



District Recovery Plan

September 2014



**District of Columbia
Recovery Plan
P-400**

Prepared By:
Homeland Security and Emergency Management Agency
2720 Martin Luther King Jr. Ave., SE
Washington, DC 20032

September 2014

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ADMINISTRATIVE AND HANDLING INSTRUCTIONS

The *District Recovery Plan* is a public document and approved for appropriate distribution in its original form. No changes should be made to the content of the *District Recovery Plan* without approval by the District of Columbia Homeland Security and Emergency Management Agency.

The District of Columbia uses a letter-number convention to catalog all of the preparedness plans, policies, and procedures. Within this convention, the District preparedness strategy documents are labeled as “Pub” for publications; “P” signifies the document as a base, operational, or tactical plan; “G” signifies the document as a guide; “A” signifies the document as an annex; and, “S” signifies the document as a standard operating procedure. After the label, the documents follow a numbering system. District preparedness strategy documents are numbered sequentially, with annexes or guidance documents related to a specific publication classified with a decimal after the parent document number. Mission area documents are cataloged by the type of document and categorized by the mission area and then by subject area. All 100-level documents are within the prevention/protection mission area, 200-level are within mitigation, 300-level are within response, and 400-level are within recovery. The tens digits group documents by subject area within each mission area. Additional information on the document naming and cataloging system can be found in the *District Preparedness Framework*.

This document was prepared under a grant from FEMA's Grant Programs Directorate, U.S. Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of FEMA's Grant Programs Directorate or the U.S. Department of Homeland Security.

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APPROVAL AND IMPLEMENTATION PAGE

The District of Columbia uses a community-based, all-hazards approach to disaster management. To this end, the District has developed the *District Recovery Plan*. This plan provides a collaborative and systematic approach for the Whole Community—that is, the individuals and communities; private and nonprofit sectors; faith-based and nongovernmental organizations; and local and Federal governments—of the District to improve capabilities in order to recover from all hazards. This plan will help District officials accomplish the District’s Recovery Mission Statement.

By signing the *District Recovery Plan* approval page, District departments and agencies agree to:

- (1) Support the *District Recovery Plan’s* concept of operations and carry out assigned functional roles and responsibilities to ensure the effective, orderly, cost-effective, and timely delivery of recovery assistance after a disaster;
- (2) Continue to develop, refine, and implement District and regional planning, exercise, and training activities to maintain and enhance necessary capabilities; and,
- (3) Integrate planning and operational contingencies for addressing functional and access needs requirements within all emergency plans and procedures.

District Recovery Mission Statement

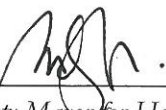
To restore, sustain, and improve the quality of life in the District by providing leadership in implementing policies, ensuring comprehensive and integrated planning, encouraging stakeholder participation, and taking appropriate actions that help overcome physical, social, emotional, and environmental impacts from disasters


 City Administrator


 Date



 Deputy Mayor for Education

Date


 Deputy Mayor for Health and Human Services

Date

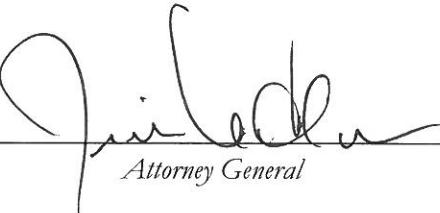
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Interim Deputy Mayor for Planning and Economic
Development

9/16/14
Date


Deputy Mayor for Public Safety and Justice

9/16/14
Date


Attorney General

9/16/14
Date


Chief Financial Officer

9/25/14
Date


Director, Homeland Security and Emergency
Management Agency

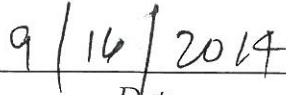
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Director, Office of Disability Rights

9/16/14
Date

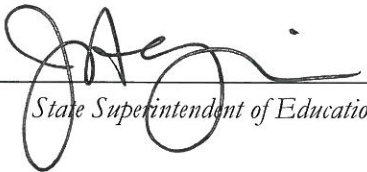
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Director, Office of Planning


Date


Director, Department of Housing and Community
Development


Date


State Superintendent of Education


Date

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PREFACE

The *District Recovery Plan* is developed for use by the District of Columbia, hereafter also referred to as the District, officials and government structures in partnership with volunteer, private sector, educational, and social organizations, to ensure a timely recovery from emergencies and disasters affecting the District.

Recovery actions are characterized by a complex set of issues and decisions that must be made by individuals and communities. Recovery involves decisions and actions concerning rebuilding homes, redeveloping property, resuming employment, restoring businesses, and permanently repairing and rebuilding infrastructure. Recovery requires balancing the more immediate need to return the community to normalcy with the longer-term goal of reducing future vulnerability. Recovery actions can also provide individuals and communities with opportunities to become more economically secure and improve overall safety and quality of life.

The *District Recovery Plan*, hereafter also referred to as the Plan, was designed to work through these complex issues and identify potential actions required and the assistance necessary to support the residents of the District during a disaster and to minimize the impacts of future disasters.

This Plan is predicated upon the concept that response and recovery operations will begin at the local government level. Should a disaster occur that exceed the District's capabilities, federal assistance shall be requested and is made available upon approval of a Presidential Disaster Declaration.

As the Nation's capital, the District shares its boundaries, infrastructure, and economic and social environment with the Federal Government. Designing and implementing strong coordination mechanisms that will establish a partnership approach among the District, the Federal Government, surrounding jurisdictions, and the business community is a key component of this Plan.

The *District Recovery Plan* is part of a family of emergency management plans and is related to land use and building code plans in the District, creating dependencies and interdependencies with all of these plans. This plan, as is the case for all plans, is a "living" document. As other planning documents are updated and as additional recovery issues and capabilities are identified, this plan will be updated to include these revisions in future editions of this document.

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TABLE OF CONTENTS

Administrative and Handling Instructions	iii
Approval and Implementation Page	v
Preface	xi
Table of Contents.....	xiii
1.0 Introduction.....	xiv
1.1 Purpose.....	1
1.2 Scope.....	2
1.3 Structure and Integration.....	2
1.4 Limitations.....	6
2.0 Policies.....	7
2.1 Guiding Principles	7
2.2 Policies	8
3.0 Situation and Assumptions	9
3.1 Situation Overview	9
3.2 Planning Assumptions.....	15
4.0 Concept of Operations	19
4.1 Desired End State.....	19
4.2 Mission Critical Tasks	19
4.3 Organizational Structures.....	20
4.4 Coordination and Control	25
4.5 Communication	27
4.6 Critical Information Requirements.....	28
4.7 Preparedness Actions.....	28
5.0 Roles and Responsibilities	31
5.1 Coordinating Structures and Personnel	31
5.2 Primary Agencies and Organizations.....	32
5.3 Support Agencies and Organizations.....	33

5.4	Regional Agencies and Organizations	33
5.5	Federal Agencies	33
6.0	Finance, Administration, and Logistics	37
6.1	General Support Requirements	37
6.2	Availability of Services	37
6.3	Management of Resources	38
7.0	Plan Development, Implementation, and Maintenance	39
7.1	Plan Development	39
7.2	Plan Implementation.....	42
7.3	Plan Maintenance.....	42
A.	Acronyms	45
B.	Recovery Organization Roles	47
C.	Glossary	55
D.	References	57
E.	Record of Distribution.....	59
F.	Record of Changes	61

District Recovery Support Functions Annex

1.0	Introduction	67
2.0	Economy, Commerce, and Employment	69
3.0	Educational Services	75
4.0	Government Services.....	81
5.0	Health and Social Services	87
6.0	Housing.....	93
7.0	Infrastructure and Critical Systems	99
8.0	Land Use and Rebuilding	105
9.0	Natural, Cultural, and Historical Resources	111

1.0 INTRODUCTION

Over the past decade, the Nation has experienced dramatic changes in the practices of homeland security and emergency management. The Federal Government, led by the Department of Homeland Security and the Federal Emergency Management Agency (FEMA), has been revising existing approaches to help build capacity to better prepare the Nation, states, cities, and communities to be more resilient to and to respond and recover quickly from natural, accidental, and intentional hazards. This has included establishing policies, backed by coordinated federal resources, to increase the capabilities of the federal, state, and local governments. Additionally, Congress continues to support and expand assistance for disaster response, recovery, and mitigation through the Robert T. Stafford Act (i.e., Public Assistance (PA), Individual Assistance (IA), and Hazard Mitigation) and the National Flood Insurance Program.

One of the biggest changes to previously established emergency management practices includes the delineation between response and recovery operations and planning. The long-term recovery efforts are no longer captured under federal Emergency Support Function (ESF) #14 in the National Response Framework. To enhance the recovery capabilities FEMA released a separate framework in 2011 focusing on recovery-related actions to larger-scale or catastrophic impacts on a community after a disaster. The National Disaster Recovery Framework (NDRF) presents a federal organizational structure and breaks down recovery into three phases—short-term, intermediate, and long-term—and establishes federal Recovery Support Functions (RSFs) to provide targeted recovery technical assistance and support.

The capabilities outlined under the NDRF, including the RSF structure, build upon the support offered through the PA, IA, and Hazard Mitigation Assistance (HMA) grant programs. Each of these programs assists eligible applicants in the restoration of homes, buildings, and infrastructure, as well as supports identifying actions that can be taken to eliminate and/or reduce future impacts.

Recognizing the value of FEMA's approach outlined in the NDRF and building upon its existing record of success, the District of Columbia—hereafter also referred to as the District—is enhancing the existing successful recovery programs to include capabilities, including an organizational structure and a concept of operations, to implement longer term recovery operations after a disaster that has catastrophic impacts on the District. The *District Recovery Plan* outlines this approach.

1.1 Purpose

The purpose of the *District Recovery Plan*, hereafter also referred to as the Plan, is to outline an approach to assist the government, non-governmental organizations, and the private sector more efficiently and effectively organize and operate recovery efforts from events that have impacts on the physical, social, emotional, economical, and natural environments.

Understanding the capabilities and needs of the community and the region are vital to efficient and effective recovery operations. The Plan anticipates the potential impacts disaster events will have on the community's residents, workforce, visitors, homes, businesses, infrastructure, economy, and environment, and presents processes and procedures to ensure an efficient and effective recovery effort that will result in a safer and stronger community. The Plan builds upon existing recovery practices and

procedures, delineates roles and responsibilities during recovery operations, and provides valuable insight into the potential issues and complexities that may be faced after disaster events.

A key aspect of the success of the *District Recovery Plan* is to ensure that it remains current and relevant. As such, the Plan is viewed as a “living” document; and will be reviewed, revised, and validated regularly. This is part of the District’s approach to continually enhancing recovery capabilities and building stronger partnerships with stakeholders in the community and the region.

1.2 Scope

The Plan establishes an approach to assist the District recover from disaster events. The *District Recovery Plan* is designed to be used as a framework for recovery operations after a large or catastrophic disaster in the District. The Plan describes the operations that take place during a disaster that requires the standard administration of PA and IA programs, and then the considerations that must take place when elevating the organization to address the needs of the District after a disaster that surpasses the capabilities of these programs alone. The *District Recovery Plan* is designed for use after a disaster to determine the scope of the organizational structure to address the recovery needs of the District, and, along with the **Recovery Support Functions Annex**, as a tool to begin determining recovery priorities and assigning responsibilities for addressing these priorities and associated tasks.

The approach is built around a recovery concept of operations; outlining the organizational structure, as well as the coordination and control structure, communications protocols, and critical information requirements for intermediate and long-term recovery efforts. The approach also outlines the role and responsibilities for District government, non-governmental organizations, and regional and federal entities during recovery operations. The role and responsibilities focus on the critical tasks the District has identified as necessary to meet the recovery mission. Additionally, the Plan outlines the needed communication and coordination on all levels of government, and with non-governmental organizations, private businesses, and the public-at-large.

1.3 Structure and Integration

The *District Recovery Plan* outlines the recovery approach to disaster events within the District. It is designed to clearly convey the elements of the District’s recovery operations and to integrate with related plans across the District.

1.3.1 Structure

The Plan structure aligns with the District Homeland Security and Emergency Management Agency (HSEMA) Preparedness Planning Division base plan standards and defines the operations and organization necessary for successful recovery operations. **Table 1-1** details the sections of the *District Recovery Plan* and the content in each section.

Plan Section	Content Description
Handling Instructions	Provides guidance for the classification of the document, proper handling requirements for the document, and other administrative information about the document.

Plan Section	Content Description
Promulgation Letter	Provides the departments and agencies the authority and the responsibility to perform their identified roles and responsibilities.
Approval and Implementation Page	Includes the signature—including date—of the directors of District agencies with defined coordinating or primary roles in the <i>District Recovery Plan</i> indicating that they approve the Plan.
Preface	Introduces the Plan and explains the reasons why this Plan was determined necessary for the District.
Introduction	Includes the following subsections that establish the purpose and scope of the Plan: <u>Purpose</u> . Defines what the Plan is meant to do. <u>Scope</u> . States the applicability of the Plan, including when it is implemented. <u>Structure and Integration</u> . Defines the structure of the content of the Plan and how the content of the Plan integrates with the scope of other District plans. <u>Limitations</u> . Describes the limitations of the Plan.
Policies	Identifies the guiding principles used in the creation of the <i>District Recovery Plan</i> and the relation of the Plan to District policies.
Situation and Assumptions	Defines the situation of the District, including the geography, population, and hazards, related to disaster impacts and recovery operations. Additionally, the section identifies the assumptions made related to concepts included in the Plan.
Concept of Operations	Describes the District's approach to recovery operations.
Roles and Responsibilities	Describes the roles, functions, and responsibilities required to reach the desired end state described in the Concept of Operations.
Finance, Administration, and Logistics	Identifies the finance, administration, and finance processes and considerations necessary to meet the desired end state described in the Concept of Operations.
Plan Development, Implementation, and Maintenance	Details the planning process used to develop the <i>District Recovery Plan</i> , and the processes needed to implement and maintain the Plan.
Appendix A: Acronyms	Provides a listing of the acronyms used in the plan with the reference of what the acronyms stand for.
Appendix B: Recovery Organization Roles	Provides a reference of primary and supporting District, regional, and federal agencies and organizations involved in the Recovery Steering Committee and Recovery Support Functions.
Appendix C: Glossary	Includes definitions of terms used in the <i>District Recovery Plan</i> .
Appendix D: References	Provides a list of references related to the District Recovery Mission Area and the Plan.
Appendix E: Authorities	Provides a listing of authorities related to recovery operations.
Appendix F: Record of Distribution	Identifies the agencies and organizations the <i>District Recovery Plan</i> was distributed to.
Appendix E: Record of Changes	Provides a format to capture the changes made to the Plan after it has been distributed.

Plan Section	Content Description
Recovery Support Functions Annex	Details the goals, targets, and objectives to accomplish the mission critical task of the District's RSFs and identifies the roles and responsibilities for meeting these goals.

Table 1-1: Content and Structure of *District Recovery Plan*

1.3.2 Integration with District Plans

While the *District Recovery Plan* is a standalone document, providing baseline guidance for recovery operations in the District, it is designed to integrate into the larger family of homeland security and emergency management plans. The *Homeland Security and Emergency Management Strategy* provides the strategic guidance for how the District will achieve preparedness in all mission areas:

Prevention/Protection, Mitigation, Response, and Recovery. The *District Preparedness Framework* sets the doctrine for how the District builds, sustains, and delivers core capabilities in all of the mission areas across the District Preparedness System. The Framework also lays the following foundations for all other mission area plans:

- Establishes the situation of the District by identifying the geography, demographics, economics, government, critical infrastructure, hazards, and regional structure profiles to provide context for current and future preparedness planning and operations.
- Establishes the overall organizational and operational concepts for District preparedness and provides strategic guidance for planning, organization, equipment, training, and exercises needed to meet each of the mission areas.
- Details the roles and responsibilities of stakeholders in the Whole Community in District preparedness to provide a baseline of responsibilities across all mission areas.

The *District Recovery Plan* follows the priorities and vision established in the *Homeland Security and Emergency Management Strategy* and the guidance provided in the *District Preparedness Framework*. The content in this plan also builds on the foundation content established in the Framework; it does not restate the content but instead relates the content specifically to recovery operations.

The *District Recovery Plan* also relates to other plans in the District Preparedness System family of plans, with strong ties to the operations laid out in the *District Response Plan* and the *All-Hazards Mitigation Plan*. In addition to the relation to these plans, there are programmatic elements in the Recovery program that are related to non-homeland security and emergency management plans. **Table 1-2** lists these plans and states the purpose of each. The *District Recovery Plan* was established to integrate with all of these plans, and will be maintained to ensure continuing integration as these plans, and any other identified plans, in the future.

Name	Primary Mission Area	Responsible Agency	Purpose
Homeland Security and Emergency Management Strategy	All	HSEMA	Guides all stakeholders in the District of Columbia to direct, articulate, monitor, and evaluate programmatic efforts to achieve preparedness.

Name	Primary Mission Area	Responsible Agency	Purpose
District Preparedness Framework	All	HSEMA	Integrates the planning and programmatic efforts of all stakeholders related to four mission areas: Prevention/Protection, Mitigation, Response, and Recovery.
Multi-year Training and Exercise Plan	All	HSEMA	The District's plan for conducting preparedness training and exercises.
District Preparedness System Legal Handbook	All	HSEMA	A handbook for general councils and other preparedness stakeholders detailing the relevant laws and policies for response.
All-Hazards Mitigation Plan	Mitigation	HSEMA	Documents the findings of a hazard risk and vulnerability analysis, the process for the identification of mitigation projects.
Hazard Mitigation Grant Program (HMGP) Administrative Plan	Mitigation	HSEMA	Outlines the framework for managing the HMGP immediately after a disaster.
Resilient Communities	Mitigation	Department of Health	A planning and programmatic initiative by the Health Emergency Preparedness and Response Administration to help the District prepare for and increase their resiliency to a wide variety of hazards, both natural and man-made.
Disaster Response Plan	Response	HSEMA	Provides the framework for District government entities to respond to public emergencies in the Metropolitan Washington area. The plan describes agency collaborations within the District government and with regional and federal partners.
Continuity of Operation Plans	Response	All District Government Agencies	Ensures the sustainability of mission critical functions for the District of Columbia Government against all hazard threats.
Facility and Agency Emergency Operations Plan (EOP)	Response	District Agencies and Organizations	Provides operational procedures for personnel to respond from a disaster. These include all District Public School Response Plans.
Washington Metropolitan Area Transit Authority (WMATA) EOP	Response	WMATA	The WMATA EOP guides the Office of Emergency Management planning process and integrates emergency preparedness, response, hazard mitigation and recovery with that of the local and regional emergency response community.
Comprehensive Plan	Mitigation and Recovery	Office of Planning	The Home Rule Act requires the District government to develop a Comprehensive Plan. This plan guides the overall future planning and development of the District.

Table 1-2: District Plans Related to the *District Recovery Plan*

1.4 Limitations

The recovery processes and procedures present in this plan are concepts of how the District intends to operate in response to a disaster events. Since every disaster impacts the District and its residents, workforce, visitors, and businesses differently, the *District Recovery Plan* it is not intended to define how the District will recover from all disaster events.

2.0 POLICIES

This section describes the fundamental values and beliefs, or principles that are the foundation for all of the District's recovery efforts. The section also summarizes the specific guidance that operationalizes those values and beliefs. The *District Preparedness Legal Handbook* contains District and federal authorities related to response as well as recovery. Defining this most basic information sets the stage for the other information in this plan and ultimately District recovery operations.

2.1 Guiding Principles

The approach presented in the *District Recovery Plan* expands upon the method the District currently utilizes to recover from more traditional disasters events to incorporate new information, thoughts, and concepts from other national and state pre-disaster recovery planning efforts. This includes the integration of the core recovery principles developed by FEMA in the NDRF in the recovery planning and operations processes. These principles build upon those established for the District Preparedness System in the *District Preparedness Framework* to focus specifically on recovery issues and considerations:

- **Individual and Family Empowerment:** All community members must have equal opportunity to participate in community recovery efforts in a meaningful way.
- **Leadership and Local Primacy:** Successful recovery requires informed and coordinated leadership throughout all levels of government and sectors of society.
- **Pre-Disaster Recovery Planning:** The speed and success of recovery efforts after a disaster can be greatly enhanced by establishing processes and protocols before a disaster through coordinated and comprehensive planning and relationship-building with all stakeholders.
- **Partnership and Inclusiveness:** Partnerships and collaboration across District, regional, and Federal governments, the community, non-governmental organizations, and the private sector promote a successful recovery process.
- **Public Information:** Clear, consistent, accessible, culturally appropriate, and frequent communication to all stakeholders and the public is needed to foster a better understanding of recovery objectives, timelines, and assistance.
- **Unity of Effort:** A successful recovery process requires unity of effort, which respects the authority and expertise of each participating organization while coordinating support of common recovery objectives.
- **Timeliness and Flexibility:** A successful recovery process upholds the value of timeliness and flexibility in coordinating and efficiently delivering assistance and conducting recovery activities while minimizing delays and loss of opportunities.
- **Resilience and Sustainability:** A successful recovery process promotes practices that minimize the community's risk to all hazards and strengthens its ability to withstand and recover from future disasters.
- **Psychological, Behavioral, and Emotional Recovery:** A successful recovery process addresses the full range of psychological, behavioral, and emotional needs of the community as it recovers from a disaster.

2.2 Policies

The *District Preparedness Framework* details all of the policies that the District has adopted to standardize the approach to preparedness. **Table 2-1** includes the policies and their relation to recovery operations.

Policy	Relation to Recovery Operations
Continuity of Operations	The Continuity of Operations (COOP) planning policy of the District has a significant impact on the District's recovery operations. The actions each agency takes under their COOP plans and operations after a disaster affects the ability to provide recovery assistance to the population of the District and will also guide the beginning of recovery actions to bring that agency back to a steady state of operations.
Emergency Preparedness Council	The Mayor's Emergency Preparedness Council monitors, evaluates, and oversees implementation of District preparedness actions.
National Incident Management System/ Incident Command System	The National Incident Management System (NIMS) is the standard and comprehensive framework for response operations established by Homeland Security Presidential Directive 5. The District adopted this approach, along with the Incident Command System, to standardize their approach to response operations. While NIMS is an approach to response operations, these standardized elements are applicable to establishing comprehensive and systematic recovery operations.

Table 2-1: Recovery Related District Policies

Anticipating the recovery challenges and establishing policies before disaster events will lead to an efficient and effective recovery. This requires gaining perspective from community stakeholders and understanding their capabilities and needs. In some cases this may require the development of new policies, while in others, it may require revising existing policies to ensure they lead to functional operations after a disaster event. As these new or revised policies are identified, they will be incorporated into the *District Recovery Plan*.

3.0 SITUATION AND ASSUMPTIONS

3.1 Situation Overview

It is critical to have a holistic perspective on existing conditions within the District to design an efficient and effective recovery structure. Gaining this understanding helps ensure the District establishes a flexible and dynamic structure that considers all aspects in the District that must be addressed in recovery.

For the purposes of recovery efforts, some of the more critical aspects within the District are: understanding the impacts of potential hazards in the community, knowing the stakeholders in the community, gaining an appreciation for the demographics – including residents, workforce, visitors, and others – in the District; and the unique relationship the District has to the Federal Government and the region because of its status as the Nation’s Capital. Gaining an awareness of the dependencies and interdependencies of these aspects of the community will ensure that the recovery efforts are comprehensive and effective.

The *District Preparedness Framework* establishes the baseline context of the situation in the District, and includes detailed descriptions and maps of this information. The *District Recovery Plan* builds upon this baseline to detail the information necessary to provide a context for recovery planning and operations.

3.1.1 Geographic Information

The District of Columbia is comprised of 61.4 square miles of urban area, and is situated in the Potomac River basin 60 miles east of the Blue Ridge/Appalachian Mountain ranges and approximately 100 miles west of the Atlantic Ocean. The District’s land use patterns include a core of urban development, including federal buildings, surrounded by an inner ring of moderate to high-density residential and mixed-use neighborhoods. Beyond this inner ring is an outer ring of less dense development, characterized largely by single-family housing and garden apartments.

The limited area of land along with the land use patterns create challenges for rebuilding in recovery operations if the impacts of the disaster cause massive impacts to the built environment. The *District Comprehensive Plan*, zoning regulations, and building codes provide the baseline guidance for land use and building considerations in a time of recovery.

3.1.2 Government Structure

The District of Columbia was founded in 1791 and incorporated in 1871; however, the District did not have an elected local government until the passage of the 1973 Home Rule Act, which delegated legislative responsibilities to the mayor and council and established the District Court System. The District is governed by one locally elected mayor and a 13-member council. The District’s mayor serves as the District’s chief executive officer. The City Council consists of a representative from each of the District’s eight wards, a council chairman, and four members who are elected at-large. All legislative powers are vested in the Council. The Mayor and Council oversee the programs and operations of government agencies, including recovery.

The District Court System includes the Superior Court of the District of Columbia and the District of Columbia Court of Appeals. Judges are appointed by the President and are operated by the Federal Government. The Court System includes nine divisions that provide support to both the Superior Court of the District of Columbia and the District of Columbia Court of Appeals. The Executive Office is responsible for the administration and management of the District of Columbia Courts. In the event of an emergency, the DC Courts and Public Defender Service Act of 2011 amends the DC Code to officially allow the chief judge of either court to delay or extend deadlines for office closures and court matters for up to 14 days.

The District elects a non-voting, at-large Congressional delegate to the U.S. House of Representatives but has no representation in the U.S. Senate. As a unique entity, though the 1973 Home Rule Act delegated legislative responsibilities to the District, the Congress retains the right to review and overturn laws created by the council and intervene in local affairs.

3.1.3 Regional Partners and Dependencies

Beginning in 1957, the non-profit association, the Metropolitan Washington Council of Governments (COG) also established networks among Federal, state, and local governments in the National Capital Region (NCR). COG includes Arlington, Fairfax, Loudoun, and Prince William counties in Virginia; Frederick, Montgomery and Prince George counties in Maryland; and the District of Columbia. Figure 3-1 illustrates the jurisdictions in the NCR. COG is a coordination and planning association for transportation; environment; housing and urban planning; health and human services; homeland security and public safety; and cooperative purchasing issues in its member city, county, state, and federal municipalities.

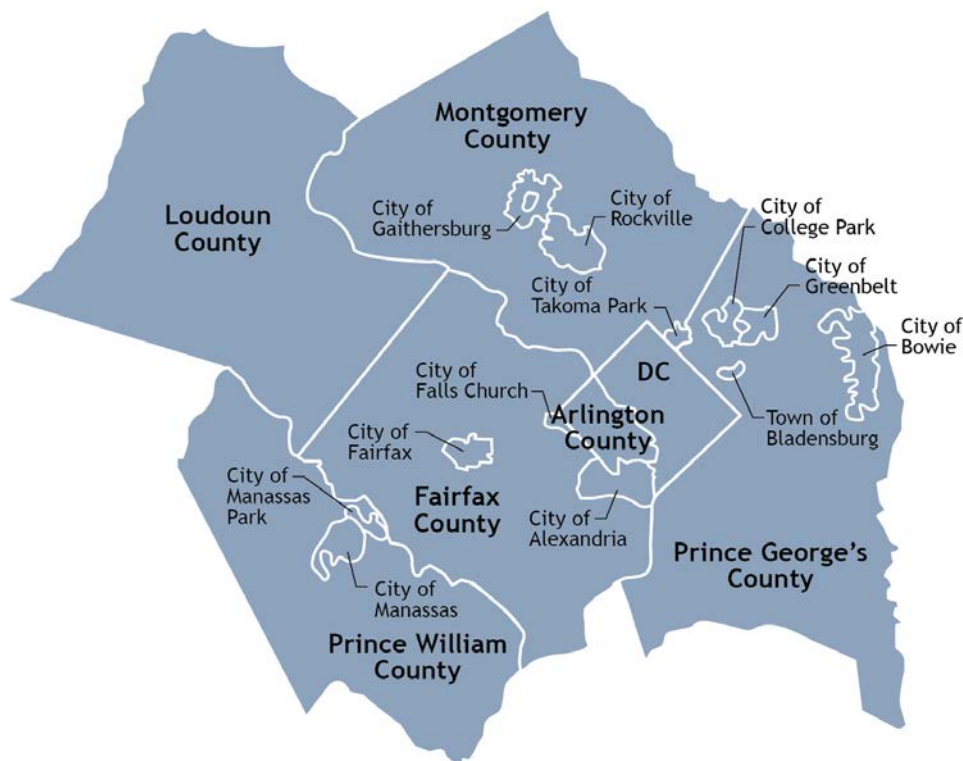


Figure 3-1: National Capital Region Member Jurisdictions

Recovering from larger disaster events creates a bigger emphasis on regional dependencies. Many larger disaster events can be beyond the recovery capabilities of the local jurisdictions and require cooperation and support from others in the region. This becomes a significant issue when others in the community and the region are experiencing the same challenges and needs. In situations such as these, this amplifies the challenges and in many cases increases needs. This creates stresses on systems and resources that may not have been anticipated.

An example of this is housing. If the District is hit with a catastrophic event, it could impact and devastate the housing stock within the District and the region. Because there is limited land within the District to install temporary housing, the District may look outside of its boundaries for assistance, open space, or housing options. However, if the surrounding communities are also impacted, the assistance and resources the District was counting on may not be available. This situation could create a struggle and competition for resources. Understanding these dynamics, working through potential issues, and agreeing on approaches before the event will be critical.

3.1.4 Demographics

In 2013, the population of the District was approximately 649,449 people. As **Table 3-1** shows, the District also has very high commuter and tourist populations. The *District Preparedness Framework* provides more detailed information and reference information about the District demographics.

Population Characteristic	Estimate
Total Population (2013)	646,449
Commuter Population (2013)	539,543
Tourist Population (2012)	18,500,000
Student Population (2013)	86,883

Table 3-1: District Population Characteristics Estimate

Given the international population from the 176 embassies within the District and the student population from the District's numerous colleges and universities, demographics in the District can vary depending on the day, time, and season in which an event or incident could occur.

The District's demographics should be a consideration when looking at recovery actions. These considerations can help identify regional challenges and limitations; help anticipate needs; and also bring awareness to possible dependencies and interdependencies. Below are the main elements that should be considered when addressing recovery efforts:

- **Ethnicity:** The District is a diverse community that includes individuals and families from different cultural and economic backgrounds. These cultural needs must be considered when offering recovery services to survivors in the District.
- **Language:** English is the most predominantly spoken language in the District, but approximately 15% of the population is non-English speaking, which affects service provision and messaging during recovery.
- **Religion:** There is a large catholic base in the District; but there is also a strong presence of Southern Baptist, Methodist, Muslim, Latter Day Saints, and Judaism faiths. The understanding

of the role of religion in recovery is critical for successful operations. In many cultures, residents turn to their place of worship for support and services.

- **Vulnerable Populations:** There are some populations—the young, the elderly, persons with access and functional needs, those with limited-English proficiency, persons below the poverty level, including the homeless, and the inmate population—who are more vulnerable during and after disasters. **Table 3-2** provides detailed breakdown estimates of vulnerable populations in the District. Ensuring the provision of services and recovery-related messages to these populations is critical to ensuring successful recovery operations.

Providing messages and services to these populations involves many considerations, as the needs of these populations vary greatly. However, recovery planners and operational personnel must identify the needs of these populations to successfully recover from a disaster and identify the means for addressing these needs.

Population Characteristic	Estimate
Persons under 5 years (2012)	6%
Persons 65 years and older (2012)	11%
Persons with access and functional needs (2011)	11%
Language other than English spoken at home (persons 5 years and older) (2008-2012)	14.9%
Persons below poverty level (2008-2012)	18.5%
Homeless population (2013)	1%
Inmate population (2013 average daily population)	1%

Table 3-2: District Vulnerable Population Estimate

3.1.5 Economic and Employment Profile

To have successful recovery operations, the District must restore the workforce and economic base. There are over 470,000 jobs in the District and an unemployment rate of approximately 7%. In 2012, the Federal Government accounted for about 29% of the jobs in the District, but it is also home to growing industries not directly related to government, especially in the areas of education, finance, public policy, and scientific research. Tourism is Washington’s second largest industry; approximately 18.9 million visitors contributed an estimated \$4.8 billion to the local economy in 2012.

3.1.6 Climate

The District is located in the humid subtropical climate zone. This zone is characterized by four distinct seasons: winter, spring, summer, and fall. Since weather conditions and temperatures vary depending on the season, the needs of the District’s populations and the challenges for a successful recovery can be impacted by the season.

The winter months have an average temperature of 32°; but may see days in the low teens and the occasional subzero range. The spring is typically dry and sunny, with temperatures averaging in the 60° and 70° range. Summer is the hottest and most humid time of the year. Temperatures average in the high 80s and 90s but can reach into the 100° range, although infrequent and typically short in duration.

The evenings can remain very warm and humid. Fall is similar to the spring conditions: mild day and night temperatures. The average snowfall in the District is approximately 15 inches per year, occurring mostly in January and February. The average rainfall in the District is approximately 40 inches per year and is evenly distributed throughout the year; about 8–11 days per month.

3.1.7 District Hazards

The District has taken significant steps to better understand and document hazards in the region. The *District Preparedness Framework* provides information about the natural, technological/accidental, and human/adversarial hazards the District faces. In addition, the *2013 District All-Hazards Mitigation Plan* and the *2013 Threat and Hazard Identification and Risk Assessment (THIRA) Report* establish the probability and impact of each hazard. The information below provides more information about how these types of hazards could impact the District to require longer-term recovery efforts.

Understanding the potential hazards the District faces is critical because each hazard presents unique challenges in recovery. Additionally, and especially since some hazards may impact the District simultaneously, the District must have a flexible structure to both manage and recover from the impacts attributable to such events, from small to complex.

3.1.7.1 Natural

The greatest annual natural risk facing the District is flooding. Because the District is relatively flat and located downstream at the convergence of two waterways, it is very susceptible to flooding. This coupled with inadequate storm sewer capacity increases the chances of the District to experience impacts from flooding.

The District's proximity to the eastern seaboard exposes the District to direct and indirect impacts from hurricanes and typhoons. And while not always maintaining hurricane or typhoon status when the storm makes landfall near the District, the residual effects from these storms can create substantial damage from wind, floods, and storm surge.

Winter storms are also a significant hazard within the District. Winter storms consist of extreme cold weather and heavy snowfall or ice. This combination can create significant problems with transportation, utilities, and commerce; not to mention the physical damage it can cause to homes and other structures. Winter storms also present health challenges within the District.

The District has an increased chance of exposure to tornadoes due to the number and severity of thunderstorm events. With the ever-changing weather patterns and the temperature fluctuations, there is a greater chance of rapidly rising hot air combining with denser cold air; creating the potential for a significant tornado to hit the District resulting in significant infrastructure and building damages.

Although not known as a high earthquake prone region, the District experienced an earthquake in 2011 that caused damage to government facilities and other buildings and structures across the District, including the National Cathedral and the Washington Monument. The District is adjacent to some significant seismic areas: New Madrid Seismic Zone, East Tennessee and Southern Appalachian Seismic Zone, Central Virginia Seismic Zone; and, Middleton Place-Summerville Seismic Zone. Each zone has the potential of producing a seismic event that could impact the District and cause substantial damage.

Additionally, temperature fluctuations can also expose the District to extreme weather conditions. The exposure of extreme heat or cold can create significant impacts within the District, both on existing infrastructure and vulnerable populations.

There is a potential for a pandemic outbreak almost every year. Seasonal influenza is the most commonly discussed but there are several other potential types of pandemics. As the mobility of the world's population increases, and the world seems to become a smaller and more compact place, there is a greater risk for introductions of pandemic conditions that put the District's population and economy at risk.

3.1.7.2 Technological/Accidental

There are several potential sources of large hazardous material or chemical releases in the District. The sources include locations within the District where hazardous materials are stored, as well as locations where hazardous materials are transported through the District. The increased exposure increases the likelihood of a hazard material release within the District, impacting the safety of the population as well as the infrastructure.

The District, like the rest of the Nation, is reliant on energy from fuel, electricity, and natural gas. Any disruption in the supply line for this energy can create a significant impact on the population, especially to vulnerable populations or in times where the population is impacted by another hazard. The disruption in energy supply can also affect the ability to restore health and mass care services in recovery operations. As with energy, impacts to transportation systems—air, rail, roads, and water—can create a significant impact on providing services during recovery. These two systems especially have many dependencies and interdependencies between them and critical service restoration to the public during recovery.

3.1.7.3 Human/Adversarial

Cyber-attacks have increased in both extent and frequency across the world. While many of the recent attacks have been monetarily motivated, it demonstrates the ability to possibly infiltrate critical systems, including storage, distribution, transmission, and control systems. Disruption to these systems could have significant impacts on the District's populations and infrastructure.

Additionally, as the Nation's capital and the because of the symbolism it represents, the District has increased exposure to experiencing attacks using chemical, biological, radiological, nuclear, explosive, and armed warfare. Depending on the target and other conditions (i.e., populations in the area, wind, time of day, time of year) even the smallest of events could bring devastating impacts to both lives and property.

3.1.8 Critical Infrastructure

Within the District, a network of facilities provides essential support functions in case of disasters and emergencies. These facilities are considered critical in maintaining the overall functionality of the District's emergency services network. These facilities are essential to ensure provision of infrastructure, critical systems, and other governmental services. The restoration of services to these facilities is critical to successful recovery operations.

In addition to the District government structure and facilities, the District is home to the federal enclave, including the three branches of the Federal Government and numerous nationally symbolic

icons and highly historical documents. While these are federal assets, it is incumbent upon District government officials to collaborate with federal partners to mitigate loss.

The *District Preparedness Framework* and *All-Hazards Mitigation Plan* contain more detailed information on the number and types of these critical facilities and infrastructure.

3.2 Planning Assumptions

Below is a list of the assumptions that were made in an effort to develop the *District Recovery Plan*:

- The District of Columbia will remain the seat of power for the Federal Government after a disaster through response and recovery operations.
- Nothing in the Plan alters or impedes the ability of District departments and agencies to carry out their specific authorities or perform their responsibilities under all applicable laws, Executive Orders, and directives.
- The Plan focuses on providing a framework for the establishment of an enhanced recovery organization and the operations for this organization to meet the needs of the District after a disaster; it does not necessarily identify all of the processes, and associated triggers, to transition from the response to recovery phase.
- The Plan will address the “intermediate” and “long-term” recovery phases; but will not include “short-term” recovery efforts, which are currently included in ESF roles within the *District Response Plan*.
- The concepts and process presented in the Plan will be vetted and validated by all key stakeholders through the Plan maintenance process, including through exercises, or as the Plan is implemented after a disaster.
- The District will establish and implement an aggressive public outreach and information campaign that involves the public in the planning process, data collection, and the implementation phase in post-disaster recovery.
- The District will face challenges to successful recovery caused by complex issues and cascading effects after a disaster. The challenges listed below have been identified as probable challenges to a successful recovery and are provided, in no particular order, with contextual descriptions.
 - Identifying the transition between response and recovery operations after a disaster.
The transition from response with its focus on command and control to recovery with its focus on coordination and cooperation can be asymmetrical, confusing, and frustrating. There is no point where all response actions stop and all recovery operations begin; instead these operations work on a continuum, with a gradual transition of response to recovery. Successful recovery operations begin almost immediately after a disaster along with response, and scale up in scope as response is scaling down. However, there is not a perfect science to determining these transition points, as the impacts and type of disaster can affect both response and recovery operations. Difficulty in making the transition can lead to failures in response or delays in recovery.
 - Maintaining District government operations with a potential loss of tax revenue.

After a major disaster, the District will experience a loss of tax revenue from the interruption and loss of economic activity. The District will need to maintain normal services and support the recovery efforts with less revenue.

- Managing limited staffing resources to meet the needs of recovery-related and regular duties, while allowing for personnel fatigue and other considerations.

In addition to limitations in financial resources, the District will be challenged by the limitations of its human resources. A major disaster will take a toll on District personnel. The District can expect higher than normal levels of absenteeism related to employees helping their families. The District workforce will be expected to work longer hours in physically and emotionally stressful conditions to meet the demands of their regularly assigned duties and missions, as well as recovery-related duties to ensure provision of services for all District residents, workers, and visitors.

- Retaining qualified, skilled labor within the District.

Both disaster recovery operations and the normal activities in the District demand skilled labor. The District will likely experience a shortage of skilled labor after a disaster. Factors contributing to a shortage of personnel include revenue shortages of the District, competing demand from other states, delays in starting projects that require skilled labor, delays in completing projects that are supported by skilled labor, and the needs of the families of skilled laborers during the disaster recovery period.

- Determining the recovery needs, challenges, priorities, and capabilities of the federal government, private sector, and the jurisdictions of the National Capital Region that can impact the District's recovery resources and capabilities.

There are a number of different stakeholders in the National Capital Region, federal government, and private sector that could be affected by a disaster that has major impacts on the District. The District depends on these stakeholders after a disaster to have the resources to fully support recovery efforts. Gaining full intelligence about the needs, challenges, priorities, and capabilities of all stakeholders will be difficult, both immediately after the disaster and over the long-term recovery period as it sometimes takes a longer time to fully assess the impact of the disaster. However, it is critical for the District to share information with these stakeholders to determine their recovery needs, challenges, priorities, and the impact of these on their recovery capabilities to determine how this will affect the District's recovery resources and capabilities.

- Balancing the need for quick and prompt recovery actions and the need to elicit active community engagement in the recovery process.

Active community engagement is critical to rebuilding and recovering after a disaster in a way that meets all of the residents, workforce, and visitor's needs; ensuring prompt delivery of recovery services and resources; and ensuring that the communities are being rebuilt to be safer and stronger. However, it may be difficult to meaningfully engage all stakeholders in the community in the recovery decision-making process. Stakeholders may be unavailable due to the circumstances caused by the disaster such as the loss of communication infrastructure or if a significant number of residents, businesses, and non-governmental services are forced to temporarily relocate.

- Developing, managing, and sequencing recovery actions and priorities.

The lack of sufficient resources, urgent demands from various sectors within the District, pressure to have the Nation's capital functioning, unavailability of key infrastructure and institutions, dependencies and interdependencies among systems and sectors, and other unforeseen issues will all be seen as priorities to

District leadership after a disaster. Decision makers must keep all of these factors in mind as they identify issues and actions, and determine how to sequence these priorities.

- Identifying financing programs and options, including matching funds, to finance recovery and rebuilding operations.

With the probable shortage of tax revenue to pay for normal services, finding funding to help with recovery costs will be problematic. It is expected that the federal government will provide funding to restore federal operations and provide assistance for the non-federal sectors of the District, especially through disaster Public Assistance, Individual Assistance, and Hazard Mitigation programs. The District will need to maximize the federal funding from these programs, as well as find additional funding sources from other federal, non-governmental, and private sector sources to have the resources to fully recover after a disaster.

- Monitoring insurance issues and progress in addressing, repairing, or rebuilding needs.

Insurance will be essential to the recovery of the District. There are a number of problems that are associated with insurance, including the speed of payments, coverage depending on the type of disaster, and the effect of coverage on governmental assistance.

- Identifying and addressing federal assistance program eligibility and regulatory issues.

Obtaining and using federal assistance can be complicated. Federal programs have strict rules and definitions for projects in determining eligibility, including the types of projects, the ownership of the projects, and the review process a project must undergo. These complications may delay, limit, or even stop some projects from being approved and may limit the amount of financial assistance provided.

- Weighing the costs and benefits of services and land use with identified environmental, cultural, and historical concerns in rebuilding and restoring services after a disaster.

Decision makers need to balance the need to rebuild a safer, stronger District while considering environmental, cultural, and historical concerns. Issues may arise during rebuilding that were not identified when the original development occurred, especially based on vulnerability analysis and rebuilding standards developed through mitigation activities. This development can also affect service provision in the District. These issues must be identified and considered as the District determines how and where to rebuild and restore services.

- Incorporating risk mitigation considerations during rebuilding.

Risk mitigation should be part of rebuilding strategies to rebuild a safer, stronger District after a disaster.

- Identifying the transition from recovery to steady-state operations in the District’s “new normal” state.

The recovery process may take years depending on the size and impact of a disaster, and—like the transition from response to recovery operations—there is no one time when recovery stops and the District returns to a steady state. Sometimes, what is seen as “recovery” can become the “new normal,” since the difference between reconstruction and new development may become unclear or unimportant. However, it is important to have transparency related to the transition out of recovery efforts and the beginning of redevelopment efforts, especially if there are impacts resulting in changes to, or losses of neighborhoods, landmarks, institutions, and businesses.

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4.0 CONCEPT OF OPERATIONS

4.1 Desired End State

The desired end state is to implement a dynamic, flexible, and scalable recovery operation, incorporating all key stakeholders, that builds on existing District recovery operations to provide a more holistic and comprehensive approach to ensure a successful recovery that addresses the quality of life for all District residents, workforce, and tourists. The hallmarks of a successful District recovery process include:

- Overcoming physical, emotional, and environmental impacts of the disaster;
- Re-establishing the District's economic and social base;
- Rebuilding by reducing vulnerability to future disasters and integrating the needs of the District's residents, workforce, and visitors; and,
- Demonstrating the capability to be prepared, responsive, and resilient.

The recovery operation will build upon the response operation implemented after a disaster to address longer term and non-lifesaving priorities to return the District to normal, or "new normal," activities. The recovery operation will leverage mitigation efforts to both reduce future disaster impacts and identify opportunities to incorporate mitigation into recovery efforts. This operational structure will enable the District to identify, assess, and implement recovery actions that will meet the needs of all stakeholders; and bring the District back to a steady state both safer and stronger.

Recovery operations will continue until the administration of Public and Individual Assistance programs are complete and the goals and targets of the mission critical tasks included below are met.

4.2 Mission Critical Tasks

Mission critical tasks address elements of the community that are significant to the recovery of the District. These elements consist of the physical facilities, services, and systems that make up the fabric of the community. Understanding these elements and discussing the needs and challenges of providing recovery services to them, including the dependencies and interdependencies between them, will ensure that proper coordination is occurring, thus ensuring a faster and more efficient recovery from disaster events.

Table 4-1 includes a description of the District mission critical tasks.

Mission Critical Task	Description
Economy, Commerce, and Employment	Ensure that the economy is restored and there are adequate employment opportunities for District residents and workforce.
Educational Services	Ensure educational and critical student services are available to all students, including pre-K-12, higher education, and adult education.
Government Services	Ensure an expedited recovery and access for all populations to needed governmental services.
Health and Social Services	Ensure medical care and social programs are available to all populations.

Mission Critical Task	Description
Housing	Ensure all housing needs are identified and offer needed housing opportunities.
Infrastructure and Critical Systems	Ensure adequate infrastructure—roads and highways, rail systems, air transportation, sea transportation, electricity, potable water, wastewater, natural gas, fuel, and propane—is available.
Land Use and Rebuilding	Address land use planning issues after the disaster and ensure compliance to, or work to update as appropriate, building, zoning, and environmental regulations and the approved Comprehensive Plan.
Natural, Cultural, and Historical Resources	Ensure the protection, quality, and availability of natural, cultural, and historical resources.

Table 4-1: Descriptions of Mission Critical Tasks

Each of these tasks represents elements in a community that play a significant role in a community’s ability to recovery from disaster events. The **Recovery Support Functions Annex** of this plan contains a further breakdown of the mission critical tasks including goals, targets, and objectives, as well as roles and responsibilities of RSFs established after a disaster to address these.

After a disaster, the District’s response organization, including the activated ESFs, will address lifesaving and life-sustaining priorities, but will also begin to address some short-term recovery considerations. The mission critical tasks provide the framework for identifying objectives related to the intermediate and longer-term recovery needs of the District, but can also be referenced for inclusion in response planning, especially to larger or catastrophic disasters, to identify shorter-term priorities that will lead to successful recovery efforts.

4.3 Organizational Structures

The recovery organization utilized to meet the desired end state for a successful recovery is dependent on the impacts of the disaster. The District’s standard recovery structure is small and agile to provide the coordination necessary to address PA, IA, and HMGP needs to recover from the impacts of most disasters. In these disasters, the standard recovery structure has adequate capabilities to coordinate with District stakeholders to meet the relevant mission critical tasks, and provide necessary financial aid to those affected by the disaster.

However, larger or catastrophic disasters may result in more critical or devastating impacts on the physical, social, emotional, economical, and natural environments of the District. In these situations, the standard recovery structure will not be sufficient to address all of the strategic visioning and coordination needs to lead the District to a successful recovery.

As the impacts of the disaster increase beyond the scope of the capabilities of the standard recovery structure, the structure will increase in size and scope of responsibility to address the needs of the District after a disaster. This enhanced recovery organization will include the elements of the standard structure, but also provide more of the strategic direction for the recovery efforts through the Recovery Steering Committee as well as expertise in accomplishing the goals and objectives of each of the mission critical tasks through RSFs. Figure 4-1 illustrates the transition of the scope of the recovery organization in response to the impact of a disaster.

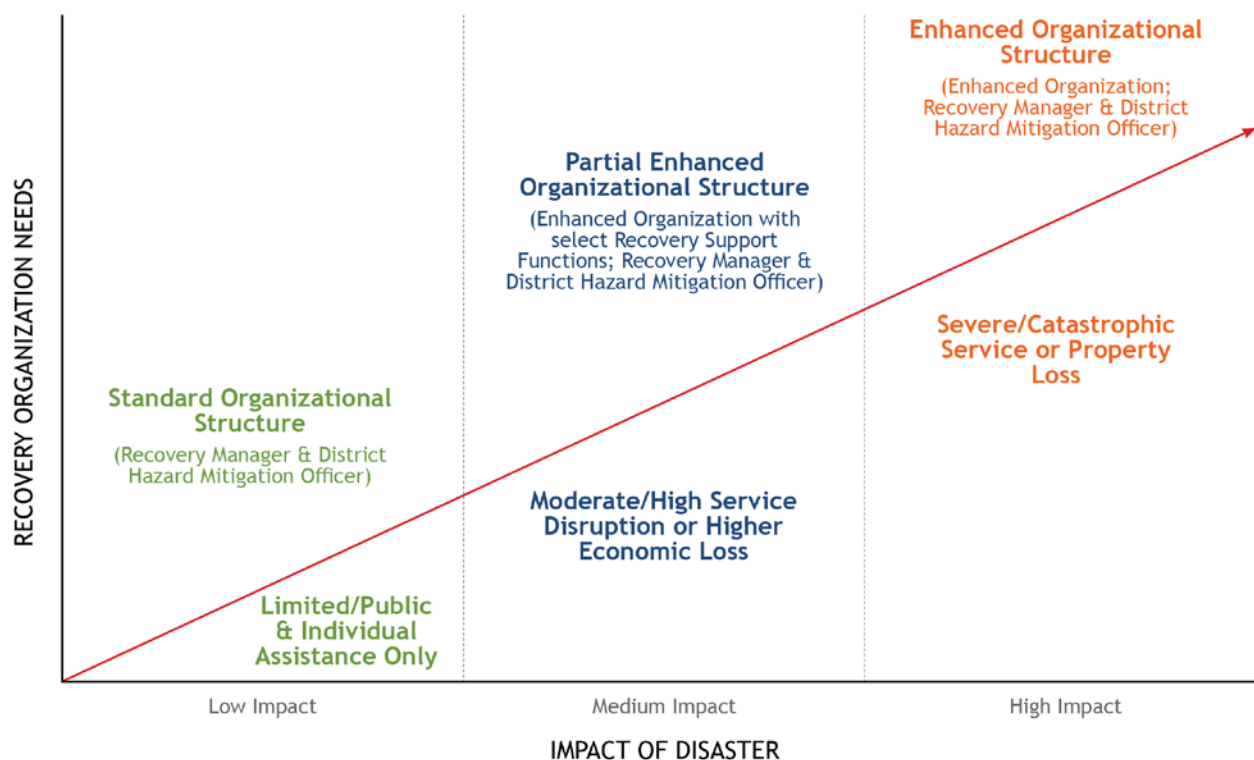


Figure 4-1: Transition of Recovery Organization Based on Disaster Impacts

These recovery organizations are designed to be flexible to meet the needs of the disaster and also to provide a smooth transition from response to recovery operations. This transition is described in more detail in the “Coordination and Control” sub-section. The following sub-sections detail the elements of the standard and enhanced recovery structures.

4.3.1 Standard Coordination Structure

The District currently has a Recovery Manager, a Deputy Recovery Manager, and a District Hazard Mitigation Officer (DHMO) within the HSEMA who are responsible for recovery coordination efforts. All recovery assistance will be provided to and coordinated with District departments and agencies to meet mission critical tasks.

The below sections describe elements established to support these recovery efforts.

4.3.1.1 Consequence Management Team

The Consequence Management Team (CMT) is convened for eminent and post disaster events. If the impact is beyond the scope of the capabilities of the PA administration (see section 4.3.1.2) and IA administration (see section 4.3.1.3) provided by the Recovery Manager to meet the mission critical tasks, the CMT will make the determination, in consultation with the Recovery Manager, to turn strategic oversight of the recovery to the Recovery Steering Committee. The Recovery Steering Committee will work with the Recovery Manager to determine which Recovery Steering Functions to stand up to meet the needs of the mission critical tasks.

4.3.1.2 Public Assistance Program Administration and Technical Support

While not offered after all disaster events, a vital part of all District recovery efforts is the administration of the federal government's PA Program. The PA program is designed to assist eligible applicants receive federal assistance to repair, restore, and in some instances, improve or relocate existing facilities and systems. The PA Program also offers opportunities to identify and request additional funds for relevant mitigation work under the PA project. The District Recovery Manager and the Deputy Recovery Manager administers the program and provides technical support to other District agencies and departments to document damage, develop projects, receive funding, and closeout projects. The DHMO is also available to confer on mitigation elements of PA projects. The program is authorized under the Robert T. Stafford Act and governed by Title 44 of the Code of Federal Regulations (CFR 44).

4.3.1.3 Individual Assistance Program Administration and Technical Support

When available after all certain disaster events, the federal government's IA Program is an essential recovery tool. The IA program is designed to help homeowners receive assistance to repair, restore, and in some instances, improve or relocate existing homes. The District Recovery Manager administers the program and provides technical support to help homeowners understand available funding programs and access repair grants and loans. The program is authorized under the Robert T. Stafford Act and governed by CFR 44.

4.3.1.4 Hazard Mitigation Assistance Programs Administration and Technical Support

Whether part of the PA Program or under its own program, HMA grant programs are critical to assisting communities break the disaster cycle. Federal HMA grant programs are designed to reduce or eliminate impacts from future disaster events. Mitigation can also be a critical part of PA Program projects and efforts. The DHMO administers the program and provides technical support to other District agencies and departments to develop plans and projects, apply for and receive funding, and implement and closeout projects. The program is authorized under the Robert T. Stafford Act and governed by CFR 44.

4.3.2 Enhanced Coordination Structure

As the impact of a disaster escalates, additional coordination and resources to meet the recovery needs of the District may be needed. This will require that the recovery structure expand to meet the increased need. This enhanced structure will build upon the District's existing recovery structure, while ensuring that it is dynamic, scalable, flexible, and capable of meeting the needs of disaster events. The organizational structure must also ensure that the existing experienced and qualified District department and agency staff who routinely handle the mission critical tasks are leveraged during the recovery phase for the organization and operations to be successful.

The enhanced recovery organization will be structured in such a manner as to ensure that dependencies and interdependencies are addressed and simultaneously worked to eliminate obstacles and challenges to complete assignments. It is envisioned that for significant disaster events requiring the enhanced structure, that a Recovery Steering Committee will be established.

The CMT will transition its strategic oversight of the tasks and challenges pertaining to recovery to the Recovery Steering Committee. The Recovery Steering Committee will set disaster event priorities, identify timelines to meet mission critical task targets, and monitor the progress on goals and objectives. The goals and objectives will be completed through RSFs that are activated to accomplish the goals, targets, and objectives of the mission critical task s. Figure 4-2 illustrates the elements of the enhanced organization, including the lines of coordination and control between the elements of the enhanced organization and with the standard recovery organization.

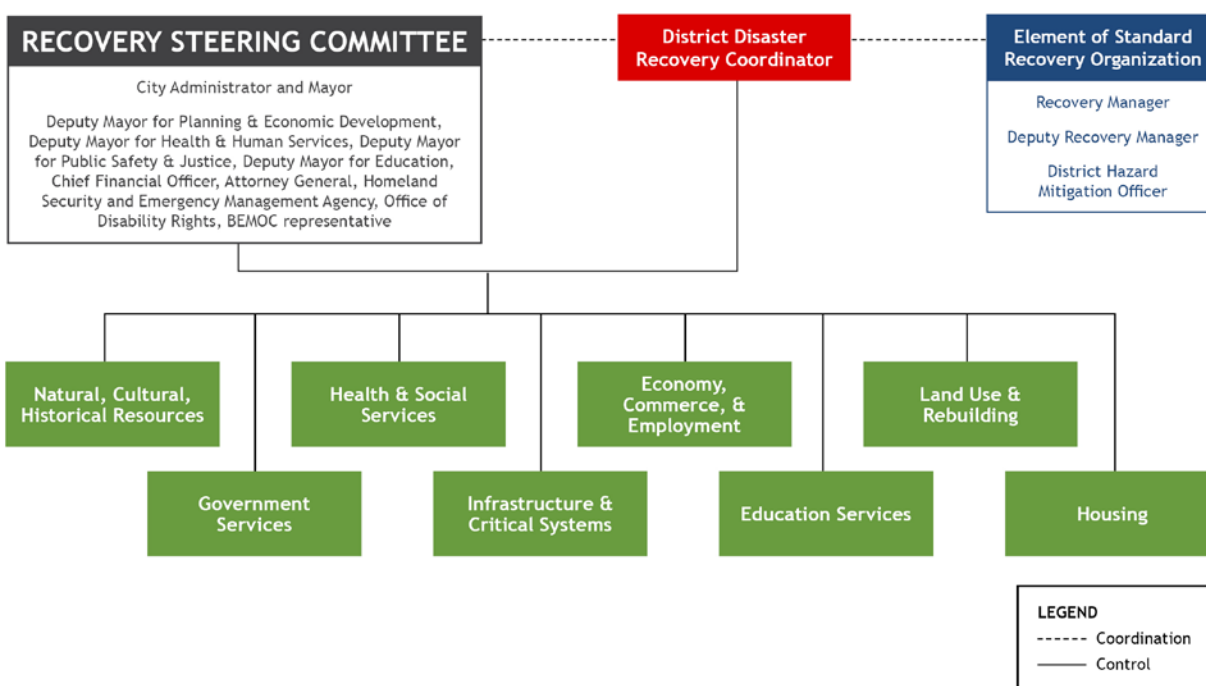


Figure 4-2: Enhanced Recovery Organization Structure

The below sections describe elements established to support the enhanced recovery organizational structure.

4.3.2.1 District Recovery Steering Committee

The Recovery Steering Committee is led by the City Administrator, or the Mayor’s agent, in coordination with the Mayor. If the recovery needs after a disaster are primarily focused on one functional area, the Mayor may appoint an agent that is best suited to lead the Steering Committee to address these needs. The Mayor’s agent may be one of the Deputy Mayors who have mission responsibilities focused on the recovery needs. For example, if there are large land use and building considerations, but no large impacts on governmental services, the Mayor may appoint the Deputy Mayor of Planning and Economic Development to lead the Recovery Steering Committee to offer the most expertise in this leadership role.

The Recovery Steering Committee members will include the Deputy Mayor for Planning and Economic Development, Deputy Mayor of Public Safety and Justice, the Deputy Mayor for Education, the Deputy Mayor of Health and Human Services, the Chief Financial Officer, the Attorney General, the director of the Office of Disability Rights, the director of HSEMA, and a representative from the Business Emergency Management Operations Center (BEMOC). Additionally, federal government

departments and agencies may be represented on the Steering Committee to facilitate clear communications pre- and post-disaster and to leverage the unique relationship with the District.

The Recovery Steering Committee will provide strategic guidance for the accomplishment of recovery mission critical tasks, and will coordinate with the Recovery Manager to determine the scope of the recovery operations, including the appointment of a District Disaster Recovery Coordinator (DDRC) and the activation of RSFs.

4.3.2.2 District Disaster Recovery Coordinator

The DDRC is appointed by the Mayor to provide the leadership, in coordination with the Recovery Manager and the Steering Committee, to ensure recovery activities are well-managed while extended response and short-term recovery activities are ongoing. The DDRC is a full-time position responsible for the management of recovery operations in coordination with the Recovery Manager and the strategic direction of the Recovery Steering Committee. The DDRC will work with the Federal Disaster Recovery Coordinator (FDRC), once appointed by the President, and other regional or state entities to manage the allocation of federal, regional, and other recovery assistance and support.

4.3.2.3 District Recovery Steering Committee Support Staff

As needed, the District Recovery Steering Committee will be supported by staff from HSEMA and the Office of the City Administrator (OCA). HSEMA and OCA staff will assist with tracking and reporting on progress, as well as assist with the validation of public messages.

HSEMA will also hold the responsibility of providing technical support and grant management of the federal recovery (PA and IA) and mitigation (HMGP) grants. In this role, HSEMA will be the primary liaison with the FEMA; but may relinquish some of this role to appropriate District departments or agencies as appropriate to coordinate on specific mission critical tasks.

4.3.2.4 Recovery Support Functions

The District RSFs will be activated to accomplish the goals, targets, and objectives of the mission critical tasks. Each RSF will be led by a District agency and will engage the Whole Community concept and coordinate with identified supporting agencies and organizations, federal and regional partners, community stakeholders, and individuals to meet the goals, targets, and objectives of that mission critical task under direction of the Recovery Steering Committee and DDRC. The following is a list of the District RSFs:

- Economy, Commerce, and Employment
- Educational Services
- Government Services
- Health and Social Services
- Housing
- Infrastructure and Critical Systems
- Land Use and Rebuilding
- Natural, Cultural, and Historical Resources

Depending on the specific needs of the District after a disaster, the Recovery Steering Committee may activate select RSFs instead of all eight of the identified RSFs. For example, a disaster may have a large impact on health care facilities and supporting infrastructure to these facilities. These impacts could result in large recovery efforts focused on the Health and Human Services and Infrastructure and Critical Systems mission critical tasks, resulting in the activation of these two RSFs, but have a limited impact on the other sectors and services in the District. However, a disaster may have larger or catastrophic impacts on all of the mission critical task areas, resulting in the activation of all of the RSFs. Figure 4-3 depicts the partial activation and full activation of the RSFs to illustrate this example.

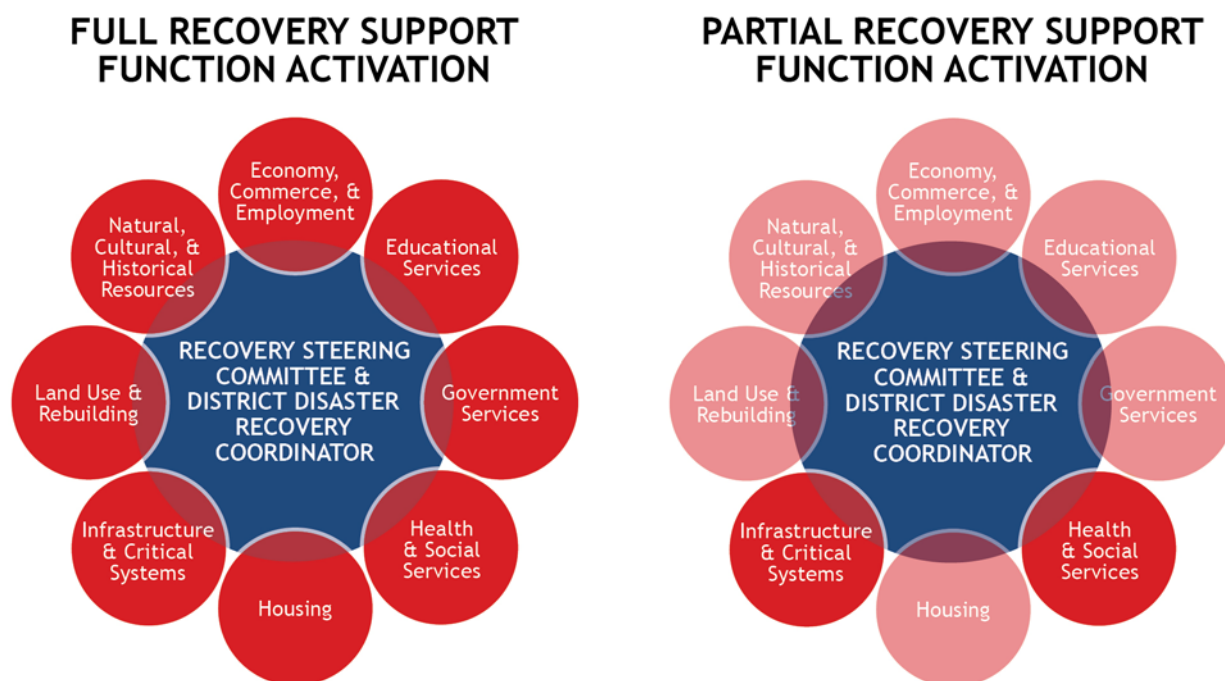


Figure 4-3: Full and Partial Recovery Support Function Activation

The **Recovery Support Functions Annex** contains details about the goals, targets, and objectives of each RSF, as well as the roles and responsibilities of District agencies and organizations to meet the mission critical task.

4.4 Coordination and Control

Efficient and effective coordination and control in the recovery organization is necessary to achieve successful recovery operations. This involves both the coordination to transition from response operations to recovery operations, as well as coordination and control among the recovery structure. As the scope of the recovery structure increases to include the Recovery Steering Committee and RSFs, the need for effective coordination and control increases.

4.4.1.1 Response to Recovery Transition Coordination

There is not one moment when response operations end and recovery operations begin. There may be some areas that are related to mission critical tasks that are able to transition more quickly from the response organization and operations to be addressed by the recovery organization, while others may

take longer to transition. Figure 4-4 illustrates this transition, and how there are periods of overlap between the two.

The recovery organization, either the standard structure or enhanced structure, must coordinate with the response organization, including with the ESFs working on tasks related to the recovery mission critical tasks, to ensure a smooth transition from response to recovery that meets the needs of the survivors and businesses affected by the disaster. There may be times when both ESFs and RSFs are activated, which increase the need for constant coordination and communication between these organizations. The Recovery Steering Committee should lead these coordination efforts along with the CMT to ensure all needs are being identified and met.



Figure 4-4: Transition from Response to Recovery Operations

4.4.1.2 Enhanced Structure Coordination and Control

Figure 4-2 includes lines of coordination and control between the elements of the enhanced recovery structure. Effective coordination and control will empower staff and in many instances encourage greater coordination and effective actions.

The City Administrator is responsible for control and coordination of the Recovery Steering Committee, which will coordinate with all other elements of the recovery organization. The City Administrator will work with the Steering Committee members to set the recovery priorities (control) and ensure that proper resources are available (coordination) to meet these needs.

The DDRC will manage the day-to-day coordination and control of the recovery efforts, working with the Recovery Steering Committee to ensure the strategic priorities are being met, and that the RSFs have the necessary guidance to meet their goals, targets, and objectives.

The Recovery Manager and other staff members from HSEMA as deemed necessary will assist with coordination by providing a bridge from the administration of the IA and PA programs to ensure clear communication and to ensure meeting priorities.

Coordination and control for each individual RSF will be led by the primary District agency. The primary District agency will be responsible for coordinating with supporting agencies and organizations to ensure that the goal and objectives are being met and to track the accomplishment of the objectives. Work assignment coordination for actions to meet the objectives will be handled at the appropriate staff level.

4.5 Communication

A major element of coordination and control is communication. There are two types of communications: internal and external communications. In both types, communication is referring to the means by which communications will take place, who shall be communicating with whom, and the content of the communications. This is important in all aspects of recovery but of particular concern when it comes to communicating with public, media, and elected officials.

4.5.1 Internal Recovery Communications

As discussed in the Coordination and Control section, there are varying levels. As such, the same is true for communications. While all levels of communications are important, the District Recovery Steering Committee's communication with all other elements of the recovery organization is essential. The District Recovery Steering Committee should attempt to meet regularly with the DDRC to determine the progress in the recovery operations, including of the RSFs to accomplish the goals of the mission critical tasks, and to provide additional strategic direction as necessary to accomplish these operations. The frequency of the meetings will be dictated by the recovery challenges and progress; and would be expected to taper off as the mission critical task goals and targets are fully met. The information discussed in the meetings should be captured in a report and made available to all team members for verification and to update members who may have missed the meeting. The Steering Committee will communicate their priorities and the other outcomes from their meetings to the DDRC, Recovery Manager, and RSFs.

The RSFs will use the appropriate means of communication between primary and supporting agencies to ensure that all progress and challenges in accomplishing mission critical task targets and objectives are reported and tracked. All elements of the recovery organization can use the same means of communication that are used in the response operations, which are captured in the *District Interoperable Communications Plan*.

4.5.2 External Recovery Communications

The Recovery Steering Committee will work with the DDRC and the Executive Office of the Mayor's Office of Communications to communicate with the public, media, and elected officials as necessary on recovery related issues and progress. For a successful recovery, the District's residents, workforce, and tourists must return in numbers equal to or greater than pre-disaster levels. This should be the primary focus of external messaging, including all messages about where to receive assistance and the progress of recovery efforts.

It is important that a consistent message is carried forward; a message vetted by the District Recovery Steering Committee members. The Recovery Steering Committee will work with the Executive Office of the Mayor's Office of Communications to validate the District's recovery-focused messages and coordinate the delivery of these messages from their office as well as from other District agencies through the agencies' Public Information Officers and the Office of Cable Television.

Keeping the public and media informed and involved is critical for recovery efforts. There are various types of external communications that can be used to effectively manage recovery operations, including to identify recovery needs and to communicate recovery assistance opportunities the progress of recovery operations:

- Town Hall meetings;
- Press conferences and releases;
- District Cable television messages; and,
- Social media platforms.

External communications with the public and media will include Town Hall-type of meetings with community members and press conferences and releases. These events should be held regularly at the beginning of the recovery phase and could taper off over time as significant progress or milestones have been met.

Another communications consideration is social media; both for "pushing" and "pulling" information. As social media becomes more and more mainstream, many will look to and utilize social media to stay abreast of topics. While websites are obvious platform and will be heavily used, there could be a strong demand for information and updates to be shared by Twitter, Facebook, LinkedIn, and other popular social media platforms.

To meet this demand, it will be valuable to develop communication protocols with the Office of Communications. This will also ensure that vulnerable populations will not be omitted from the communications, ensure that all segments are informed about recovery assistance, policies and progress, and institutionalize all relevant messaging.

4.6 Critical Information Requirements

As the recovery process is tested through real-time events, training, and exercises, more critical information requirements will be identified. However, a significant requirement needed for recovery is the damage projections or estimates from the event. This information is needed to determine the level of recovery that may be needed. Additional requirements relevant to each RSF are identified in the **Recovery Support Functions Annex**.

4.7 Preparedness Actions

The success of recovery is dependent upon everyone understanding the needs, knowing their roles, and anticipating the challenges. This requires pre-event planning and cooperation. The District has instituted a structure to advance and enhance the recovery efforts. Below are the elements in place to support the District's Recovery preparedness actions:

4.7.1 Organization

A DC Emergency Response System (DCERS) Committee Working Group will be established consisting of points of contact from every District agency and organization with a primary and supporting role in achieving recovery mission critical tasks. The Recovery Manager, Deputy Recovery Manager, and DHMO will provide coordination support with the HSEMA Preparedness Planning Division to the Working Group to determine the priority of projects and actions to take, in coordination with the District Preparedness System, to enhance the District's recovery capabilities.

The Recovery Planning Working Group, a part of the sub-committee structure to the DCERS Committee, will work with the HSEMA Preparedness Planning Division and other DCERS Working Groups, especially the Hazard Mitigation Working Group to enhance the District's recovery plans and capabilities. Some of the Working Group's actions will include:

- Developing predictive modeling systems in order to determine vulnerable critical facilities and populations as a basis for identifying recovery activities;
- Coordinating with other District agencies to address key issues for disasters such as environmental restoration, restoration of public facilities and infrastructure, and economic recovery;
- Coordinating identification of appropriate federal and state programs to support implementation of recovery plans;
- Providing technical assistance in community planning that addresses identified recovery and mitigation needs; and
- Coordinating priorities for recovery grant programs.

4.7.2 Planning

The purpose of recovery planning is to identify what impact a major disaster will have on a community's residents, homes, infrastructure, economy, and environment and to develop processes and procedures designed to ensure that the community can rebuild safer and stronger.

Pre-disaster recovery planning provides a platform for initial recovery decisions. During pre-disaster recovery planning, the District systematically anticipates the consequences of specific threats, risks, and hazards. Pre-disaster recovery planning helps to guide the recovery process by establishing recovery goals and objectives and strategizing how to achieve those goals and objectives. The District's pre-disaster recovery planning efforts engage voluntary, faith-based, and community non-governmental organizations; businesses; and District government partners including FEMA and other federal departments and agencies. By engaging District partners and other members of the Whole Community, pre-disaster planning will establish recovery goals and objectives and incorporate hazard mitigation strategies, and articulate post-disaster options based on a wide variety of resources and programs that may support the District's recovery requirements.

4.7.3 Training

Ensuring that all personnel across the Whole Community have the skills and knowledge they need to perform their roles and responsibilities is essential to recovery. In addition to ensuring individual

competencies, it is equally important that all personnel understand the different roles and responsibilities; ensuring efficient and effective integration of the capabilities between the elements of standard and enhanced recovery organizations, including between the Recovery Manager, Recovery Steering Committee, DDRC, and the RSFs.

To support this requirement, the District has created and maintains a multiyear *Training and Exercise Plan*. This plan provides a schedule for homeland security and emergency management-focused training available for District stakeholders. The plan is informed by subject matter experts and reflects lessons learned from exercises and real world incidents, the District THIRA, the *District State Preparedness Report*, and the *District Homeland Security and Emergency Management Strategy*. The *Training and Exercise Plan* is maintained to encompass needs across all mission areas, including the roles and responsibilities outlined in the *District Recovery Plan*.

Engaging all District homeland security and emergency management stakeholders is key to the development and implementation of this *Training and Exercise Plan*. This broad participation helps to ensure that all disciplines and mission areas have access to the training they need and that the various elements of the District's homeland security enterprise are able to work together effectively when the need arises. Effective training and education improve the District's capacity to deliver core capabilities, reduces gaps, and ensures that these stakeholders understand and can perform their roles and responsibilities as defined in pertinent preparedness plans, policies, or procedures.

4.7.4 Exercises

Similar to training, exercises are needed to increase the community's recovery skills and knowledge. Placing trained individuals into simulated disaster events helps identify omitted processes, assignment gaps, false assumptions, and miscalculations. The lessons learned must be captured and integrated into strategic, operational, and tactical plans. Encouraging broad participation also helps enforce relationships, foster better communication and coordination, and makes this and other plans more comprehensive.

The *Training and Exercise Plan* will include exercises aimed at validating and evaluating the operations and organizations outlined in the *District Recovery Plan*.

5.0 ROLES AND RESPONSIBILITIES

Because the intent of the *District Recovery Plan* is to be comprehensive, the District supports and encourages building dynamic planning teams to address recovery issues. The District emphasizes the “Whole Community” concept. This approach recognizes the need to have key stakeholders participate in all phases of emergency preparedness; including recovery. The roles and responsibilities detailed in this section provide guidance for how the recovery organizations will meet the recovery Concept of Operations.

5.1 Coordinating Structures and Personnel

5.1.1 Recovery Manager

The Recovery Manager is a staff member of HSEMA responsible for the implementation and managerial oversight of Public and Individual Assistance grants and technical assistance to entities and individuals affected by the disaster. The Recovery Manager will communicate and coordinate with the Deputy Recovery Manager, DHMO, and affected agencies, organizations, and individuals to meet the recovery needs. If the disaster necessitates the activation of the enhanced recovery organization, the Recovery Manager will coordinate with the Recovery Steering Committee, RSFs, and DDRC to meet the needs of the disaster.

5.1.2 Recovery Steering Committee

The District Recovery Steering Committee will identify priorities, determine timelines for the accomplishment of mission critical task targets (included in the **Recovery Support Functions Annex**), determine allocation of resources, and establish consistent messages to the District residents, workforce, tourists, businesses, and all additional stakeholders, ensuring messages are well crafted, vetted, and accepted by all. The District Recovery Steering Committee members will also communicate significant challenges or obstacles to the recovery efforts to recovery stakeholders.

The Recovery Steering Committee will provide strategic guidance for the accomplishment of recovery mission critical tasks, and will coordinate with the Recovery Manager to determine the scope of the recovery operations, including the appointment of a DDRC and the activation of RSFs. The District Recovery Steering Committee will recommend a DDRC to be appointed by the Mayor.

The Committee will coordinate with the DDRC as well as the Recovery Manager, Deputy Recovery Manager, DHMO, and RSFs to ensure that the District’s recovery needs are met. The Committee will also provide direction to the RSFs to ensure that the goals, targets, and objectives of the mission critical tasks are met.

5.1.3 District Disaster Recovery Coordinator

The DDRC is the full-time position responsible for coordinating with the Recovery Steering Committee, Recovery Manager, and RSFs to ensure the efficient management of the accomplishment of the mission critical tasks. The DDRC will be responsible for representing and speaking on behalf of the Recovery Steering Committee and the Mayor to regional and federal stakeholders to communicate the District’s needs.

5.2 Primary Agencies and Organizations

District RSFs each have a designated primary agency with significant authorities, roles, resources, or capabilities for each support function. The primary agencies coordinate support within their RSF. The **Recovery Support Functions Annex** establishes the goals, targets, and objectives each RSF is responsible for meeting. **Table 5-1** lists the RSFs and the identified primary agency or organization.

District Recovery Support Function	Primary Agency or Organization	Mission
Economy, Commerce, and Employment	Office of the Deputy Mayor for Planning and Economic Development	Monitors and coordinates with the appropriate entities to ensure that the economy is restored and there are adequate employment opportunities for District residents and workforce.
Educational Services	Office of the State Superintendent of Education Consortium of Universities of the Washington Metropolitan Area	Monitors and coordinates with the appropriate entities to ensure educational and critical student services are available to all students, including pre-K-12, higher education, and adult education.
Government Services	Office of the City Administrator	Ensures effective and efficient actions are being taken to expedite recovery; and to ensure access to needed governmental services.
Health and Social Services	Office of the Deputy Mayor for Health and Human Services	Monitors and coordinates to ensure medical care and social programs are available through recovery until the community is back to its new normal.
Housing	Department of Housing and Community Development	Monitors the housing needs and coordinates with appropriate entities to offer housing options.
Infrastructure and Critical Systems	Office of the City Administrator	Monitors and coordinates with the appropriate entities to ensure adequate infrastructure—roads and highways, rail systems, air transportation, sea transportation, electric, water, wastewater, natural gas, fuel, and propane—is available.
Land Use and Rebuilding	Office of Planning	Addresses land use planning issues after the disaster and ensure compliance to, or works to update as appropriate, building, zoning, and environmental regulations and the approved Comprehensive Plan.
Natural, Cultural, and Historical Resources	Office of the City Administrator	Ensures the protection, quality, and availability of natural, cultural, and historical resources.

Table 5-1: District Recovery Support Functions

Appendix B identifies the primary and supporting roles for District agencies and organizations, Regional organizations, and Federal agencies in the recovery organization, including the Recovery Steering Committee and the RSFs.

5.3 Support Agencies and Organizations

To meet the goals, targets, and objectives each RSF, the additional resources will be provided by support agencies or organizations to the primary agencies. Support agencies and organizations are those entities with specific capabilities or resources that support the primary agency in executing the mission of the support function. The support agencies and organizations are listed for each RSF in the **Recovery Support Functions Annex**.

There is a selection of agencies that will have support roles to all of the RSFs or to the Recovery Steering Committee. **Table 5-2** lists these agencies and the support responsibilities that each has to ensure a successful recovery.

Agency	Responsibilities
Department of Human Resources	Provide human resources support to District employees.
Executive Office of the Mayor Office of Communications	Provide support to validate recovery-focused public messages and coordinate dissemination of these messages across the District government.
Office of Contracting and Procurement	Provide procurement support of resources needed to ensure a successful recovery.
Office of Risk Management	Provide risk management support to District agencies.
Office of the Attorney General	Provide legal review and support to ensure all policies and procedures implemented after a disaster are within the authorities of the District.
Office of the Chief Financial Officer	Provide budgeting and finance support to ensure financial resources are available for recovery efforts.
Office of the Chief Technology Officer	Provide information technology support to District agencies.

Table 5-2: District Agencies with Cross-Cutting Support Roles

The agencies that have these cross-cutting support roles to the RSFs are also listed in the “Roles and Responsibilities” function under each RSF in the **Recovery Support Functions Annex**. These agencies will hold the responsibilities listed above, as well other responsibilities as determined to meet the specific needs of that RSF.

5.4 Regional Agencies and Organizations

After a disaster, the District may identify regional agencies and organizations working on similar missions in their geographical and functional areas of authority. The District may coordinate with these in order to achieve the mission of the support functions. These agencies or organizations may be critical in providing support roles, resources, or services in achieving the District’s desired end state.

5.5 Federal Agencies

The role of the Federal Government in recovery is to manage and restore federal assets; and support and assist the District, states, local, tribal, and territorial governments if the scope of the damage from the disaster is beyond their capabilities. This traditionally has taken the form of FEMA providing assistance for disaster recovery and mitigation through the PA, IA, and HMGP grants authorized by

the Robert T. Stafford Act. The scope of this assistance is determined once a Presidential Declaration of an Emergency or Major Disaster is made, and the means of providing the assistance is established through the Federal-District Agreement. Other federal assistance is also typically available to District homeowners, renters, and businesses through the U.S. Small Business Administration through their post-disaster recovery assistance program.

In 2011, the Federal Government expanded their recovery support capabilities for states, tribes, territories, and the District when affected by disasters with larger or more catastrophic impacts. FEMA captured the elements of these enhanced capabilities in the NDRF. This framework establishes policies, backed by coordinated federal resources, to increase the recovery capabilities of the Federal, state, and local governments after a larger-scale disaster. One of the major concepts in the NDRF is the establishment of federal RSFs. Much like the federal ESFs in the National Response Framework, the RSFs outline how the Federal Government will provide technical assistance and support to states, tribes, territories, the District, and local governments. **Table 5-3** provides information on the federal RSFs, the identified coordinating agency for each, and the mission of each:

Federal Recovery Support Function	Coordinating Agency	Primary Mission
Community Planning and Capacity Building	FEMA	Support and build recovery capacities and community planning resources of local, state, and tribal governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.
Economic	Department of Commerce	Integrate the expertise of the Federal Government to help local, state, and tribal governments and the private sector sustain and/or rebuild businesses and employment, and develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.
Health and Social Services	Department of Health and Human Services	Assist locally-led recovery efforts in the restoration of the public health, health care, and social services networks to promote the resilience, health, and well-being of affected individuals and communities.
Housing	Department of Housing and Urban Development	Address pre- and post-disaster housing issues, coordinate, and facilitate the delivery of federal resources and activities to assist local, state, and tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new accessible, permanent housing options.
Infrastructure Systems	United States Army Corps of Engineers	Facilitate the integration of the capabilities of the Federal Government to support local, state, and tribal governments and other infrastructure owners and operators in their efforts to achieve recovery goals relating to the public engineering of the Nation's infrastructure systems.

Federal Recovery Support Function	Coordinating Agency	Primary Mission
Natural and Cultural Resources	Department of Interior	Integrate federal assets and capabilities to help state and tribal governments and communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

Table 5-3: Federal Recovery Support Functions

After a Presidential Declaration has been made at the request of the Mayor of the District of Columbia, and a FDRC is appointed, FEMA will coordinate the determination of which federal RSFs are needed to support the recovery efforts of the District based on the impact of that disaster. This will be done through the findings of an Advance Evaluation Team, and the scope of the support of each of the federal RSFs will be defined in the Mission Scoping Assessment produced by the FDRC.

Figure 5-1 illustrates the correlation between the six federal RSFs and the District's eight RSFs.

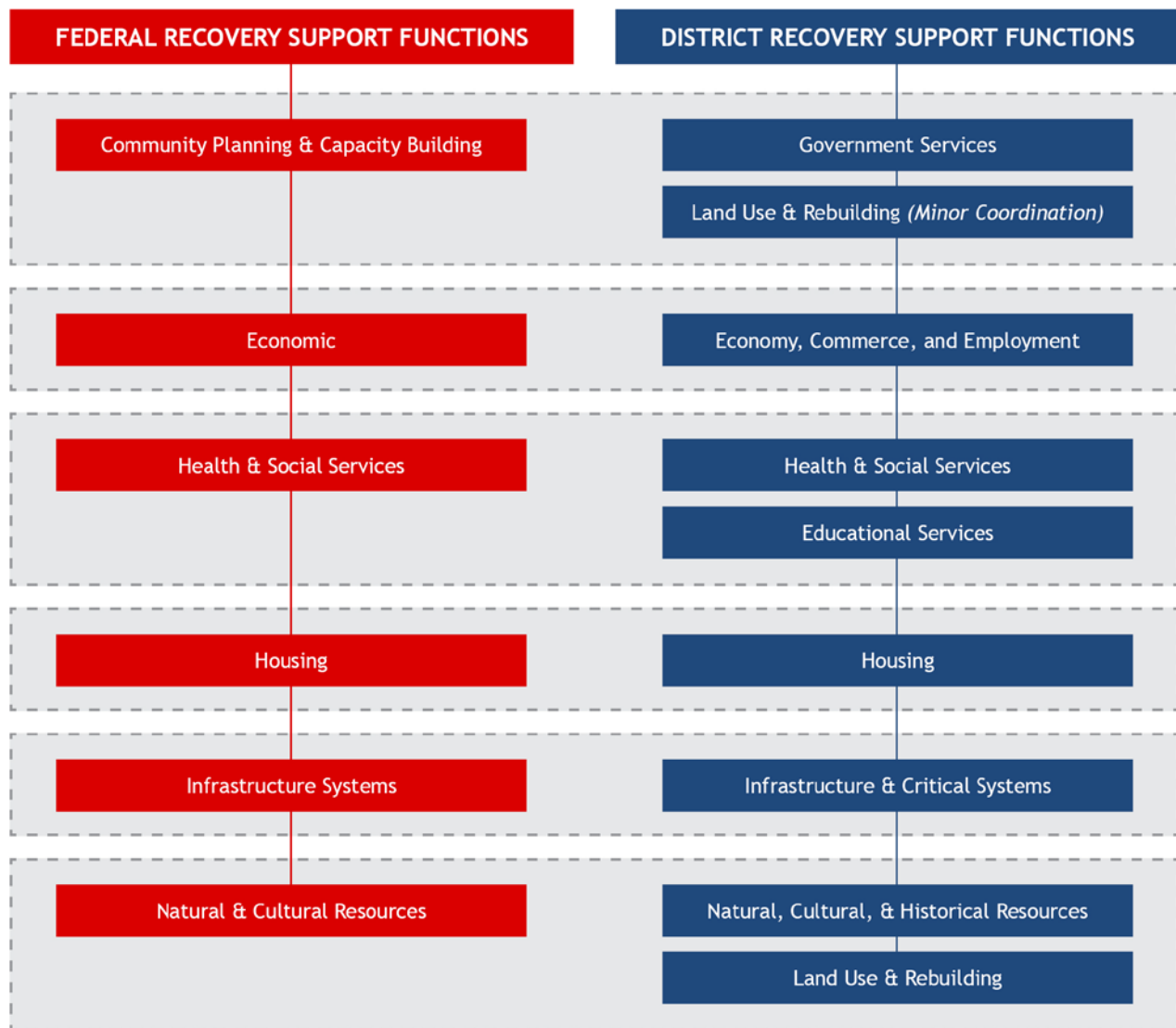


Figure 5-1: Correlation of Federal and District Recovery Support Function Missions

In addition to the guidance and technical assistance offered after a disaster has taken place, FEMA also coordinates with, offers extensive training and structured exercises, and provides recovery information and tools pre-disaster. These activities help support states, tribes, territories, locals, and the District enhance their recovery capabilities to be better prepared to recover from a disaster.

An important distinction of the District from other jurisdictions during response and recovery is that there are two considerations that differentiate it from other governments and locations:

- (1) The District and federal government assets are intertwined within the District, a successful recovery of the District is critical to a successful recovery of the federal government.
- (2) The Congress retains the right to review and overturn laws created by the District and can intervene in local affairs. This provides the federal government with more of an influence and role in the recovery of the District than in other areas of the country.

The District and the federal government stakeholders must leverage existing coordinating structures, especially the FEMA Office of National Capital Region Coordination, ensure that these considerations are taken into account during recovery planning and operations.

6.0 FINANCE, ADMINISTRATION, AND LOGISTICS

To support the Recovery Operations, the District will ensure that there is an understanding of the support requirements, a structure for providing services, and organizations for managing resources.

6.1 General Support Requirements

6.1.1 Office

For any type of recovery operations, there will be office requirements that can include staff, facilities, furniture, equipment, supplies, communication service, information technology service, geographic information systems capabilities, and meeting rooms of various capacities. The scale of the disaster and the type of recovery operations may necessitate the establishment of a Joint Field Office (JFO) to meet these needs, which may be established in coordination with FEMA personnel. The specific office or JFO requirements will be based on the recovery operational needs, current District standards, and the standards of any supporting Federal Government or non-governmental organizations.

6.1.2 Field

Field operations will vary based on the type and scale of the emergency and disaster. Support may be needed for activities such as establishing Disaster Recovery Centers, public outreach programs, and project monitoring. The specific requirements will be established and periodically reevaluated during the entirety of the recovery operations.

6.2 Availability of Services

6.2.1 District

The availability of services from the District will be determined by the impact of the disaster. Because of the relatively small geographic area of the District, a catastrophic disaster may all but eliminate the District's capabilities to provide service. During the earliest stages of the recovery, the District will determine which services it will be able to provide, how soon it can provide them, and for the length of time they can be provided.

6.2.2 Federal

Depending on the impact of the event, it is expected that the Federal Government through FEMA as well as the Agencies located in the District will provide some services for events that have a larger impact on the District. As an early recovery activity, the type, level, and duration of services from the federal agencies will be identified. During the recovery efforts, the availability of services from the Federal Government will be coordinated to ensure continued services for as long as they are needed.

6.2.3 Volunteer

Recovery related services will likely be made available through volunteer organizations such as the American Red Cross and Volunteer Organizations Active in Disasters. The availability of the

organizations and the services they will provide will be identified during the recovery effort. The reliability and reliance on those services will be determined depending on the impact of the disaster during recovery operational planning.

6.2.4 Contract

Services for various recovery related activities will be available locally, regionally, or nationally. It is expected that services provided by the federal agencies will be short-term and on an emergency basis. Longer-term shortfalls in the ability for the District and other local agencies and businesses to provide service will be addressed through contracting, and may be supplemented with the financial help of federal disaster support.

6.3 Management of Resources

Resources, including contracts, will be managed by the District, through the strategic oversight of the Recovery Manager or the Recovery Steering Committee, as well as by the utilities that normally service the District as necessary. Specific authorities will be determined during recovery operational planning as necessary to meet the needs of the District.

7.0 PLAN DEVELOPMENT, IMPLEMENTATION, AND MAINTENANCE

Many disasters test a community’s recovery capabilities. While smaller events can be more manageable, larger or catastrophic events present challenging issues that can go beyond existing capabilities. This coupled with the fact that our communities are becoming more complex, and there are new and evolving dependencies and interdependencies, means that recovery actions require greater coordination. While not perceived to be the answer to all problems, planning helps eliminate some issues and allows local governments to focus efforts on the bigger challenges. That is the value of pre-disaster recovery planning.

The development of the *District Recovery Plan* followed basic planning principles, integrated information from the NDRF, leveraged best practices from other states and localities’ recovery planning efforts, and incorporated concepts presented under FEMA’s Comprehensive Preparedness Guide (CPG) 101.

HSEMA, with support from the DCERS Recovery Working Group, is responsible for the development, implementation, and maintenance of the Plan. A six-step planning process was followed, based on the process outlined in CPG 101, to ensure a comprehensive planning process. Figure 7-1 outlines the six steps:



Figure 7-1: Recovery Six-Step Planning Process

7.1 Plan Development

7.1.1 Form a Collaborative Planning Team

A collaborative planning team is critical to the success of a creating a comprehensive plan. Establishing a planning team that is dynamic ensures that different perspectives, interests, and experiences will be integrated into the Plan. Another integral aspect of a collaborative planning team are community “champions”—or high ranking officials who have the ability to allocate resources, set priorities, and

make things happen in the community. Having this support helps identify and secure necessary team members, change mindsets and cultures, and ensure resources are available to address recovery issues.

As part of this process, HSEMA identified the District agencies with recovery-related missions and identified primary points of contacts (POCs). These District agency POCs become the initial members for the Recovery Planning Team. The planning team provided direction and input; as well as reviewed material, provided comments, and reached consensus on the *District Recovery Plan*. Although the initial planning team consisted mostly of District department staff, it is expected that as the recovery planning process continues, representation from other areas of the community will be integrated into the DCERS Recovery Working Group to ensure that the Whole Community voice is part of this process.

Table 7-1 includes a list of the Recovery Planning Team members who took part in the creation of the Plan:

Agency or Organization	Agency or Organization
CCA Correctional Treatment Facility	Department of Public Works
Child and Family Services Agency	District Department of the Environment
Consortium of Universities of the Washington Metropolitan Area	District Department of Transportation
DC Development Disabilities Council	FEMA
DC Fire and Emergency Medical Services	HSEMA
DC Public Charter School Board	Office of Planning
DC Public Libraries	Office of the Attorney General
DC Public Schools	Office of the Chief Financial Officer
DC Water	Office of the Chief Medical Examiner
Department of Behavioral Health	Office of the City Administrator
Department of Consumer and Regulatory Affairs	Office of the Deputy Mayor for Education
Department of Corrections	Office of the Deputy Mayor for Health and Human Services
Department of Disability Services	Office of the Deputy Mayor for Planning and Economic Development
Department of Forensic Sciences	Office of the Deputy Mayor for Public Safety and Justice
Department of General Services	Office of the State Superintendent of Education
Department of Health	PEPCO
Department of Housing and Community Development	Serve DC
Department of Human Services	University of the District of Columbia
Department of Parks and Recreation	WMATA

Table 7-1: Recovery Planning Team Members

7.1.2 Understand the Situation

This phase of the planning process was designed around gaining an understanding and perspective of the potential recovery challenges and needs as well as current capabilities within the District and the region. The general information consists of the populations and communities in the District that may be affected by a disaster, the hazards that can cause impacts resulting in recovery operations in the District, and regional dependencies that will affect recovery operations. This information is outlined in great detail in the *District Preparedness Framework* and was summarized as it related to recovery in the “Situation and Assumptions” section of this plan. The Planning Team used this information to provide a perspective for recovery considerations and help identify recovery challenges in the District.

The Planning Team used this understanding about the District to help identify mission critical tasks – tasks that address sectors in a community that are generally impacted during disasters and are vital to the successful recovery of the District and the region. The District mission critical tasks are:

- Economy, Commerce, and Employment
- Educational Services
- Government Services
- Health and Social Services
- Housing
- Infrastructure and Critical Systems
- Land Use and Rebuilding
- Natural, Cultural, and Historical Resources

The Planning Team reviewed and provided feedback on these mission critical tasks during the Initial Planning Workshop, and determined the basis for the goals for each of the mission critical tasks.

7.1.3 Determine Goals and Objectives

The goals, targets, and objectives were built around critical task known to be vital during recovery efforts. The Planning Team started by defining the goal of each mission critical task, and then determined the elements that were necessary to reach these goals. These elements were then drafted to become targets to reach each of the mission critical tasks. The Recovery Planning Team then broke down each target to determine the objectives that should be reached to accomplish the targets.

The Recovery Planning Team reviewed, revised, and validated the mission critical task-oriented goals, targets, and objectives to ensure that they were comprehensive and addressed evolving conditions within the District and the region. The mission critical task goal, targets, and objectives can be found in the **Recovery Support Functions Annex**.

7.1.4 Plan Development

The Recovery Planning Team used the information about current recovery operations, recovery operations of communities that had experienced impacts from catastrophic disasters, and national guidance in the NDRF to determine the elements necessary for a successful District recovery concept of operations. The Planning Team considered the elements that defined a successful recovery as well as

the identified goals, targets, and objectives to define the District's recovery concept of operations and organizational elements.

The Planning Team determined the need to transition between two recovery organizations to address all recovery needs, from disasters that result in only Public and Individual Assistance Program administration to disasters with large impacts on the District. The scalability and flexibility of the organization allows the District to best meet the recovery needs of the population, businesses, and critical infrastructure. The members of the Recovery Planning Team then identified roles and responsibilities for these recovery organizations to accomplish the concept of operations.

7.1.5 Plan Preparation, Review, and Approval

The HSEMA Preparedness Planning Division prepared a draft of the *District Recovery Plan*, including the **Recovery Support Functions Annex**, based on the determined elements of the mission critical tasks and concept of operations. The Recovery Planning Team reviewed and provided comments on two drafts of the *District Recovery Plan* and the Preparedness Planning Division incorporated the feedback into subsequent versions of the Plan. The Planning Team attended the Recovery Planning Next Steps Workshop to gather feedback on the Plan before the final version was developed and to discuss the next steps in the recovery planning process.

The Planning Preparedness Division facilitated the plan approval process for the *District Recovery Plan* and obtained the approval signatures from the agencies with coordinating or primary roles in implementing the Plan.

7.2 Plan Implementation

The *District Recovery Plan* was developed in complement to existing District government planning efforts involving the agencies represented in the Planning Team. In implementing the Plan, HSEMA will work with the DCERS Recovery Working Group and with all District recovery stakeholders to ensure continued incorporation of the recovery goals, targets, and objectives established in this Plan in all relevant District, federal, non-profit, and private sector planning and programmatic efforts.

To implement the *District Recovery Plan* after a disaster, the Recovery Steering Committee will work with the DDRC and Recovery Manager to validate the mission critical tasks and their goals, targets, and objectives as they relate to the specific recovery needs of the District. This will include removing or revising targets and objectives that are not applicable, or adding new targets or objectives that were not previously identified in the pre-disaster planning process.

The *Recovery Program Implementation Plan* outlines post-disaster Plan implementation considerations, in addition to a plan for increasing the District's recovery capabilities pre-disaster. These pre-disaster activities will help enhance the District's abilities to implement successful recovery efforts.

7.3 Plan Maintenance

The HSEMA Preparedness Planning Division will be responsible for coordinating the maintenance of the *District Recovery Plan*. The approach for maintaining and updating the plan will be consistent with the

processes outlined in the previous sections; including the validation of mission critical task goals, targets, and objectives outlined in Plan Implementation.

HSEMA will meet with the DCERS Recovery Working Group quarterly to provide a platform for working through the Recovery Program Implementation Plan, address outcomes of the meetings with the DCERS, and discuss the need for additional planning, training, or exercises to enhance the District's recovery capabilities.

The plan should be validated after each disaster event that requires substantial recovery actions. The lessons learned should be incorporated to ensure that the District is not exchanging one problem for another. Exercises can also serve as an important evaluation and validation tool for the Plan's operations.

The *District Recovery Plan* will undergo a validation and update process on a three-year cycle to ensure that no significant changes have occurred in the District that will impact the recovery concept of operations. The DCERS Recovery Working Group will use the six-step planning process detailed in this section to address any gaps or issues identified in implementing the Plan during disasters or in exercises.

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A. ACRONYMS

Acronym	Definition
BEMOC	Business Emergency Management Operations Center
CFR	Code of Federal Regulations
CMT	Consequence Management Team
COG	Council of Governments
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
DC	District of Columbia
DCERS	DC Emergency Response System
DDRC	District Disaster Recovery Coordinator
DHMO	District Hazard Mitigation Officer
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FDRC	Federal Disaster Recovery Coordinator
FEMA	Federal Emergency Management Agency
HMA	Hazard Mitigation Assistance
HMGP	Hazard Mitigation Grant Program
HSEMA	Homeland Security and Emergency Management Agency
IA	Individual Assistance
JFO	Joint Field Office
MDP	Metropolitan Police Department
NCR	National Capital Region
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
OCA	Office of the City Administrator
PA	Public Assistance
POC	Points of Contacts
RSF	Recovery Support Function
SBA	U.S. Small Business Administration
THIRA	Threat and Hazard Identification and Risk Assessment
VOAD	Volunteer Organization Active in Disasters
WMATA	Washington Metropolitan Area Transit Authority

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B. RECOVERY ORGANIZATION ROLES

Table B-1 includes the primary and supporting roles for District agencies and organizations, Regional organizations, and Federal agencies in the recovery organization, including the Recovery Steering Committee and the Recovery Support Functions (RSFs).

Primary Agency – P

Supporting Agency – S

	Recovery Steering Committee	Economy, Commerce, and Employment RSF	Educational Services RSF	Government Services RSF	Health and Human Services RSF	Housing RSF	Infrastructure and Critical Systems RSF	Land Use and Rebuilding RSF	Natural, Cultural, and Historical Resources RSF
District Agency									
Child and Family Services Agency					S				
DC Board of Elections				S					
DC Court of Appeals				S					
DC Health Benefit Exchange Authority					S				
DC National Guard				S			S		
DC Office of Zoning								S	
DC Public Charter School Board			S						
DC Public Libraries			S						S
DC Public Schools			S		S				
DC Superior Court				S					
DC Taxicab Commission				S					
Department of Behavioral Health					S				
Department of Consumer and Regulatory Affairs		S	S			S	S	S	
Department of Corrections				S					

	Recovery Steering Committee	Economy, Commerce, and Employment RSF	Educational Services RSF	Government Services RSF	Health and Human Services RSF	Housing RSF	Infrastructure and Critical Systems RSF	Land Use and Rebuilding RSF	Natural, Cultural, and Historical Resources RSF
Department of Disability Services				S	S				
Department of Employment Services		S	S						
Department of Forensic Sciences				S	S				
Department of General Services			S	S	S	S	S	S	S
Department of Health					S				
Department of Health Care Finance					S				
Department of Housing and Community Development		S				P		S	
Department of Human Resources		S	S	S	S	S	S	S	S
Department of Human Services					S				
Department of Insurance, Securities, and Community Development		S							
Department of Motor Vehicles				S					
Department of Parks and Recreation									S
Department of Public Works							S		
Department of Small and Local Business Development		S							
Department of Youth Rehabilitation Services					S				
District Department of the Environment						S	S	S	S
District Department of Transportation			S				S		
Executive Office of the Mayor - Budget & Finance				S					

	Recovery Steering Committee	Economy, Commerce, and Employment RSF	Educational Services RSF	Government Services RSF	Health and Human Services RSF	Housing RSF	Infrastructure and Critical Systems RSF	Land Use and Rebuilding RSF	Natural, Cultural, and Historical Resources RSF
Executive Office of the Mayor - Office of Communications									
Fire and Emergency Medical Services Department				S					
Homeland Security and Emergency Management Agency	S			S					
Metropolitan Police Department				S					
Office of Aging					S	S			
Office of Cable Television							S		
Office of Community Affairs				S		S			
Office of Contracting and Procurement		S	S	S	S	S	S	S	S
Office of Disability Rights	S		S	S	S	S			
Office of Planning		S						P	
Office of Revenue Analysis		S							
Office of Risk Management		S	S	S	S	S	S	S	S
Office of Tenant Advocate						S			
Office of the Attorney General	S	S	S	S	S	S	S	S	S
Office of the Chief Financial Officer	S	S	S	S	S	S	S	S	S
Office of the Chief Medical Examiner				S					
Office of the Chief Technology Officer		S	S	S	S	S	S	S	S
Office of the City Administrator	P			P			P		P
Office of the Deputy Mayor for Education	S		S						

	Recovery Steering Committee	Economy, Commerce, and Employment RSF	Educational Services RSF	Government Services RSF	Health and Human Services RSF	Housing RSF	Infrastructure and Critical Systems RSF	Land Use and Rebuilding RSF	Natural, Cultural, and Historical Resources RSF
Office of the Deputy Mayor for Health & Human Service	S				P				
Office of the Deputy Mayor for Planning & Economic Development	S	P				S		S	S
Office of the Deputy Mayor for Public Safety & Justice	S			S					
Office of the State Superintendent of Schools			P						
Office of Unified Communications				S			S		
Serve DC					S	S		S	
University of the District of Columbia			S						
University of the District of Columbia Community College			S						
District Non-Governmental Organizations									
Amtrak							S		
Association of Builders and Contractors				S					
AT&T							S		
Business Emergency Management Operations Center	S	S							
Business Improvement Districts		S							
Consortium of Universities of the Washington Metropolitan Area			P			S			S
Corrections Corporation of America, Correctional Treatment Facility				S					

	Recovery Steering Committee	Economy, Commerce, and Employment RSF	Educational Services RSF	Government Services RSF	Health and Human Services RSF	Housing RSF	Infrastructure and Critical Systems RSF	Land Use and Rebuilding RSF	Natural, Cultural, and Historical Resources RSF
DC Board of Trade		S							
DC Chamber of Commerce		S							
DC Children and Youth Investment Trust Corporation			S						
DC Commission on Arts and Humanities									S
DC Housing Authority						S		S	
DC Water							S		
District of Columbia Building Industry Association		S							
District of Columbia Hospital Association					S	S			
District of Columbia Public Service Commission							S		
Events DC (Washington Convention and Sports Authority)		S							S
Federal City Council		S							
Hotel Association of Washington, DC		S				S			
Housing Finance Authority						S			
PEPCO							S		
Private Pre-K - 12 Schools			S						
Restaurants Association		S							
Sprint							S		
Union Station Redevelopment Corporation		S					S		
Verizon							S		

	Recovery Steering Committee	Economy, Commerce, and Employment RSF	Educational Services RSF	Government Services RSF	Health and Human Services RSF	Housing RSF	Infrastructure and Critical Systems RSF	Land Use and Rebuilding RSF	Natural, Cultural, and Historical Resources RSF
Washington Gas							S		
Washington Humane Society						S			
Zoning Commission								S	
Regional Organizations									
American Red Cross					S				
Maryland Transit Administration							S		
Metropolitan Washington Airports Authority							S		
Metropolitan Washington Council of Governments				S					
National Capital Planning Commission				S				S	S
Virginia Railway Express							S		
Washington Metropolitan Area Transit Authority			S				S		
Washington Metropolitan Area Transit Commission							S		
Federal Agencies									
Department of Commerce		S							
Department of Health and Human Services			S		S				
Department of Housing and Urban Development						S			
Department of the Interior								S	S
Federal Emergency Management Agency				S				S	

	Recovery Steering Committee	Economy, Commerce, and Employment RSF	Educational Services RSF	Government Services RSF	Health and Human Services RSF	Housing RSF	Infrastructure and Critical Systems RSF	Land Use and Rebuilding RSF	Natural, Cultural, and Historical Resources RSF
Federal Highway Administration							S		
General Services Administration				S					
National Park Service									S
Office of Personnel Management		S							S
Smithsonian Institution									S
United States Army Corps of Engineers							S		

Table B-1: Recovery Organization Primary and Supporting Roles

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C. GLOSSARY

Continuity of Operation (COOP) Plans – Plans developed by public and private sector entities to document the overarching strategy, policies, and procedures required to ensure that primary mission essential functions continue to be performed during a wide range of emergencies.

Critical Infrastructure – Assets, systems, and networks, whether physical or virtual, so vital that the incapacity or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, public health or safety, or any combination of those matters.

Emergency Support Function (ESF) – A grouping of government and certain private-sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal.

Hazard Mitigation (also referred to as *mitigation*) – Actions (or projects) taken to reduce and/or eliminate long-term risks to human life and property from the effects of hazards.

Hazard Mitigation Grant Program (HMGP) – A program administered by the Federal Emergency Management Agency (FEMA) to provide grants to states and local governments for implementing long-term hazard mitigation measures after a major disaster declaration.

Individual Assistance (IA) – A series of federal programs offered to assist homeowners repair their homes and/or elements of their homes.

Mission Critical Tasks – Elements of the community that are significant to the recovery within the District.

Non-governmental Organization (NGO) – An entity with an association that is based on the interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government.

Public Assistance (PA) – A federal grant program to assist public entities repair, relocate, or replace facilities and elements within those facilities.

Recovery – A phase after a disaster event in which actions are no longer addressing life-safety related issues. Recovery actions require greater coordination because the issues are complex and dependent on other aspects/factors.

Recovery Support Functions (RSF) – A grouping of government and certain private-sector capabilities into an organizational structure to provide the support, resources, program implementation, and services needed after a disaster to restore essential services and critical infrastructure, and help victims and communities return to normal.

Vulnerable Populations – Populations who are more vulnerable during and after disasters. Vulnerable populations include the young; the elderly; persons with access and functional needs; those from religious, racial, and ethnically diverse backgrounds; low-English proficient speakers; persons below the poverty level, including the homeless; and the inmate population.

Whole Community – Includes individuals, families, and households; communities; the private and nonprofit sectors; faith-based organizations; and local, state, tribal, territorial, and Federal governments. Whole community is defined in the National Preparedness Goal as “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 Federal, state, and local governmental partners in order to foster better coordination and working relationships.”

D. REFERENCES

- District of Columbia, Homeland Security and Emergency Management Agency (HSEMA), *All-Hazards Mitigation Plan*, December 2013
- District of Columbia, HSEMA, *Disaster Response Plan*, May 2014
- District of Columbia, HSEMA, *District Preparedness Framework*, May 2014
- District of Columbia, HSEMA, *District Preparedness System Legal Handbook*, May 2014
- District of Columbia, HSEMA, *Hazard Mitigation Grant Program Administrative Plan*, September 2013
- District of Columbia, HSEMA, *Homeland Security and Emergency Management Strategy*, in progress
- District of Columbia, HSEMA, *Individual and Households Program (Other Needs Assistance) State Administrative Plan*, January 2014
- District of Columbia, HSEMA, *Public Assistance Administrative Plan*, January 2014
- District of Columbia, HSEMA, *State Preparedness Report*, January 2014
- District of Columbia, HSEMA, *Threat and Hazard Identification and Risk Assessment Report*, January 2014
- District of Columbia, Office of Planning, *Comprehensive Plan*, September 2006
- Federal Emergency Management Agency (FEMA), *Comprehensive Preparedness Guide 101*, Version 2.0, November 2010
- FEMA, *Disaster Assistance-A Guide to Recovery Programs*, September 2005
- FEMA, *National Disaster Recovery Framework*, September 2011
- FEMA, *National Incident Management System*, November 2008
- National Capital Region, *National Capital Region Homeland Security Strategic Plan (Update)*, November 2013

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E. RECORD OF DISTRIBUTION

Table E-1 records the distribution of the Plan. Through this record of distribution and the Approval Page, the listed agencies and organizations acknowledge their receipt, review, and acceptance of the plan.

Name	Title	Agency	No. Copies Delivered	Date Delivered

Table E-1: Recipients of the *District Recovery Plan*

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F. RECORD OF CHANGES

Table F-1 tracks the specific changes that have been made to the *District Recovery Plan* since June 2014. The table records any changes made by the authorized parties, as noted in Approval Page, and provides a change number, the date of the change, the name of the person who made the change, and a summary of the change including why the change was made.

Change No.	Date of Change	Name	Summary of Change

Table F-1: Record of Changes to the *District Recovery Plan*

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District Recovery Plan

Recovery Support Functions

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TABLE OF CONTENTS

Table of Contents.....	65
1.0 Introduction.....	67
2.0 Economy, Commerce, and Employment.....	69
3.0 Educational Services	75
4.0 Government Services.....	81
5.0 Health and Social Services	87
6.0 Housing.....	93
7.0 Infrastructure and Critical Systems	99
8.0 Land Use and Rebuilding	105
9.0 Natural, Cultural, and Historical Resources	111

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1.0 INTRODUCTION

1.1 Purpose

The purpose of the *Recovery Support Function Annex*—hereafter also referred to as the Annex—is to provide an understanding of the goals and targets of the mission critical task areas established to guide the District of Columbia—hereafter also referred to as the District—in managing recovery operations after a disaster. The District’s recovery structure, including the Recovery Support Functions (RSFs), is organized around the mission critical tasks, as their efficient implementation is essential to efficient recovery.

The *District Recovery Base Plan*—hereafter also referred to as the Plan—presents a recovery structure that can transition from the structure led by the District Recovery Manager (with support from other organizations) to a larger structure overseen by the Recovery Steering Committee. As established in the Plan, RSFs may be activated by the Recovery Steering Committee or the District Disaster Recovery Coordinator to assume responsibility for accomplishing the mission critical tasks. The roles and responsibilities for the RSFs for each mission critical task area are also included in the Annex.

The *Recovery Support Function Annex* is designed to be used in conjunction with the *District Recovery Base Plan*. The Plan outlines mechanisms for coordination between elements of the recovery organization, including among the RSFs established to manage operations related to mission critical task areas. As such, this Annex does not attempt to identify all coordination points but does provide a better understanding of what must be considered in each mission critical task area to design successful recovery operations.

1.2 Structure

The *Recovery Support Function Annex* is designed to provide a better understanding of the goals of each mission critical task and what actions must be considered to meet each goal. To this end, the Annex includes targets and objectives, critical information requirements, and roles and responsibilities to accomplish the goals for each mission critical task. Each section is arranged as followed:

- Goal
- Targets: Provides general direction for how to reach each goal, and can be put into a timeline to help structure recovery operations
- Objectives: Offers more detail on how to accomplish each goal and help shape recovery actions after a disaster.
 - Intermediate
 - Long-term
- Critical Information Requirements: Outlines the information needed from critical stakeholders or from the response operation to help determine the scope of operations required to meet the goal of the mission critical task.

- Roles and Responsibilities: Outlines the roles and responsibilities of the stakeholder agencies and organizations in the RSFs aligned with each mission critical task or supporting the Recovery Manager to meet each mission critical task.

1.3 Scope

The *Recovery Support Function Annex* is meant to be used after a disaster with impacts on the population, economy, and built environment of the District. The Annex defines and delineates the primary targets and objectives under each of the mission critical tasks deemed critical to result in a successful recovery for the District. Implementing the recovery “Concept of Operations” outlined in the *District Recovery Base Plan* to achieve the goals, targets, and objectives outlined in this Annex will help the District create more efficient and effective recovery operations.

1.4 Limitations

The mission critical tasks in this Annex are initial actions the District intends to accomplish in reaction to disaster events; most were created to meet needs that would result after a catastrophic incident. Every disaster will impact the District, including the residents, visitors, workforce, businesses, and built environment, differently. To this end, the organizations and agencies responsible for managing recovery operations must review these goals, targets, and objectives to determine their appropriateness for the impacts on each specific disaster. Additionally, depending on the disaster, there may be additional gaps in recovery operations that are not addressed in this Annex and must be identified and incorporated into recovery planning.

2.0 ECONOMY, COMMERCE, AND EMPLOYMENT

2.1 Goal

To restore the economic vitality and health that fosters job creation and growth.

2.2 Targets

Key elements of the above goal were identified that must be targeted to ensure success of the RSF. As the impacts of the disaster are understood, each of these elements should be incorporated into a recovery timeline to set targets for the recovery operations to address the needs of the specific disaster. The following key elements will be the targets for the RSF to accomplish in this mission critical task:

- **Buildings and other Facilities:** To identify status of private businesses to provide services in buildings and facilities and identify alternative locations and options to offer services; identify potential repair, replacement, and improvement funding opportunities.
- **Employees and Personnel:** To identify the need and ensure sufficient and appropriate staff are available and coordinate to identify any potential on-going needs that would hinder personnel from returning to work.
- **Supporting Infrastructure:** To identify the need for supporting infrastructure, including dependencies and interdependencies, to ensure businesses can provide services.
- **Consumers and other Clientele Services:** To identify and meet the service needs of all populations in the District, especially critical and essential consumers, including vulnerable populations.
- **Supplies and Inventory:** To identify the need for supplies to ensure service provision and ensure necessary materials are available to offer services.
- **Governance:** To identify the need for revision to existing or additional regulations, ordinances, codes, and policies to ensure there are no barriers to service provision.

2.3 Objectives

2.3.1 Intermediate Objectives

2.3.1.1 Buildings and Other Facilities

- Engage with private sector partners to assess their recovery needs, complete damage assessments, and inventory all damaged commercial and industrial buildings and other facilities.
- Identify long-term restoration and reconstruction actions as needed to protect long-term stability of commercial and economic sectors, along with employment and other essential support services, in coordination with the actions taken in the Land Use and Rebuilding task.
- Identify funding sources from federal, non-profit, and private sources.
- Establish a business recovery one-stop center(s) to provide assistance and expedite governmental loans through the U.S. Small Business Administration (SBA), and others as applicable.

- Foster the implementation and support for mitigation measures where possible during the recovery effort in coordination with the Recovery Manager, the District Hazard Mitigation Officer (DHMO), and the actions taken in the Land Use and Rebuilding task.

2.3.1.2 Employees and Personnel

- Assist employers in locating and contacting employees.
- Provide employers with current recovery messaging and updates.
- To the extent possible, require contracted recovery efforts employ workers who are residents of the District.
- Ensure that businesses are provided current information about the availability of supporting infrastructure services.
- Support remaining employment opportunities and plan for new employment opportunities in all sectors (private, non-profit, and governmental sectors).

2.3.1.3 Supporting Infrastructure

- Ensure that businesses are provided infrastructure services.
- Ensure that businesses, employees, and consumers are provided adequate public safety and fire service during the recovery process in coordination with the actions taken in the Government Services task.

2.3.1.4 Consumers and Other Clientele Services

- Assist businesses to advertise to District and out of District consumers as they reopen.
- Ensure long-term economic development actions for successful recovery.
- Support role of Nation's capital, facilitate tourism, and sustain transnational institutions' recovery planning and implementation.

2.3.1.5 Supplies and Inventories

- Provide transportation and access for businesses to receive and store supplies and inventories.

2.3.1.6 Governance

- Evaluate all existing District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's economic health.
- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's economic health.

2.3.2 Long-Term Objectives

2.3.2.1 General

- Integrate business engagement and participation in recovery planning and implementation.

- Ensure that District commercial, financial, and employment sectors have strong recovery strategies in place and can withstand unexpected systemic shocks.
- Expedite recovery implementation processes for commerce sector and institutional partners.
- Coordinate recovery planning and implementation efforts with regional and federal departments and agencies as applicable to ensure locations and services are available for employees.
- Support business and economic drivers to strengthen multi-sector recovery.
- Re-examine long-term economic goals and objectives for the District as applicable to post-disaster conditions.
- Ensure compliance with the District Comprehensive Plan during the recovery phase to align commerce and employment goals with community values and planning outcomes.

2.3.2.2 Building and Facilities

- Repair or replace all commercial facilities.
- Implement the District's comprehensive plan related to commercial development.

2.3.2.3 Employees and Personnel

- Assist businesses in recruiting and retaining employees living in the District.
- Ensure majority of employment services are available for individuals and families in the District.
- Develop and implement workforce initiatives.

2.3.2.4 Supporting Infrastructure

- Ensure businesses have adequate supporting infrastructure.

2.3.2.5 Consumers and Other Clientele Services

- Expand and increase commerce and economic functions within the District as needed to meet the demand during the recovery phase.
- Promote businesses in the District and attract tourism.
- Engage all members of the community in economic, commercial, and employment recovery planning and implementation.

2.3.2.6 Governance

- Evaluate all existing and newly created District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's economic health.
- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement additional needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's economic health.

2.4 Critical Information Requirements

Following an event, initial damage projections or estimates are critical for determining the scope of recovery operations. This information can be obtained through forecast modeling or from the Recovery Manager, working in coordination with the responsible District departments and agencies under Emergency Support Function (ESF) #14: Damage Assessment.

2.5 Roles and Responsibilities

The Recovery Manager will work with the agencies and organizations listed below to support the completion of the Economy, Commerce, and Employment mission critical task in the standard organization described in the Concept of Operations in the *District Recovery Base Plan*. If the impacts of the disaster on the District in this area are beyond the capabilities of this organization, the Recovery Steering Committee will activate the Economy, Commerce, and Employment RSF described in the elevated structure in the Plan.

The Primary Agency identified below will lead the Economy, Commerce, and Employment RSF once it is established. The Primary Agency will work with the Recovery Steering Committee and the Supporting Agencies and Organizations to establish the recovery timeline and operations plan to meet the identified targets. The Supporting Agencies and Organizations will work with the Primary Agency, using the expertise and services in their agency or organization, to accomplish the objectives identified as necessary to meet the Economy, Commerce, and Employment goal.

2.5.1 Primary Agency

- Office of the Deputy Mayor for Planning and Economic Development

2.5.2 Supporting Agencies and Organizations

2.5.2.1 *District Agencies*

- Department of Consumer and Regulatory Affairs
- Department of Employment Services
- Department of Housing and Community Development
- Department of Human Resources
- Department of Insurance, Securities, and Banking
- Department of Small and Local Business Development
- Office of Contracting and Procurement
- Office of Planning
- Office of Revenue Analysis
- Office of Risk Management
- Office of the Attorney General
- Office of the Chief Financial Officer
 - Office of Budget and Planning

- Office of Finance and Treasury
- Office of Financial Operations and Systems
- Office of Revenue Analysis
- Office of Tax and Revenue
- Office of the Chief Technology Officer

2.5.2.2 District Non-Governmental Organizations

- Business Emergency Management Operations Center
- Business Improvement Districts
- DC Board of Trade
- DC Chamber of Commerce
- District of Columbia Building Industry Association
- Events DC (Washington Convention and Sports Authority)
- Federal City Council
- Hotel Association of Washington, DC
- Restaurants Association
- Union Station Redevelopment Corporation

2.5.2.3 Federal Agencies

- Department of Commerce
- Office of Personnel Management

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3.0 EDUCATIONAL SERVICES

3.1 Goal

To restore, and/or work to ensure, that the educational system is functional and available.

3.2 Targets

Key elements of the above goal were identified that must be targeted to ensure success of the RSF. As the impacts of the disaster are understood, each of these elements should be incorporated into a recovery timeline to set targets for the recovery operations to address the needs of the specific disaster. The following key elements will be the targets for the RSF to accomplish in this mission critical task:

- **Facilities:** To identify status of service provision in facilities and identify alternative locations and options to offer services; identify potential repair, replacement, and improvement funding opportunities.
- **Employees and Personnel:** To identify the need and ensure sufficient and appropriate staff are available and coordinate to identify any potential ongoing needs that would hinder personnel from returning to work.
- **Supporting Infrastructure:** To identify the need for supporting infrastructure, including dependencies and interdependencies, to ensure service provision and ensure necessary resources are available to offer services.
- **Students and other Clientele Services:** To identify and meet the service needs of all populations in the District.
- **Governance:** To identify the need for revision to existing or additional regulations, ordinances, codes, and policies to ensure there are no barriers to service provision.

3.3 Objectives

3.3.1 Intermediate Objectives

3.3.1.1 Facilities

- Coordinate the reconstitution of educational facilities that were damaged or used as shelter back to educational facilities.
- Compile comprehensive pre-K–12, community college, and university, and other educational facilities database in coordination with the actions taken in the Land Use and Rebuilding and Government Services tasks.
- Identify all educational facilities that must be repaired or replaced in coordination with the Recovery Manager and the actions taken in the Land Use and Rebuilding task.
- Identify mitigation-based improvements to educational facilities to reduce and/or eliminate future losses.
- Identify funding sources from federal, non-profit, and private sources.

- Coordinate long-term planning with other capital and infrastructure recovery strategies to ensure whole community approach with educational services in coordination with the actions taken in the Government Services and Land Use and Rebuilding tasks.

3.3.1.2 Employees and Personnel

- Identify the status and location of all faculty and personnel for educational facilities in the District.
- Recall key personnel and reinstate employees not yet activated.
- Temporarily replace all faculty and personnel not able to return to their jobs by the time temporary facilities are able to receive students.
- Identify vendor needs to provide student services.

3.3.1.3 Supporting Infrastructure

- Provide all permanent and temporary educational facilities with supporting infrastructure of power, water, sanitation, communication, and transportation in coordination with the actions taken in the Land Use and Rebuilding task.
- Continually provide educational facilities with sufficient equipment and supplies to remain functional.

3.3.1.4 Students and Other Clientele Services

- Identify and assess needs of vulnerable population students.
- Communicate with pre-K–12 public, charter, and private schools in District and National Capital Region to ensure District resident students who attend non-public schools in other jurisdictions are receiving educational services.
- Identify critical student services, including but not limited to food, transportation, housing, health, and medical services.
- Expand education and school-based social service options within the District as needed to meet the needs.
- Identify long-term restoration and reconstruction actions as needed to protect long-term stability of educational facilities and all student-serving programs including childcare and other essential social services.
- Identify the number of students that will be attending educational facilities—pre-K–12, higher education, and adult education—in the District.
- Ensure there is sufficient intermediate capacity in both the District and the surrounding area to accommodate District students and minimize interruption to scholastic progress.
- Identify and assess student transportation needs.

3.3.1.5 Governance

- Evaluate all existing District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's educational services to Pre-K – 12, higher, and adult education students.

- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's education services.

3.3.2 Long-Term Objectives

3.3.2.1 Facilities

- Integrate community engagement and participation in education recovery planning and implementation.
- Repair or replace all District public pre-K–12 and higher education facilities to meet current and future needs of the District.
- Coordinate with private universities and pre-K–12 schools to ensure facilities are repaired or replaced to meet current and future needs of the District.
- Expedite recovery implementation processes for education systems and institutional partners.
- Coordinate recovery planning and implementation efforts with regional and federal departments and agencies as applicable.

3.3.2.2 Employees and Personnel

- Re-examine long-term pre-K–12 and higher educational goals and objectives for the District as applicable to post-disaster conditions.
- Realign university, college, and public, charter, and private school budgets based on ongoing recovery efforts and determined educational service needs; rehire as appropriate all former employees before the disaster and identify need for additional employees.

3.3.2.3 Supporting Infrastructure

- Ensure that all supporting infrastructure is adequately provided to all educational facilities.

3.3.2.4 Students and Other Clientele Services

- Monitor and assess needs of vulnerable population students.
- Ensure all educational facilities are able to provide needed social, health, and behavioral health services.
- Ensure compliance with District Comprehensive Plan during the recovery phase to align education planning with community values and planning goals.
- Engage all members of the community in educational system recovery planning and implementation.
- Monitor and assess the student transportation needs.

3.3.2.5 Governance

- Evaluate all existing and newly created District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's educational services to Pre-K – 12, higher, and adult education students.

- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement additional needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's educational services.

3.4 Critical Information Requirements

A significant requirement needed to determine the scope of recovery operations after a disaster is the initial damage projections or estimates from the event. This information can be obtained through forecast modeling or from the Recovery Manager, working in coordination with the responsible District departments and agencies under ESF #14: Damage Assessment.

Specific critical information required to set the targets and accomplish the Educational Services goal include:

- ESF #6: Mass Care, Emergency Assistance, Housing, and Human Services; ESF #8: Public Health and Medical Services—Identify pre-K–12 and higher education students who are displaced or seeking services.
- Procedures for reconstitution from individual educational facility emergency response plans.
- Employee and student information to determine student and personnel needs for recovery, including:
 - Current listing of key personnel and contact information.
 - For pre-K–12 schools this is contained in the DC Public Schools Continuity of Operations plan and the Public Charter School Board master list of the school directory.
 - Personnel and payroll records database.
 - Student records, including those receiving specialized instruction.

3.5 Roles and Responsibilities

The Recovery Manager will work with the agencies and organizations listed below to support the completion of the Educational Services mission critical task in the standard organization described in the Concept of Operations in the *District Recovery Base Plan*. If the impacts of the disaster on the District in this area are beyond the capabilities of this organization, the Recovery Steering Committee will activate the Educational Services RSF described in the elevated structure in the Plan.

The Primary Agency and Organization identified below will lead the Educational Services RSF once it is established. The Primary Agency and Organization will work with the Recovery Steering Committee and the Supporting Agencies and Organizations to establish the recovery timeline and operations plan to meet the identified targets. The Consortium of Universities of the Washington Metropolitan Area, the RSF Primary Organization, represents just some of the many colleges and universities operating in the District of Columbia, and will represent and coordinate with its member universities in recovery efforts. The Supporting Agencies and Organizations will work with the Primary Agency, using the expertise and services in their agency or organization, to accomplish the objectives identified as necessary to meet the Educational Services goal.

3.5.1 Primary Agency and Organization

- Office of the State Superintendent of Schools
- Consortium of Universities of the Washington Metropolitan Area

3.5.2 Supporting Agencies and Organizations

3.5.2.1 District Agencies

- DC Public Charter School Board
- DC Public Libraries
- DC Public Schools
- Department of Behavioral Health
- Department of Consumer and Regulatory Affairs
- Department of Employment Services
- Department of General Services
- Department of Human Resources
- District Department of Transportation
- Office of Contracting and Procurement
- Office of Disability Rights
- Office of Risk Management
- Office of the Attorney General
- Office of the Chief Financial Officer
- Office of the Chief Technology Officer
- Office of the Deputy Mayor for Education
- Universities and Colleges:
 - University of the District of Columbia
 - University of the District of Columbia Community College

3.5.2.2 District Non-Governmental Organizations

- DC Children and Youth Investment Trust Corporation
- Private Pre-K–12 Schools
- Universities and Colleges

3.5.2.3 Regional Organizations

- Washington Metropolitan Area Transit Authority

3.5.2.4 Federal Agencies

- Department of Education
- Department of Health and Human Services

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4.0 GOVERNMENT SERVICES

4.1 Goal

To ensure efficient and effective governmental operations, including public safety, fire protection service, and other public services to facilitate the recovery process.

4.2 Targets

Key elements of the above goal were identified that must be targeted to ensure success of the RSF. As the impacts of the disaster are understood, each of these elements should be incorporated into a recovery timeline to set targets for the recovery operations to address the needs of the specific disaster. The following key elements will be the targets for the RSF to accomplish in this mission critical task:

- **Facilities:** To identify status of service provision in facilities and identify alternative locations or options to offer services; identify potential repair, replacement, and improvement funding opportunities.
- **Employees and Personnel:** To identify the need and ensure sufficient and appropriate staff are available and coordinate to identify any potential ongoing needs that would hinder personnel from returning to work.
- **Supporting Infrastructure:** To identify the need for supporting infrastructure, including dependencies and interdependencies, to ensure service provision.
- **Consumer Services:** To identify and meet the service needs of all populations in the District, especially critical and essential consumers, including vulnerable populations.
- **Governance:** To identify the need for revision to existing or additional regulations, ordinances, codes, and policies to ensure there are no barriers to service provision.

4.3 Objectives

4.3.1 Intermediate Objectives

4.3.1.1 Facilities

- Identify, confirm, and implement continuity of operations and other post-event governmental services strategies.
- Assess and inventory the condition of all District facilities in coordination with the actions taken in the other tasks.
- Establish prioritization and schedule the repair or replacement of all facilities in coordination with the Recovery Manager, DHMO, and the actions taken in the Land Use and Rebuilding task.
- Identify mitigation measures that can be implemented during recovery in coordination with the DHMO and the actions taken in the Land Use and Rebuilding task.
- Ensure that the repair or replacement of supporting infrastructure needed for critical governmental services, especially to those provided to vulnerable populations, is a top priority in coordination with the actions taken in the Infrastructure and Critical Systems task.

- Identify funding sources from federal, non-profit, and private sources in coordination with the Recovery Manager and the DHMO.

4.3.1.2 Employees and Personnel

- Identify the status and location of all District personnel and contractors.
- Recall key personnel and reinstate employees not yet activated, giving priority to those responsible for providing critical recovery services.
- Temporarily replace any absent mission-critical personnel.
- Ensure there is sufficient equipment and supplies to support critical intermediate recovery governmental services and missions.
- Identify appropriate measures for Metropolitan Police Department and Fire and Emergency Medical Services employees who worked through multiple operational periods during response and initial recovery operations.

4.3.1.3 Supporting Infrastructure

- Repair and replace all supporting infrastructure critical to public safety, fire service, and the operation of the District departments critical to recovery operations in coordination with the actions taken in the Infrastructure and Critical Systems task.
- Repair and replace all damaged information technology infrastructure, including communication systems and data.

4.3.1.4 Consumer Services

- Identify, confirm, and implement post-event public safety, fire service and other public service strategies in coordination with surrounding jurisdictions.
- Restore all public safety services, as appropriate, to fully functional levels.
- Restore all fire protection services, as appropriate, to fully functional levels.
- Restore all corrections systems.
- Ensure restoration of trash and recycling pick-up services to prevent cascading health hazards.
- Ensure ongoing solid waste management services are provided throughout the city.
- Identify and begin implementation of long-term actions to fully restore all services.
- Account for all District residents and continue reunification services.
- Identify means for accounting for workforce and tourists in the District at the time of the disaster.
- Coordinate with the Office of the Chief Financial Officer to allocate emergency and reserve funds, as appropriate, to assist District recovery efforts.
- Provide support to facilitate coordination among stakeholders.
- Integrate community engagement and participation in recovery planning and implementation of recovery-focused activities.
- Facilitate coordination among stakeholders to ensure effective public safety, fire protection, and other public services.

- Periodically assess and coordinate among stakeholders on issues of access and support for effective governmental services.
- Facilitate the provision of assistance to all population segments that encounter problems during the recovery process.
- Continually assess needs and address shortfalls.
- Ensure that all population segments are adequately represented in recovery forums.
- Ensure that community engagement and participation are included in recovery planning and implementation.

4.3.1.5 Governance

- Coordinate with the Recovery Steering Committee and all RSFs to evaluate all existing District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede the restoration of government services and the effective facilitation of the District's recovery operations.
- Coordinate with District, regional, and federal stakeholders to create and implement needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore government services and facilitate effective facilitation of the District's recovery operations.

4.3.2 Long-Term Objectives

4.3.2.1 Facilities

- Repair or replace all damaged District facilities in coordination with the Recovery Manager and the actions taken in the Land Use and Rebuilding task.

4.3.2.2 Employees and Personnel

- Reinstatement of all personnel that were not available during intermediate recovery.
- Realign agency and organization budgets based on ongoing recovery efforts and determined service needs; rehire as appropriate all former employees before the disaster and identify need for additional employees.

4.3.2.3 Supporting Infrastructure

- Repair and replace all supporting infrastructure needed to provide governmental services in coordination with the actions taken in the Infrastructure and Critical Systems task.

4.3.2.4 Consumer Services

- Ensure all culturally appropriate governmental services are available, given scope and impact of the event.
- Ensure all governmental services, especially public safety and fire service, made available at or above pre-disaster levels.
- Integrate community engagement and participation in governmental services and community recovery planning and implementation.

- Establish and institutionalize expedited implementation processes to ensure ongoing service strategies.
- Ensure culturally appropriate public services are available, given scope and impact of the event.
- Institutionalize processes to help resolve problems and issues related to the challenges presented by different segments of the population.
- Institutionalize enhanced service standards.
- Ensure the availability of all culturally appropriate services.
- Institutionalize representation and participation of relevant population segments in long-term recovery decisions.
- Engage all members of the community in government recovery planning and implementation.

4.3.2.5 Governance

- Evaluate all existing and newly created District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede the restoration of government services and the effective facilitation of the District's recovery operations.
- Coordinate with District, regional, and federal stakeholders to create and implement additional needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore government services and facilitate effective facilitation of the District's recovery operations.

4.4 Critical Information Requirements

A significant requirement needed to determine the scope of recovery operations after a disaster is the initial damage projections or estimates from the event. This information can be obtained through forecast modeling or from the Recovery Manager, working in coordination with the responsible District departments and agencies under ESF #14: Damage Assessment.

Specific critical information required to set the targets and accomplish the Government Services goal include:

- Office of Unified Communication—Information of needs and continuing issues gathered from 911, Smart 911, 311, and 211 systems.

4.5 Roles and Responsibilities

The Recovery Manager will work with the agencies and organizations listed below to support the completion of the Government Services mission critical task in the standard organization described in the Concept of Operations in the *District Recovery Base Plan*. If the impacts of the disaster on the District in this area are beyond the capabilities of this organization, the Recovery Steering Committee will activate the Government Services RSF described in the elevated structure in the Plan.

The Primary Agency identified below will lead the Government Services RSF once it is established. The Primary Agency will work with the Recovery Steering Committee and the Supporting Agencies and

Organizations to establish the recovery timeline and operations plan to meet the identified targets. The Supporting Agencies and Organizations will work with the Primary Agency, using the expertise and services in their agency or organization, to accomplish the objectives identified as necessary to meet the Government Services goal.

4.5.1 Primary Agency

- Office of the City Administrator

4.5.2 Supporting Agencies and Organizations

4.5.2.1 District Agencies

- DC Board of Elections
- DC Court of Appeals
- DC National Guard
- DC Superior Court
- DC Taxicab Commission
- Department of Corrections
- Department of Disability Services
- Department of Forensic Sciences
- Department of General Services
- Department of Human Resources
- Department of Motor Vehicles
- Department of Public Works
- Executive Office of the Mayor Office of Budget and Finance
- Fire and Emergency Medical Services Department
- Homeland Security and Emergency Management Agency
- Metropolitan Police Department
- Office of Community Affairs
 - Office of African Affairs
 - Office Asian and Pacific Islanders Affairs
 - Office of GLBT Affairs
 - Office of Latino Affairs
 - Office of Religious Affairs
 - Office of Veteran Affairs
- Office of Contracting and Procurement
- Office of Disability Rights
- Office of Risk Management

- Office of the Attorney General
- Office of the Chief Financial Officer
 - Office of Budget and Planning
 - Office of Finance and Treasury
 - Office of Financial Operations and Systems
 - Office of Revenue Analysis
 - Office of Tax and Revenue
- Office of the Chief Medical Examiner
- Office of the Chief Technology Officer
 - DCNet
- Office of the Deputy Mayor for Public Safety and Justice
- Office of Unified Communications

4.5.2.2 District Non-Governmental Organizations

- Association of Builders and Contractors
- Corrections Corporation of America, Correctional Treatment Facility

4.5.2.3 Regional Organizations

- Metropolitan Washington Council of Governments
- National Capital Planning Commission

4.5.2.4 Federal Agencies

- Federal Emergency Management Agency
- General Services Administration

5.0 HEALTH AND SOCIAL SERVICES

5.1 Goal

To restore and provide sustained Health and Social Services to known consumers and those consumers needing assistance after the disaster event.

5.2 Targets

Key elements of the above goal were identified that must be targeted to ensure success of the RSF. As the impacts of the disaster are understood, each of these elements should be incorporated into a recovery timeline to set targets for the recovery operations to address the needs of the specific disaster. The following key elements will be the targets for the RSF to accomplish in this mission critical task:

- **Facilities:** To identify status of service provision in facilities and identify alternative locations or options to offer services; identify potential repair, replacement, or improvement funding opportunities.
- **Employees and Personnel:** To identify ensure sufficient and appropriate staff are available to provide services and to identify any potential ongoing needs that would hinder personnel from returning to work.
- **Supporting Infrastructure:** To identify the need for supporting infrastructure, including dependencies and interdependencies, to ensure service provision and ensure necessary resources are available to offer services.
- **Patient and Other Consumer Services:** To identify and meet the service needs of all populations in the District, especially critical and essential consumers, including those in vulnerable populations.
- **Supplies and Inventory:** To identify the need for supplies to ensure service provision and that necessary materials are available to offer services.
- **Governance:** To identify the need for revision to existing or additional regulations, ordinances, codes, and policies to ensure there are no barriers to service provision.

5.3 Objectives

5.3.1 Intermediate Objectives

5.3.1.1 Facilities

- Identify the number of fully- and partially-functional Health and Social Services facilities available in District and surrounding jurisdictions.
- Identify the status of facilities with structural damage.
- Identify non-damaged facilities that are unusable or have limited use because of lack of supporting infrastructure (i.e., water, electricity, natural gas, non-structural damage, accessibility to public transportation).

- Assist personnel responsible for damaged facilities to work through the Public Assistance (PA) program and monitor any insurance issues in coordination with the Recovery Manager.
- Identify any mitigation opportunities through the PA or Hazard Mitigation Grant Programs in coordination with the DHMO and the actions taken in the Land Use and Rebuilding task.
- Assist with the identification and temporary relocation of services, with special considerations on patient transportation options.
- Transition any temporary services locations into interim or permanent locations.
- Ensure that new facilities are in compliance with the District's Comprehensive Plan in coordination with the actions taken in the Land Use and Rebuilding task.
- Determine need for a short-term new building moratorium to allow for a deliberative planning process to occur in coordination with the actions taken in the Land Use and Rebuilding task.
- Implement an expedited permitting, approval, and building process in coordination with the actions taken in the Land Use and Rebuilding task.
- Ensure, where practical, that facilities are located in proximity to community centers and service hubs in coordination with the actions taken in the Land Use and Rebuilding task.

5.3.1.2 Employees and Personnel

- Identify the status and location of all personnel.
- Recall key personnel and reinstate employees not yet activated, giving priority to those responsible for providing critical recovery services.
- Identify gaps in skilled and trained personnel availability to meet consumer needs.
- Identify any potential ongoing needs that would hinder personnel from returning to work.
- Assist with any volunteer and donation management, including faith-based organizations, coordination related to health and social service provision.
- Ensure ongoing post event stress and crisis counseling for District employees and residents.

5.3.1.3 Supporting Infrastructure

- Identify issues with the infrastructure needed to support current operations or ability to offer additional health and social services (i.e., water, electricity, natural gas, accessibility to public transportation) in coordination with the actions taken in the Infrastructure and Critical Systems task.
- Identify necessary public safety and security needs to ensure service provision in coordination with the actions taken in the Government Services task.

5.3.1.4 Patients and Other Consumer Services

- Confirm the size and demographics of the population within the disaster area, including estimating potential migratory populations (ingress and egress), who are existing or new health or social service consumers.
- Identify the health and social service needs, including food provision considerations, of the population within the disaster area.
- Contact vulnerable populations to identify specific health and social services.

- Ensure all vulnerable populations services are being offered and assist with any necessary transition.
- Monitor and assist with the evolving patient and consumer needs.
- Coordinate with the messaging of available services, including location and transportation options.
- Identify gaps or needs in provision of services to student population (higher education and pre-K–12).
- Coordinate with fatality management operations to ensure the examination, identification, and release of all casualties in an appropriate but timely manner.
- Coordinate with faith-based organizations and small local communities to identify possible consumer needs.
- Engage the whole community in the planning activities of the health and social services.
- Identify and stabilize any environmental and/or public health hazards and/or risks.

5.3.1.5 Supplies and Inventories

- Monitor inventories and coordinate fulfilling supply needs including the provision of medical equipment.

5.3.1.6 Governance

- Evaluate all existing District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's health and social services.
- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's health and social services.

5.3.2 Long-Term Objectives

5.3.2.1 Facilities

- Monitor the repair or replacement of damaged facilities, up to project closeout, in coordination with the Recovery Manager and the actions taken in the Land Use and Rebuilding task.
- Monitor the implementation of mitigation opportunities, up to project closeout in coordination with the DHMO and the actions taken in the Land Use and Rebuilding task.
- Monitor the progress on reinstituting unusable or limited use facilities.
- Ensure the transition from temporary locations to permanent locations.
- Ensure proper coordination and compliance with the Comprehensive Plan.
- Engage all members of the community in health and social services recovery planning and implementation.
- Restore or increase the number of health and social service facilities and options to fully meet the needs of the consumers.

- Ensure, where practical, that health and social service facilities are located in proximity to community centers and service hubs in coordination with the actions taken in the Land Use and Rebuilding task.

5.3.2.2 Employees and Personnel

- Realign agency and organization budgets based on ongoing recovery efforts and determined service needs; rehire as appropriate all former employees before the disaster and identify need for additional employees.
- Ensure ongoing post event stress and crisis counseling for District employees and residents.

5.3.2.3 Supporting Infrastructure

- Monitor progress on repairs to needed infrastructure (i.e., water, electricity, natural gas, public transportation) in coordination with the actions taken in the Infrastructure and Critical Systems task.

5.3.2.4 Patients and Other Consumer Services

- Ensure the availability of all culturally appropriate services, including those to vulnerable populations, in the District and, as possible, to District consumers in surrounding jurisdictions.
- Monitor vulnerable and under-served populations and their needs.
- Restore to pre-disaster standards, or increase depending on the need, the service options of health and social services.
- Ensure the provision of health and social services to vulnerable populations.
- Coordinate the messaging of the service availability; including location and transportation options.
- Institutionalize expedited implementation processes.
- Institutionalize enhanced service standards.

5.3.2.5 Supplies and Inventories

- Ensure there is a sustained and dynamic supply system in place.

5.3.2.6 Governance

- Evaluate all existing and newly created District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's health and social services.
- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement additional needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's health and social services.

5.4 Critical Information Requirements

A significant requirement needed to determine the scope of recovery operations after a disaster is the initial damage projections or estimates from the event. This information can be obtained through forecast

modeling or from the Recovery Manager, working in coordination with the responsible District departments and agencies under Emergency Support Function (ESF) #14: Damage Assessment.

Specific critical information required to set the targets and accomplish the Health and Social Services goal include:

- ESF #6: Mass Care, Emergency Assistance, Housing, and Human Services; ESF #8: Public Health and Medical Services; ESF #11: Food; and ESF #16 Volunteer and Donations Management—Population, with a special consideration of vulnerable populations, who are in need of disrupted or new health and social services.
 - This should also include an understanding or appreciation of migratory populations, populations that may cross state boundaries.

5.5 Roles and Responsibilities

The Recovery Manager will work with the agencies and organizations listed below to support the completion of the Health and Human Services mission critical task in the standard organization described in the Concept of Operations in the *District Recovery Base Plan*. If the impacts of the disaster on the District in this area are beyond the capabilities of this organization, the Recovery Steering Committee will activate the Health and Human Services RSF described in the elevated structure in the Plan.

The Primary Agency identified below will lead the Health and Human Services RSF once it is established. The Primary Agency will work with the Recovery Steering Committee and the Supporting Agencies and Organizations to establish the recovery timeline and operations plan to meet the identified targets. The Supporting Agencies and Organizations will work with the Primary Agency, using the expertise and services in their agency or organization, to accomplish the objectives identified as necessary to meet the Health and Human Services goal.

5.5.1 Primary Agency

- Office of the Deputy Mayor for Health and Human Services

5.5.2 Supporting Agencies and Organizations

5.5.2.1 *District Agencies*

- Child and Family Services Agency
- DC Health Benefit Exchange Authority
- DC Public Schools
- Department of Behavioral Health
- Department of Disability Services
- Department of Forensic Sciences
- Department of General Services
- Department of Health
- Department of Health Care Finance
- Department of Human Resources

- Department of Human Services
- Department of Youth Rehabilitation Services
- Office of Aging
- Office of Contracting and Procurement
- Office of Disability Rights
- Office of Risk Management
- Office of the Attorney General
- Office of the Chief Financial Officer
- Office of the Chief Technology Officer
- ServeDC

5.5.2.2 District Non-Governmental Organizations

- District of Columbia Hospital Association

5.5.2.3 Regional Organizations

- American Red Cross
- Major pharmaceutical establishments (i.e. commercial pharmacies)

5.5.2.4 Federal Agencies

- Department of Health and Humans Services

6.0 HOUSING

6.1 Goal

To identify and secure housing for those in need.

6.2 Targets

Key elements of the above goal were identified that must be targeted to ensure success of the RSF. As the impacts of the disaster are understood, each of these elements should be incorporated into a recovery timeline to set targets for the recovery operations to address the needs of the specific disaster. The following key elements will be the targets for the RSF to accomplish in this mission critical task:

- **Temporary Structures:** To identify the need and coordinate actions to provide temporary, semi-permanent, and permanent housing and to identify potential repair, replacement, improvement-funding opportunities.
- **Employees and Personnel:** To identify the need and ensure sufficient and appropriate staff are available and coordinate to identify any potential ongoing needs that would hinder personnel from returning to work.
- **Supporting Infrastructure:** To identify the need for supporting infrastructure, including dependencies and interdependencies, to ensure necessary resources are available to offer services for temporary, semi-permanent, and permanent housing.
- **Consumers:** To identify the populations in the District that need temporary, semi-permanent, and permanent housing and to ensure that unique needs of the vulnerable populations are adequately provided.
- **Governance:** To identify the need for revision to existing or additional regulations, ordinances, codes, and policies to ensure there are no barriers to service provision.

6.3 Objectives

6.3.1 Intermediate Objectives

6.3.1.1 *Temporary Structures*

- Coordinate an inventory of post-event housing; including both damages and unusable because of no or limited supporting infrastructure.
- Work with surrounding states and counties to identify and confirm post-event housing inventory.
- Identify semi-permanent or temporary housing options, if necessary.
- Coordinate with federal partners to identify temporary housing options.
- Ensure public transportation options service the temporary locations.
- Consider a short-term new building moratorium to allow for a deliberative planning process to occur in coordination with the Recovery Manager and the actions taken in the Land Use and Rebuilding task.

- Implement an expedited permitting, approval, and building process in coordination with the Recovery Manager and the actions taken in the Land Use and Rebuilding task.
- Close all temporary shelters within 30--90 days in coordination with ESF #6: Mass Care, Emergency Assistance, Housing, and Human Services.
- Identify long-term housing actions to maintain or grow the District's current populations in coordination with the actions taken in the Land Use and Rebuilding task.
- Identify funding sources from federal, non-profit, and private sources in coordination with the Recovery Manager.

6.3.1.2 Employees and Personnel

- Identify the status and location of all personnel.
- Recall key personnel and reinstate employees not yet activated, giving priority to those responsible for providing critical recovery services.
- Ensure the needed skilled and trained personnel are available to address housing needs and identify any potential ongoing needs that would hinder personnel from returning to work.
- Coordinate with volunteer and donation management organizations addressing temporary or interim housing.

6.3.1.3 Supporting Infrastructure

- Identify issues and coordinate the reconstitution of infrastructure and services utilized by the community (i.e., water, electricity, natural gas, public transportation) in coordination with the actions taken in the Infrastructure and Critical Systems task.
- Ensure some community-based commercial services are available (i.e., shopping centers, gas stations).
- Ensure childcare needs are offered and/or addressed.
- Coordinate for other interrupted but critical services (i.e., mail services) to be provided to residents in temporary or semi-permanent housing.

6.3.1.4 Consumers

- Identify any vulnerable or under-served population needs.
- Assist residents, as needed, to access available assistance programs (i.e., Individual Assistance) in coordination with the Recovery Manager.
- Support higher education student population semi-permanent housing solutions in coordination with the actions taken to accomplish the Educational Services task.
- Confirm the size and demographics of the population that is directly affected by recovery operations.
- Identify the populations that have access or functional needs, including non-English speakers.
- Coordinate public messaging of temporary housing options.
- Provide information and education about hazard mitigation and the benefit of mitigation measures.

- Provide access to interim housing solutions for residents in shelters or displaced.
- Communicate with vulnerable populations to identify specific housing considerations.
- Contact universities—in coordination with the actions taken in the Educational Services task—embassies, and other private or non-governmental institutions that provide housing in the District to determine capabilities and needs.
- Integrate community engagement and participation in housing recovery planning implementation.
- Continually assess needs and address shortfalls.
- Coordinate with actions taken under the Economy, Commerce, and Employment task to ensure services available in residential neighborhoods are maintained or restored.
- Ensure that the domestic animals owned by District residents and displaced by the disaster are properly sheltered, cared for, and returned to their owners.
- Coordinate messaging to let residents know about the availability of semi-permanent and permanent housing options.

6.3.1.5 Governance

- Evaluate all existing District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's housing stock to provide housing for all of those in need.
- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's housing stock.

6.3.2 Long-Term Objectives

6.3.2.1 Permanent Structures

- Monitor the development of permanent housing options.
- Explore mitigation opportunities under the Hazard Mitigation Grant Program in coordination with the DHMO and the actions taken in the Land Use and Rebuilding task.
- Determine enhanced redevelopment standards and assert enforcement to ensure compliance in coordination with the Recovery Manager, DHMO, and the actions taken in the Land Use and Rebuilding task.
- Ensure proper coordination and compliance with the Comprehensive Plan in coordination with the actions taken in the Land Use and Rebuilding task.
- Institutionalize all relevant communication protocols and messaging including messages concerning hazard mitigation in coordination with the DHMO.
- Ensure the affordable housing ratio aligns to assessed need.
- Expand and increase the housing options within the District to meet the assessed need.

6.3.2.2 Employees and Personnel

- Realign agency and organization budgets based on ongoing recovery efforts and determined service needs; rehire as appropriate all former employees before the disaster and identify need for additional employees.

6.3.2.3 Supporting Infrastructure

- Ensure essential public transportation services are available to residents living in new permanent housing in coordination with the actions taken in the Infrastructure and Critical Systems task.
- Ensure the majority of community and regional commercial services are available to residents living in new permanent housing.
- Ensure culturally appropriate services are available.
- Ensure proper coordination and compliance with the Comprehensive Plan in coordination with the actions taken in the Land Use and Rebuilding task.

6.3.2.4 Consumers

- Coordinate the transition from temporary housing options to permanent housing.
- Institutionalize expedited implementation processes.
- Institutionalize enhanced service standards.
- Ensure the availability of all culturally appropriate services.
- Engage all members of the community in housing recovery planning and implementation in coordination with the actions taken in the Land Use and Rebuilding task.
- Coordinate messaging to let residents know about the availability of semi-permanent and permanent housing options.

6.3.2.5 Governance

- Evaluate all existing and newly created District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's housing stock to provide housing for all of those in need.
- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement additional needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's housing stock.

6.4 Critical Information Requirements

A significant requirement needed to determine the scope of recovery operations after a disaster is the initial damage projections or estimates from the event. This information can be obtained through forecast modeling or from the Recovery Manager, working in coordination with the responsible District departments and agencies under ESF #14: Damage Assessment.

Specific critical information required to set the targets and accomplish the Housing goal include:

- ESF #14: Damage Assessment—Number of residential units determined uninhabitable.

- ESF #6: Mass Care, Emergency Assistance, Housing, and Human Services—Population, including vulnerable population, with temporary, semi-permanent, and permanent housing needs.
 - This should also include an understanding or appreciation of migratory populations, populations that may cross state boundaries.
- ESF #3: Public Works and Engineering; ESF #1: Transportation—Critical issues with infrastructure affecting availability of service provision to areas of newly developed semi-permanent and permanent housing.
- Recovery Manager and DHMO—Individual Assistance and Mitigation related grant availability and timelines.

6.5 Roles and Responsibilities

The Recovery Manager will work with the agencies and organizations listed below to support the completion of the Housing mission critical task in the standard organization described in the Concept of Operations in the *District Recovery Base Plan*. If the impacts of the disaster on the District in this area are beyond the capabilities of this organization, the Recovery Steering Committee will activate the Housing RSF described in the elevated structure in the Plan.

The Primary Agency identified below will lead the Housing RSF once it is established. The Primary Agency will work with the Recovery Steering Committee and the Supporting Agencies and Organizations to establish the recovery timeline and operations plan to meet the identified targets. The Supporting Agencies and Organizations will work with the Primary Agency, using the expertise and services in their agency or organization, to accomplish the objectives identified as necessary to meet the Housing goal.

6.5.1 Primary Agency

- Department of Housing and Community Development

6.5.2 Supporting Agencies and Organizations

6.5.2.1 District Agencies

- Department of Consumer and Regulatory Affairs
- Department for Disability Services
- Department of General Services
- Department of Human Resources
- District Department of the Environment
- Office of Aging
- Office of Community Affairs
 - Office of African Affairs
 - Office Asian and Pacific Islanders Affairs
 - Office of GLBT Affairs

- Office of Latino Affairs
- Office of Religious Affairs
- Office of Veteran Affairs
- Office of Contracting and Procurement
- Office of Disability Rights
- Office of Risk Management
- Office of Tenant Advocate
- Office of the Attorney General
- Office of the Chief Financial Officer
- Office of the Chief Technology Officer
- Office of the Deputy Mayor for Planning and Economic Development
- ServeDC

6.5.2.2 District Non-Governmental Organizations

- Consortium of Universities of the Washington Metropolitan Area
- DC Housing Authority
- Housing Finance Authority
- Washington Humane Society
- Hotel Association of Washington DC
- District of Columbia Building Industry Association

6.5.2.3 Federal Agencies

- Department of Housing and Urban Development

7.0 INFRASTRUCTURE AND CRITICAL SYSTEMS

7.1 Goal

To restore reliable infrastructure and critical systems to all residents, workforce, visitors, businesses, and neighborhoods within the District.

7.2 Targets

Key elements of the above goal were identified that must be targeted to ensure success of the RSF. As the impacts of the disaster are understood, each of these elements should be incorporated into a recovery timeline to set targets for the recovery operations to address the needs of the specific disaster. The following key elements will be the targets for the RSF to accomplish in this mission critical task:

- **Facilities:** To identify status of service provision in facilities and identify alternative locations or options to offer services; identify potential repair, replacement, and improvement funding opportunities.
- **Employees and Personnel:** To identify the need and ensure sufficient and appropriate staff are available and coordinate to identify any potential ongoing needs that would hinder personnel from returning to work.
- **Consumer Services:** To identify and meet the service needs of all populations in the District, especially critical and essential consumers, including vulnerable populations.
- **Supporting Infrastructure:** To identify the need for supporting infrastructure, including dependencies and interdependencies, to ensure service provision and ensure necessary resources are available to offer services.
- **Supplies and Inventory:** To identify the need for supplies to ensure service provision and ensure necessary materials are available to offer services.
- **Governance:** To identify the need for revision to existing or additional regulations, ordinances, codes, and policies to ensure there are no barriers to service provision.

7.3 Objectives

7.3.1 Intermediate Objectives

7.3.1.1 Facilities

- Coordinate with Recovery Manager and DHMO to explore possible PA and/or Mitigation options.
- Coordinate and support temporary solutions to the electrical system.
 - Generators
 - Transmission
 - Distribution

- Coordinate and support temporary solutions to the natural gas system.
 - Generations
 - Transmission
 - Distribution
 - Storage
- Coordinate and support temporary solutions to the fuel system.
 - Distribution
 - Storage
- Coordinate and support temporary solutions to the water and wastewater system.
 - Transmission
 - Distribution
 - Treatment
 - Storage
- Coordinate and support temporary solutions to the propane system.
 - Transmission
 - Distribution
 - Storage
- Coordinate and support temporary solutions to the communications systems.
 - Land Lines
 - Cell Towers
 - Internet
 - Television
 - Radio
- Coordinate and support temporary solutions to the road transportation system.
 - Highway/Interstates
 - Roads
 - Bridges/Overpasses
 - Buses
 - Cargo Trucks
- Coordinate and support temporary solutions to the rail transportation system
 - Regional Commuter:
 - Amtrak
 - Virginia Railway Express
 - Maryland Transit Administration
 - Commercial Rail

- Washington Metropolitan Area Transit Authority
- Coordinate and support temporary solutions to the air transportation system.
 - Regional
 - Baltimore-Washington International Airport
 - Ronald Reagan Washington National Airport
 - Washington Dulles International Airport
 - Private
 - Military
- Restore service to critical facilities and functions.
- Coordinate and support temporary solutions to the sea transportation system.

7.3.1.2 Employees and Personnel

- Identify the status and location of all personnel.
- Recall key personnel and reinstate employees not yet activated, giving priority to those responsible for providing critical recovery services.
- Ensure the needed skilled and trained personnel are available and identify any potential ongoing needs that would hinder personnel from returning to work.
- Identify need for mutual aid requests for additional personnel deployments.

7.3.1.3 Consumer Services

- Identify facilities with vulnerable populations who have critical need for immediate restoration and initiate restoration of services.

7.3.1.4 Supporting Infrastructure

- Identify and coordinate dependencies and interdependencies.

7.3.1.5 Supplies and Inventories

- Assist fulfilling supply needs.

7.3.1.6 Governance

- Evaluate all existing District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's infrastructure and critical systems.
- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's infrastructure and critical systems.

7.3.2 Long-Term Objectives

7.3.2.1 Facilities

- Monitor and support transition of the electrical system.
- Monitor and support transition of the natural gas system.
- Monitor and support transition of the fuel system.
- Monitor and support transition of the water and wastewater system.
- Monitor and support transition of the propane system.
- Monitor and support transition of the communications system.
- Monitor and support transition of the road transportation system.
- Monitor and support transition of the rail transportation system.
- Monitor and support transition of the air transportation system.
- Monitor and support transition of the sea transportation system.
- Maintain or increase the current levels of service and support for critical infrastructure.
- Engage all members of the community in infrastructure recovery planning and implementation.

7.3.2.2 Employees and Personnel

- Realign agency and organization budgets based on ongoing recovery efforts and determined service needs; rehire as appropriate all former employees before the disaster and identify need for additional employees.

7.3.2.3 Consumer Services

- Expand and increase service options within the District depending on assessed need.
- Identify long-term restoration and reconstruction actions.

7.3.2.4 Supporting Infrastructure

- Monitor progress on dependencies and interdependencies.

7.3.2.5 Supplies and Inventories

- Monitor capabilities to fulfill supply needs.

7.3.2.6 Governance

- Evaluate all existing and newly created District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's infrastructure and critical systems.
- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement additional needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's infrastructure and critical systems.

7.4 Critical Information Requirements

A significant requirement needed to determine the scope of recovery operations after a disaster is the initial damage projections or estimates from the event. This information can be obtained through forecast modeling or from the Recovery Manager, working in coordination with the responsible District departments and agencies under ESF #14: Damage Assessment.

Specific critical information required to set the targets and accomplish the Infrastructure and Critical Systems goal include:

- ESF #3: Public Works and Engineering; ESF #1: Transportation—Critical issues with infrastructure affecting service provision to areas of newly developed temporary, semi-permanent, or permanent housing; additionally identify critical issues with critical service provision to vulnerable populations.
- Critical Infrastructure Working Group: Status of critical infrastructure in the daily system of communication and information sharing.

7.5 Roles and Responsibilities

The Recovery Manager will work with the agencies and organizations listed below to support the completion of the Infrastructure and Critical Systems mission critical task in the standard organization described in the Concept of Operations in the *District Recovery Base Plan*. If the impacts of the disaster on the District in this area are beyond the capabilities of this organization, the Recovery Steering Committee will activate the Infrastructure and Critical Systems RSF described in the elevated structure in the Plan.

The Primary Agency identified below will lead the Infrastructure and Critical Systems RSF once it is established. The Primary Agency will work with the Recovery Steering Committee and the Supporting Agencies and Organizations to establish the recovery timeline and operations plan to meet the identified targets. The Supporting Agencies and Organizations will work with the Primary Agency, using the expertise and services in their agency or organization, to accomplish the objectives identified as necessary to meet the Infrastructure and Critical Systems goal.

7.5.1 Primary Agency

- Office of the City Administrator

7.5.2 Supporting Agencies and Organizations

7.5.2.1 District Agencies

- DC National Guard
- Department of Consumer and Regulatory Affairs
- Department of General Services
- Department of Human Resources
- Department of Public Works
- District Department of the Environment

- District Department of Transportation
- Homeland Security and Emergency Management Agency
- Office of Cable Television
- Office of Contracting and Procurement
- Office of Risk Management
- Office of the Attorney General
- Office of the Chief Financial Officer
- Office of the Chief Technology Officer
 - DCNet
- Office of Unified Communications

7.5.2.2 District Non-Governmental Organizations

- Amtrak
- AT&T
- DC Water
- District of Columbia Public Service Commission
- PEPCO
- Sprint
- Union Station Redevelopment Corporation
- Verizon
- Washington Gas

7.5.2.3 Regional Organizations

- Maryland Transit Administration
- Metropolitan Washington Airports Authority
- Virginia Railway Express
- Washington Metropolitan Area Transit Authority
- Washington Metropolitan Area Transit Commission

7.5.2.4 Federal Agencies

- Federal Highway Administration
- United States Army Corps of Engineers

8.0 LAND USE AND REBUILDING

8.1 Goal

To ensure the District rebuilds, repairs, restores, and relocates all functions and facilities safer and stronger in compliance with, or in collaboration with revisions to, the District Comprehensive Plan and all building, environmental, and zoning regulations.

8.2 Targets

Key elements of the above goal were identified that must be targeted to ensure success of the RSF. As the impacts of the disaster are understood, each of these elements should be incorporated into a recovery timeline to set targets for the recovery operations to address the needs of the specific disaster. The following key elements will be the targets for the RSF to accomplish in this mission critical task:

- **Planning and Compliance:** To identify need to update planning and put measures in place for building moratoriums until planning is complete.
- **Employees and Personnel:** To identify the need and ensure sufficient and appropriate staff are available and coordinate to identify any potential ongoing needs that would hinder personnel from returning to work.
- **Reconstruction:** To ensure repairs, reconstructed, or replaced buildings and other facilities are built in accordance to current building codes, and zoning ordinances.
- **Permitting:** To expedite and ensure appropriate permits are obtained.
- **Historical and Environmental Preservation and Protection:** To ensure that the historical and environmental integrity of the District is preserved, protected, or enhanced.
- **Financial Support:** To identify and secure financial support adequate to rebuild the District in a sustained, timely fashion.
- **Governance:** To identify the need for revision to existing or additional regulations, ordinances, codes, and policies to ensure there are no barriers to rebuilding in the District.

8.3 Objectives

8.3.1 Intermediate Objectives

8.3.1.1 Planning and Compliance

- Prioritize and establish a schedule for the repair or replacement of all residences, buildings, and facilities.
- Identify mitigation measures that can be implemented during recovery in coordination with the DHMO and the actions taken in the Land Use and Rebuilding task.
- Consider location of housing and other services around appropriate community amenities.
- Continually assess needs and address housing, retail, educational, government, and office facilities shortfalls through land use planning.

- Ensure that all population segments are adequately represented in community recovery planning forums in coordination with the actions taken in the Government Services task.

8.3.1.2 Employees and Personnel

- Identify the status and location of all personnel.
- Recall key personnel and reinstate employees not yet activated, giving priority to those responsible for providing critical recovery services.

8.3.1.3 Reconstruction

- Consider a short-term new building moratorium to allow for deliberative planning process to occur.

8.3.1.4 Permitting

- Establish expedited permitting, approval, and building implementation processes.
- Work with Volunteer Organizations Active in Disaster (VOADs) to ensure proper permitting for volunteers working on recovery operations.

8.3.1.5 Historical and Environmental Preservation and Protection

- Assess all environmental sector conditions.
- Identify all historical designations and assess considerations of these for damaged facilities.
- Ensure that special consideration is placed on restoring, sustaining, and maintaining the environment.
- Promote strong engagement with private sector partners to speed environmental recovery and community anchoring.
- Ensure long-term environmental protection actions for successful recovery.
- Coordinate restoration and protection efforts among regional and federal stakeholders.
- Identify long-term restoration and reconstruction actions to protect long-term stability of the regional environment, along with regional agencies and other essential support partners.

8.3.1.6 Financial Support

- Identify funding sources from federal, non-profit, and private sources.
- Coordinate with Recovery Manager and DHMO to explore possible Public Assistance, Individual Assistance, and Mitigation involvement options.
- Establish a business recovery one-stop center(s) to provide assistance and expedite governmental loans through the SBA—and others as applicable—for the permitting, repair, and replacement of damaged facilities.

8.3.1.7 Governance

- Evaluate all existing District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede rebuilding in the District, including the implementation of new land uses to build back safer and stronger.

- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to rebuild in the District.

8.3.2 Long-Term Objectives

8.3.2.1 *Planning and Compliance*

- Coordinate recovery planning and implementation efforts with regional, private, and non-governmental organizations and federal departments and agencies as applicable.
- Ensure compliance with the Comprehensive Plan during the recovery phase to align environmental goals with community values and planning outcomes.
- Institutionalize representation and participation of relevant population segments in long-term recovery decisions.
- Ensure, where practical, that facilities are located in proximity to community centers and service hubs.
- Engage all members of the community in Land Use and Rebuilding recovery planning and implementation.
- Ensure the availability of all culturally appropriate services.

8.3.2.2 *Employees and Personnel*

- Realign agency and organization budgets based on ongoing recovery efforts and determined service needs; rehire as appropriate all former employees before the disaster and identify need for additional employees.

8.3.2.3 *Reconstruction*

- Coordinate with the other mission critical tasks to oversee the reconstruction process.

8.3.2.4 *Permitting*

- Institutionalize expedited permitting, approval, and building implementation processes.
- Work with VOADs to ensure proper permitting for volunteers working on recovery operations.

8.3.2.5 *Historical and Environmental Preservation and Protection*

- Ensure that special consideration is placed on restoring, sustaining, and maintaining the environment.
- Ensure all considerations are made for facilities with historical designations.
- Expand and increase environmental protection functions within the District as feasible during the recovery phase.
- Re-examine long-term environmental goals and objectives for the District as applicable to post-disaster conditions.
- Integrate community engagement and participation in environmental recovery planning and implementation.

- Expedite recovery implementation processes for environmental sector agencies and all community-based partner agencies and organizations.
- Ensure that District environmental resources are protected by strong recovery strategies and can withstand unexpected systemic shocks.

8.3.2.6 Financial Support

- Identify funding sources from federal, non-profit, and private sources.
- Coordinate with Recovery Manager and DHMO to explore possible Public Assistance, Individual Assistance, and Mitigation involvement options.
- Establish a business recovery one-stop center(s) to provide assistance and expedite governmental loans through the SBA—and others as applicable—for the permitting, repair, and replacement of damaged facilities.

8.3.2.7 Governance

- Evaluate all existing and newly created District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede rebuilding in the District, including the implementation of new land uses to build back safer and stronger.
- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement additional needed regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies to help implement objectives to rebuild in the District.

8.4 Critical Information Requirements

A significant requirement needed to determine the scope of recovery operations after a disaster is the initial damage projections or estimates from the event. This information can be obtained through forecast modeling or from the Recovery Manager, working in coordination with the responsible District departments and agencies under ESF #14: Damage Assessment.

Specific critical information required to set the targets and accomplish the Land Use and Rebuilding goal include:

- DC Silver Jackets and DHMO—Impact of the disaster on flood plains and building standards.

8.5 Roles and Responsibilities

The Recovery Manager will work with the agencies and organizations listed below to support the completion of the Land Use and Rebuilding mission critical task in the standard organization described in the Concept of Operations in the *District Recovery Base Plan*. If the impacts of the disaster on the District in this area are beyond the capabilities of this organization, the Recovery Steering Committee will activate the Land Use and Rebuilding RSF described in the elevated structure in the Plan.

The Primary Agency identified below will lead the Land Use and Rebuilding RSF once it is established. The Primary Agency will work with the Recovery Steering Committee and the Supporting Agencies and

Organizations to establish the recovery timeline and operations plan to meet the identified targets. The Supporting Agencies and Organizations will work with the Primary Agency, using the expertise and services in their agency or organization, to accomplish the objectives identified as necessary to meet the Land Use and Rebuilding goal.

8.5.1 Primary Agency

- Office of Planning

8.5.2 Supporting Agencies and Organizations

8.5.2.1 District Agencies

- DC Office of Zoning
- Department of Consumer and Regulatory Affairs
- Department of General Services
- Department of Housing and Community Development
- Department of Human Resources
- District Department of the Environment
- Office of Contracting and Procurement
- Office of Risk Management
- Office of the Attorney General
- Office of the Chief Financial Officer
- Office of the Chief Technology Officer
- Office of the Deputy Mayor for Planning and Economic Development
- ServeDC

8.5.2.2 District Non-Governmental Organizations

- DC Housing Authority
- Zoning Commission

8.5.2.3 Regional Organizations

- National Capital Planning Commission

8.5.2.4 Federal Agencies

- Department of Interior
- Federal Emergency Management Agency

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9.0 NATURAL, CULTURAL, AND HISTORICAL RESOURCES

9.1 Goal

To ensure the quality and accessibility of the natural, cultural, and historical resources of the District.

9.2 Targets

Key elements of the above goal were identified that must be targeted to ensure success of the RSF. As the impacts of the disaster are understood, each of these elements should be incorporated into a recovery timeline to set targets for the recovery operations to address the needs of the specific disaster. The following key elements will be the targets for the RSF to accomplish in this mission critical task:

- **Facilities, Parks, Libraries, and Other Tourist Attractions:** To identify status of service provision in facilities, parks, libraries, and other tourist attractions and identify alternative locations or options to offer services; identify potential repair, replacement, and improvement funding opportunities.
- **Personnel and Employees:** To identify the need and ensure sufficient and appropriate staff are available and coordinate to identify any potential ongoing needs that would hinder personnel from returning to work.
- **Supporting Infrastructure:** To identify the need for supporting infrastructure, including dependencies and interdependencies, to ensure necessary resources are available to offer services.
- **Research, Resident, and Tourist Services:** To identify and meet the service needs of all populations in or visiting the District.
- **Governance:** To identify the need for revision to existing or additional regulations, ordinances, codes, and policies to ensure there are no barriers to restoring resources.

9.3 Objectives

9.3.1 Intermediate Objectives

9.3.1.1 Facilities, Parks, Libraries, and Other Tourist Attractions

- Protect and ensure safety and security at damaged and undamaged sites in coordination with the actions taken in the Government Services task.
- Identify funding sources from federal, non-profit, and private source.
- Ensure cultural and historical items, including documents and art, are accounted for and protected from cascading damage.
- Assist damaged facilities working through the PA program and monitor any insurance issues in coordination with the Recovery Manager and the actions taken in the Land Use and Rebuilding task.

- Identify any mitigation opportunities through the 404 or 406 programs in coordination with the DHMO and the actions taken in the Land Use and Rebuilding task.
- Assist with the identification and temporary relocation of services, with special considerations on resident and tourist transportation options.
- Identify non-damaged facilities that are unusable or have limited use because of lack of supporting infrastructure (i.e., water, electricity, natural gas, public transportation).
- Transition any temporary services locations into interim (or permanent) locations.
- Consider a short-term new building moratorium to allow for deliberative planning process to occur in coordination with the actions taken in the Land Use and Rebuilding task.
- Coordinate with the Recovery Manager and the actions taken in the Land Use and Rebuilding task to oversee an expedited permitting, approval, and building process.
- Coordinate with the universities to address needs related to the special collections, art pieces, archives, museums, and libraries housed within the universities.
- Ensure majority of environmental assets and services are available for individuals and families in the District.
- Communicate with the federal agencies responsible for federal cultural, natural, and historical resources to determine their timeline for protection and restoration.

9.3.1.2 Employees and Personnel

- Identify the status and location of all personnel.
- Recall key personnel and reinstate employees not yet activated, giving priority to those responsible for providing critical recovery services.
- Ensure the needed skilled and trained personnel are available and identify any potential ongoing needs that would hinder personnel from returning to work.

9.3.1.3 Supporting Infrastructure

- Identify issues with the infrastructure needed to support current operations or offer services (i.e., water, electricity, natural gas, public transportation).

9.3.1.4 Research, Resident, and Tourist Services

- Identify long-term restoration and reconstruction actions to protect long-term stability of natural, historical, and cultural resource sectors.
- Ensure all vulnerable populations' services are being offered.

9.3.1.5 Governance

- Evaluate all existing District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's natural, cultural, and historical resources.
- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement needed regulations, ordinances, codes, administrative or

tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's natural, cultural, and historical resources.

9.3.2 Long-Term Objectives

9.3.2.1 Facilities, Parks, Libraries, and Other Tourist Attractions

- Monitor the repair (or replacement) of damage facilities, up to project closeout, in coordination with the Recovery Manager and the actions taken in the Land Use and Rebuilding task.
- Monitor the implementation of mitigation opportunities, up to project closeout, in coordination with the DHMO and the actions taken in the Land Use and Rebuilding task.
- Monitor the progress on reinstituting unusable or limited use facilities.
- Ensure cultural and historical items, including documents and art, are protected from damage.
- Ensure the transition from temporary locations to permanent locations.
- Ensure proper coordination and compliance with the Comprehensive Plan in coordination with the actions taken in the Land Use and Rebuilding task.
- Ensure that resource sectors have strong recovery strategies in place and can withstand unexpected systemic shocks in the future in coordination with the actions taken in the Land Use and Rebuilding task.
- Communicate with the federal agencies responsible for federal cultural, natural, and historical resources to determine their timeline for protection and restoration.

9.3.2.2 Employees and Personnel

- Realign agency and organization budgets based on ongoing recovery efforts and determined service needs; rehire as appropriate all former employees before the disaster and identify need for additional employees.

9.3.2.3 Supporting Infrastructure

- Monitor progress on repairs to needed infrastructure (i.e., water, electricity, natural gas, public transportation).

9.3.2.4 Research, Resident, and Tourist Services

- Expand and increase resource functions within the District as feasible during the recovery phase.
- Engage all members of the community in natural, cultural, and historical Resources recovery planning and implementation.

9.3.2.5 Governance

- Evaluate all existing and newly created District, regional, and federal regulations, ordinances, codes, administrative or tax code provisions, and government and non-government entity policies for potential barriers or restrictions that could impede restoring the District's natural, cultural, and historical resources.
- Coordinate with the Government Services RSF and with District, regional, and federal stakeholders to create and implement additional needed regulations, ordinances, codes,

administrative or tax code provisions, and government and non-government entity policies to help implement objectives to restore the District's natural, cultural, and historical resources.

9.4 Critical Information Requirements

A significant requirement needed to determine the scope of recovery operations after a disaster is the initial damage projections or estimates from the event. This information can be obtained through forecast modeling or from the Recovery Manager, working in coordination with the responsible District departments and agencies under ESF #14: Damage Assessment.

9.5 Roles and Responsibilities

The Recovery Manager will work with the agencies and organizations listed below to support the completion of the Natural, Cultural, and Historical Resources mission critical task in the standard organization described in the Concept of Operations in the *District Recovery Base Plan*. If the impacts of the disaster on the District in this area are beyond the capabilities of this organization, the Recovery Steering Committee will activate the Natural, Cultural, and Historical Resources RSF described in the elevated structure in the Plan.

The Primary Agency identified below will lead the Natural, Cultural, and Historical Resources RSF once it is established. The Primary Agency will work with the Recovery Steering Committee and the Supporting Agencies and Organizations to establish the recovery timeline and operations plan to meet the identified targets. The Supporting Agencies and Organizations will work with the Primary Agency, using the expertise and services in their agency or organization, to accomplish the objectives identified as necessary to meet the Natural, Cultural, and Historical Resources goal.

9.5.1 Primary Agency

- Office of the City Administrator

9.5.2 Supporting Agencies and Organizations

9.5.2.1 *District Agencies*

- DC Public Libraries
- Department of General Services
- Department of Human Resources
- Department of Parks and Recreation
- District Department of the Environment
- Office of Contracting and Procurement
- Office of Planning
- Office of Risk Management
- Office of the Attorney General
- Office of the Chief Financial Officer
- Office of the Chief Technology Officer

- Office of the Deputy Mayor for Planning and Economic Development

9.5.2.2 District Non-Governmental Organizations

- Consortium of Universities of the Washington Metropolitan Area
- DC Commission on Arts and Humanities
- Events DC (Washington Convention and Sports Authority)

9.5.2.3 Regional Organizations

- National Capital Planning Commission

9.5.2.4 Federal Agencies and Organizations

- Smithsonian Institution
- Department of the Interior
- National Park Service
- Office of Personnel Management

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