure and utility systems.
- f. Understand which impacts can be solved in the short-, medium-, and long-term and what resources are needed to address impacts. Factor staff capacity and funding into the discussion.
- g. Work closely with transportation managers and other RSFs to prioritize route restoration.
- h. Coordinate with other RSFs when conducting damage assessments and planning and designing restoration projects to leverage opportunities for environmental betterment or other co-benefits.
- i. Identify and establish alternate long-term transportation routes to critical facilities and locations. Work closely with recovery leadership to ensure the public stays informed of detours and disruptions.
- j. Coordinate restoration projects through capital facilities plans, transportation improvement plans, comprehensive plans and other local plans and incorporate resiliency and betterments when possible.

STAFFING RECOMMENDATIONS:

Focused Incident	Catastrophic Disaster
<ul style="list-style-type: none"> • RSF Chair 	<ul style="list-style-type: none"> • RSF Chair • Civil Engineer • Contracting Specialist • Debris Manager • Information Technology Specialist • Permit Specialist

-
- Transportation Planner
 - Wastewater manager
 - Water Manager