

ESF 14 – Long Term Recovery

ESF Coordinating Agency: Washington Military Department, Emergency Management Division (EMD)

Primary Agencies:

- Department of Commerce
- Department of Agriculture
- Department of Health
- Department of Social and Health Services
- Department of Archeology and Historical Preservation
- Department of Ecology

Support Agencies:

- Office of the Attorney General
- Conservation Commission
- Employment Security Department
- Department of Enterprise Services
- Office of Financial Management
- Department of Fish & Wildlife
- Office of the Governor
- Governor's Office of Indian Affairs
- Office of the Insurance Commissioner
- Department of Labor and Industries
- Department of Licensing
- Office of the Lieutenant Governor
- Military Department
- Washington National Guard
- Department of Natural Resources
- Parks and Recreation Commission
- Office of the Superintendent of Public Instruction
- Department of Revenue
- Office of the Secretary of State
- Washington State Patrol
- Department of Transportation
- Office of the State Treasurer
- Utilities and Transportation Commission
- Federal Emergency Management Agency
- U.S. Department of Agriculture
- U.S. Department of Commerce
- U.S. Department of Energy
- U.S. Department of Housing and Urban Development
- Small Business Administration

Support Organizations:

- Washington State Legislature
- Local Jurisdictions
- Tribal Governments
- American Red Cross
- Salvation Army
- Washington Voluntary Organizations Active in Disasters (WAVOAD)

I. Introduction

A. Purpose

ESF 14 is a coordinating and advisory function supporting local recovery efforts through a state-level structure to coordinate state and federal recovery resources, facilitate the transition of resources from response to recovery, and prepare Presidential Major Disaster Declaration (PDD) requests. ESF 14 also leads the development of a recovery-focused common operating picture through information sharing among agencies responsible for economic recovery, housing, infrastructure systems, mass care, and the preservation of natural and cultural resources.

The need for a common operating picture transcends response.

B. Scope

In Washington State, local and tribal governments are responsible for planning and managing community response and recovery, in partnership with non-governmental stakeholders, and with the technical support of state agencies. Some state agencies are tasked to assist disaster victims, and ESF 14 facilitates collaboration and information sharing to support the long-term recovery of impacted communities.

As response transitions to recovery, ESF 14 tracks and shares information on community needs and assists responding organizations in transitioning resources to the recovery mission, as appropriate. Based on the scope and magnitude of the incident, sections of the Washington Restoration Framework (WRF) may be activated, which provides context for how the whole community works together to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community. The WRF clarifies the State's role during recovery and provides a framework for the coordination of individual agency activities.

Recovery is a long-term and ongoing process, coordinated through ESF 14. ESF 14 will:

- Assist in the preparation of any Washington State PDD requests, including supporting damage assessments for both Individual and Public Assistance.
- Track and share information on the incident, needs, and available resources as related to recovery.
- Support responding organizations in transitioning to a recovery mission.
- Facilitate communication and coordination among agencies and organizations involved in disparate parts of the recovery process.
- Provide technical expertise and coordination services to impacted communities.

- Monitor the recovery process, including implementation of pre-defined hazard mitigation action items, adherence to Whole Community principles, and the creation and execution of a local, community-led long-term recovery organization (LTRO)

C. Policy

Washington's local jurisdictions and tribes are responsible for disaster response and recovery. ESF 14 functions as a coordinating entity to facilitate collaboration and information sharing among state and federal agencies and the development of a common operating picture in support of a local jurisdiction's and tribe's recovery priorities. The State recognizes the primacy of local and tribal governments and supports local recovery efforts at their request, which may include the Governor exercising his/her emergency powers.

State and local governments engaged in disaster assistance and recovery will comply with all applicable non-discrimination provisions contained in RCW 49.60, Discrimination – Human Rights Commission, as well as in Public Law 110-325, Americans with Disabilities Act (ADA) of 1990 as amended with ADA Amendments Act of 2008.

ESF 14 is organized in accordance with the National Disaster Recovery Framework (NDRF) and the WRF. The WRF has not been adopted and is currently being updated.

Emergency management and recovery in Washington is based on the Emergency Management Act (RCW 38.52) at the state level and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5121 et. seq.) at the federal level.

II. Situations and Assumptions

A. Situations

ESF 14 should be implemented during incidents where recovery may require the coordination of multiple jurisdictions or agencies, where the local jurisdiction lacks the capacity to manage recovery without technical assistance, or during any incident where a Presidential Emergency or Major Disaster Declaration may be requested.

B. Limitations & Assumptions

ESF 14 is most effective when implemented immediately during an incident to focus on:

- Collecting information from all partner agencies and organizations and developing a recovery-focused common operating picture.
- Sharing the common operating picture with other agencies and preparing those agencies for involvement in short and long-term recovery.

- Coordinating recovery-focused resources and the transition of other resources from response to recovery.
- Assessing local recovery and mitigation strategies and goals.

The Planning Section in the SEOC prepares the Incident Action Plans and is the primary source of operational information or resource availability information. ESF 14 does not supplant the Planning Section as the source of this information.

Recovery is a long-term and ongoing process that starts with the incident, engages the Whole Community, and is community-driven.

III. Concept of Operations

A. General

Activities related to ESF 14 begin immediately with incident response. When ESF 14 is implemented in the state's Emergency Operations Center (SEOC), it falls under the Operations Section Chief, in accordance with the SEOC ICS/ESF hybrid structure. ESF 14 coordinates with Public Assistance, Individual Assistance, Recovery Core Capability Leads, and other state agencies with potential recovery roles to gather and disseminate information on the extent of damages, anticipated unmet needs, and other activities related to recovery. ESF 14 will work to gather, synthesize, and distribute pertinent information to all recovery partners, especially those partners identified as Primary Agencies for ESF14 or executors of ESF 14 core capabilities.

During the transition from response to recovery, ESF lead and other state agencies may continue to have roles and responsibilities related to recovery which no longer fit the SEOC's ESF structure. As agencies and resources prepare to demobilize, ESF 14 will work to identify resources which may align with the ongoing recovery structure. ESF lead and other state agencies with a recovery role will organize based on the Recovery Core Capabilities, as described in Washington State's Threat/Hazards Identification & Risk Assessment (THIRA).

In most incidents this process is performed within the Washington Emergency Management Division, although the Governor may appoint a State Disaster Recovery Coordinator following a complex incident. The appointed State Disaster Recovery Coordinator will provide technical expertise and facilitate the impacted jurisdiction's relationship with other local, state, and federal organizations.

Upon implementation, ESF 14 will initiate the following steps to identify and notify the appropriate Primary and Supporting agencies:

- Identify the situation, type of incident, likelihood of cascading events, and the current command structure.

- Determine which agencies are currently active as leads of specific ESFs. Engage these agencies appropriate to their involvement in disaster response efforts.
- Collect incoming information; observe and record resource prioritization; record resource gaps that may impact recovery.
- Coordinate the transition of partner-agency resources to recovery efforts if the agency is currently involved in response, or the resources of agencies beginning engagement following the conclusion of short-term response activities.
- Monitor partner agency execution of Recovery Core Capabilities and the associated Recovery Support Functions (RSF) described in the NDRF.
- Evaluate partner efforts and locate gaps and opportunities for improvement; avoid duplication of effort, wasted resources, or the inappropriate deployment of recovery resources.
- Engage with the Whole Community to offer state resources. Offer technical support or guidance on best practices as appropriate or requested.
- Promote the application of Whole Community principles.
- Monitor the implementation of hazard mitigation action items.

B. Organization

ESF 14 in the State Emergency Operations Center

ESF 14 is located within the SEOC Operations Section, and is often led by the EMD Recovery Coordinator. The following is a sample information sharing structure for ESF 14.

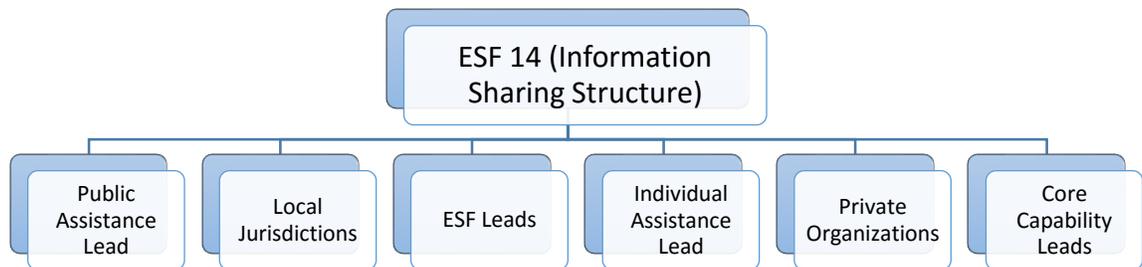


Figure 1 – Example ESF 14 Information Sharing Structure

As part of the Operations Section in the SEOC, ESF 14 will report directly to the Operations Section Chief, while maintaining regular communications with the Planning Section and the ESF Coordinating Agencies that represent Recovery Support Functions and Recovery Core Capabilities, including:

- ESF 1 – Transportation – Department of Transportation
- ESF 2 – Communications – Military Department
- ESF 3 – Public Works and Engineering – Department of Enterprise Services
- ESF 6 – Mass Care – Department of Social and Health Services
- ESF 7 – Resource Support – Department of Enterprise Services
- ESF 8 – Public Health and Medical Services – Department of Health
- ESF 10 – Hazardous Materials – Department of Ecology
- ESF 11 – Agriculture and Natural Resources – Department of Agriculture
- ESF 12 – Energy – Department of Commerce
- ESF 13 – Public Safety and Law Enforcement – State Patrol
- ESF 15 – External Affairs – Emergency Management Division

ESF 14 facilitates information transfer from each ESF to other Recovery Core Capability agencies. For example, as the EMD Recovery Coordinator gathers information from these ESFs, the Planning Section, and other sources, it is compiled and communicated to the leads for each Recovery Core Capability and then to the leads for the EMD's Public Assistance and Individual Assistance programs.

ESF 14 in the Joint Field Office (JFO)

The JFO is the central coordination point among state, local, tribal, and federal governments, as well as private-sector and nongovernmental entities that are providing recovery assistance. The JFO provides a temporary field facility to co-locate State EMD and the Federal Emergency Management Agency (FEMA) staff and functions for the purpose of coordination and process integration. The JFO is

structured to accommodate all entities (or their designated representatives) essential to incident management, information sharing, and the delivery of disaster assistance and other support.

General functions of JFO recovery personnel will include:

- Conducting actions consistent with the provisions of the Stafford Act to assist citizens and public officials in promptly obtaining assistance.
- Coordination and monitoring of federal and state disaster recovery assistance programs and dissemination of information.

ESF 14 plays an important role in coordinating information sharing with the JFO following a federally-declared event. One of the most important roles of the JFO is to transition disaster management and coordination activities from the SEOC to the JFO, a function that corresponds to the transition from response to recovery and is aligned closely with ESF 14's mission.

Following a federally-declared incident, ESF 14 may work out of the JFO, and in most cases should stay in close contact with the State Coordinating Officer, Operations Section Chief, Public Assistance and Individual Assistance leads, and recovery core capability agency liaisons.

For more information on the JFO structure and function, please see Appendix 2.

Transition to Recovery Support Functions

ESF 14 supports the transition of resources from incident response to recovery operations, and helps reorganize resources in accordance with the Recovery Support Functions (RSFs).

The following table lists each Primary and Support Agency along with the Recovery Support Function under which its duties fall.

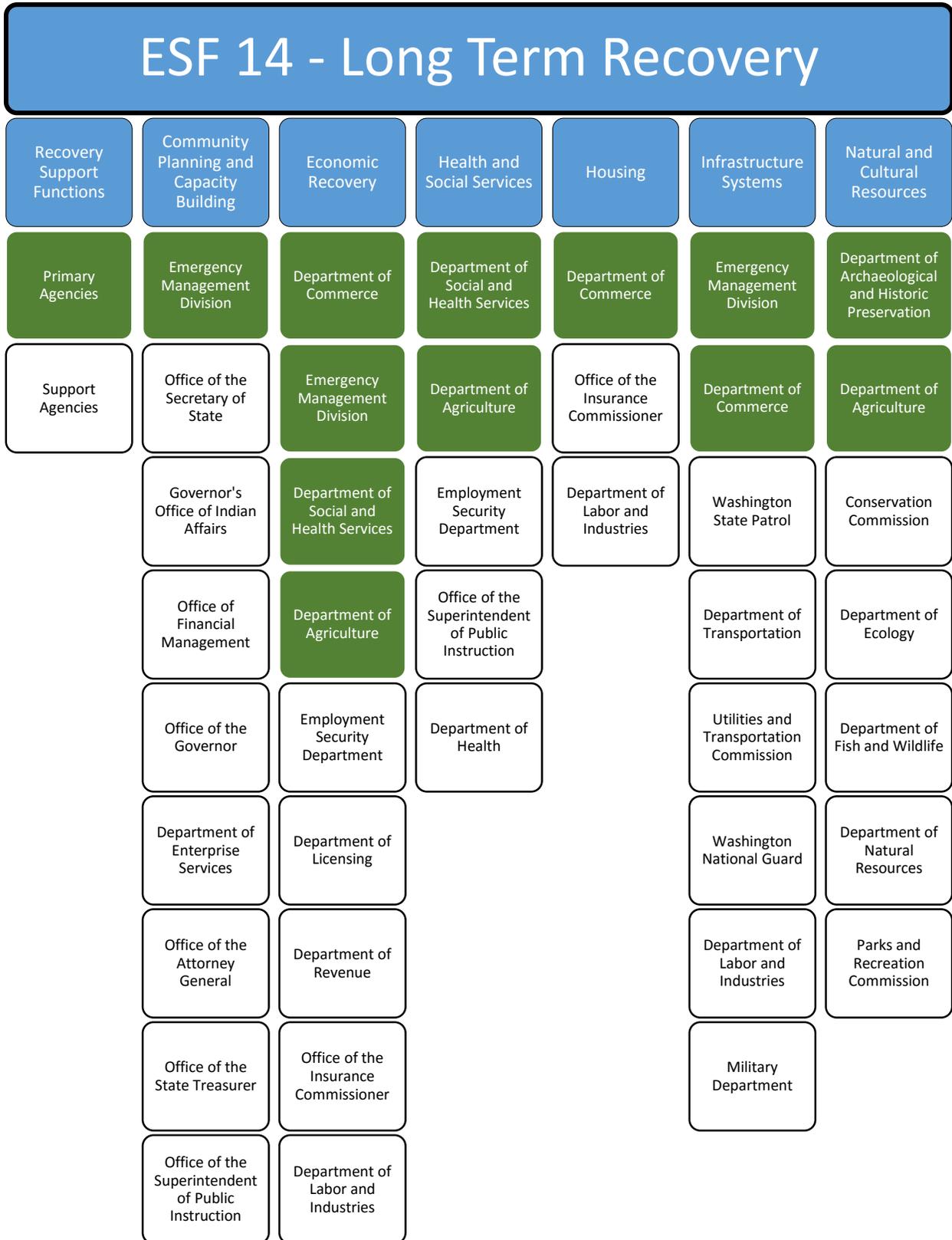


Figure 2 – Primary (Green) and Supporting Agencies Organized by RSF (Blue)

Incidents Involving Advanced Interagency Coordination

The recovery organizational structure will be described in the WRF. ESF 14 will be updated after the WRF has been published. The WRF will outline the roles of agencies involved in recovery, procedures for the governor to appoint a State Disaster Recovery Coordinator, and processes the state may engage to assist with recovery from incidents based on magnitude and local capacity.

As appropriate during incidents, the EMD Recovery Coordinator may request to convene and deploy, as a recovery field team or through the JFO, agency or community members with capabilities that are needed to specifically address locally-determined recovery needs. For more complex incidents representatives from multiple agencies, government, voluntary organizations, the private sector, and the impacted community may be convened by a governor-appointed State Disaster Recovery Coordinator.

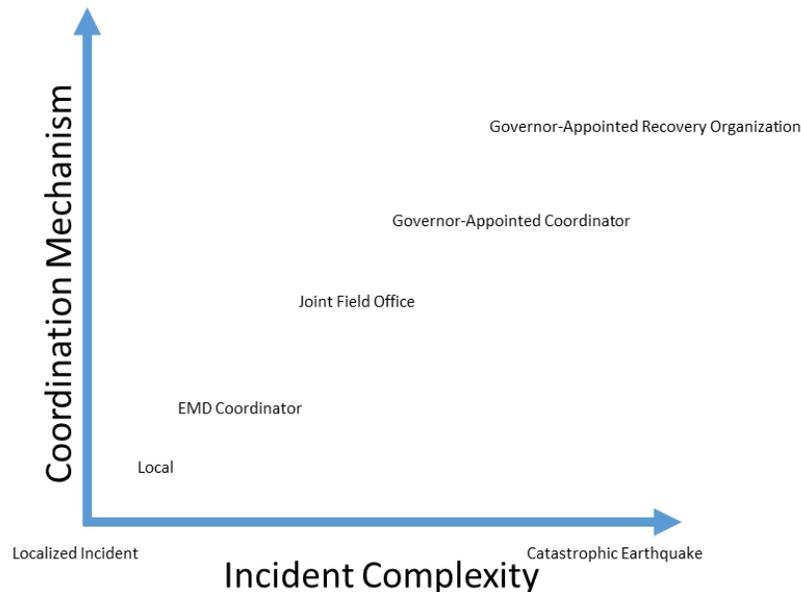


Figure 3 – Sample Relationship: Incident Complexity and Coordination Structure

ESF 14 as Liaisons to a Local Long-Term Recovery Organization

ESF 14 will work with key RSF partners to support the community as local leadership builds a local long-term recovery organization and implements recovery and mitigation plans.

Long-term recovery organizations (LTROs) are local organizations which provide a platform for recovery agencies/groups to connect, communicate, collaborate, and cooperate to meet the needs of individuals, families, and communities.

LTROs adjust membership depending on the situation. An LTRO can be comprised of only tribal/county/city government officials/special districts; a mix of government agencies, private individuals, businesses, and non-profit entities; or solely non-profit, community, and/or faith-based organizations.

The state will support any LTRO structure a jurisdiction chooses to create. For small and/or localized incidents, the state will coordinate with the LTRO via individual agency liaisons; if a JFO is stood up, liaisons from these organizations will be used to coordinate state agency activities with local LTROs.

C. Whole Community Involvement

A successful Whole Community recovery process assesses local assets and capabilities, bolsters identified weaknesses, and supports locally-driven solutions. This includes, but is not limited to, inclusive disaster planning, supporting local recovery organizations and processes, developing partnerships with supportive groups and agencies, and ensuring a place at the table for government, residents, NGOs, businesses, churches, advocacy organizations, and other stakeholders.

ESF 14 is committed to supporting the development, maintenance, and function of a community-based LTRO as well as Whole Community involvement in recovery at the state and local agency level. ESF 14 will support agency and community recovery processes, identifying opportunities to be supportive of the needs of all communities. To do this, ESF 14 will engage what FEMA calls “this larger collective emergency management team,” which includes partners at all levels of government, private industry and non-profits, and families, and communities. ESF 14 must account for the composition of the community and individual needs to support community-based accessibility, regardless of age, economics, or accessibility requirements. ESF 14 will monitor long-term community recovery programs for effectiveness in engaging all aspects of the community.

While a Whole Community strategy goes beyond inclusive recovery planning, ESF 14 recognizes that disasters disproportionately impact lower-income and marginalized communities, and those that are functionally less able to recover due to specific barriers. Washington contains many of these communities, ranging from the 98118 zip code in Seattle, one of the most linguistically diverse in the United States, to Whitman County, with a poverty rate estimated at over 28% (U.S. Census).

ESF 14 recognizes that inclusion and accessibility is about more than language translation. Inclusion and accessibility means a concerted effort to engage locally-identified populations with limited English proficiency (LEP), disabilities, or other conditions that limit access to recovery services, and to promote effective resource accessibility – that is, that no impacted individuals face a unique burden in securing resources for which they qualify, and that are available to others.

ESF 14 will track recovery activity against specific metrics, including:

- The process by which the impacted jurisdiction compiles data on the Whole Community, including populations with specific accessibility needs, as well as the overall impact of the incident on these groups and the implementation of any local LEP plan. If necessary, ESF 14 will assist in the compilation of these data.
- The procedures used by the impacted jurisdiction to track and meet recovery progress and equitability criteria.
- Distribution of Individual Assistance and Public Assistance resources to projects benefitting traditionally disadvantaged segments of a community.
- Success in engaging businesses and non-governmental organizations; the community's success in securing resources from private organizations.
- Overall outcomes and gaps in recovery and opportunities to improve.

As a coordinating and advisory function, ESF 14 helps local recovery efforts by connecting people with resources, developing partnerships between government, private, and non-profit actors, and providing the technical support needed to identify and support inclusive outcomes.

IV. Activities & Actions: Mitigation / Preparedness / Response / Recovery

Recovery planning is an essential part of preparedness, mitigation, and response. Many activities included in response, such as temporary housing and debris removal, are the first phases of recovery. Recovery is also where many of the strategies and action items identified through the mitigation program are implemented.

As a preparedness activity, pre-disaster recovery planning has multiple roles. Recovery planning helps the community confront the question of *what* they are preparing *for* and the impact of incidents on their communities. Recovery planning further supports preparedness through programs such as the adoption of a model ordinance to speed post-disaster redevelopment and the identification of resources that will stay on to help rebuild.

ESF 14, implemented during a disaster, will be significantly bolstered if a community has engaged in specific mitigation, preparedness, and recovery planning activities before the incident. The EMD Recovery Coordinator will work with communities prior to incidents to help establish recovery planning and raise awareness of how a community can take important steps to prepare for recovery within existing planning regimen.

In any case, communities should turn to local and state Hazard Inventory and Vulnerability Assessments (HIVA) and Threat, Hazard, Identification and Risk

Assessment (THIRA) documents as well as existing Comprehensive Emergency Management (CEMP) and Hazard Mitigation Plans to support pre-disaster recovery planning. These documents help indicate what kind of recovery may be required and which areas are most vulnerable – and therefore most likely to be damaged or destroyed during an incident.

Mitigation:

Pre-Disaster

ESF 14 will engage with the state Hazard Mitigation Grant Program and with local jurisdictions developing hazard mitigation plans to encourage the inclusion of recovery planning principles. Specifically, jurisdictions will be encouraged to address how mitigation strategies will be carried out through recovery. Some strategies for this include:

- The development of long-term recovery strategies and mitigation action items that would help speed recovery.
- The creation of a recovery plan as a mitigation strategy – mitigate the risk of a long and damaging recovery by planning for it ahead of time.
- Leverage vulnerabilities identified in the HIVA to estimate the cost of recovery to those areas – and what they would need to do to build back better.

Post-Disaster

- Monitor the implementation of mitigation plan action items and provide updates on success to impacted jurisdiction emergency managers.
- Support jurisdictions seeking mitigation funds under the hazard mitigation grant program (HMGP) and other relevant programs, where appropriate and supported by a Presidential Major Disaster Declaration.

Preparedness (includes Prevention and Protection):

Pre-Disaster

ESF 14 will work to expand the definition of preparedness at a local level to include activities that prepare for recovery. Specifically, communities will be encouraged to develop recovery ordinances and work to align their existing response, mitigation, and land use plans with long-term recovery goals. The EMD Recovery Coordinator will seek opportunities to meet with local jurisdictions to help develop local strategies for integrating recovery planning into existing planning processes. Important recovery-focused activities that can enhance a jurisdiction's preparedness include:

- The identification of vulnerable areas and development of hazard-specific plans.

- The inclusion of recovery principles in mitigation, response, land use, and other plans.
- The identification of long-term partners through the Washington Mutual Aid System (WAMAS) and private organizations that will support the community throughout the recovery process.
- Community-focused discussions on resilience topics.
- The identification of a long-term recovery organization model the community would like to use following an incident.
- The development of a post-disaster organizational structure that defines which positions are responsible for leading and supporting recovery.

Post-Disaster

- Evaluate the effectiveness of pre-disaster preparedness activities.
- Where possible, secure resources to protect against cascading events.

Response:

ESF 14 is part of a community's CEMP. As such, ESF 14 is implemented during an incident and works to inject recovery consciousness into response operations.

Pre-Disaster

In conducting response planning, the first, best step a community can take is to develop an ESF 14 that:

- a. is integrated into the CEMP, other local plans, and with other ESFs,
- b. is consistent with the community's RSFs as laid out in FEMA's NDRF, and
- c. clearly lays out a coherent organizational structure to support recovery activities following a disaster.

Post-Disaster

During an incident, ESF 14 will engage with partner agencies and organizations to:

- Collect information from other ESFs, outside sources, and responding organizations on casualties, damages, displacements, debris, and other relevant subjects that will support efforts once response transitions to recovery.
- Support the transition of resources from response to recovery.

- Support the Initial Damage Assessment (IDA) and Preliminary Damage Assessment (PDA) programmatic operations.
- Draft Presidential Major Disaster Declaration requests for Individual Assistance and/or Public Assistance as appropriate.
- Compile and transmit information on specific needs to partner agencies responsible for managing those needs as defined in the recovery support functions.

Recovery:

ESF 14-Long Term Community Recovery is the current recovery document for Washington State. The WRF, when finalized, will provide the Governor and the Legislature with a framework to initiate and accelerate the process for recovery following a catastrophic incident of unprecedented scope and impact.

Pre-Disaster

To support long-term recovery, the EMD Recovery Coordinator will work to complete the Washington Restoration Framework. The framework will be developed in partnership with state agencies, local governments, private organizations, and community groups.

To support long-term recovery planning at the local level, the EMD Recovery Coordinator will:

- Engage local communities and jurisdictions to advocate for enhanced recovery planning and offer options for accomplishment either through provision of model recovery planning documents and information or through access to existing plans.
- Work with jurisdictions and the EMD to improve local CEMP ESF 14.
- Work with EMD leaders to incorporate recovery-focused language into other programs, including hazard mitigation and response training.
- Support grant programs for mitigation and preparedness.
- Support the State Administrative Plans for the Individual and Households Program and Public Assistance Program.

Post-Disaster

Following an incident, the EMD will coordinate with Primary and Support agencies to implement ESF 14 and the WRF as appropriate, to include the following:

- Identify needs under all 6 RSFs and coordinate with the agencies responsible to fill those needs. The 6 RSFs are Community Planning & Capacity Building, Economic Recovery, Health and Social Services, Housing, Infrastructure Systems, and Natural and Cultural Resources.
- Coordinate and conduct an Initial Damage Assessment (IDA) and Preliminary Damage Assessment (PDA) in support of potential requests for Presidential Emergency and Major Disaster Declarations.
- Draft and transmit the request for a Presidential Declaration and/or a Small Business Administration (SBA) Declaration, to the Governor’s Office.
- Coordinate and disseminate information to partner agencies and organizations.
- Convene and deploy recovery field teams as appropriate.
- Begin the engagement and technical support process with local organizations and jurisdictions to help start the recovery process.
- Assess the implementation of mitigation action items and strategies previously identified in the hazard mitigation plans.
- Support the organization and work of community-based long-term recovery organizations.
- Assist communities and residents in identifying and securing grant and other resource or assistance opportunities.

V. ESF Responsibilities Aligned to Core Capabilities

The following table aligns the Core Capabilities that this ESF most directly supports, and the agencies and organizations which provide services and resources in accordance with their individual missions, legal authorities, plans and capabilities in coordination with the State Emergency Operations Center (SEOC) and ESF 14. **All ESFs support the core capabilities of Planning, Operational Coordination, and Public Information and Warning.**

Coordinating State Agency	Responsibilities	Core Capabilities
<p>Washington Military Department, Emergency Management Division</p>	<ul style="list-style-type: none"> • Coordinate statewide recovery and restoration activities following an emergency or disaster through the SEOC, JFO, and/or Recovery Coordinator as needed. • Administer the Hazard Mitigation Grant Program (HMGP), other 	<ul style="list-style-type: none"> • Economic Recovery • Infrastructure Systems • Community Resilience

	<p>mitigation programs, Individual and Household Program (IHP), and Public Assistance (PA) Program.</p> <ul style="list-style-type: none"> • Coordinate the collection and evaluation of damage information. • Initiate Emergency Proclamations and Presidential Declaration requests. • Prepare detailed administrative procedures to implement damage assessment programs. • Provide and encourage attendance at disaster assistance and damage process training. • Provide staff for the SEOC and JFO. • Track reimbursement costs. • Assist with public information support. • Support local or tribal recovery planning and implementation. • Coordinate with FEMA and Department of Archaeology and Historic Preservation (DAHP) to implement Section 106 consultation on cultural and historic resources • Coordinate recovery and restoration activities with local jurisdictions, adjacent states, and provinces. • Conduct a joint SBA damage assessment when the extent of damage to businesses and households meets SBA Disaster Loan Program criteria but does not warrant pursuit of a Presidential Declaration. 	
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Primary Agencies	Responsibilities & Actions	Core Capabilities
<p>Department of Commerce</p>	<ul style="list-style-type: none"> • Continue appropriate activities outlined in ESFs 6 & 12. • Coordinate with Economic Recovery and Housing Core Capability agencies. • In partnership with EMD and local/tribal jurisdictions, coordinate the effort to determine economic impact of the disaster • Lead the Disaster Housing Task Force if 	<ul style="list-style-type: none"> • Economic Recovery • Housing • Infrastructure Systems • Community Resilience

	<p>activated.</p> <ul style="list-style-type: none"> • Enhance and promote sustainable community and economic vitality in Washington. • Prepares and updates energy supply plans; coordinates energy distribution issue response. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	
Department of Agriculture	<ul style="list-style-type: none"> • Continue appropriate activities outlined in ESF 11. • Coordinate with Economic Recovery and Natural & Cultural Resources Core Capability agencies. • Draft and transmit the request for an Agricultural Disaster Declaration to the Governor’s Office. • Assist with public information support, including formulating and disseminating information on agricultural, food supply, and food safety issues. • Promote and assist in the restoration of the economic vitality of the agriculture industry. • Manage long-term restrictive measures on adulterated food and livestock; implement control measures of foodstuffs and water in Food Control Areas (FCAs). • Provides response for animal/plant disease outbreaks or cascading events. • Provides pesticide disposal services. • Provides Public sector lead to Food and Agriculture sector of the State Critical Infrastructure program. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Economic Recovery • Health & Social Services • Natural & Cultural Resources
Department of Health	<ul style="list-style-type: none"> • Continue appropriate activities outlined in ESF 8. • The core recovery capability for public 	<ul style="list-style-type: none"> • Health & Social Services

	<p>health and medical services is to restore and improve public health and medical systems to promote the resilience, health (including behavioral health), independence, and well-being of the whole community.</p> <ul style="list-style-type: none"> • Support Local Health Officers in recovery efforts in their jurisdictions. • Working with local health officials, develop and distribute health advisory information to the public. • Coordinate the comprehensive assessment of public health and medical system impacts during emergencies. • Coordinate with Health and Social Services Core Capability agencies, including the Health Care Authority and DSHS. • Coordinate with federal health and social services agencies, including U.S. HHS, SAMHSA, Centers for Disease Control and Prevention, and ATSDR. • Lead the recovery of the healthcare system, including public health, mental and behavioral health, and medical systems. • Increase awareness of all health threats, including health inequities, features of the built environment, and preventive actions so communities can recover healthier than they may have been previously. • Procure the equipment, training, and other resources needed to protect public health agency staff and healthcare workers during recovery efforts. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	
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<p>Department of Social & Health Services</p>	<ul style="list-style-type: none"> • Continue appropriate activities outlined in ESF 6. • Coordinate with Health & Social Services Core Capability agencies. • Administer the Crisis Counseling Program and DSNAP. • Support the recovery of people with disabilities or additional needs through partnerships with specialized organizations. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Health & Social Services • Economic Recovery
<p>Department of Archaeology & Historic Preservation</p>	<ul style="list-style-type: none"> • Coordinate with Natural & Cultural Resources RSF agencies. • Administers federal and state historic preservation and cultural resource protection statutes and programs. • Provides technical assistance to agencies, organizations and individuals to preserve buildings, structures, districts, sites, and objects, and landscapes in impacted areas. • Administers the Main Street Program and partners with downtown businesses and property owners. • Coordinate with FEMA and EMD in fulfillment of Section 106 of the National Historic Preservation Act and Governor’s Executive Order 0505. • Consults with tribal governments to protect significant cultural resources. • Houses and manages the Washington State Inventory of Cultural Resources; inventory data is now in GIS data layers in DAHP’s WISAARD system; makes data available through data sharing agreements. • Responsible for non-forensic human remains discoveries and repatriation to appropriate tribes, families, organizations. • Issues permits for excavating archaeological sites; has authority to investigate and issue 	<ul style="list-style-type: none"> • Natural & Cultural Resources

	<p>civil penalties for disturbing an archaeological site.</p> <ul style="list-style-type: none"> • Supports 53 local historic preservation programs; provides grants for preservation activities. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	
<p>Department of Ecology</p>	<ul style="list-style-type: none"> • Continue appropriate activities outlined in ESF 10. • Coordinate with Health & Social Services and Natural & Cultural Resources Core Capability agencies. • Monitor federal environmental decontamination activities. • Recommend the continuation or relaxation of protective measures. • Monitor suspected contamination of state waters resulting from an emergency or disaster. • Coordinate with and assist the Department of Health and the Department of Agriculture in developing and implementing procedures for the sampling of food crops, waterways, and other environmental media that may be contaminated. • Identify hazards and assist with offsite cleanup of hazardous materials. • Administer Flood Plain Management and other programs. • Support volunteer management and credentialing through the Washington Conservation Corps, if activated. • Coordinates with DAHP and other entities and Tribes on Oil Spill Response Team • Coordinate recovery-related loans and grants through the Emergency Water Revolving Account and other sources administered by Ecology. • Support SEOC, JFO, and/or the Recovery 	<ul style="list-style-type: none"> • Natural & Cultural Resources

	Coordinator, upon request.	
Support Agency	Responsibilities & Actions	Core Capabilities
Office of the Attorney General	<ul style="list-style-type: none"> • Consult on policy decisions. • Provide legal advice and representation. • Review agreements, contracts, and other documents for legal sufficiency, form, and content. • Enforces consumer protection laws to safeguard consumers from fraud or unfair business practices. • Provide legal support to the SEOC, JFO, Recovery Coordinator, state officers, elected officials, and agencies. 	<ul style="list-style-type: none"> • Economic Recovery • Health & Social Services • Housing • Infrastructure Systems • Natural & Cultural Resources
Washington State Conservation Commission	<ul style="list-style-type: none"> • Outreach to local agricultural community through conservation districts. • Through conservation districts, work with local requestors on to access local, state, and federal disaster recovery resources. • Coordinate educational and outreach events to the public affected by emergencies or disasters • Administer cost share disaster recovery programs to affected private landowners. • Coordinate with local, state and federal governmental agencies to sponsor disaster recovery projects in affected communities. • Promote and assist in the restoration of the economic vitality of the agricultural community. 	<ul style="list-style-type: none"> • Natural & Cultural Resources • Economic Recovery
Employment Security Department	<ul style="list-style-type: none"> • Continue appropriate activities outlined in ESF 5, 6, and 15. • Coordinate with Economic Recovery Core Capability agencies. • Administer the Disaster Unemployment Program when the program is activated as part of a Presidential Disaster Declaration. • Support the unemployment, employment, and career needs of employers and job 	<ul style="list-style-type: none"> • Economic Recovery • Health & Social Services

	<p>seekers.</p> <ul style="list-style-type: none"> • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	
<p>Department of Enterprise Services</p>	<ul style="list-style-type: none"> • Continue appropriate activities outlined in ESF 7. • Provides oversight, coordination, and contract support of ESF 3, including the debris removal mission. • Manage the logistics and supply of food, relief supplies to government and voluntary organizations. • Provides appropriate motor vehicles to the SEOC and other response and recovery agencies on a priority basis during an emergency or disaster. • Support the relocation of state offices when necessary and the state payroll system. • Coordinates with Department of Archeology and Historical Preservation on managing Capitol Campus Historic District and other historic state-owned properties. • Manage DES disaster related grant programs. • Provides confidential and professional help to state agencies and employees to resolve personal or work-related problems, including workplace consultations and critical incident management services, during and following emergencies and disasters through the Employee Assistance Program (EAP). • Advises state agency human resource leaders on personnel matters during emergencies and disasters in collaboration with the Attorney General’s Office and the Labor Relations Office. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Health & Social Services • Infrastructure Systems • Economic Recovery • Housing • Natural and Cultural Resources
<p>Office of Financial Management</p>	<ul style="list-style-type: none"> • Provide state agencies access to funding for response and recovery activities if available, 	<ul style="list-style-type: none"> • Community Resilience

	<p>and work with the Legislature to provide additional funding if necessary.</p> <ul style="list-style-type: none"> • Coordinate with the Legislature to ensure appropriation of the match required for the acceptance of some federal grant funds. • Assists other state agencies with funding aspects of emergency or disaster program funds. • Administer the state Community Emergency Response Team (CERT) program. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Health & Social Services • Economic Recovery • Housing • Infrastructure Systems • Natural & Cultural Resources
Department of Wildlife	<ul style="list-style-type: none"> • Continues appropriate activities as a primary agency of ESF 11. • Provides personnel to assist with public safety, search and rescue, and other activities. • Coordinate with Natural & Cultural Resources Core Capability agencies. • Monitor the effects of contamination on fish and wildlife. • Supports impacted jurisdictions with environmental recovery through administered grant programs. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Natural & Cultural Resources
Office of the Governor	<ul style="list-style-type: none"> • Transmit the Governor’s disaster declaration requests to the appropriate federal agency. • Appoint the State Coordinating Officer. • Provide recovery priorities for the State as needed. • Support SEOC, JFO, and/or the Recovery Coordinator. 	<ul style="list-style-type: none"> • Community Resilience • Health & Social Services • Economic Recovery • Housing • Infrastructure Systems • Natural & Cultural Resources
Governor’s Office	<ul style="list-style-type: none"> • Monitor the effects of an emergency or 	<ul style="list-style-type: none"> • Community

<p>of Indian Affairs</p>	<p>disaster in tribal lands.</p> <ul style="list-style-type: none"> • Support post disaster coordination with tribal governments and off reservation Native Americans to facilitate their access to recovery programs. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. • Coordinates with state agencies, tribes, and DAHP on historic reviews under Executive Order 0505. 	<p>Resilience</p> <ul style="list-style-type: none"> • Health & Social Services • Economic Recovery • Housing • Infrastructure Systems • Natural & Cultural Resources
<p>Office of the Insurance Commissioner</p>	<ul style="list-style-type: none"> • Provide licensing, regulation, enforcement, and consumer advocacy services to assist citizens and businesses and ensure proper insurance recovery for disaster related damages and impacts. • Issue emergency orders regarding claim reporting, grace periods, postponements, renewals, cancellations, and other steps authorized by RCW 48.02.060(4). • Authorizing property and casualty insurers to participate in a Market Assistance Plan authorized under RCW 48.22.050 or Joint Underwriting Associations as authorized by the legislature. • Review rates and forms for compliance with state and federal law; tax and fee assessment and collection. • Coordinate and monitor emergency response and recovery with the insurance industry; verify settlements and claims on valid insurance policies. • Determine if insurance, as required for federal assistance, relates to the type(s) of hazards described in the Presidential Declaration and if the insurance levels required are reasonable and available. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Community Resilience • Economic Recovery • Housing • Health & Social Services
<p>Department of</p>	<ul style="list-style-type: none"> • Coordinate with Economic Recovery Core 	<ul style="list-style-type: none"> • Economic

<p>Labor & Industries</p>	<p>Capability agencies.</p> <ul style="list-style-type: none"> • Enforce rules that protect workers from hazardous job conditions to assure workplace safety, including for those involved in recovery and response activities. • Maintain information on the adequacy of personal protective equipment (PPE) for chemical and radiological incident response. • Support evaluation of mobile homes and other manufactured structures for damage and occupancy. • Support evaluation of installations, housing, and work establishments for electrical safety. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<p>Recovery</p> <ul style="list-style-type: none"> • Infrastructure Systems • Housing
<p>Department of Licensing</p>	<ul style="list-style-type: none"> • Coordinate with Economic Recovery Core Capability agencies. • Support individuals, families, and businesses replace vital records that were lost, damaged, or destroyed. • Coordinates with DAHP on abandoned cemeteries and burials. • Verify credentials of non-medical personnel active in recovery. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Economic Recovery
<p>Office of the Lieutenant Governor</p>	<ul style="list-style-type: none"> • May assume direct control over a disaster operation from any SEOC. • Liaises with governors of other states for disaster-related matters. • Requests federal assistance from the President or appropriate federal agencies as needed. • Assumes authority of governor if incumbent is out of state or unable to serve. 	<ul style="list-style-type: none"> • Community Resilience • Health & Social Services • Economic Recovery • Housing • Infrastructure Systems • Natural & Cultural Resources

<p>Military Department</p>	<ul style="list-style-type: none"> • Manages the Emergency Management Division and the Washington National Guard. • Manages external communications through ESF 15. • Maintains communications, information, and monitoring equipment through ESF 2. 	<ul style="list-style-type: none"> • Infrastructure Systems
<p>Washington National Guard</p>	<ul style="list-style-type: none"> • Assist state agencies and local jurisdictions with available resources, as requested and coordinated through the SEOC and JFO. • Prepare and implement other recovery and restoration activities which fall within the agency/department’s area of responsibility. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Infrastructure Systems
<p>Department of Natural Resources</p>	<ul style="list-style-type: none"> • Continue with activities outlined in ESF 4 and ESF 11. • Provide damage assessment estimates for DNR-managed lands. • Coordinate debris removal, land reclamation, and reconstruction on DNR lands. 	<ul style="list-style-type: none"> • Natural & Cultural Resources
<p>Parks and Recreation Commission</p>	<ul style="list-style-type: none"> • Make state parks and recreation facilities available to support the recovery and restoration effort. • Provide damage assessments on state parks, recreation facilities, and other state facilities through the PDA process. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Natural & Cultural Resources
<p>Office of the Superintendent of Public Instruction</p>	<ul style="list-style-type: none"> • Coordinate the availability of school facilities during emergencies and recoveries. • Collect information on initial damage assessment estimates for the PDA process and any disaster declaration request. • Assist impacted districts and/or federal agencies in repairing or replacing damaged school facilities and in conducting damage inventories. 	<ul style="list-style-type: none"> • Health & Social Services

<p>Department of Revenue</p>	<ul style="list-style-type: none"> • Adjust tax reporting/collection requirements to allow for business resumption. • Assist in compiling statistics related to the fiscal impacts of the emergency or disaster. • Develop procedures to evaluate and assess damage to forests as well as marketability and tax impacts. • Provide assistance to local jurisdictions for maintenance or reconstruction of tax records. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Economic Recovery
<p>Office of the Secretary of State</p>	<ul style="list-style-type: none"> • Assist state and local jurisdictions in the preservation of records and the restoration of damaged records. • Expedite the processing of gubernatorial orders. • Identify private and non-profit organizations for eligibility for federal disaster relief programs pursuant to Public Law 93-288. 	<ul style="list-style-type: none"> • Health & Social Services • Economic Recovery • Natural & Cultural Resources
<p>Washington State Patrol</p>	<ul style="list-style-type: none"> • Continue appropriate activities outlined in ESF 13. • Implement and coordinate traffic control on state roads, as needed. • Support SEOC and JFO upon request. 	<ul style="list-style-type: none"> • Infrastructure Systems
<p>Washington State Department of Transportation</p>	<ul style="list-style-type: none"> • Continue appropriate activities outlined in ESF 1. • Coordinate with Infrastructure Systems Core Capability agencies. • Lead the long-term recovery of state highway systems. • Assess damage to public roads and infrastructure. • Coordinate with the State Patrol for the traffic control on the state highway systems, as needed. • Conduct debris clearance and removal from the state highway systems. 	<ul style="list-style-type: none"> • Infrastructure Systems

	<ul style="list-style-type: none"> • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	
Office of the State Treasurer	<ul style="list-style-type: none"> • Assist state agencies as they help communities by managing their state account fund balances, as approved by the Office of Financial Management pursuant to state statute. • Expedite emergency or disaster payments pursuant to state statutes. 	<ul style="list-style-type: none"> • Economic Recovery
Utilities & Transportation Commission	<ul style="list-style-type: none"> • State ESF-2 (Communications) and ESF-12 (Energy) reporting as defined in the CEMP essential service function role and scope during emergency operations and in compliance with specific regulated utility statutes and rule requirements. 	<ul style="list-style-type: none"> • Infrastructure Systems

Supporting Federal and Community Organizations	Responsibilities & Actions	Core Capabilities
American Red Cross	<ul style="list-style-type: none"> • Continue appropriate activities outlined in ESF 6. • Support individuals and households recovering from the disaster. • Provide communities with preparedness information and education • Provide agency gathered situational awareness (e.g. Disaster Assessment), upon request. • Provide disaster affected individuals and families with initial emergency recovery assistance. • Support and participate in Multiagency Resource Centers (MARC) activated to connect disaster affected communities with resources. • Participate in the formation and on-going work of Long Term Recovery Groups, where appropriate • Provide, with client consent, LTRGs and 	<ul style="list-style-type: none"> • Health & Social Services • Housing

	<p>partner organizations access to case information</p> <ul style="list-style-type: none"> • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	
Salvation Army	<ul style="list-style-type: none"> • Support individuals and households recovering from the disaster. • Coordinate with non-member organizations supporting the recovery effort. • Train and support post-disaster local long-term recovery organizations. • Participate in the formation and on-going work of Long Term Recovery Groups, where appropriate • Support LTRO efforts through coordinated case management. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Health & Social Services • Housing
Washington Voluntary Organizations Active in Disasters	<ul style="list-style-type: none"> • Support individuals and households recovering from the disaster. • Coordinate with non-member organizations supporting the recovery effort. • Train and support post-disaster local long-term recovery organizations. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Economic Recovery • Housing • Health & Social Services
Federal Emergency Management Agency	<ul style="list-style-type: none"> • Administer the federal component the Joint Field Office (JFO). • Work with the state to administer authorized disaster recovery programs. • Assist the state, local jurisdictions, and tribal governments with claims for disaster assistance and mitigation through the JFO. • Approve the HMGP Administrative Plan. • Review state damage assessment procedures for consistency with federal plans. • Review Stafford Act requests at the regional office and send recommendations to the President regarding a declaration. 	<ul style="list-style-type: none"> • Community Resilience • Health & Social Services • Economic Recovery • Housing • Infrastructure Systems • Natural & Cultural Resources

	<ul style="list-style-type: none"> • Support SEOC, and/or WRO efforts. • Deploy a Voluntary Agency Liaison (VAL) to assist communities in identifying key stakeholders to support recovery planning and implementation. • Coordinates with other federal and state agencies, Tribes, and DAHP to fulfill consultation under Section 106 of the NHPA. • Support state, local, or tribal recovery planning and implementation. • Coordinate federal agencies providing recovery support and services via the NDRF. 	
<p>U.S. Department of Agriculture</p>	<ul style="list-style-type: none"> • Provide funding to very low- to moderate-income applicants for home acquisition under the 502 Direct and Guaranteed Programs. • Assist very low-income applicants with home repairs under the 504 Repair Program. • Assist with rental property acquisition through Multi-Family Housing programs. • Provide funding for community facilities and individual businesses, as available. • Participate as a member of the Disaster Housing Task Force. • Support farm, rural, and natural resource recovery through Farm Service Agency, Natural Resources Conservation Service, and other related programs. • Through the Washington Department of Agriculture and local Farm Service Agencies, issue disaster payments for agricultural losses, when appropriate. • Administer crop insurance and farm loan programs. • Administer land management programs, including Conservation Reserve Program, Emergency Forest Restoration Program, and 	<ul style="list-style-type: none"> • Economic Recovery • Health & Social Services • Natural & Cultural Resources

	<p>the Emergency Watershed Protection Program.</p> <ul style="list-style-type: none"> • Provide grants and loans to support household and community water supplies through the Emergency Community Water Assistance Grants and other related programs. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	
U.S. Department of Energy	<ul style="list-style-type: none"> • Assist the state, tribal governments, and local jurisdictions with public education and information pertaining to recovery and restoration following a radiological and/or chemical incident. • Assist state, tribal, and local agencies in preparing for recovery and restoration activities. • Perform damage assessments. • Provide disaster and claims assistance. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Infrastructure Systems
U.S. Department of Housing and Urban Development	<ul style="list-style-type: none"> • Provide technical assistance to state agencies and local housing authorities and assess the availability of additional rental assistance through Section 8 vouchers, waivers, and other sources. • Participate as a member of the Disaster Housing Task Force. • Provide Community Development Block Grant – Disaster Recovery funding if authorized by Congress. • Support SEOC, JFO, and/or the Recovery Coordinator, upon request. 	<ul style="list-style-type: none"> • Economic Recovery • Housing

VI. Resource Requirements

The Coordinating Agency for ESF 14 depends on resources owned by Primary and Support Agencies when implemented. These resources vary depending on the disaster. For day-to-day functions of ESF 14, the Coordinating Agency provides an EMD Recovery Coordinator trained in local recovery planning, state recovery planning, and the SEOC operation of ESF 14.

Washington has no funds dedicated to recovery. Recovery is managed by local jurisdictions and community organizations.

In cases where resources or capabilities required to accomplish recovery mission objectives are not available from listed partner agencies or organizations, ESF 14 will work with core capability lead agencies to find the needed resource through other means including local non-governmental organizations, private companies, other agencies, and/or, when supported, Emergency Management Assistance Compact (EMAC) requests.

VII. References & Support Plans

ESF 14 supports and is supported by the Washington Restoration Framework, currently in development.

The National Disaster Recovery Framework (FEMA, 2011) expands on ESF 14 and is the basis for the organization of the ESF 14.

PAS Report 576, Planning for Post-Disaster Recovery: Next Generation (2014, the American Planning Association) is a publication by the APA and FEMA that lays out best practices for developing pre-disaster recovery plans.

Plans Referenced:

- Washington State's Threat/Hazards Identification & Risk Assessment (THIRA)
- Washington State Hazard Inventory and Vulnerability Assessment (HIVA)

VIII. Terms, Acronyms & Definitions

RSF – Recovery Support Function: 6 areas that align with Recovery Core Capabilities, and include: Community Planning & Capacity Building, Economic Recovery, Health and Social Services, Housing, Infrastructure Systems, and Natural and Cultural Resources.

NDRF – National Disaster Recovery Framework: FEMA's framework that provides guidance on the development of recovery plans and expands upon ESF 14.

WRF – Washington Restoration Framework: The Framework outlines the strategy and structure for how the State will engage the Whole Community to implement, build and sustain recovery and revitalization efforts following incidents of different sizes, types and complexity. The WRF can be activated at distinct levels to mobilize resources in support of local or regional disasters, or can be activated fully in support of catastrophic incidents.

WRO – Washington Restoration Organization: The WRO is a multi-agency, multi-sector group tasked by the governor to organize and implement a recovery strategy following a catastrophic incident.

Cascading Event – Following a disaster, conditions may exist that make another disaster more likely, such as landslides following earthquakes, or epidemic following the displacement of large numbers of people. These events that arise due to a previous primary incident are known as cascading events or cascading disasters.

Whole Community – A focus on enabling the participation in national preparedness activities of a wider range of players from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of all levels of government in order to foster better coordination and working relationships. Used interchangeably with “all-of-Nation.” (National Preparedness Goal, September 2015)

Acronyms:

- **CEMP** – Comprehensive Emergency Management Plan
- **DSHS** – Department of Social and Health Services
- **ESF** – Emergency Support Function
- **HMGF** – Hazard Mitigation Grant Program
- **IHP** – Individual and Households Program
- **IDA** – Initial Damage Assessment
- **PDA** – Preliminary Damage Assessment
- **VOAD** – Voluntary Organizations Active in Disasters
- **LTROs** – Long-term recovery organizations
- **SBA** – Small Business Administration
- **SEOC** – State Emergency Operations Center
- **WAMAS** – Washington Mutual Aid System
- **LEP** – Limited English Proficiency
- **WRO** – Washington Recovery Organization
- **WRF** – Washington Restoration Framework
- **NDRF** – National Disaster Recovery Framework
- **ICS** – Incident Command System
- **JFO** – Joint Field Office
- **DNR** – Department of Natural Resources
- **DSNAP** – Disaster Supplemental Nutrition Assistance Program
- **PDD** – Presidential Major Disaster Declaration
- **PA** – Public Assistance
- **IA** – Individual Assistance