



THURSTON REGION DISASTER RECOVERY FRAMEWORK

Supporting the Integrated Emergency Management Course

Thurston County Emergency Management Council

Prepared by Thurston Regional Planning Council

January 2019

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
RRTF	Regional 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

Table of Contents

Foreword.....	1
Limitations and Assumptions.....	1
Thurston Region Disaster Recovery Framework (TRDRF).....	3
Purpose	3
Scope.....	3
Recovery Continuum.....	3
Objective	3
Figure 1: Recovery Continuum.....	4
Figure 2: Recovery Process	5
Guiding Principles	6
Recovery Structure	10
General Concept	10
Roles and Responsibilities.....	10
Figure 3. Thurston Regional Disaster Recovery Framework Planning Structure and Relationships ..	12
Conflict Resolution.....	15
Concept of Operations.....	16
Activation	16
Recovery Activities.....	16
Public Affairs	18
Funding	18
Revenue Sources.....	19
Recovery Support Functions	20
1. Health Recovery Support Function	20
2. Housing Recovery Support Function.....	22
3. Jobs and Economy Recovery Support Function.....	24
4. Schools Recovery Support Function.....	26

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Foreword

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 22 federal 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. This is the focus of the Integrated Emergency Management Course (IEMC) that you are invited to participate in.

The Thurston Region Recovery Framework presented in this document is an ad hoc framework developed exclusively for the IEMC. You, the participant, will play a role in testing the framework's effectiveness in fostering coordination, communication, and decision making to guide a focused, timely, and effective recovery from a catastrophic earthquake disaster scenario. This framework is limited to the four recovery support functions (RSFs) that will be the focus for this exercise: 1) Health; 2) Housing; 3) Jobs and Economy; and 4) Schools.

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. It was not developed with the benefits of broad public process, community consensus, and local government adoption.

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. You are tasked to implement this framework during the IEMC. An awareness and understanding of the following limitations, assumptions, and suggestions will ease the facilitation of the training:

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. Participants should act and respond as if there is one.
3. There is no finance mechanism established to implement and staff this recovery framework. In the real world, a finance strategy will need to be developed and implemented to activate and sustain regional recovery planning and operations. This can be accomplished through a comprehensive pre-disaster recovery planning process. Assume funding will be available for implementing the framework during the IEMC recovery scenario. Share your ideas as to how funding could become available and administered in an actual incident.
4. The regional recovery framework has not been tested. Recovery exercise participants will likely encounter challenges and flaws attempting to implement it. Commit to contributing ideas or solutions to inform the future development of an improved 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

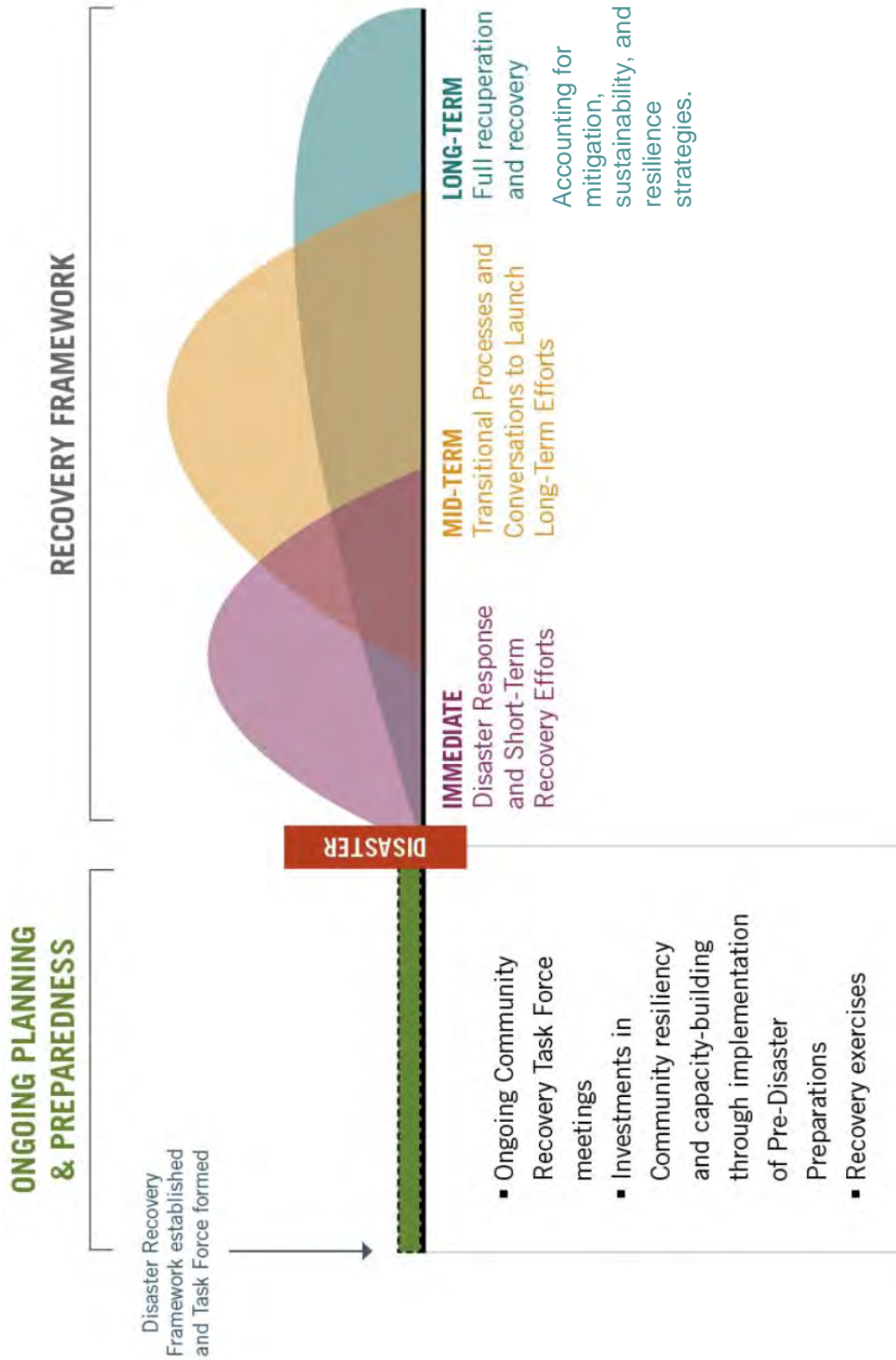


Figure 1: Courtesy City of Seattle Disaster Recovery Framework (2015).

Figure 2: Recovery Process

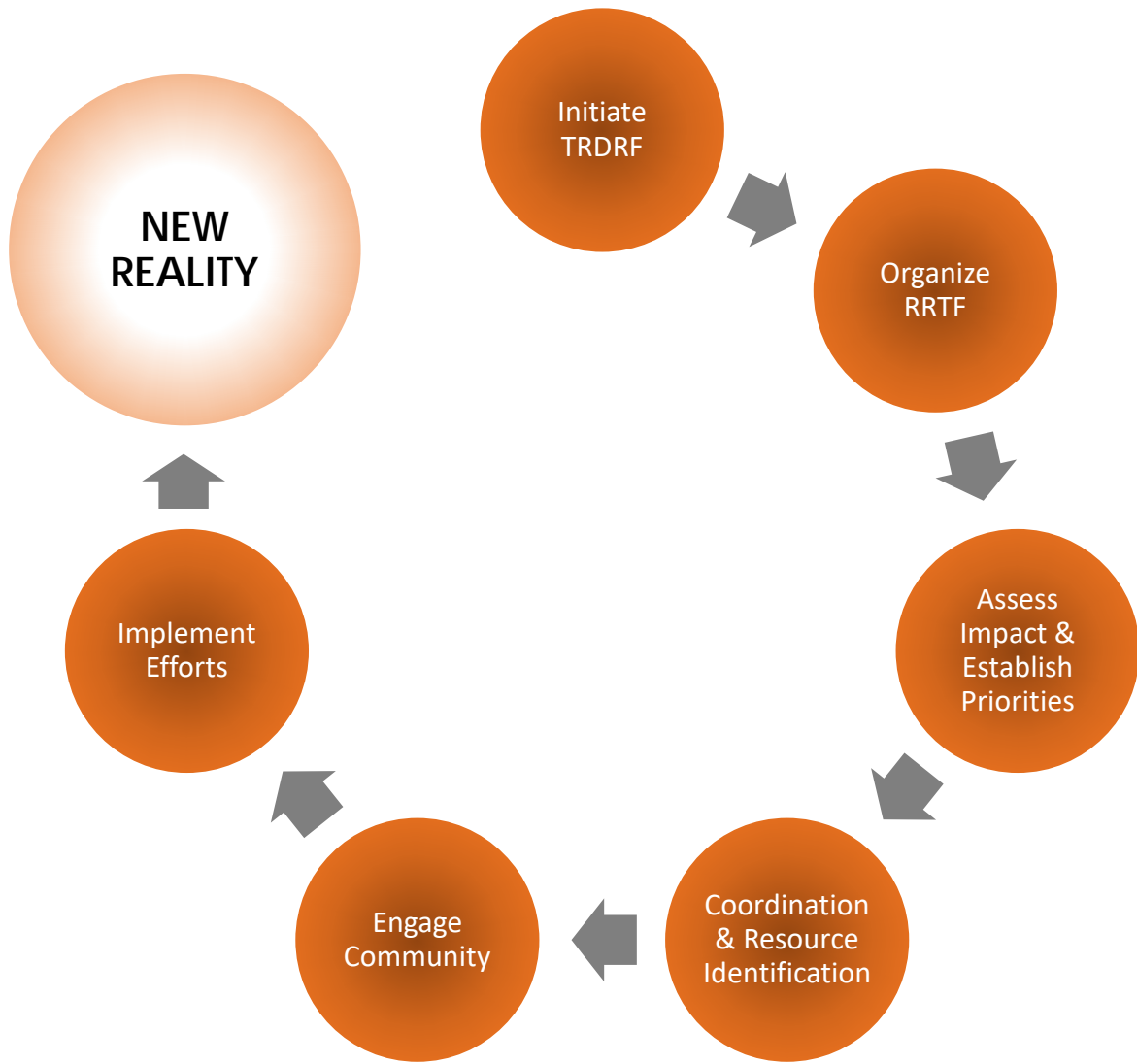


Figure 2: Courtesy Snohomish County Disaster Recovery Framework (2016).

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 maintained at all times. 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 Regional 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 Regional 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 Regional 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 RRTF. Lines of communication between tribes and jurisdictions and the RRTF will vary, but the reliance on their community appointed representative to the RRTF to fulfill communication needs is encouraged.

2. Local Disaster Recovery Manager (LDRM)

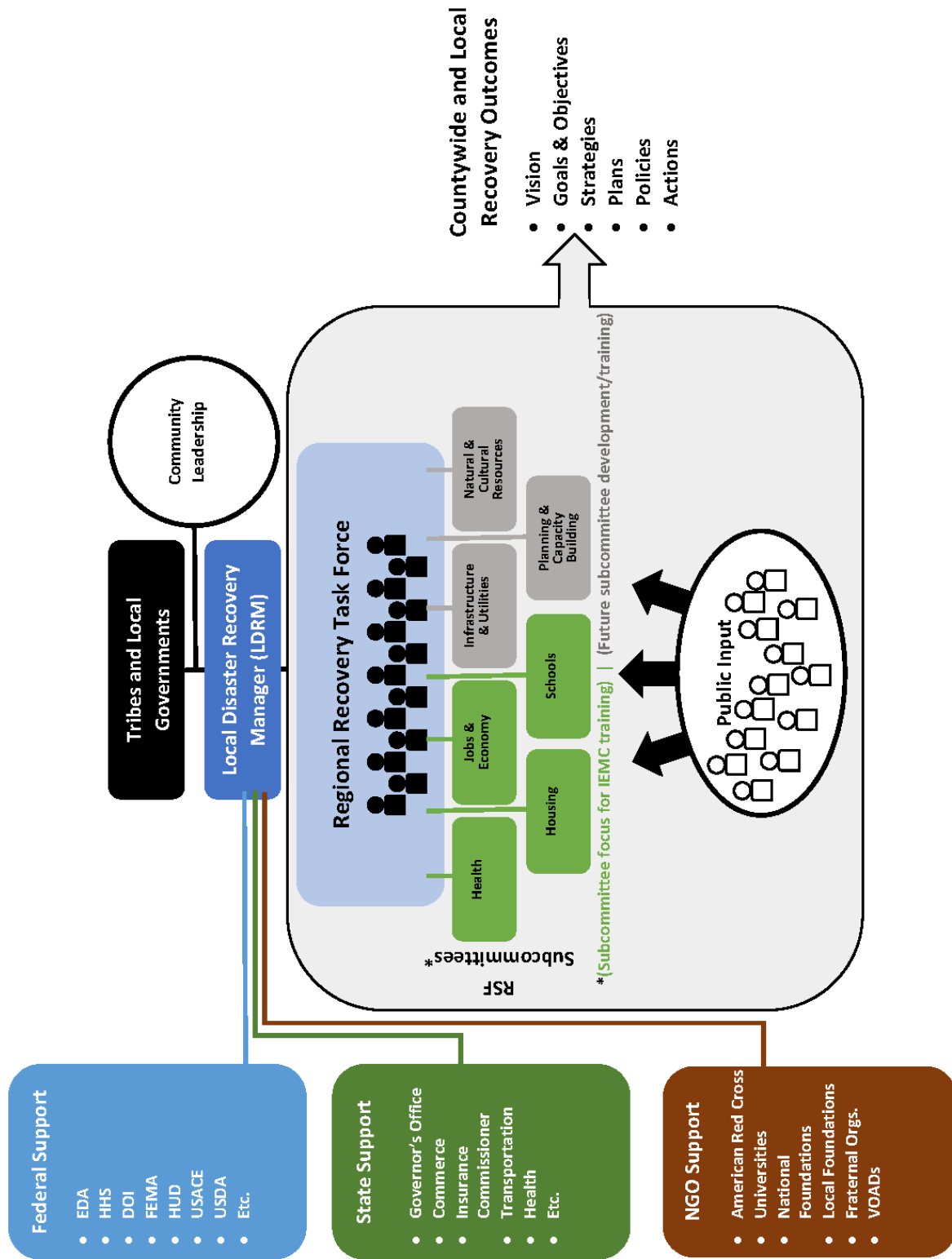
The RRTF will approve the appointment of a Local Disaster Recovery Manager (LDRM). The LDRM will act as the chief operating officer to lead the tribes, county, cities, towns, special purpose districts, and other local governments who are represented on the RRTF. The LDRM is a liaison to tribes and local 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 RRTF. 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

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. The Regional Recovery Task Force (RRTF)

The RRTF 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 RRTF representatives may be added to address the recovery needs identified by the LDRM and RRTF members. The RRTF representatives will nominate a chair and vice chair to lead the RRTF meetings and proceedings.

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

4. Recovery Support Function (RSF) Subcommittees

The LDRM will provide direction to the RRTF 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 RRTF. The RRTF 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 RRTF, LDRM, and the public as appropriate. In turn, the RRTF 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 & 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) **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) **Natural and Cultural Resources:** Coordinates efforts to identify and protect natural and cultural resources and historic properties, and preserve, conserve, rehabilitate, and restore them in a manner consistent with post-disaster community priorities and in compliance with applicable environmental and historical preservation laws.
- 7) **Planning and Capacity Building:** Coordinates data collection and analysis for disaster recovery specific planning. This working committee will synthesize the cumulative impacts and status. To support this function, the subcommittee will address technology and information management, including GIS services, and may convene a technical or science committee to address disaster-specific issues and provide guidance based on the best available science. This group will guide and coordinate the creation of post disaster recovery plans based on this analysis.

5. 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.

6. Public

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 RRTF 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 Regional 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 RRTF will be activated through the recommendation of the Thurston County Emergency Management Council (TCEMC). Authority is given to the RRTF 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 RRTF. Each signatory entity will identify and appoint its representative to serve on the RRTF concurrent with the activation approval process.

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

A thorough impact assessment is important to understand where capability exists and where recovery resource support is required. Only RSF's 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.

2. Strategy Development

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

The RRTF 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 RRTF 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 RRTF 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

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. Regional Recovery Task Force Support

The RRTF 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 RRTF, 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 RRTF and RSF Subcommittees to focus on disaster recovery planning and operations.

6. Tracking and Reporting

All RRTF 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

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 RRTF 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 RRTF 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 LEAD:

Thurston County Public Health and Social Services

Supporting Organizations:

- Capital Medical Center and Family of Clinics
- Confederated Tribes of the Chehalis Reservation Wellness Center
- Disaster Medical Control Center
- Fire Districts
- Kaiser Permanente
- Lewis-Mason-Thurston Area Agency on Aging
- Local health care and urgent care clinics
- Nisqually Indian Tribe Health Services
- Northwest Healthcare Response Network
- Other local and regional health care stakeholders
- Private Ambulance Companies (AMR and Olympic)
- Providence Saint Peter Hospital and Family of Clinics
- Region 3 Healthcare Preparedness Coalition
- TCOMM 9-1-1
- Emergency Management Council Representatives
- Thurston County Medic One
- Thurston County Public Health and Social Services
- Thurston-Mason Behavior Health Organization
- 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 functions within the Thurston Region.

This function includes but is not limited to the following (from Thurston County ESF-8):

1. Assessment of medical/health needs
2. Health surveillance
3. Medical care personnel
4. Medical/health equipment and supplies
5. Patient evacuation
6. Patient care
7. Safety and security of drugs, biologics and medical devices
8. Blood and blood products
9. Food safety and security
10. Agriculture safety and security (See Thurston County CEMP ESF 11 for detailed information)

11. All-hazard public health and medical consultation, technical assistance and support.
12. Behavior health care
13. Public Health and medical information
14. Vector control (rats, pests, etc.)
15. Potable water
16. Wastewater and solid waste management
17. Mass fatality management

GOALS:

2. Housing Recovery Support Function

RSF LEAD:

Supporting Organizations:

- Community Action Council
- Community Investment Partnership
- Community Youth Services
- Continuum of Care
- Faith-Based Partners
- Habitat for Humanity
- Health and Human Services Council
- Homes First
- Housing Authority of Thurston County
- Interfaith Works
- Lewis-Mason-Thurston Area Agency on Aging
- 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
- Emergency Management Council Representatives
- 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.

1. Evaluate housing needs and capabilities and establish a Housing Recovery Strategy
2. Establish a baseline housing inventory and maintain up-to-date information on the status of the housing recovery
3. Identify and engage the region's range of resources to provide housing following a disaster

4. Identify resources and maintain flexibility to help residents remain in their home if their home is determined to be safe
5. Explore wide ranging options to provide interim housing
6. Identify suitable options for siting transitional shelters for people displaced from their homes
7. Coordinate housing repair/reconstruction volunteer resource management with NGOs, VOADs, and other local community organizations
8. Facilitate access to capital and construction resources to repair and rehabilitate homes
9. Help people guard against fraud and unsafe housing situations
10. Address rental affordability by bridging the federal disaster assistance gap for renters through local programs and assistance.
11. Assist communities with strategies to regulate and facilitate the rebuilding of communities' housing stock.
12. Assist communities with strategies to develop public and/or private low- and moderate-income housing.

GOALS:

3. Jobs and Economy Recovery Support Function

RSF LEAD:

Supporting Organizations:

- American Institute of Architects, South Sound Chapter
- Association of Washington Businesses
- Banking Partners
- National Federation of Independent Business
- Northwest Cooperative Development Center
- Local Government Community Planning and Economic Development Departments
- Olympia Downtown Alliance
- Port of Olympia
- Saint Martins University
- South Puget Sound Community College
- The Evergreen State College
- South Thurston Economic Development Initiative (STEDI)
- Tenino Area Chamber of Commerce
- Thurston County Chamber of Commerce
- Emergency Management Council Representatives
- Thurston Economic Development Council
- 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.

1. Evaluate needs and capabilities within the business sector and set recovery priorities.
2. Engage business networks from across the region to gather information, solve problems, and communicate with businesses.
3. Facilitate information flow between businesses and local governments and tribes.
4. Identify and recommend opportunities to amend regulatory, code compliance, and permitting issues to speed up the process of reopening disaster impacted businesses.
5. Identify and recommend opportunities to expedite procedures and authorities to support business operations.

6. Establish a system to identify and connect business needs with available resources.
7. Address opportunities to leverage the local workforce for recovery activities.
8. Improve businesses access to capital.
9. Develop and implement campaigns that promote local goods and services across the region.
10. Identify and recommend incentives to retain critical components of the Thurston Region's economy.
11. Establish and operate virtual and storefront Business Recovery Centers to support small- and medium-sized businesses.
12. Identify temporary, shared, or virtual spaces for businesses and service providers to operate.
13. Develop a coordinated communications strategy to share success stories to promote the strength of the region's economy.

GOALS:

4. Schools Recovery Support Function

RSF LEAD:

Supporting Organizations:

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

1. Coordinate recovery actions across public and private educational providers at all levels.
2. Establish a coordinated plan for restoring K-12 education, drawing on the assets and abilities of both the public and private school systems.
3. Assess and inventory the physical condition of school facilities to determine their interim operational capacities.
4. Identify opportunities to maximize access to childcare.
5. Coordinate efforts with OSPI, ESD 113, school districts, and community stakeholders to reestablish the public K-12 system.

6. 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).

GOALS:
