



STATE OF UTAH
**DISASTER RECOVERY
FRAMEWORK**



UTAH DEPARTMENT OF PUBLIC SAFETY
DIVISION OF EMERGENCY MANAGEMENT

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UTAH DISASTER RECOVERY FRAMEWORK

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1 INTRODUCTION

1.1 PURPOSE

The purpose of the Utah Disaster Recovery Framework (UDRF) is to provide a structure for post-disaster activities coordinated by the State and serve as a guide for local jurisdictions in developing specific, actionable recovery plans after a large scale disaster.

The UDRF provides the structure and leadership needed to ensure an inclusive process that is realistic, well-planned, and clearly communicated in order to instill confidence that recovery goals can be achieved. The UDRF provides this through the establishment of three main tenets:

- *State Recovery Officer (SRO)*
- *Recovery Support Functions (RSFs)*
- *Whole Community Approach*

1.2 SCOPE

The UDRF outlines State-level disaster recovery efforts for all hazards, including the hazards listed in the [Utah Hazard Mitigation Plan](#) (2014). The identified actions and activities in this framework are based on existing State agency statutory authorities. The UDRF does not replace Emergency Support Function (ESF) #14 within the [State of Utah Emergency Operations Plan \(EOP\)](#). The function of the UDRF is to augment ESF #14 by providing the flexibility to activate the Recovery Support Functions (RSFs) necessary to fully address the need as prompted by an incident.

A framework is only a starting point and is not intended to be completely comprehensive. At the core of the recovery effort is the preparation and planning implemented by the local community itself. Building a resilient local support network that includes all stakeholders ensures more consistent outcomes and greater long-term stability which, in turn, encourages healthy community growth. State and federal agencies intend to serve the needs of a community by supporting local efforts and enhancing, not directing, the recovery process.

The overall focus of recovery is how best to restore, reconstruct and redevelop the social, natural and economic fabrics of the community. It encompasses more than the restoration of the community's physical structures to their pre-incident conditions. Specifically, the UDRF defines an approach that addresses the complexity of short-term and long-term recovery with adaptability and flexibility, and provides guidance to all recovery partners and stakeholders.

1.3 GOALS/OBJECTIVES

The UDRF is in support of the National Preparedness Goal, 2nd Ed (2015) that was derived from Presidential Policy Directive 8: National Preparedness (PPD-8). PPD-8 defines national preparedness as "a shared responsibility of our whole community." This framework is a cornerstone in achieving Whole Community recovery and resiliency. By incorporating the UDRF principles in community preparedness, a disaster-impacted jurisdiction will be better positioned to accomplish:

- *A timely restoration, strengthening, and revitalization of critical infrastructure and housing;*
- *The resumption of a sustainable economy; and*
- *The long-term recovery of key health, social, cultural, historic, and environmental components of our communities.*

The objectives of the UDRF are as follows:

A. Support Local-Level Disaster Recovery Operations:

The UDRF identifies short-term, intermediate and long-term recovery activities. The phases of recovery may overlap with each other and with the initial response under the EOP.

B. Facilitate The Transition From Incident Response To Recovery:

All incidents start and end at the local level. At the request of a tribal or local jurisdiction, the State may provide assistance in the form of personnel, resources, technical assistance, and operational coordination.

C. Coordinate Recovery Operations Between All Partners:

The UDRF supports a collaborative whole community recovery effort between all local, state, tribal and federal governments, private-sector partners and non-governmental organizations (NGOs) tasked with providing resources and executing mission assignments during recovery operations within the state.

2 AUTHORITY

2.1 STATE

- A. [Utah Disaster Response and Recovery Act](#), *Utah Code §53-2a*
- B. [State of Utah Emergency Operations Plan](#), *Financial Management annex*

2.2 FEDERAL

- A. [The Robert T. Stafford Disaster Relief and Emergency Assistance Act](#) (v. 2013)
- B. The Stafford Act is defined by the [Code of Federal Regulations \(CFR\) 44](#)
- C. [Presidential Policy Directive-8](#) (PPD-8)
- D. [The Homeland Security Act of 2002](#)
- E. [National Disaster Recovery Framework](#) (2011)
- F. [National Response Framework](#) (2nd Ed. 2013)
- G. [National Infrastructure Protection Plan](#) (2013) and
- H. [Critical Infrastructure and Key Resources Annex](#) (2013)

3 SITUATION AND ASSUMPTIONS

The concept of operations outlined in this plan assumes that a large scale incident has occurred and damage throughout the affected areas of Utah could be extensive. These damages may cause the loss of normal life support systems and the loss of regional economic, physical, and social infrastructures. By preparing for a “worse case” incident, those of a lesser nature may be addressed using the same concepts.

- A. Any pre-disaster planning may change or be adjusted to accommodate the actual disaster. Because of the dynamic nature of disasters, all pre-planning must be flexible and ready to take into account the particular realities of any incident.

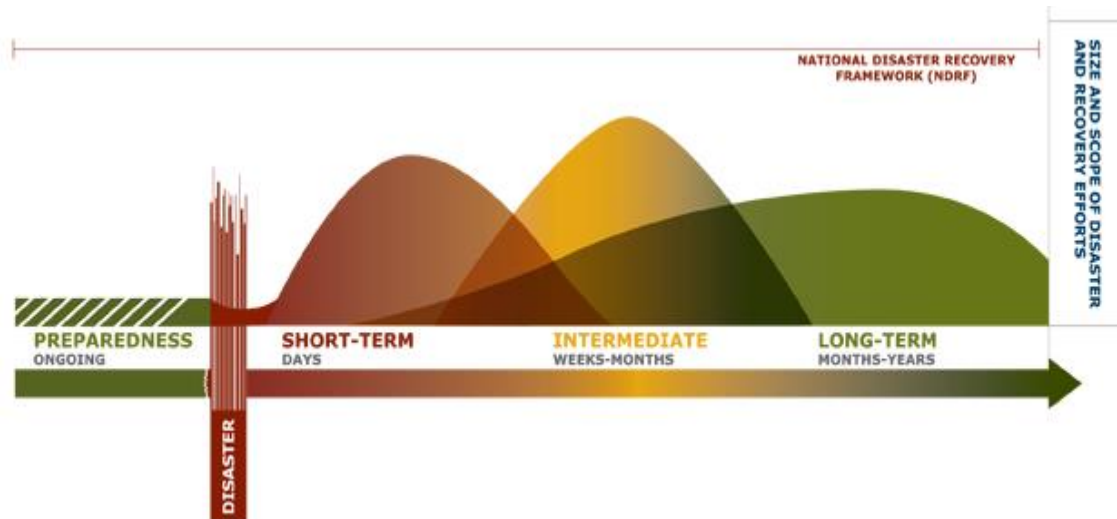
- B. The recovery process will involve the coordination of and collaboration with local, state, tribal and federal governments, regional entities, private sector and voluntary, faith-based and community organizations.
- C. There will likely be an uneven geographic and social distribution of impact, with damage to facilities and infrastructure not uniform throughout the area, and some populations dramatically more affected by the disaster than others.
- D. Differences in the severity of populations affected may be a result of the uneven geographic distribution of impact, or because disasters impact vulnerable populations more than those with greater access to resources and alternative options.
- E. Interdependencies and competition for limited resources will require a coordinated and sustainable recovery effort.
- F. An incident may overwhelm the capabilities of the State and local government(s) to provide prompt and effective relief and recovery measures.
- G. Many State and local emergency personnel may have been affected by the incident, preventing them from performing assigned emergency duties.
- H. Major disasters may generate significant impacts to critical infrastructure and key resources that will compromise response and recovery operations.
- I. Transportation infrastructure and commercial telecommunications facilities may be damaged, impairing response and communication among governmental response and recovery agencies.
- J. Public buildings, transportation facilities, and other critical facilities and equipment may be severely damaged or destroyed.
- K. The movement of emergency relief supplies and resources may be seriously impeded, and/or in short supply.
- L. Hospitals, nursing homes, mortuaries, pharmacies and other health/medical facilities may be damaged or destroyed. Those still operational may be overwhelmed by emergency care needs and face essential medical supply shortages.
- M. The relocation of a significant portion of the population to temporary shelters and/or housing will be necessary, and may be for extended periods of time. An undetermined component of relocated populations may never be able to return to their homes.
- N. Housing resources will be limited due to the impact of the disaster, damage to facilities, and demand generated by relocated populations, as well as response and recovery workers mobilized necessary to support operations.
- O. Many natural and cultural resources may be damaged, contaminated, or lost.
- P. Damage to facilities that generate, use, store or dispose of hazardous materials could result in the release of hazardous materials into the environment.
- Q. The private sector owns a significant portion of a community's critical infrastructure and plays a major role in the recovery process.
- R. Recovery will require tremendous financial reinvestment in the community, drawing on a wide variety of funding options and incentives, including federal aid, insurance payments, donations and other creative funding sources.
- S. Community consultation will be essential to many aspects of recovery, particularly to significant decisions related to long-term recovery; however, other recovery decisions are best made expeditiously and will need to be made without full community consultation.

4 DEFINING RECOVERY

4.1 THE RECOVERY PROCESS

4.1.2 RECOVERY CONTINUUM

The UDRF uses the Recovery Continuum to define the recovery process as a sequence of interdependent and concurrent activities that lead to disaster recovery. The phases of recovery must be looked upon as a continuum with each phase serving as the foundation for the next, having a direct impact on the outcome of the next phase, as well as the overall process. The times associated with each phase will vary with the complexity of the incident and the phases may overlap to some extent.



The level of community preparedness prior to an incident also contributes greatly to the effectiveness and timeliness of response and recovery operations. The ability to effectively execute response and recovery plans after an incident occurs is critical to fulfilling resiliency and sustainability goals and objectives of a community's recovery strategy. Having plans and procedures in place with roles and responsibilities clearly defined, understood, supported, and exercised also greatly enhances a community's resiliency to effectively recover from incidents in a timely manner with an enhanced capability to better withstand and recover from future incidents.

A. Readiness

As depicted in the Recovery Continuum, recovery efforts and planning must start well before an incident occurs. Planning at all levels of government is essential for a successful recovery. During this time, efforts should be focused on expanding partnerships and identifying potential resources that could be called on following an incident. It is also important to train and exercise for recovery operations. During trainings and exercises, all potential partners and players should be included to ensure all segments of the population are represented.

B. Short-Term

Short-term disaster recovery operations may overlap with response, and generally span the first days or weeks after an incident; however, there is no pre-determined timeline for short-term disaster recovery.

C. Intermediate

Intermediate disaster recovery operations occur as temporary solutions are implemented and vital services are being restored. Like short-term recovery operations, there is no pre-determined timeline for this phase, although it generally spans the initial weeks and months after an incident.

D. Long-Term

Long-term disaster recovery operations involve ongoing recovery projects moving towards self-sufficiency, sustainability, and resilience, and generally span months and years after the incident.

4.1.3 CORE CAPABILITIES AND VALUES

A. National Core Capabilities

National Preparedness Goal 32 Core Capabilities

Prevention	Protection	Response	Recovery	Mitigation
Planning	Planning	Planning	Planning	Planning
Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination
Public Information & Warning	Public Information & Warning	Public Information & Warning	Public Information & Warning	Public Information & Warning
Intel and Information Sharing	Intel and Information Sharing	Infrastructure Systems	Infrastructure Systems	Community Resilience
Screening, Search & Detection	Screening, Search & Detection	Critical Transportation	Economic Recovery	Long-term Vulnerability Reduction
Interdiction & Disruption	Interdiction & Disruption	Environmental Response/Health & Safety	Health & Social Services	Risk & Disaster Resilience Assessment
Forensics & Attribution	Access Control & Identity Verification	Fire Management & Suppression *	Housing	Threat & Hazard Identification
	Cybersecurity	Fatality Management	Natural & Cultural Resources	
	Physical Protective Measures	Mass Care Services		
	Risk Management For Protection Programs & Activities	Mass Search & Rescue Operations		
	Supply Chain Integrity & Security	On-Scene Security, Protection, and Law Enforcement **		
		Operational Communications		
		Logistics & Supply Chain Management **		
		Public Health, Healthcare, & Emergency Medical Services **		
		Situational Assessment		

* New (v 2)
 ** Re-titled (v 2)

October 2015 – EPS, LLC

Based on the National Preparedness Goal, Second Edition (October 2015)

These capabilities are referenced in many national preparedness efforts, including the National Planning Frameworks. The Goal grouped the capabilities into five mission areas, based on where they most logically fit. Some fall into only one mission area, while some others apply to several mission areas.

B. Community Values

Core Values that should be considered in all aspects of the recovery process:

Equity and Diversity. Respecting and leveraging the diversity of cultures to ensure that recovery planning is fair and equitable.

Civil Rights and Liberties. Essential to the well-being of any democracy; must be upheld during especially difficult times after a major disaster.

Independence and Individuality. Values that motivate individuals and the community as a whole; achieving self-reliance is an important element of a good recovery and sustainable development goals.

Participation and Communication. Everyone can have their say in how decisions are made through an inclusive, transparent process of governance during disaster recovery. This is an essential part of the whole community approach.

Neighborhood Identity. Neighborhood residents and neighborhood business owners can take great pride in their community and need to be key influencers on how a neighborhood redevelops.

Environmental Quality. The recognition and preservation of environmental well-being is important to include in both pre and post-disaster recovery decisions.

Economic Vitality. A diverse range of businesses, large and small, are necessary to sustaining a vibrant economy, and a robust recovery will require inclusion of the private sector in planning.

Resilience and Sustainability. Resilience refers to creating and utilizing the system, policies, technologies, and other means that can give the community and its inhabitants an enhanced ability to recover quickly from a major disaster and adapt to changing conditions over time. Sustainability refers to the ability to sustain the community's environmental, economic, and cultural qualities over time, including times of crisis and recovery.

Innovation. A disaster recovery strategy should anticipate that technological, social, economic, and environmental innovation will be incorporated and recognize opportunities to rebuild better.

C. OPPORTUNITY FOR INNOVATION

While a significant disaster will manifest in terrible physical, community, and personal impacts, it will also present unique opportunities to redesign and rebuild portions of the community. Long-term recovery must be guided by a focus on building back better. This means rebuilding in ways that make communities more resilient to future disasters, more efficient and sustainable, and more in line with the community's values and vision for the future.

Significant destruction will create opportunities for significant reinvention. Throughout disaster recovery there is a tension between the need to put things back as quickly as possible to restore normalcy and the opportunity to build back better. By seizing the opportunity inherent in rebuilding, we can make communities more resilient to future disasters, more sustainable, and more aligned with community ideals and aspirations. These ideals should be advanced through disaster recovery efforts when possible, recognizing that a particular incident may or may not create significant opportunities to redesign and rebuild.

Effective recovery efforts will entail the coordination and integration of many services, including social, health, and education services, as well as infrastructure, transportation, and utility services. Transportation and other infrastructure systems can be better integrated and have increased opportunity for improved energy efficiency. This focused effort during recovery should be leveraged as the foundation for the strategic rethinking for how we deliver services, resulting in more effective, efficient, and sustainable systems. *Building back better will require more time, effort, thought, and engagement than simply rebuilding to pre-disaster conditions. The need to balance expeditious recovery with targeted opportunities to build back better is a key tension to be navigated in recovery.*

D. RELATIONSHIP TO OTHER EMERGENCY MANAGEMENT PHASES

Even with this Framework in place, there will be substantial need for additional pre-disaster planning and preparations to facilitate community recovery. Additional coordination will be required to continue to advance the initiatives and planning within the RSFs, focus on relationship building among stakeholders for each RSF and continuing the work across government and community lines to make additional recommendations in support of recovery operations and priorities.

Recovery and mitigation are closely linked, with ongoing mitigation planning efforts and implementation of mitigation projects playing a key role in ensuring the state's readiness to recover and improving community resilience. This plan recognizes that recovery planning efforts must work in concert with mitigation planning activities and that there will be some overlap between the two aspects of emergency planning.

All jurisdictions in Utah are encouraged to have a hazard mitigation plan that acknowledges hazards and threats in that community. Mitigation encourages long-term reduction of hazard vulnerability and reduces the enormous cost of incidents to property owners and all levels of government. Potential hazard mitigation projects should be identified by the local jurisdiction. Utah's [State Hazard Mitigation Plan](#) contains additional information about mitigation in both pre and post disaster scenarios and information on programs that are available.

The recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community toward a successful recovery. The symbiotic relationship of planning means that effective preparedness and mitigation planning should lighten the burden of recovery, and similarly, the recovery phase often brings to light areas of community vulnerability and resilience that can be addressed in other phases. Decisions made and priorities set early in the response and recovery process by a community will have a cascading effect on the nature and speed of the recovery progress, and help in making communities more resilient.

4.2 RECOVERY GOALS AND PRIORITIES

4.2.2 RECOVERY GOALS

The recovery goals listed here are for the UDRF as a comprehensive framework. Specific Recovery Support Function (RSF) goals are listed in their individual Annexes.

A. RESILIENCE AND SUSTAINABILITY

A successful recovery process promotes practices that minimize a community's risk of impact from all hazards and strengthens its ability to withstand and recover from future disasters. Recovery cannot be defined simply by the community's return to pre-disaster circumstances when these circumstances are no longer sustainable, competitive, or functional to the post-disaster community.

The impacted community should be informed and evaluate all alternatives and options, utilizing opportunities to build back better and avoid simple restoration of an area that may not be sustainable. For a community to achieve a successful disaster recovery, it must overcome the impacts of the disaster, reestablish an economic and social base that instills confidence in the community's viability, and rebuilds the community to be more resilient from future disasters.

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Short-Term Perspective	Long-Term Perspective
<p>Characteristics</p> <ul style="list-style-type: none"> - Ad-hoc recovery - Issuing building permits without adequate review of reconstruction implications - Limited public participation - Rebuilding to pre-disaster conditions - Over-reliance on state and federal recovery funding 	<p>Characteristics</p> <ul style="list-style-type: none"> - Developing a recovery plan - Establishing a temporary building moratorium - Conducting an in-depth damage assessment - Integrating hazard mitigation techniques into reconstruction - Identifying local resources - Involving the public - Identifying sustainable recovery objectives - Linking recovery objectives with existing community goals
<p>Outcomes</p> <ul style="list-style-type: none"> - Reduced economic viability - Increased hazard vulnerability - State or federal paternalism - Out migration of residents - Declining tax base - Declining sense of place 	<p>Outcomes</p> <ul style="list-style-type: none"> - Greater economic viability - Reduced hazard vulnerability - Greater environmental well being - Enhanced public health - Enhanced community self-reliance - Increased tax base - Enhanced sense of place

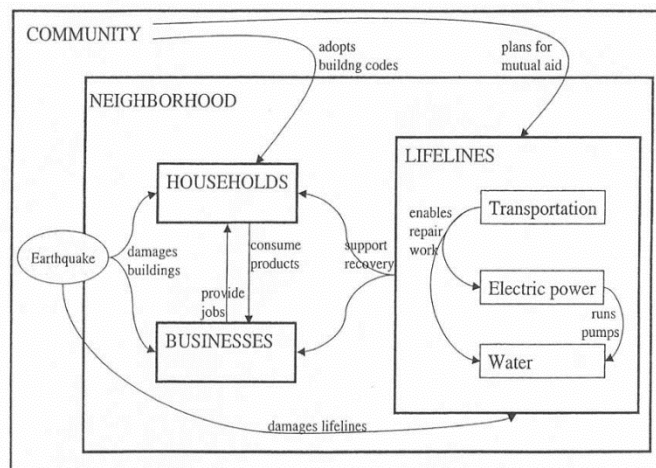
Source: Adapted from Gavin Smith, *Holistic Disaster Recovery: Creating a More Sustainable Future*, Session 3: Dimensions of Recovery, FEMA. (Smith 2004)

B. ACCESSIBILITY

All those affected by the disaster incident should have equitable access to recovery services, with efforts made to ensure all communities, neighborhoods, and vulnerable populations receive equitable and sustainable care. Vulnerable populations with health and physical, language and communication, cultural and religious, or familial or fiscal needs should be identified and accommodated as much as possible during all phases of recovery - including pre-disaster preparations and mitigation efforts.

C. COMMUNITY AND LOCALLY DRIVEN

Recovery will be a locally driven process. The state does not seek to direct communities through the recovery process. Rather, the state's role is to provide guidance, technical assistance, and resources to local entities in support of their community recovery goals. Successful statewide recovery will require recovery strategies which engage the "whole community"; including government at all levels; regional entities; private sector, non-profit, voluntary, faith-based and community organizations; as well as citizens.

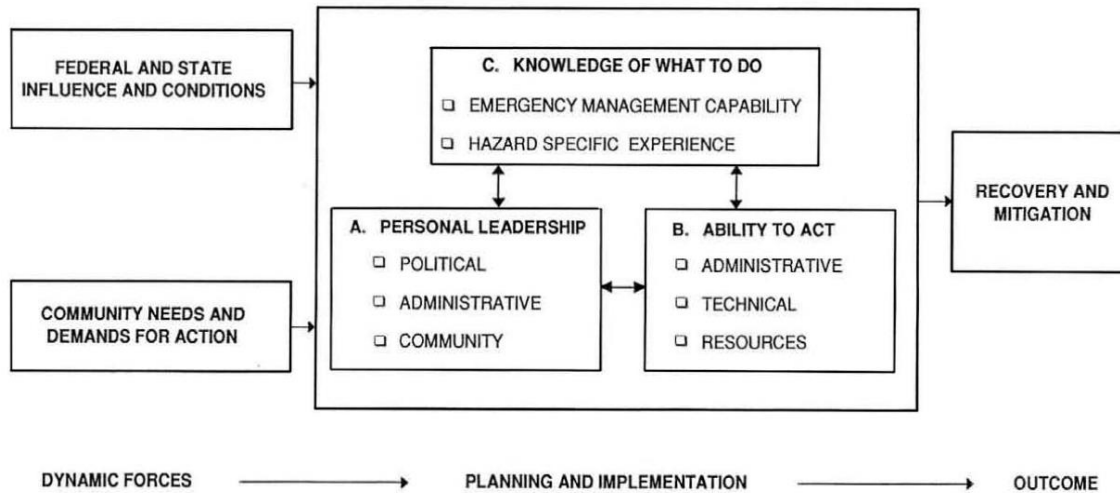


Conceptual Model Overview (Chang 2004)

D. COLLABORATIVE

Recovery is a complex and multifaceted process, requiring a collaborative effort between all State departments/agencies, local government, the federal government, nonprofit, and private organizations tasked with providing resources and executing mission assignments during disaster recovery operations. Communication, transparency, and sharing of resources will be critical to collaborative and successful recovery planning and implementation.

ELEMENTS OF THE RECOVERY PROCESS



Adapted from Rubin, Claire. 1985. *Community Recovery from a Major Natural Disaster*, Monograph #41, University of Colorado, Boulder, Colorado..

4.2.3 RECOVERY PHASE PRIORITIES

A. READINESS

Focus: Preparing

Timeline: Ongoing

Readiness efforts that build community and organization resiliency are paramount to the initiation, implementation, and success of recovery efforts. Specific efforts that must be undertaken in the readiness phase include:

- Pre-disaster planning, including maintenance and improvements of this plan, as well as local and tribal recovery plans, based on lessons learned and after action reports.
- Mitigation planning and project implementation at all levels (local, tribal, state) for natural, technological, and human-caused disasters. State of Oregon Recovery Plan Basic Plan 2. Situation and Assumptions 2-3
- Building community capacity, including policy development and implementation, resource management, community education, infrastructure protection, recovery organization maintenance, and whole community planning and coordination.
- Conducting disaster readiness exercises and after action meetings.

B. SHORT TERM

Focus: *Stabilizing*

Timeline: *Up to 1 month*

Short-term recovery focuses on stabilizing communities. This phase of recovery addresses health and safety needs beyond rescue, the assessment of damages and needs, the prioritization and restoration of basic infrastructure, and the mobilization of recovery organizations and resources. Short-term recovery operational priorities include, but are not limited to: health and safety needs of survivors, debris removal, restoring critical infrastructure, and essential community services. Short-term recovery activities may include:

- Mass care and sheltering.
- Removal of debris on primary transportation routes.
- Supporting businesses with temporary infrastructure.
- Providing ongoing surveillance and response to the public health impacts of a disaster.
- Identifying those in need of emotional/psychological support.
- Providing emergency and temporary medical care.
- Assessing and understanding risks and vulnerabilities to mitigate impacts.
- Assess through the Damage Assessment Process the post-disaster short-, interim- and long term disaster recovery damages/impacts/needs of affected communities.
 - *Impacts on housing sector and the projected number of displaced persons on an interim and long-term basis;*
 - *The severity and scope of the infrastructure damage precipitating major service and economic disruptions and impacting negatively on overall response and recovery operations;*
 - *Impacts on key sectors of the community in the context of the Recovery Support Function sectors.*
- Begin developing a recovery strategy and plans to address recovery needs identified through the damage assessment process.
 - *Identify, coordinate and leverage the delivery of resources (financial, technical and logistical) to support the recovery process.*
 - *Update of potential JFO and temporary housing sites*
 - *Request federal assistance if situation warrants*
 - *Development of a more accurate and prompt estimate and profile of population that will not be able to return to their homes.*
 - *Development of a more effective re-entry plan and realistic recovery timelines.*
 - *Better defining potential resource needs and associated delivery process, as well more resilient and sustainable recovery strategies and initiatives.*
 - *Improving management of expectations of impacted communities and development of more realistic individual/household recovery plans.*
- Assess what Recovery Support Functions need to be activated based on damage assessment findings, in coordination with FEMA if a federal declaration is received.

Short-term recovery activities are coordinated through the State Emergency Operation Center.

C. INTERMEDIATE

Focus: *Rebuilding*

Timeline: *1 month to 18 months*

Intermediate recovery focuses on rebuilding the community. This phase of recovery involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Intermediate recovery operational priorities include, but are not limited to: returning individuals, families, basic infrastructure, and essential government or commercial services to a functional state. Additionally, intermediate disaster recovery operations are characterized by activities such as strategic planning to achieve permanent recovery measures. Such activities are often characterized by temporary actions that provide a bridge to permanent measures. Intermediate recovery activities may include:

- Providing interim housing.
- Repairing and restoring infrastructure.
- Providing support to reestablish businesses.
- Engaging support networks to provide ongoing emotional/psychological support to those in need.
- Ensuring continuity of public health and health care services.
- Provide social services assistance to vulnerable populations, including food programs, unemployment programs, and self-sufficiency programs.
- Mitigating future impacts through education of the community on ways to rebuild stronger. Intermediate recovery activities are guided by the State EOP (as related to ongoing short-term activities that have not been completed) and the State Recovery Plan.

Intermediate recovery activities will be coordinated through the State Coordinating Officer (SCO), State Recovery Officer (SRO), or designee, and the Joint Field Office (JFO).

D. LONG TERM

Focus: *Revitalizing*

Timeline: *18 months and beyond*

Long-term recovery focuses on revitalizing the community. This phase of recovery may continue for months or years and addresses complete redevelopment and revitalization of the impacted area; rebuilding or relocating damaged or destroyed social, economic, natural; and built environments; and the transition to self-sufficiency, sustainability, and resilience. Long-term disaster recovery operational priorities in this phase include, but are not limited to: the completion of the redevelopment and revitalization of the impacted communities, and the rebuilding or relocating damaged or destroyed infrastructure. A full recovery will take years to decades. Long-term recovery activities may include:

- Providing long-term housing solutions.
- Rebuilding of infrastructure to meet future needs.
- Implementing long-term economic revitalization.
- Providing ongoing psychological/emotional support.
- Reestablishing disrupted public health and health care resources.
- Ensuring continuation of key social services to support vulnerable populations.
- Implementing long-term mitigation strategies.
- Monitor recovery operations to ensure compliance with all applicable laws, regulations, policies and programmatic requirements (procurement, environmental, historic, etc.)

5 FUNCTIONAL ROLES AND RESPONSIBILITIES

5.1 GENERAL PUBLIC (INDIVIDUALS AND FAMILIES)

Individuals and families play a critical role in the recovery process. Key responsibilities and roles include:

- Become educated in order to self-assess risk exposure and identify measures that can be taken to mitigate potential risks and protect themselves from threats.
- Maintain sufficient insurance on personal property including homeowner/renters insurance, contents, and flood insurance, if necessary. Periodically review insurance gaps and needs.
- Keep adequate savings and cash reserves on hand for unexpected incidents and potential interruptions in employment that arise from these conditions.
- Prioritize recovery needs and goals, implement recovery plans, and actively participate in post-disaster recovery planning.

5.2 PRIVATE SECTOR (BUSINESSES)

The private sector recovery is a critical function in establishing public confidence immediately after an incident. As the private sector owns the vast majority of critical infrastructure, the speed of their recovery plays a major role towards influencing and affecting the overall recovery. Private sector resources also form the largest and most accessible basis for the community or region to draw from in recovery efforts. Responsibilities include:

- Work towards developing business models that are adaptable to operate in an incident.
- Establish planning and operational relationships with public sector entities to build reliable restoration and recovery plans.
- Develop and test contingency, continuity, and restoration plans, while taking into account worker safety, health and allowance for unavailability or attrition due to an incident.
- Educate and train employees to practice business mitigation and preparedness activities.
- Incorporate mitigation measures in design and construction or hardening of facilities. Mitigate risks from incident by relocating from hazardous areas, elevating critical infrastructure, and carry adequate insurance to rebuild damaged facilities or survive a disruption in work.
- Develop networks to strengthen coordination between businesses, government entities, community organizations, professional organizations, universities, and other stakeholders that are mutually beneficial prior to and during an incident.
- Communicate the status of operations, supply chain, and restoration challenges and timelines during an incident.
- Mobilize employees or community at large to utilize available resources and reopen operations as quickly as possible to provide essential goods and services to the community.
- Donate goods and services, provide facilities and office space, including bathrooms and sleeping accommodations to local governments and groups assisting in the recovery effort.
- Funnel resources through NGOs and provide direct services, including technical assistance for the implementation of temporary distribution systems of essential goods, services, and communications.

5.3 NONPROFIT SECTOR

The nonprofit sector can directly supplement where government authority and resources cannot be applied to meet obligations due to legal limitations of public funding, resources, and authority. Nonprofit responsibilities include:

- Build relationships with the private sector, emergency managers, recovery officials, and other stakeholders in their communities to have an active voice in the recovery process before an incident occurs.
- Actively participate in local recovery planning to articulate resources and capabilities and establish partnerships and support linkages between stakeholders. Build the lessons learned from experience across the entire organization into the local planning process and into the Utah Voluntary Organizations Active in Disaster (Utah VOAD).
- Provide specific relief aid, recovery resources, and support services to vulnerable and underserved groups of individuals and communities, as necessary during an incident, including support for access and functional needs groups to maintain independence.
- Provide emotional support, spiritual care, support for individuals' implementation of their own disaster recovery plans, and offer case management expertise and training for individuals and caregivers.
- Provide housing repair and reconstruction services that comply with applicable architectural standards.
- Provide advocacy services for incident-affected communities to help with the complexities of governmental and other recovery programs.

5.4 GOVERNMENT

5.4.2 LOCAL

Local governments have the primary authority for incident recovery operations. State assistance may be required to help incident areas recover and return to normal operations. The local government holds the primary role in planning for, leading, and managing all aspects of community recovery, mitigation and resilience measures, and ensures that all recovery related dialogue is accessible to all community groups. Responsibilities include:

- Lead the community in preparing mitigation and recovery plans, raising hazard awareness, educating the public of available tools and resources to enhance future resilience, and establishing agreements for mutual aid and surge capacity in an incident.
- Articulate recovery needs and priorities to State and federal entities, NGOs, and private businesses before an incident occurs and pre-identify a local recovery coordinator.
- Ensure integrated efforts across all government offices, the private sector, and NGOs during the implementation phase of recovery projects and activities.
- Lead the outreach effort to all stakeholders to support an inclusive post-disaster recovery planning process, and communicate/coordinate with other levels of government involved in the recovery.
- Undertake an inclusive planning process to obtain and evaluate citizens concerns that is community-driven, locally managed and designed to promote local decision-making and ownership of the recovery.
- Establish metrics to evaluate and communicate progress and the achievement of local disaster recovery objectives to all populations.
- Receive and manage private, state, and federal grant resources, and ensure effective and non-discriminatory use of funds, while enforcing accountability and compliance.

5.4.3 TRIBAL

There are seven [federally recognized tribal nations](#) in Utah. As sovereign nations, tribal governments are responsible for the safety, security, health, and well-being of their lands and people. The tribes in Utah share a unique relationship with federal, state, and county governments and are encouraged to collaborate with all levels of government during the recovery process on tribal land. DEM engages tribal governments in emergency management to ensure meaningful consultation. It is important that before DEM executes objectives within the UDRF that proper consultation on tribal traditions, culture, processes, and government structure are mutually understood.

5.4.4 STATE

The State government manages the coordination of the overall recovery process within the State. Under [Utah Code §53-2a](#), it possesses the basis for all legal authority to enable disaster recovery through legislation, regulation, and management or direction of State and federal resources. State government responsibilities include:

- Lead the Statewide pre-disaster recovery and mitigation efforts; establish and manage requirements and incentives for pre-disaster recovery preparedness, planning and hazard mitigation actions.
- Inform and guide State and local governments about the full range of mitigation programs and options available through the State.
- Identify recovery activities that are either primarily the responsibility of the State or beyond the capability of local government.
- Coordinate with local, regional, tribal, and federal governments, the private sector, NGOs and other stakeholders on recovery planning and assistance when an incident occurs.
- Manage federal grant resources; ensure efficient, nondiscriminatory, and effective use of the funds, and enforce accountability and legal compliance.
- Support local governments in their oversight of volunteer and donation management.
- Appoint an SRO to lead and coordinate recovery efforts including recommendation for the activation of specific RSFs.

A. DIVISION OF EMERGENCY MANAGEMENT (*DEM*)

The Utah Division of Emergency Management (DEM) coordinates large scale incident recovery efforts within the State of Utah.

B. STATE COORDINATING OFFICER (*SCO*)

The State Coordinating Officer (SCO) is the official appointed by the DEM Director or designee ([53-2a-104](#)) to act as the governor’s representative and the is the principal assistant in the coordination and supervision of the State disaster assistance program, and to act in cooperation with the Federal Coordinating Officer (FCO). The SCO serves as the focal point for State and local government(s) in obtaining needed State and federal assistance.

C. STATE RECOVERY OFFICER (*SRO*)

The State Recovery Officer (SRO) is the official appointed by the DEM Director or designee ([53-2a-104](#)) to act as the governor’s representative and who shall work with a federal recovery officer as the principal assistant in the coordination and supervision of the State disaster assistance program.

The SRO is responsible for facilitating disaster recovery coordination and collaboration between the federal, State, tribal, and local governments, the private sector, and NGOs.

The primary function of the SRO throughout an incident is to coordinate the actions and activities of RSF partners to meet local jurisdiction needs. During the onset of an incident, the SRO works with the various RSF coordinating agencies to gather recovery-specific impacts and information. Upon activation of an RSF, it is critical that the SRO works with the impacted community to clearly define their needs.

The SRO leads the recovery team for any given incident. This recovery team supports the SRO in all recovery duties and may act as the primary contact for local jurisdictions when they seek State support for developing a local disaster recovery plan. During non-incident times the recovery team is responsible for building the RSFs and expanding partnerships.

D. RECOVERY SUPPORT FUNCTIONS (RSF)

Each RSF has a designated coordinating agency, primary agencies, and support organizations:

The *coordinating agency*, with the assistance of DEM, provides leadership, coordination, and oversight for that particular RSF, and ensures communication and coordination between primary agencies and support organizations. The coordinating agency is also a primary agency. The coordinating agency will work with the SRO to determine if and when to activate an RSF.

A *primary agency* is an agency with significant authorities, roles, resources or capabilities for a particular function within an RSF, and these agencies orchestrate State support within their functional area for an affected jurisdiction. The primary agencies may also lead interagency field assessment or support teams as necessary.

Support organizations are those entities with specific capabilities or resources that support the primary agencies in executing the mission of the RSF. The primary distinction between support organizations and primary agencies is the level of authority and the frequency or intensity with which the agency may be expected to actively participate in an RSF operation.

5.4.5 FEDERAL

The primary role of the federal government is to support state and tribal governments in their efforts to manage and drive the coordination of the recovery process. Incidents that exceed the capacity for local and State resources, or those that impact federal property or other areas of primary federal jurisdiction, including national security interests, are supported by the federal government's activation of all necessary department and agency capabilities needed for the recovery effort.

6 LOGISTICS COORDINATION, SUPPORT, AND RESOURCES

6.1 LOGISTICS

The DEM Logistics Section will coordinate the physical operations during response and recovery. This includes but is not limited to staffing, technology, facilities, and office equipment and supplies. The Logistics Section will be supported by ESF #7 as well as the processes outlined in the State EOP, in order to provide the support and resources necessary to implement the UDRF. When response transitions fully to recovery efforts, the DEM Logistics Section will assume complete responsibility as ESF #7 is deactivated.

DEM coordinates the procurement of personnel, material resources, communication augmentation, operational supplies, etc., required to support the recovery process. The Logistics Section includes: information management, resource coordination, information network administration, telecommunications, facilities maintenance, and fiscal services. Requests for assets, whether internal or external, are processed, validated, tracked and documented by this section. Resource shortfalls as identified during recovery operations will be handled by the DEM Logistics Chief.

Specifically, the Logistics Section is responsible for maintaining the IT infrastructure and software which includes WebEOC® and all its functionality. The Utah Department of Technology Services (DTS) is a key support agency in this responsibility.

Logistics support and resource requirements include funding access to the State's financial management systems. See the Financial Management Annex of the State EOP.

6.2 COORDINATING AND SUPPORTING PLANS

A. STATE OF UTAH EMERGENCY OPERATIONS PLAN (EOP)

The State EOP contains Emergency Support Function Annexes such as ESF #14, and other Support Annex documents or Appendices which support incident response and short-term recovery operations. The UDRF and EOP represent Utah’s all-hazards response and recovery framework.

B. UTAH DIVISION OF EMERGENCY MANAGEMENT CONTINUITY OF OPERATIONS PLAN

The Continuity of Operations (COOP) plan and associated objectives which include: ensuring the continuous performance of a department or agency’s essential functions during an emergency; ensuring the safety of employees; protecting essential equipment, records and other assets; reducing disruptions to operations; minimizing damage and losses; achieving an orderly recovery from emergency operations and identifying relocation sites and ensuring operational and managerial requirements are met before an emergency occurs.

C. UTAH HAZARD MITIGATION PLAN

The Utah State Hazard Mitigation Plan identifies risks and vulnerabilities associated with natural and man-made hazards and contains mitigation strategies for protecting people and property from those hazards. Much of the data for the plan is collected from the various local hazard mitigation plans throughout the state. The plan also serves to prioritize the hazard risk and mitigation strategies which can be utilized in recovery practices.

D. ESF #14 ANNEX

The Emergency Support Function (ESF) #14 Annex in the State EOP explains the functions of ESF #14 immediately following an incident in which the State EOP has been activated and certain recovery functions have become necessary. Recovery operations may remain within the scope of ESF #14 for smaller incidents and/or federal declarations with limited implementation of Public Assistance and/or Individual Assistance only.

E. OTHER PLANS

There are a number of other plans in place at the local, state, regional, and federal levels that will support, influence and guide the recovery process. These plans and supporting procedures provide the strategic as well as tactical framework that guide the development of a variety of sectors at all levels and will serve as a significant resource in the recovery phase - including but not limited to; economic development, comprehensive planning, land use, transportation, solid waste management, etc.

7 CONCEPT OF OPERATIONS

7.1 TRANSITION FROM RESPONSE TO RECOVERY

During an incident the State EOC may be activated to coordinate the overall jurisdictional response to an incident. Recovery operations begin immediately after a disaster incident, concurrent with response operations. In accordance with the ESF #14 Annex in the State EOP, ESF #14 will begin activating initial recovery functions such as debris clearance, damage/impact assessment, volunteer and donation management, and initiation and administration of State/federal assistance programs.

7.1.2 UDRF ACTIVATION

When it becomes apparent that intermediate and/or long-term recovery will require special extended coordination among RSF agencies, ESF #14, in coordination with the EOC Operations Chief, will evaluate the necessity to implement the UDRF. Activation of the UDRF is authorized by the SCO. The DEM Director or designee will appoint the SRO to implement the UDRF.

The following factors should be considered in determining escalation:

- Sufficiency of existing state and local resources and staffing
- Geographic distribution of impacts
- Magnitude of population displacement and economic impacts
- Opportunities for major policy changes and decisions

7.1.3 UDRF OPERATION

As response activities scale down and transition away from life safety, incident stabilization, and the protection of property and the environment, the focus shifts to recovery operations. As a result of an emergency or major disaster declaration, a Joint Field Office (JFO) with supporting federal personnel will also be activated. The State Recovery Office (JFO) may co-locate at the JFO.

The SRO will activate the RSFs to organize and coordinate State recovery assistance as the level of response activities declines. Another function the SRO and the coordinating agencies share is to provide updates and important information to activated RSF partners. This is necessary to prevent duplication of services, conduct a unified recovery operation, and provide a seamless delivery of services. RSF coordinators will work closely with ESF leads to share information about impacts, assistance provided, and working relationships at all levels.

Based on the information obtained during the PDA and clearly defined needs communicated from the local government, an RSF will be activated if needed. It is not enough for a community to simply state they are overwhelmed and need assistance. Requests must be specific to better enable partner agencies to determine how they can help, after which the SRO and the coordinating agencies develop a strategic approach to coordinating this assistance. This information is captured and shared with State through the [Situation and Damage Assessment Worksheet](#).

When DEM and the coordinating agencies activate an RSF, primary agencies and supporting organizations are expected to be responsive to RSF-related communication and coordination needs. The SRO and the coordinating agency will relay the recovery-related information and community needs to support agencies and organizations within that RSF. From this point, RSF partners will work jointly and in cooperation with the local government to provide services, resources and support to the local community.

7.1.4 UDRF DEACTIVATION AND CLOSEOUT

RSFs may be activated or deactivated at different times, depending on recovery needs. The UDRF may remain active for several years in long term recovery efforts following a major incident. The UDRF is deactivated once the goals and objectives of recovery have been substantially met.

7.2 RECOVERY SUPPORT FUNCTIONS

RSFs are the coordinating structure for key functional areas of assistance. There are six RSF groupings. Each RSF is made up of State and federal agencies, NGOs, and representatives from the private sector. Their purpose is to support local governments by facilitating problem solving, improving access to resources, and fostering coordination between state, tribal, and local jurisdictional agencies.

RSFs bring together core recovery capabilities of state agencies and other supporting organizations, including those not active in emergency response, to focus on community recovery needs. These stakeholders and experts meet periodically to identify and resolve recovery challenges.

7.2.2 RSF MISSION OBJECTIVES

The RSFs have two primary mission objectives:

- To facilitate the identification, coordination, and delivery of State recovery resources and efforts by local jurisdictions and stakeholders.
- To encourage and complement investments and contributions made by the business community, individuals and NGOs.

If impacts are sufficient enough to a certain RSF, that RSF will be activated. The coordinating agency is notified, who in turn notifies RSF partners of the activation. From this point, members of the RSF should work together to identify needs and potential resources, programs, and expertise for the impacted jurisdiction. Each RSF will identify and gather unique information that should be captured during an incident to illustrate the impacts and begin quantifying the scale of the recovery efforts for each RSF. The coordinating agency will continue throughout the recovery phase to communicate with member agencies and organizations within that RSF and relay important recovery issues and needs to other RSFs and DEM. Communication to all members of the specified RSF is vital to ensure the best coordination of services is provided.

Activated RSFs will collectively look at all issues and develop a strategy to meet those specific needs. It is important to note that not all RSFs need to be activated during every incident. Only RSFs that have impacts that far exceed traditional recovery operations will be activated. The UDRF is intentionally flexible and scalable to match the unique needs of the incident.

7.2.3 RSF STRUCTURE

The UDRF provides guidance for the overall restoration and rebuilding of critical community functions, services, vital resources, facilities, programs, and infrastructure. The RSFs address six critical community systems: Community Planning and Capacity Building, Economic Recovery, Health and Social Services, Housing, Infrastructure, and Natural and Cultural Resources. Within each RSF there is a Coordinating Agency, Primary Agency, and Supporting Agencies. The roles and responsibilities of these agencies are outlined in section UDRF Section *V.D.3.d. - State RSF Functional Roles and Responsibilities*.

If each of the systems addressed by the RSFs can recover successfully from an incident, a community will likely emerge stronger, more unified, better prepared and more resilient than it was prior to the incident.

Recovery Support Functions (RSF)

RSF	Mission	Areas of Focus
Community Planning and Capacity Building	Support and build recovery capacities and community planning resources of local and State governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.	<ul style="list-style-type: none"> -Phased reconstruction & streamlined permitting -Build back standards for non-conforming and substantially damaged structures -Controlling long-term post-disaster blight -Reducing disaster vulnerability through mitigation programs -Prioritizing redevelopment areas
Economic	Engages with both public and private sector partners that are key to restoring the basic necessities of jobs, services, and revenue generation.	<ul style="list-style-type: none"> -Resumption & retention of major employers -Small business assistance -Workforce retention -Tourism renewal -Physical economic development projects -Initiatives to restore economic vitality
Health, Social Services, and Education	Support more resilient reestablishment of essential health/social/community services.	<ul style="list-style-type: none"> -Health facility restoration -Public Safety service levels re-established -Provision of Social Services to socioeconomic vulnerable populations -Provide for special needs populations -Restoration of transportation infrastructure - Reopen schools -Provide mental & behavioral health assistance -Medical personnel retention & recruitment
Housing	Establishes data- and priority-based housing strategies, and facilitates access to housing assistance for both interim and permanent housing solutions.	<ul style="list-style-type: none"> -Assess available housing resources -Evaluate/ implement alternate housing options -Facilitate home reconstruction process and transition back to permanent housing -Ensure affordable housing choices -Encourage mitigation & resilience
Infrastructure Systems	Presents a coordinated and strategic approach to restoring services in the short- and intermediate-term, while rebuilding infrastructure systems in a thoughtful and sustainable way over the long-term.	<ul style="list-style-type: none"> -Debris Management -Infrastructure to support response & recovery -Provision of necessary funding -Encourage mitigation & resilience -Relocate vulnerable infrastructure/facilities - Support priority redevelopment initiatives
Natural and Cultural Resources	To protect, conserve, preserve, rehabilitate, and utilize the resources essential to the affected area's character, sense of place, and quality of life.	<ul style="list-style-type: none"> -Assess/address impacts to environment, community historical & cultural resources -Provide/expedite environmental/historical review of temporary sites established and recovery projects

Invited Agencies and Organizations

State Departments and Divisions

Governor's Office

Economic Development
State Planning
Energy Development

Dept of Agriculture and Food

Dept of Commerce

Div of Public Utilities
Div of Real Estate

Dept of Financial Institutions

Dept of Workforce Services

Eligibility Services
Housing and Community Development
Refugee Services
Child Care
Workforce Development
Unemployment Insurance

Dept of Heritage and Arts

Div of Arts and Museums
Div of State History
Div of Indian Affairs
State Library
Multicultural Affairs
U Serve Utah
State Historic Preservation Officer

Utah State Board of Education

Office of Rehabilitation
Office of Education

Utah System of Higher Education

Dept of Environmental Quality

Div of Air Quality
Div or Drinking Water
Div of Environmental Response & Remediation
Div of Waste Management & Radiation Control
Division of Water Quality

Dept of Administrative Services

Div of Facilities Construction and Management

Dept of Health

Div of Disease Control and Prevention
Div of Family Health and Preparedness

Dept of Natural Resources

Div of Forestry, Fire, and Lands
Utah Geological Survey
Div of Oil, Gas, and Mining
Div of State Parks and Recreation
Div of Water Resources
Div of Water Rights
Div of Wildlife Resources

Dept of Human Services

Div of Aging and Adult Services
Div of Child and Family Services
Office of Licensing
Div of Substance Abuse & Mental Health
Div of Services for People with Disabilities
Utah State Hospital
Office of Services Review

Dept of Technology Services

Utah Insurance Department

Property and Casualty
Life and Health
Market Conduct

Dept of Transportation

Dept of Public Safety

Division of Emergency Management

Utah State Tax Commission

Other Agencies/Organizations

Envision Utah
US Dept of Housing and Urban Development
Voluntary Organizations Active in Disaster
US Army Corps of Engineers
University of Utah libraries, museums, culture
Utah Housing Alliance
Utah Hotel and Lodging Association
Utah Housing Corporation
Utah Housing Coalition
Apartments Association
Jordan Valley Water Cons. District
Zions Bank
Questar
Pacificorp

7.2.4 RSFS AND ESFS

RSF structure coexists with and builds upon the ESFs under the National Response Framework. RSFs are different from ESFs in that they have different mission objectives, partnerships, approaches, time spans, and organizational structure. RSFs do not replace ESF functions, but rather augment the efforts undertaken during existing ESF #14 operations.

RSF/ESF Coordination

Community Planning & Capacity Building	ESF#4 - Firefighting ESF#11 - Agriculture, Food, Cultural, Historical, & Natural Resources ESF#13 - Law Enforcement & Security
Economic	ESF#1 - Transportation ESF#3 - Public Works & Engineering ESF#11 - Agriculture, Food, Cultural, Historical, & Natural Resources ESF# 12 - Energy
Health & Social Services	ESF#8 - Health & Medical Services ESF#11 - Agriculture, Food, Cultural, Historical, & Natural Resources
Housing	ESF#3 - Public Works & Engineering ESF#4 - Firefighting ESF#6 - Mass Care
Infrastructure Systems	ESF#1 - Transportation ESF#2 - Communications ESF#3 - Public Works & Engineering ESF#12 - Energy
Natural & Cultural Resources	ESF#4 - Firefighting ESF#10 - Oil & HAZMAT Response ESF#11 - Agriculture, Food, Cultural, Historical, & Natural Resources
Assigned to all RSF's	ESF#5 - Information & Planning ESF#7 - Resource Support ESF#14 - Recovery ESF#15 - Public Information
Unassigned	ESF#9 - Urban Search and Rescue ESF#16 - Military Support

8 PLAN IMPLEMENTATION AND MAINTENANCE

DEM will be responsible for the research and development of the UDRF in its entirety to include any related documents and Appendices. The Plan Administrator - DEM's Mitigation and Recovery (M&R) Section - will be responsible for executing ongoing maintenance and administration of the UDRF as appropriate. The UDRF will be reviewed every two years, or more frequently based on significant lessons learned from exercise or real world disasters.

Recovery Support Function Coordinating and Primary Agencies shall commit to participation in the UDRF. Each RSF will establish regular individual meeting schedules, and all RSFs will meet and be exercised as a whole on an annual basis.

State of Utah

Catastrophic Recovery Plan

Recovery Support Function 1 Community Planning and Capacity Building



Coordinating Agency:

State Planning Coordinator (Governor's Office)

Primary Agencies:

Housing and Community Development (DWS)
Division of Emergency Management (DPS)

Supporting Organizations:

Envision Utah
AOG's
WFRC
BRAG
ULCT
Utah APA
Association of Counties/Utah Counties Indemnity Pool
College of Metro Planning
Urban Land Institute
American Institute of Architects
The Church of Jesus Christ of Latter-day Saints

PURPOSE:

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.

RSF 1 supports and aligns with all other RSFs and their community planning and engagement needs.

PLANNING ASSUMPTIONS

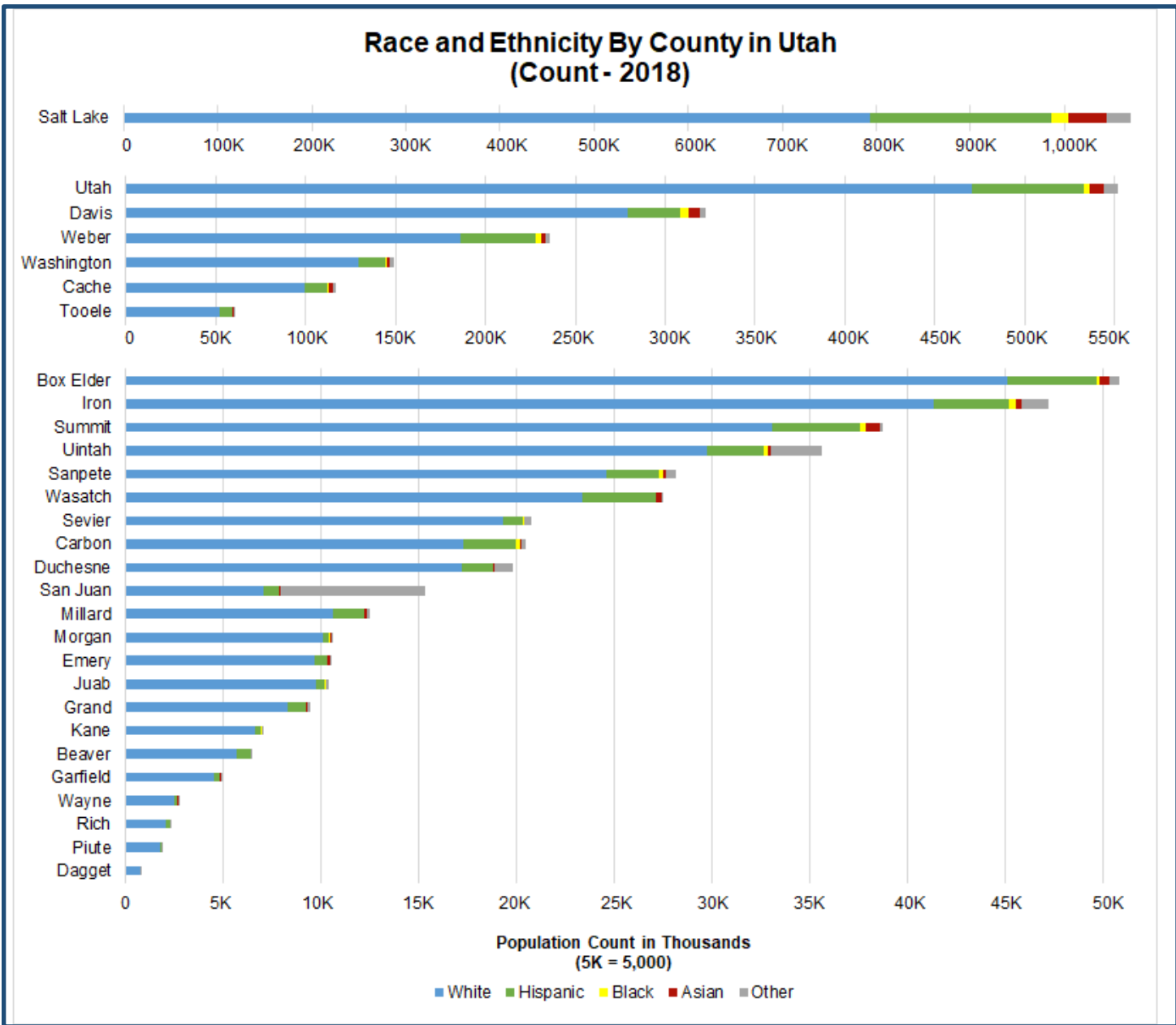
1. Disaster recovery is federally supported, state managed, and locally executed.
2. Local and Tribal governments are the primary decision-makers driving community recovery.
3. Outside assistance will diminish over time while local recovery will need to continue over long periods of time.
4. Communities will need to consult with federal and state agencies as well as private and nonprofit entities for many aspects of recovery.
5. Communities will need to collaborate with regional partners on disaster mitigation and recovery.
6. Community planning and engagement will need to address individual community needs and priorities, as well as considering vulnerable populations, access and functional needs, immigrant and refugee situations, and varied social justice issues.
7. The extent and type of community planning and engagement necessary will be directed by the impacts of the event on a particular area or population.

8. Disaster response will likely provide support and resources both internal and external, and the governments, agencies, and communities need to be prepared to accept and leverage these resources appropriately and sustainably.
9. Resilience emphasized during support efforts and integrated into overall planning and recovery activity.

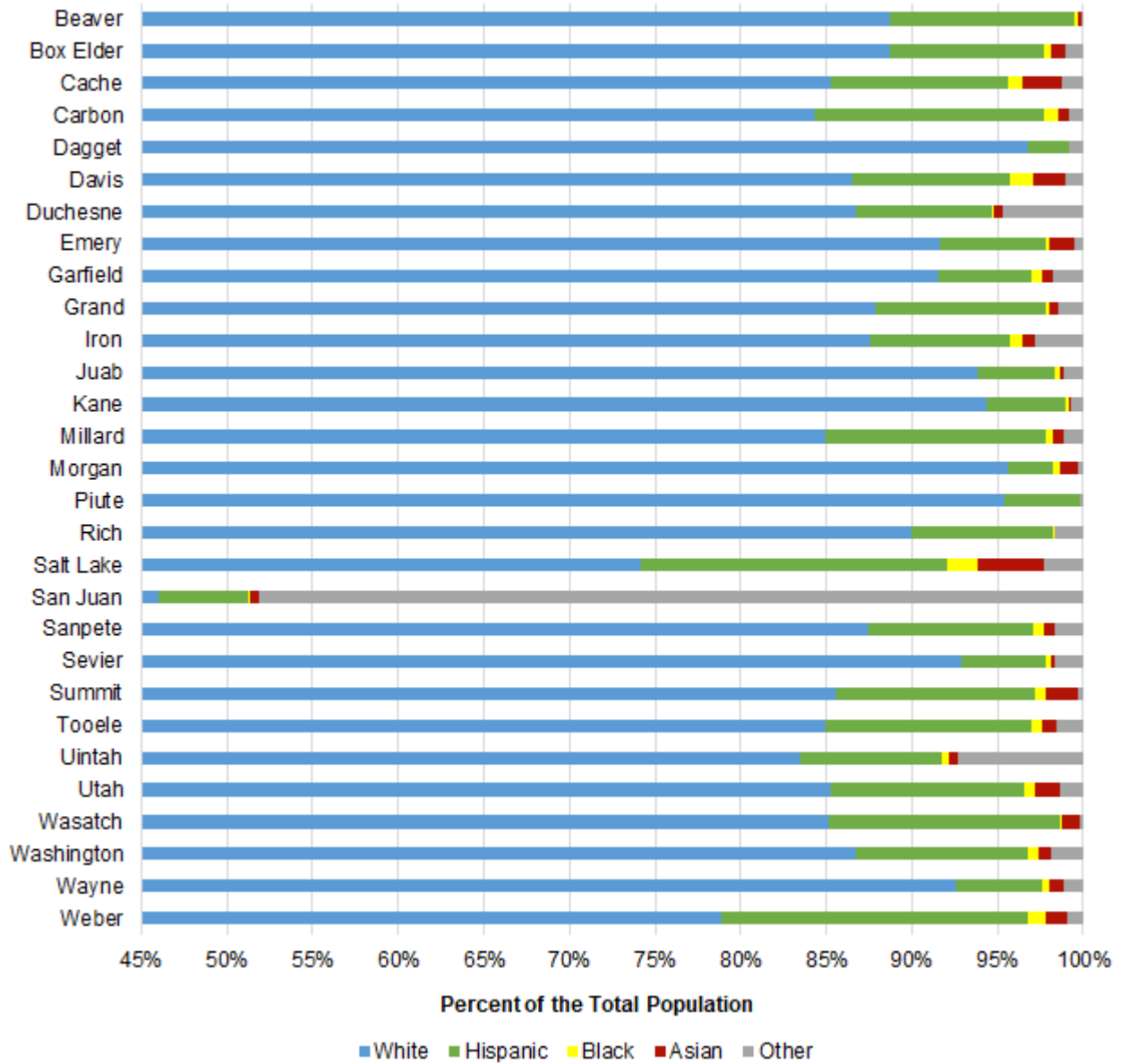
GUIDING PRINCIPLES

1. *Transparency*: Transparency will be a priority that establishes legitimacy and builds and maintains credibility with affected and participating communities and service providers.
2. *Equity*: Use the Whole Community approach. Communities will be affected differently by the event and will have different resources and capacity to recover. Response levels will likely vary accordingly, but efforts should be made to ensure all communities have equal opportunity and support to rebuild better throughout the entire recovery process.
3. *Continuity*: Outside assistance will diminish over time while local recovery will need to continue over long periods of time. Efforts should be made to build local stamina and cultivate long-term continued assistance, contributions and investments as appropriate and necessary.
4. *Building Resilience*: Identify opportunities to improve the communities' tangible and intangible assets.
5. *Local Control*: Local concerns should be addressed and local leaders should be involved. State and federal agencies as well as partners should provide guidance, encouragement, and assistance to communities as appropriate in disaster recovery.
6. *Regional Collaboration*: Disasters frequently extend across political boundaries. Community planning and capacity building should be addressed at a regional level to ensure coordinated efforts to leverage resources.
7. *Prioritization*: Community prioritization should be equitable and focus on core services (water, sewer, electric, shelter)

RACE AND ETHNICITY BY COUNTY IN UTAH



Race and Ethnicity By County In Utah (Percent - 2018)



GUIDING QUESTIONS

The following questions should be monitored over the course of recovery as a way of maintaining focus on some of the challenging aspects of recovery that cannot be addressed in advance or answered in an absolute, definitive fashion.

1. How has the event affected community across the city and/or communities across the state? Consider:
 - Geography (Topography)
 - Language and Culture
 - Access to transportation
 - Relocation of housing
 - Pre-disaster planning networks and efforts
 - Vulnerable populations
2. What meeting locations and resource centers are operational in or adjacent to the impacted areas?
3. In coordination with other RSF's, what information should be gathered and shared rapidly to address short-term critical needs? What information will benefit more long-term planning and community engagement?
4. What decision can't be made at the community level? What ideas or solutions must be decided by or consulted on by local, County, State, or Federal leadership?
5. How can the rebuilding of communities examine and include services and opportunities for improved equitability? (location, size, etc)
6. What community personnel (civic and social leaders, local government staff, elected officials, etc.) should be involved in pre- and post- disaster efforts?
7. What are the critical infrastructure and institutions in each community? (suggestions for consideration)
 - a. Educational facilities
 - b. Medical facilities
 - c. Fire
 - d. Police
 - e. Water
 - f. Sewer
 - g. Electricity
 - h. Communications

RECOVERY GOALS AND STRATEGIES

1. **Evaluate Community impacts and needs, and set a community engagement and planning strategy.**
 - 1.1 Conduct a community impact and needs assessment.
 - 1.2 Designate community-planning sectors or areas.
 - 1.3 Plan for a coordinated community engagement and planning effort.

Pre-Disaster Preparations

- a. Create a community asset and infrastructure needs assessment
- b. Identify language and information access needs.
- c. Identify leaders within the community who can assist with pre- and post-disaster processes.
- d. Preplan a communications strategy.
- e. Begin educating the public about recovery.

2. **Initiate community and community-based recovery planning.**

- 2.1. Develop engagement plans for RSF partners for affected community planning sectors/areas.
- 2.2. Facilitate community input, problem solving, and the development of community recovery plans.
- 2.3. Develop a 30-day community driven recovery prioritization plan

Pre-Disaster Preparations

- a. State will encourage and assist communities to create disaster recovery plans

- b. Identify and Cultivate partner organizations that can support community based planning.
- c. Train local leaders in disaster recovery strategies

3. Leverage all possible community resources.

- 3.1 Establish structures to coordinate donated resources, philanthropic giving, and volunteers to support recovery priorities.
- 3.2 Promote the need for well organized donations and volunteer resources.
- 3.3 Assist local communities in identifying and coordination Federal and State recovery resources.

Pre-Disaster Preparations

- a. Inventory community philanthropies, foundations, and other likely sources of funds or donated goods.
- b. Work with volunteer coordination groups to prepare for a large event.
- c. Encourage regional collaboration efforts and interlocal cooperation

4. Respond to unanticipated issues not covered by other RSF's.

- 4.1 Serve as a ready resource to address unforeseen challenges and opportunities as they arise.

Pre-Disaster Preparation

- a. Work with the other RSF's and review their Annex's.

GOALS AND STRATEGIES RELATED TO COMMUNITY PLANNING AND CAPACITY BUILDING

Immediate	Mid-Term	Long-Term
1. Evaluate Community impacts and needs, and set a community engagement and planning strategy.	2. Initiate community and community-based recovery planning.	
1.1 Conduct a community impact and needs assessment.	2.1 Develop engagement plans for RSF partners for affected community planning sectors/areas.	
1.2 Designate community-planning sectors or areas.	2.2 Facilitate community input, problem solving, and the development of community recovery plans.	
1.3 Plan for a coordinated community engagement and planning effort.	2.3 Develop a 30-day community driven recovery prioritization plan.	
3. Leverage all possible community resources.		
3.1 Establish structures to coordinate donated resources, philanthropic giving, and volunteers to support recovery priorities.		
3.2 Promote the need for well organized donations and volunteer resources.		
3.3 Assist local communities in identifying and coordination Federal and State recovery resources.		
4. Respond to unanticipated issues not covered by other RSF's.		
4.1 Serve as a ready resource to address unforeseen challenges and opportunities as they arise.		

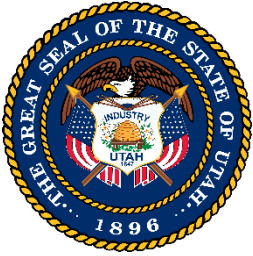
REINVENTION OPPORTUNITIES

1. Use the disaster to institutionalize closer partnerships between the public and private sectors.
2. Incorporation of “comprehensive community” best practices into community planning
3. Build resiliency into planning and building codes
4. Encourage the upgrade of public infrastructure to high quality and performance standards.
5. Update disaster mitigation and recovery plans

State of Utah

Catastrophic Recovery Plan

Recovery Support Function 2 Economic



Coordinating Agency:

Utah's Governor's Office of Economic Development

Primary Agencies:

Department of Workforce Services
Department of Commerce

Supporting Organizations:

Utah State Chamber of Commerce
Economic Development Corporation of Utah
Banking Corporations, Credit Unions (Zion's Bank, etc.)
Envision Utah
Utah League of Cities and Towns
Major and Minor Businesses

PURPOSE:

The Economic Recovery Support Function facilitates the recovery process and assists in restoring community self-sufficiency and vitality. It presents goals and strategies to sustain, restore, and expand economic opportunities within the State to foster sustainable recovery.

The Economic RSF engages with both public and private sector partners that are key to restoring the basic necessities of jobs, services, and revenue generation.

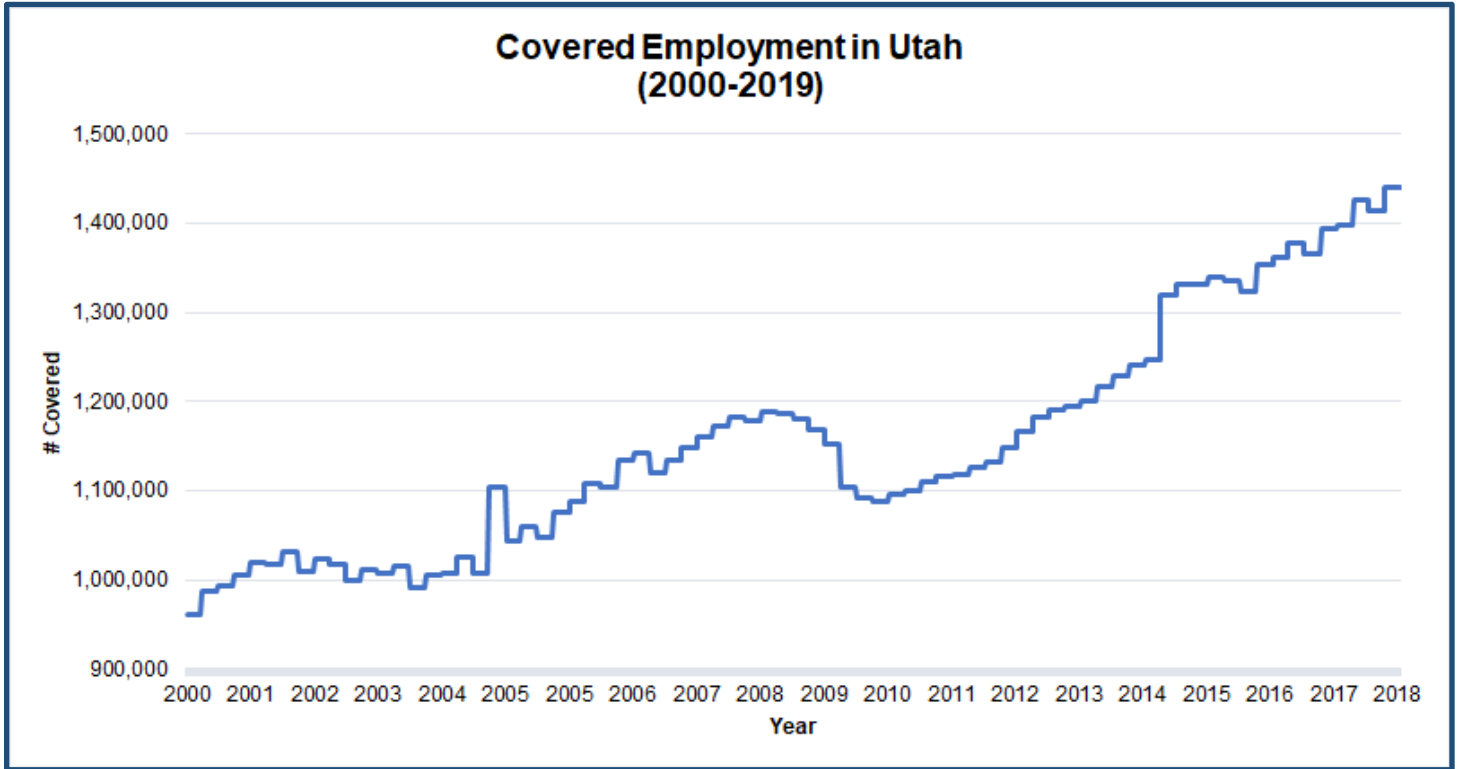
PLANNING ASSUMPTIONS

1. Economic recovery is a key part in restoring the basic necessities of jobs and housing. To keep residents in the area, economic activity must be restored, as well as housing, services, and functions addressed in other RSFs.
2. Without jobs, people may leave the area to seek employment.
3. Schools, medical clinics, public safety functions, and childcare all need to be restored and functioning for people to feel secure leaving their families and returning to work.
4. Restoration of utilities and infrastructure is important. Without transport, power, water, internet, etc, businesses cannot operate.
5. Temporary recovery related businesses such as inspections, construction, and other trades that emerge post-disaster will be key to rebuilding.
6. It will be challenging to regulate and ensure the legitimacy of temporary post-disaster trades.
7. Some businesses will recover quicker and more easily than others, based on pre-disaster preparations, overall resource capacity, and the impact of the disaster.
8. While large businesses rarely fail after a disaster event, those that leave the area are unlikely to return.

GUIDING PRINCIPLES

1. In a major event, Utah must support the recovery of the State's economic base, not just individual industries or business sectors.
2. The State's small and independent businesses are contributors to the economy, as well as valued components of the State's neighborhoods and cultural character.
3. The private sector holds significant financial resources, as well as other assets such as creative problem solving, to leverage in recovery efforts. These resources will be critical to recovery efforts.
4. Arts and culture are addressed by other RSFs, however, they can be important contributors to the economy and well being of communities, and should be considered in Economic Recovery.

COVERED EMPLOYMENT



GOALS AND STRATEGIES RELATED TO ECONOMIC

Immediate	Mid-Term	Long-Term
<p>1. Evaluate economic needs and capabilities and set recovery priorities.</p>	<p>3. Connect businesses with employees, goods, and markets.</p>	
<p>1.1 Engage members of business and economic networks in gathering information, problem solving, and communicating.</p> <p>1.2 Facilitate information flow between business and infrastructure holders.</p> <p>1.3 Establish and communicate economic recovery priorities.</p>	<p>3.1 Establish a system of posting needs and available resources. 3.2 Leverage the local workforce for recovery activities. 3.3 Facilitate business access to capital. 3.4 Promote local goods and services through a “buy local” campaign.</p>	
<p>2. Review and address regulatory, code compliance, and permitting issues that may slow the speed of reopening disaster impacted businesses.</p>	<p>4. Retain largest and highest profile businesses.</p>	
<p>2.1 Facilitate expedited procedures and authorities to support business operations.</p>	<p>4.1 Use personalized outreach to retain businesses and industries. 4.2 Offer incentives to retain critical components of the economy.</p>	
<p>5. Support small and medium sized businesses.</p>	<p>5. Support small and medium sized businesses.</p>	
<p>5.1 Open virtual and physical business recovery centers. 5.2 Identify temporary, shared, or virtual spaces for businesses and service providers to operate.</p>	<p>5.1 Open virtual and physical business recovery centers. 5.2 Identify temporary, shared, or virtual spaces for businesses and service providers to operate.</p>	
<p>6. Communicate and promote the strength of the economy and its recovery.</p>	<p>6. Communicate and promote the strength of the economy and its recovery.</p>	
<p>6.1 Establish a coordinated communication strategy to promote the strength of the local economies and share positive stories of recovery.</p>	<p>6.1 Establish a coordinated communication strategy to promote the strength of the local economies and share positive stories of recovery.</p>	

GUIDING QUESTIONS

The following questions should be monitored over the course of recovery as a way of maintaining focus on some of the challenging aspects of recovery that cannot be addressed in advance or answered in an absolute, definitive fashion.

1. What are ways to ensure continual thinking of the State or regional economy as a whole, rather than just focusing on the needs of businesses?
2. How can we best coordinate between economic recovery and infrastructure recovery? These two RSF's will work closely and overlap, especially during the first few months of recovery.
3. How can we balance the desire for rapid business recovery with the importance of health and safety regulations? How can we encourage creative recovery while maintaining effective regulations?
4. How has the disaster affected businesses? How has the disaster impacted coordination among businesses? Be aware of variations from geography, business size, and the socio-demographics of business owners.
5. What services for small and medium size businesses will be most critical to offer?
6. How can we best retain high profile businesses? How can we retain small and regional businesses?
7. How can we facilitate needs identification and resource sharing among small and large businesses?
8. How can we engage the full supply chain in recovery?

RECOVERY GOALS AND STRATEGIES

1. Evaluate economic needs and capabilities and set recovery priorities.

- 1.1 Engage members of business and economic networks in gathering information, problem solving, and communicating.
- 1.2 Facilitate information flow between business and infrastructure holders.
- 1.3 Establish and communicate economic recovery priorities.

Pre-Disaster Preparations

- a. Incorporate economic resilience concepts into local and regional economic strategies, plans, programs, and initiatives.
- b. Inventory and identify gaps in resources to support economic recovery operations.
- c. Communicate with key partners, including business networks, banks, etc, describing the role they can play during recovery. Continue to educate and cultivate this group.
- d. Establish pre-determined business and economic priorities based on their ability to support the population and encourage recovery in other sectors.
- e. Develop a list of best practices to support business access to needed resources to keep them running post disaster. Address topics such as centralized temporary housing for employees, leveraged resource sharing, etc.

2. Review and address regulatory, code compliance, and permitting issues that may slow the speed of reopening disaster impacted businesses.

- 2.1 Facilitate expedited procedures and authorities to support business operations.

3. Connect businesses with employees, goods, and markets.

- 3.1 Establish a system of posting needs and available resources.
- 3.2 Leverage the local workforce for recovery activities.
- 3.3 Facilitate business access to capital.
- 3.4 Promote local goods and services through a "buy local" campaign.

Pre-Disaster Preparations

- a. Develop lists of resources.
- b. Engage banks, insurance companies, and other financial institutions to understand their post-disaster processes.
- c. Investigate relevant grant or loan programs.

4. Retain largest and highest profile businesses.

- 4.1 Use personalized outreach to retain businesses and industries.
- 4.2 Offer incentives to retain critical components of the economy.

Pre-Disaster Preparations

- a. Establish a list of businesses the industries most critical to retain for the State's economy.

5. Support small and medium sized businesses.

- 5.1 Open virtual and physical business recovery centers.
- 5.2 Identify temporary, shared, or virtual spaces for businesses and service providers to operate.

Pre-Disaster Preparations

- a. Pre-identify sites and potential business center resources.
- b. Encourage businesses to have a Business Continuity Plan and appropriate insurance coverage.
- c. Identify sites or structures that may be used as shared workspaces or temporary operating locations.

6. Communicate and promote the strength of the economy and its recovery.

- 6.1 Establish a coordinated communication strategy to promote the strength of the local economies and share positive stories of recovery.

Pre-Disaster Preparations

- a. Lay the groundwork for a communications strategy, and determine the best voice and method for communicating these messages.
- b. Cultivate relationships with business leaders willing to announce their company's commitment to staying in the area following a disaster event.
- c. Encourage suppliers to demonstrate their continuity capabilities to provide more confidence in their capacity to deliver post- disaster.
- d. Establish hard and electronic contact lists of primary and alternative suppliers. Establish contingency contracts with alternative suppliers.

REINVENTION OPPORTUNITIES

- 1. Attract new business or industry by marketing the improvements being made to the infrastructure, transportation, and other systems during recovery.
- 2. Identify and promote new businesses, clusters, and expertise that have developed during recovery, incorporating these into new or existing strategies.

State of Utah

Catastrophic Recovery Plan



Recovery Support Function 3 Health, Social Services, and Education

Coordinating Agency:

Department of Health (DOH)

Primary Agencies:

Department of Health (DOH)
Department of Workforce Services (DWS)
Board of Education (BOE)
Department of Human Services (DHS)

Supporting Organizations:

Department of Technological Services (DTS)
Volunteer Organizations in Active Disasters (VOAD)
Utah Department of Transportation (UDOT)
Xerox (Conduent)
Utilities
Division of Facilities Construction & Management (DFCM)

PURPOSE:

Support more resilient reestablishment of essential health/social/community services.

Health, Social Services, and Education RSF is focused on the services necessary for a sound and healthy community.

PLANNING ASSUMPTIONS

1. People will be impacted differently and have varying needs throughout recovery. There will be no one-answer solution and individual recovery will go through highs and lows.
2. The demand for social, behavioral, medical, and human services will increase dramatically after a disaster, and may overwhelm the availability of resources within the area.
3. Healthcare systems contribute to the economic viability of communities, as well as providing critical health services including mental health services. Continuity of operations and restoration of services will be critical.
4. Funding of needed resources will be essential. Some funding sources will be lost, while demand for services is likely to increase.
5. Schools serve multiple purposes in the community, with the primary role of education. Disruption in school and childcare impacts not only a child's well being, but parent's ability to work, and can impact the economy as a whole. Other facilities besides schools should be considered for long-term sheltering and other recovery functions.
6. The demand on school capacity will be impacted by many factors, including housing situations, transportation restoration, utilities, and support services. Some schools may see increases in demand while others decrease.
7. Assurances will need to be implemented when dealing with minor students to ensure their health, safety and welfare, including separation between students and adults when school facilities are accessed.
8. Special access and functional needs customers need to be adhered to per state and federal laws and guidelines.

- a. Disabilities
 - b. Language
 - c. Culture
9. Hospitals, grocery stores, and child care centers have agreements in place to support operational needs.
 10. IT resources and personnel backups will need to be restored and able to support recovery efforts.
 11. Tensions may run high and security may be needed to deal with internal/external personnel issues.
 12. Adequate security will need to be in place to ensure protection of vital documents, orderly service delivery, and safety of personnel and customers.

GUIDING PRINCIPLES

1. All people should be treated with dignity and respect. Equity and social justice considerations should be embedded throughout the recovery process.
2. Recovery efforts should prioritize services to and ensure the needs of vulnerable populations.
3. Strive to maintain community cohesion, keeping communities and their support systems, families (including pets) together.
4. Find ways to reduce the stress, time, cost, energy, and frustration of accessing services.
5. Restoration of the education system is a high priority. Returning students to the classroom and a structured environment is one of the best ways to get the community functioning again.
6. Maintain continuity of operations for pre-disaster public health, healthcare, social services and education systems.

GOALS AND STRATEGIES RELATED TO HEALTH, SOCIAL SERVICES, AND EDUCATION

Immediate

Mid-Term

Long-Term

1. Evaluate needs, capabilities, and service gaps in health, social services, and education systems and set recovery priorities.

1.1 Coordinate information gathering and sharing.

5. Coordinate recovery actions across public and private educational providers at all levels.

5.1 Establish a coordinated plan for restoring K-12 education, drawing on the assets of both the public and private school systems.
5.2 Maximize access to childcare.
5.3 Restore the educational mission of the State's higher educational institutions and leverage them as powerful assets in recovery.

2. Expedite restoration of system to support physical and mental wellbeing.

2.1 Establish a stable regulatory environment.
2.2 Prioritize the recovery of individual facilities based on conditions and community needs.
2.3 Bridge across facilities and systems to share resources, staffing, and funding.

6. Rebuild damaged healthcare, social services, and education facilities and systems.

6.1 Coordinate rebuilding activities and planning with building, land use planning, and housing through shared work plans.

3. Coordinate service delivery, addressing changing healthcare and social service needs.

3.1 Regularly refresh the essential elements of information related to health, social service, and education.
3.2 Facilitate a coordinated approach to addressing priority needs.

4. Communicate frequently and consistently with the public to promote health and raise awareness of available resources.

4.1 Leverage RSF 1 and the Joint Information Center (JIC), to coordinate messages across RSFs and with other players.
4.2 Raise awareness of available health and social resources via all possible channels.

GUIDING QUESTIONS

The following questions should be monitored over the course of recovery as a way of maintaining focus on some of the challenging aspects of recovery that cannot be addressed in advance or answered in an absolute, definitive fashion.

1. What is the post-disaster population? What is the demographic makeup of that population?

2. Is there an influx of response and recovery workers needing resources, food, and accommodation? How is this being handled?
3. Who are the most vulnerable populations at this time? Where are they located?
4. What new health risks have been generated by the disaster? What health risks are likely to emerge over time if infrastructure, housing, drinking water, food supply, and other factors remain disrupted?
5. Is the slow pace of recovery or continuing disruption of normal functioning likely to lead to particular impacts among specific populations?
6. What services are missing or overloaded? Can staff be better utilized?
7. What behavioral health issues are being manifested by survivors and responders? How are these changing over time?
8. What are post-disaster needs for human services, behavioral health, and medical care? How do these vary by geography, economic stature, language ability, medical condition, or other factors?
9. How can we leverage expertise and resources, including assets of the private sector, with regard to services?
10. Where are our post disaster populations located? Which populations might best be served by relocation elsewhere? Which populations might best be able to stay in the affected area?
11. How can we provide information to people in need?
12. How can we create access to services in a streamlined and effective manner?
13. How can we best support people who need services but are not independently seeking assistance?
14. How can technology be used, or can it be used, in the delivery of services?
15. What are the highest and best uses of public/private facilities and open spaces at various phases of recovery?
16. How can the long term rebuilding of the health, social services, and education systems be rebuilt in line with a sustainable vision for the future?
17. How can we break down silos and work across sectors to improve recovery outcomes?

RECOVERY GOALS AND STRATEGIES

1. **Evaluate needs, capabilities, and service gaps in health, social services, and education systems and set recovery priorities.**

- 1.1 Coordinate information gathering and sharing.

Pre-Disaster Preparations

- a. Continue to refine and formalize essential elements of information necessary to health, social services, and education.

2. **Expedite restoration of system to support physical and mental wellbeing.**

- 2.1. Establish a stable regulatory environment.
- 2.2. Prioritize the recovery of individual facilities based on conditions and community needs.
- 2.3. Bridge across facilities and systems to share resources, staffing, and funding.

Pre-Disaster Preparations

- a. Enter into conversations with regional and national healthcare regulators to determine what circumstances EMTALA might be waived, and the process and procedures for requesting such a waiver for disaster response and recovery operations.
- b. Review existing plans and procedures.

3. **Coordinate service delivery, addressing changing healthcare and social service needs.**

- 3.1 Regularly refresh the essential elements of information related to health, social service, and education.
- 3.2 Facilitate a coordinated approach to addressing priority needs.

Pre-Disaster Preparations

- a. Continue to expand existing human service delivery infrastructure.
- b. Develop a co-location template, determining essential requirements to move to alternate location or co-locate with another organization.

4. **Communicate frequently and consistently with the public to promote health and raise awareness of available resources.**

- 4.1 Leverage RSF 1 and the Joint Information Center (JIC), to coordinate messages across RSFs and with other players.
- 4.2 Raise awareness of available health and social resources via all possible channels.

Pre-Disaster Preparation

- a. Establish protocols and tools for sharing information among providers and with residents.

5. **Coordinate recovery actions across public and private educational providers at all levels.**

- 5.2 Maximize access to childcare.
- 5.3 Restore the educational mission of the State's higher educational institutions and leverage them as powerful assets in recovery.

Pre-Disaster Preparations

- a. Develop recovery plans that bridge public and private systems.
- b. Include the education sector in disaster trainings and exercises.
- c. Develop post-disaster curriculum or more general guidance for how to interact with and education students following a disaster.
- d. Give Pre-K providers information about what to do in recovery: how to get permitted to reopen, communicate needs, etc.
- e. Encourage community colleges, public and private colleges, and universities to work together to become more disaster resilient and supportive of one another and their neighborhoods after a disaster.
- f. Prepare school facilities and grounds. **Prepare them for what?** [J. Youngfield]
- g. Identify social service agencies that are already co-located in neighborhoods.

6. **Rebuild damaged healthcare, social services, and education facilities and systems.**

- 6.1 Coordinate rebuilding activities and planning with building, land use planning, and housing through shared work plans.

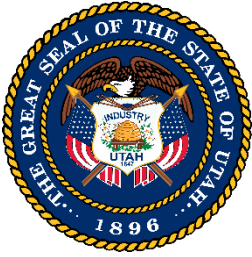
REINVENTION OPPORTUNITIES

- 1. Look for opportunities to improve the coordination of social services delivery through the co-location of services, data portability, and other means.
- 2. Establish a holistic approach to restoring the healthcare system.
- 3. Facilitate better health outcomes and reduce disparities.

State of Utah

Catastrophic Recovery Plan

Recovery Support Function 4 Housing



Coordinating Agency:

Department of Workforce Services
Housing and Community Development Division

Primary Agencies:

Department of Human Services
Department of Agriculture and Food
Department of Environmental Quality
Governor's Office of Management and Budget

Support Agencies:

American Red Cross
Voluntary Organizations Active in Disaster
Habitat for Humanity
United Way 2-1-1
Utah Hotel & Lodging Association
Utah Housing Corporation
Utah Apartment Association
Federal Emergency Management Agency
Housing and Urban Development
Small Business Administration

INTRODUCTION

Housing is fundamental to re-establishing personal security, self-sufficiency, and the ability of individuals to focus on other life necessities. Decisions about the locations, types, and intended duration of housing solutions will impact access to jobs, infrastructure requirements, human services, and long-term land use planning. Therefore, coordination of housing strategies with other Recover Support Functions (RSF) is vital to reaching recovery goals.

PURPOSE

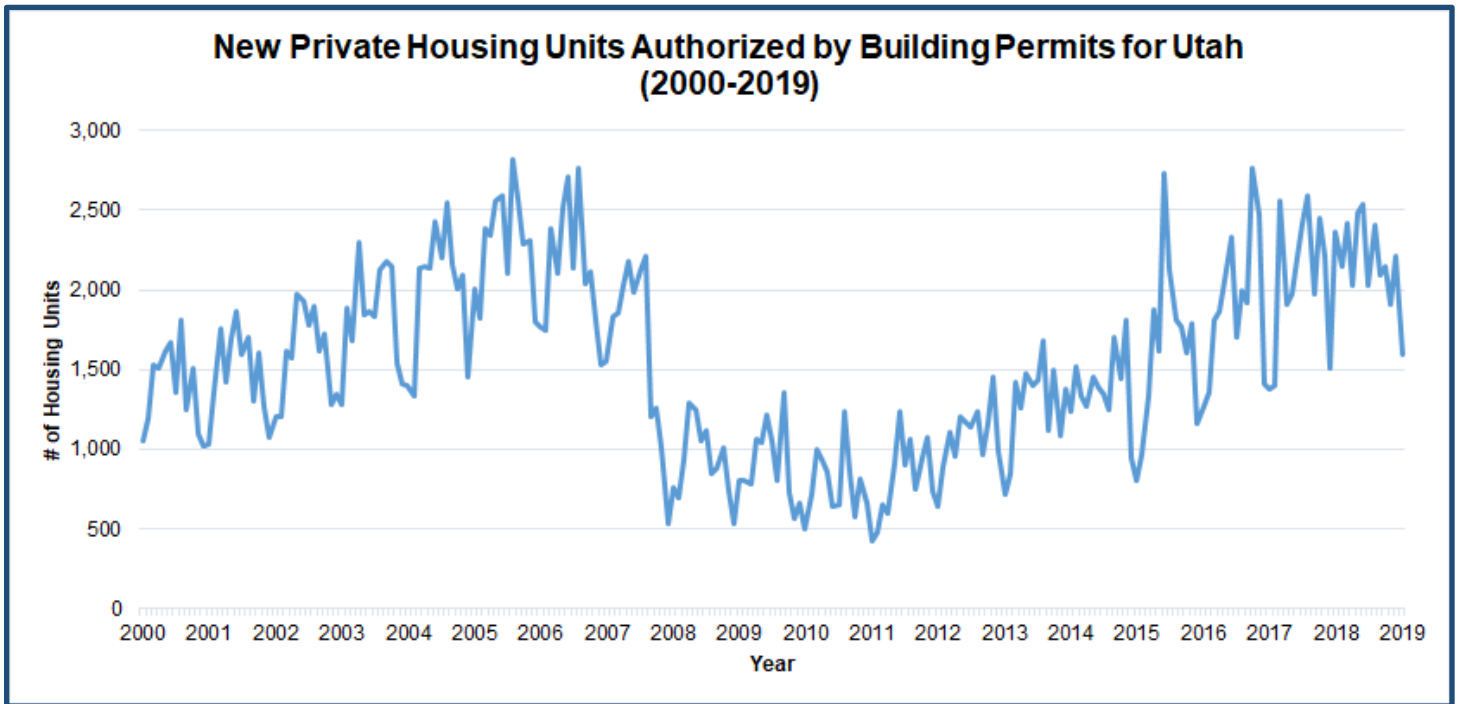
1. Retain the original population of an affected jurisdiction (local and/or state), and to provide survivors with shelter and support services when their homes and communities have been destroyed. The provision of long-term housing in the post-catastrophic environment is essential to the long-term recovery and economic viability and stability of the community.
2. Provide sufficient disaster housing units within the State to ensure the health and safety of survivors and the long-term recovery of impacted communities. Response and recovery workers from the public and private sectors must have immediate shelter to support actions to meet the essential needs of survivors and restore community infrastructure.

GUIDING PRINCIPLES

Leadership in transitional and long-term housing often falls to state agencies and federal agencies for activities relating to housing needs. Guiding principles pertaining to transitional and long-term housing are:

1. Develop an organizational structure to support the disaster housing purpose.
2. Provide transitional/temporary housing opportunities for survivors.
3. Provide long-term housing solutions for survivors.
4. Prioritize efforts to assist vulnerable populations, to include individuals with access and functional needs, with resources.
5. Offer resources for survivors to empower them to reach self sufficiency.
6. Provide survivors with disaster housing solutions that promote the stabilization of lives and restoration of devastated communities.
7. Attempt to maintain community structure through the initial stages of recovery.
8. Provide disaster housing options, host communities within the State, and (if necessary) host communities outside the State.
9. Encourage local disaster regulatory policies that maximize disaster housing alternatives within the affected and host communities.
10. Ensure timely communication of mission-critical information and issues among all levels of government and across public, private, and nonprofit organizations.
11. Augment and complement housing resources provided by private and public stakeholders.
12. Encourage resilience to future incidents by redeveloping housing stock in safe locations, serviced by sustainable building practices and utility systems.

DEVELOPMENT OF HOUSING UNITS



GOALS AND STRATEGIES RELATED TO HOUSING

Immediate

1. Evaluate housing needs and capabilities and establish a transitional and long-term housing recovery strategy.

- 1.1 Establish a baseline housing inventory and maintain up-to-date information on the status of housing recovery.
- 1.2 Coordinate interdependencies among recovery support functions (RSF) and establish prioritized strategies.
- 1.3 Engage the State's full array of resources to providing housing following an incident.

2. Have transitional housing solutions available based on the needs and priorities of the impacted neighborhoods.

- 2.1 Provide flexibility and resources to help residents remain in their homes if they are deemed safe.
- 2.2 Explore the use of a range of creative options to provide transitional housing.

Mid-Term

3. Enable homeowners and renters to help themselves.

- 3.1 Facilitate the process of moving survivors from emergency sheltering and transitional housing to long-term housing.
- 3.2 Enable individuals and families to identify housing solutions for themselves.
- 3.3 Facilitate access to funding and construction resources to repair and rehab homes.
- 3.4 Educate Survivors on how to guard against fraud and unsafe housing conditions.

4. Ensure provision of affordable, safe housing to residents in impacted area.

- 4.1 Address rental affordability by bridging the federal disaster assistance gap for renters through local programs and assistance.
- 4.2 Regulate and facilitate the rebuilding of housing stock.
- 4.3 Consider developing public and/or private low- and moderate-income housing.
- 4.4 If necessary, consider using incentives to encourage private development.

Long-Term

POLICIES AND AUTHORITIES

- A. [Utah Code Annotated, Section 53-2A](#) (53-2a-211) authorizes the governor to purchase private land and property for public shelter usage. (53-10-108) Restrictions on access, use, and contents of division records and

limited use of records for employment purposes. (53-2a-603) provides for the use of funds from the State Disaster Recovery Restricted Account for Sheltering in certain circumstances.

- B. [Memorandum of Understanding Between The American Red Cross and Utah Department of Public Safety, Division of Emergency Management, Dated February 3, 2015](#) defines a working relationship between the American Red Cross and the State in preparing for and responding to disasters. This Memorandum of Understanding (MOU) provides the broad framework for cooperation and support between the American Red Cross and the State in assisting individuals and families who have been impacted by disaster and providing other humanitarian services.
- C. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, amendments to Public Law 93-288, as amended, [42 U.S.C.5121-5207](#).

SITUATION AND ASSUMPTIONS

A. Situation

1. The State may be subject to severe damage as a result of a major incident as defined in the [mitigation plan](#).
2. Survivors of an incident may require immediate sheltering solutions days, transitional housing for up to 18 months, and long-term housing for 18 months or more.

B. Assumptions

The following assumptions have been made:

1. Long-term and transitional housing both on personal property and public property may be required for incident survivors.
2. People may prefer being housed near their affected property or in proximity to the incident site. However, relocation of families to housing facilities outside the impacted area may be necessary until housing resources become available in their respective area or community.
3. Residential neighborhoods will need access to infrastructure, transportation, education, healthcare, jobs, and services to return to a fully functioning state.
4. The inability to find desirable, affordable housing may be a significant reason for residents to leave the area or State.
5. Weather, location, and time of year will have a significant impact on the type of necessary housing. Housing plans should consider the full seasonal cycle, since housing requirements may last for 18 months or more.
6. There will be an influx of disaster workers, such as insurance adjusters, building inspectors, contractors, the media, ect. All of them may be competing for scarce resources. Collaboration between the Federal Coordinating Officer and State Coordinating Officer will determine how to allocate available resources among survivors and disaster workers.
7. Hotels and motel vacancies may be utilized for survivors, out of town volunteers, and disaster workers.
8. Repairing damaged housing will be a primary means of meeting housing needs. Building inspectors, contractors, and structural engineers will be in high demand and the State will likely need to issue resource requests through the Emergency Management Assistance Compact (EMAC).
9. Vulnerable populations, to include individuals with access and functional needs, may require additional assistance with transitional and long-term housing and should be prioritized accordingly.
10. Housing plans must be flexible enough to adapt to a wide range of conditions.
11. Some survivors may have repairs completed before returning home from an emergency shelter, while some survivors may leave the State.
12. Some survivors will build long-term and/or transitional housing on personal property.
13. Innovative and non-traditional housing solutions may be needed:
 - a. Accelerated repair of damaged dwellings
 - i. This alternative aims at increasing the supply of housing through an inspection program coordinated with local, tribal, state, and federal agencies.
 - b. Utilization of other transitional structures
 - i. This alternative calls for the deployment and installation of other transitional structures to serve as *transitional housing*. The advantages of this alternative are the availability and transportability of these structures. Disadvantages include the possible long-term use by survivors, and most survivors will be unable to afford the structures. Possible transitional structures include: prefab homes, sandbag homes, mobile homes, portable homes, fold

- out dome homes, manufactured housing units, travel trailers, fold out homes, etc.
- 14. Some survivors may live with family members neighbors, or in personal transitional situations such as tents or recreational vehicles.
- 15. Apartment rental property statistics indicate availability or vacancies at approximately 4.5 to 5%, which is approximately 4,100 rental spaces.
- 16. Local universities may have on-campus housing options.
- 17. Local nursing home, assisted living, and independent living facilities may have availability or vacancies.
- 18. Construction resources in the impacted area will likely be overwhelmed, and the construction industry, including materials, labor, and equipment, will also be impacted. An acceptable rate of reconstruction will not be achieved without augmentation of indigenous construction capabilities from outside of the State.
- 19. Approximately 30% of the workforce may be unable to work.
- 20. Many long-term transitional housing situations may require a background screening for habitants prior to placement.
- 21. Redevelopment of large portions of housing stock and related infrastructure will create opportunity to significantly enhance and improve building resiliency, energy efficiency, and other systems.

RECOVERY GOALS AND STRATEGIES

1. Evaluate housing needs and capabilities and establish a transitional and long-term housing recovery strategy.

- 1.1 Establish a baseline housing inventory and maintain up-to-date information on the status of housing recovery.
 - a. Consider looking at Preliminary Damage Assessments, American Red Cross, Safe Neighborhoods, Community Emergency Response Teams (CERT), and other organizations for information.
- 1.2 Coordinate interdependencies among recovery support functions (RSF) and establish prioritized strategies.
- 1.3 Engage the State's full array of resources to providing housing following an incident.

Pre-Disaster Preparations

- a. Evaluate current housing stock and associated risk exposure by mapping and modeling to anticipate disaster impacts to housing.
- b. Build capacities with local jurisdictions for conducting Preliminary Damage Assessment.
- c. Prepare housing survey tools in advance of disaster.
- d. Establish relationships, including data sharing agreements or MOUs with utility providers, community-based organizations, and private sectors.
- e. Develop pre-approved standard housing plans that can be quickly permitted.

2. Have transitional housing solutions available based on the needs and priorities of the impacted neighborhoods.

- 1.1 Provide flexibility and resources to help residents remain in their homes if they are deemed safe.
 - a. Provide pre-scripted, temporary variance to ordinances for habitability.
- 1.2 Explore the use of a range of creative options to provide transitional housing (e.g. Airbnb, accessory dwelling, mobile home parking, camping facilities, etc.)

Pre-Disaster Preparations

- a. Coordinate with government agencies and community partners to identify resources to carry out inspections and small repairs.
- b. Coordinate with local jurisdictions to explore temporary variances for building codes to allow survivors to remain safely in their homes if at all possible.
- c. Determine property protection, mitigation, construction, parameters.
- d. Encourage local participation in the ACT-20 training program.
- e. Research and pre-script temporary variances to ordinance for habitability.
- f. Promote actions renters, homeowners, and landlords can take related to building safety and mitigating hazards to minimize damages.
- g. Explore options for interim housing, including those manufactured locally.

3. Enable homeowners and renters to help themselves.

- 3.1 Facilitate the process of moving survivors from emergency sheltering and transitional housing to

- 3.2 long-term housing.
- 3.2 Enable individuals and families to identify housing solutions for themselves.
- 3.3 Facilitate access to funding and construction resources to repair and rehab homes.
- 3.4 Educate Survivors on how to guard against fraud and unsafe housing conditions.

Pre-Disaster Preparations

- a. Coordinate with RSF 1 about communication strategies and preparing materials related to known sources of housing assistance.
- b. Pre-identify areas likely to be sustainable for short- and long-term housing development.
- c. Coordinate with State and local government agencies and housing website administrators to identify the modifications and support required to manage significant increases in site users post disaster.
- d. Develop guides/toolkits for homeowners and housing associations detailing available programs, eligibility requirements, and steps to take to receive housing assistance. Leverage FEMA and HUD materials.
- e. Engage local and national finance organizations (banks, credit unions, CDFIs, etc.) toward developing flexible financing instruments for homeowners post-disaster.
- f. Engage with insurance companies to understand how post-disaster homeowner claims can be expedited.
- g. Maintain a publicly available list of certified contractors. Promote up-to-date understanding of seismic building standards and permitting processes.
- h. Inform homeowners and renters to review their insurance policies so they know when disaster strikes what is covered and what paperwork they will need to provide.
- i. Educate residents and business owners on how to guard against fraud and unsafe housing conditions in the event of an incident.

4. Ensure provision of affordable, safe housing to residents in impacted area.

- 4.1 Address rental affordability by bridging the federal disaster assistance gap for renters through local programs and assistance.
- 4.2 Regulate and facilitate the rebuilding of housing stock.
- 4.3 Consider developing public and/or private low- and moderate-income housing.
- 4.4 If necessary, consider using incentives to encourage private development.

Pre-Disaster Preparations

- a. Stay up to date with FEMA and HUD financing programs.
- b. Pre-identify programs and priorities for post-disaster development proposals to expedite applying and receiving funding following an event.

ROLES AND RESPONSIBILITIES

Agencies and Responsibilities for RSF # 4

Coordinating Agencies	Responsibilities
Department of Workforce Services -	<ul style="list-style-type: none"> • Develop interim and long-term strategies in support of local and tribal efforts to provide transitional and long-term, affordable housing to

<p>Housing and Community Development Division</p>	<p>displaced residents, including residents of subsidized housing.</p> <ul style="list-style-type: none"> • Act as a key bridge between local and tribal jurisdictions and federal partners in long-term housing coordination efforts. • Provide technical assistance to local and tribal housing authorities concerning programs and resources potentially available to support local and tribal housing goals. • Coordinate with FEMA, HUD, and other federal agencies with disaster housing authorities and collaborate with non-profit and private sector housing interests to meet the needs of displaced residents and to rebuild affected communities' housing stock. • Provide information on available, habitable housing units for potential use as transitional housing units. • Help coordinate requests for rehabilitation funding (for eligible recipients) to the Olene Walker Housing Loan Fund and other partner agencies. • Support the distribution of Community Development Block Grant funds to housing recovery projects. • Update and maintain the www.findhousing.utah.gov website for households looking for vacancies in rental housing.
<p>Utah Division of Emergency Management</p>	<ul style="list-style-type: none"> • Coordinate support for local and tribal jurisdictions for: <ul style="list-style-type: none"> ◦ Building inspection and damage assessment efforts ◦ Public messaging/information through the Joint Information Center (JIC) or Joint Information System (JIS) • Key bridge between local/tribal government and federal partners in transitional and long-term housing coordination efforts. • Provide information on available habitable housing units for use as transitional housing units to transition individuals staying in designated American Red Cross shelters and/or reception and care centers. • Ensure the coordination between RSFs for housing restoration and rebuild efforts.

Primary Agencies Roles and Responsibilities for ESF #4

Primary Agencies	Responsibilities
<p>Utah Department of Human Services</p>	<ul style="list-style-type: none"> • Coordinate with the Utah VOAD and non-profit organizations to ensure the immediate, mass care and long-term recovery needs of incident survivors are addressed.
<p>Utah Department of Agriculture and Food</p>	<ul style="list-style-type: none"> • Assist with coordination of open space availability for staging or temporary housing. • Provide guidance on pet sheltering and the transition of pets to temporary housing.
<p>Utah Department of Environmental Quality</p>	<ul style="list-style-type: none"> •

Supporting Agencies Roles and Responsibilities for RSF #4

Coordinating Agencies	Responsibilities
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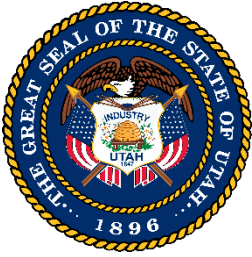
American Red Cross	<ul style="list-style-type: none"> ● Support local, tribal, and state government in the management and coordination of transitional and long-term housing solutions, and provide Disaster Welfare Information services to the incident-affected population. ● Provide information to assist with planning long-term recovery. ● Provide insight on the number of individuals in American Red Cross shelters who will likely return to their homes and those who will need transitional and long-term housing assistance. ● Provide a liaison to the EOC.
Utah Voluntary Organizations Active in Disaster	<ul style="list-style-type: none"> ● Provide a liaison to the EOC. ● Assist with the organization of volunteer labor, monetary donations, and material donations. ● Coordinate with voluntary member agencies, church groups, etc. that can assist with disaster case management services. ● Communicate and coordinate with other voluntary member agencies, church groups, etc., that can provide resources and labor for transitional and long-term housing operations to include repairs, rebuilds, and new construction.
United Way 2-1-1	<ul style="list-style-type: none"> ● Provide information and referral to resources/agencies that may provide habitable housing to inquiring residents during and after an incident. ● Connect callers with organizations offering housing, rental, and/or home repair assistance.
Citizen Corps Programs	<ul style="list-style-type: none"> ● Provide trained personnel to the EOC as requested to coordinate their activities during an incident. ● Provide trained personnel to assist in structural evaluations.
Habitat for Humanity	<ul style="list-style-type: none"> ● Assist with the organization of volunteer labor and donations of money and materials. ● Build and rehabilitate simple, decent houses with the help of the homeowner (partner) families. ● Provide affordable homes to families with low incomes, because the houses are modest, built largely by volunteers and the families themselves, and are sold at no-profit with a no-interest mortgage.
FEMA	<ul style="list-style-type: none"> ● Provide federal guidance for the type and format of information that is needed. ● Key conduit for financial, direct repair, and replacement assistance. ● Implement permanent and semi-permanent housing construction when requested by the Department of Emergency Management (DEM) in appropriate areas meeting the federal guidelines.
Department of Housing and Urban Development (HUD)	<ul style="list-style-type: none"> ● Provide access to and information on available habitable housing units, including units accessible to individuals with access and functional needs, owned, or in HUD possession, within or adjacent to the incident area for transitional housing. ● Upon a presidential declaration and a mission assignment from FEMA, HUD may provide access to the following programs to eligible applicants to support community wide disaster recovery initiatives: <ul style="list-style-type: none"> ○ FHA-insured mortgages ○ 203(k) Mortgage and Rehabilitation Loan Program ○ 203(h) Mortgage Insurance ○ Rental Assistance ○ CPD Programs (HOME, CDBG, CDBG-DR ESG) ● Provide technical assistance to state agencies and local housing authorities upon a state disaster declaration.

	<ul style="list-style-type: none"> ● Provide access to housing counseling services. ● Enforce the Fair Housing Act and compliance with other civil rights statutes.
United States Department of Agriculture - Rural Development	<ul style="list-style-type: none"> ● Provide information (location, type, owners, and/or management service) on USDA-financed, currently available, habitable housing units that are not under lease or under agreement of sale. ● Assist eligible recipients with grants and guaranteed loans from the Business, Community, Housing, Guaranteed Housing, Multifamily, and Water and Waste Programs.
U.S. Small Business Administration (SBA)	<ul style="list-style-type: none"> ● Provide low interest loan assistance to eligible applicants during incidents in which 25 or more homes are destroyed. <ul style="list-style-type: none"> ○ This includes home disaster loans to homeowners and renters to repair or replace homes and to replace personal property.
Utah Housing Corporation	<ul style="list-style-type: none"> ● Contact property managers of bond/tax-credit financed projects funded through its tax-exempt bond and/or low-income housing tax credit programs and compile a list of properties with units available for lease. <ul style="list-style-type: none"> ○ Lease terms will be determined by each property manager, not Utah Housing. If a disaster declaration temporarily lifts IRS income-limit requirements (60% area median income or AMI), households with incomes exceeding 60% AMI will be able to qualify for these affordable units. If not, Utah Housing will allow properties with income limits below 60% AMI to temporarily allow households with incomes up to 60% AMI to occupy available affordable units.
Utah Apartment Association	<ul style="list-style-type: none"> ●

State of Utah

Catastrophic Recovery Plan

Recovery Support Function 5 Infrastructure Systems



Coordinating Agency:

Utah Division of Emergency Management

Primary Agencies:

Department of Transportation
Department of Facilities Construction and Management
Department of Public Safety
Department of Administration Services
Utah Communications Authority
Salt Lake County Public Works
Jordan Valley Water Conservancy District
South Valley Sewer District
Utah Transit Authority
Public Works Owners/Operators (Trans-Jordan Landfill)
Natural Gas Infrastructure Owners/Operators (Dominion Energy)
Electric Infrastructure Owners/Operators (Rocky Mountain Power)

PURPOSE:

Infrastructure is a cornerstone of community recovery, consisting of many of the underlying structures, facilities, and services that support the operation of society. Infrastructure systems include the sectors and systems related to modes of transportation, natural gas, energy, petroleum fuel, communications, potable water, and wastewater.

This RSF presents a coordinated and strategic approach to restoring services in the short- and intermediate term, while rebuilding infrastructure systems in a thoughtful and sustainable way over the long-term.

ROLES AND RESPONSIBILITIES

1. **Transportation** - The priority of the Utah Department of Transportation (UDOT) will be road-based repairs. Collaborating pre-disaster with Critical Infrastructure to determine the prioritization will be essential. Priority of access to affected areas will be based on whether the road is managed by State or Local jurisdictions. The Utah Transit Authority initial priority is the life safety of employees and passengers, employee accountability, and the pausing of revenue service to provide resources to the affected area. The maintaining and repair of communication systems and network is critical to restoring operations. Infrastructure will be assessed, repairs made as necessary, and service restoration would start as soon as feasible after assessment and repairs.
2. **Public Works** - The priority of public works will be to conduct damage assessments, open transportation corridors and remove debris. They would continually coordinate with state and local agencies to understand their infrastructure needs. Assessing resource needs and capabilities would be based on specific incident scenarios.

3. *Administration Services* - The priority of administration services is to organize contracts required by the stated and authorized for use by local municipalities. They establish processes for impromptu agreements. During the event they would coordinate with logistics and end users to uphold those contracts.
4. *Waste Water* - The priority for wastewater agencies during a recovery would be the repair of Waste Water Facilities and then the collection of wastewater back to the primary facilities. Primarily the Jordan River would need to be reclaimed from the dump that will occur during the response. Additionally, a priority would be to acquire resources and skilled labor to facilitate the repairs needed.
5. *Communications* - The priority of communications would be the assessment of all facilities, the maintenance of functioning facilities and the repair of prioritized facilities. Microwave, land mobile and dispatch center facilities would be a first priority along with services to all EMS and state agencies in order to communicate post-disaster updates to processes.
6. *Water* - Top priority of the water sector would be the assessment of aqueducts, drinking water reservoirs and the transmission lines for distribution. This would involve a significant coordination with the 17 member agencies of the Jordan Valley Water Conservancy District as well as other water districts and the wastewater sector in regards to their ability to respond, the resources available and the prioritization of restoration.
7. *Natural Gas* – Top priority of the natural gas sector is to protect public and employee safety followed closely by protection of property and environmental concerns. The first action shall be to assess the nature and extent of damage and establish communication with chain of command. Determine extent of pipeline shut-down and area isolation, as necessary. Should pipeline shutdown or area isolation occur, service restoration will generally take place as follows; hospitals and other immediate social needs; residential service; business and light commercial users; large commercial and industrial users. Service isolation and restoration will occur at the direction of the service provider following established service provider policies and procedures.

PLANNING ASSUMPTIONS

1. Significant disruptions are expected to occur to every type of infrastructure in the event of a major disaster, due to the interdependent relationships that link the functioning of one system to another.
2. There may be parts of the community that become unbuildable due to disaster damage. This includes liquefaction, landslides, impacts to dams, tilt of the valley floor or hazardous materials.
3. While restoration of some services may occur quickly in some areas, the full rebuilding of damaged infrastructure will likely take many years.
4. Debris can greatly impede mobility and service restoration if not removed and managed as quickly as possible. Large scale debris removal operations will start during the response phase and continue into recovery.
5. Cross-sector/jurisdiction coordination will be required for rebuilding many infrastructure, particularly those sharing utility easements and public rights-of-way. Building and establishing relationships of trust and open communication for the purposes of information sharing is vital.
6. There will be many challenges and barriers to full recovery, including funding, property rights, scale and availability of construction resources, permitting processes, environmental concerns, and the need for labor and trades.
7. For some infrastructure systems and fixed facilities, pre-planning around specific sites is possible. Such plans should be drawn on in developing specific post-disaster plans.
8. Rebuilding aging infrastructure creates an opportunity to redesign the structure and function of systems to be more resilient and more efficient.
9. Wastewater facilities will experience a greater degree of damage due to the location and elevation of their facilities in relation to water tables in the Salt Lake Valley.

GUIDING PRINCIPLES

1. The State's Mitigation Plan should be used as a primary guide to rebuilding efforts in coordination with county and local mitigation plans keeping resiliency in mind.
2. Many critical lifeline infrastructure providers service populations that extend beyond their immediate area. This broader service base and their dependencies should be considered when addressing infrastructure recovery.
3. Infrastructure repair must be coordinated to address interdependencies, to minimize disruption of construction and repair efforts in one area multiple times, and to make the most efficient use of limited resources. The use of a Utility Coordination Group should be considered.
4. Prioritization of reconstruction projects will be needed due to metered funding, labor, and materials. Rapid restoration of lifeline infrastructure and critical services required to support basic needs will be prioritized first.

Further Prioritization will be based on the need of the asset, impact to the community and the need to restore and revitalize economic growth. Collaboration will be needed between State, County and locals regarding this effort as well as the Economic Recovery Support Function for financial implications.

5. Infrastructure systems should be rebuilt with the future in mind, including the impacts of changing climate, population growth, technological advances, etc. Building resilience into the design and construction of new infrastructure will help to mitigate future impacts from disasters. This effort should involve collaboration with City Planners and needed time should be taken for the careful planning and investment of rebuilding entire infrastructure systems.

GOALS AND STRATEGIES RELATED TO INFRASTRUCTURE SYSTEMS

Immediate

Mid-Term

Long-Term

1. Evaluate infrastructure needs and capabilities and establish a shared infrastructure recovery strategy.

- 1.1 Gather and regularly share infrastructure status information.
- 1.2 Facilitate coordination among public and private infrastructure holders.
- 1.3 Establish a coordinated infrastructure recovery strategy while considering all stakeholder supply chain inter-dependencies.
- 1.4 Utilize information gathered and analyzed within the State Regional Resiliency Assessment Programs (RRAP) in order to facilitate infrastructure needs and capabilities.

2. Restore mobility and critical services without losing opportunity to implement flexible solutions.

- 2.1 Remove and dispose of debris.
- 2.2 Prioritize interim roadway repairs.
- 2.3 Provide a wide range of transportation choices to optimize mobility until long-term recovery can be addressed.
- 2.4 Restore critical utilities per the plans of individual infrastructure providers.
- 2.5 Continually coordinate with the other RSFs and act in accordance with the priorities established in their recovery plans.

3. Use post-disaster rebuilding as an opportunity to rethink, redesign, and update infrastructure while considering how the communities are changing and possible long-term solutions for the future.

- 3.1 Modernize individual infrastructure systems during rebuilding.
- 3.2 Where appropriate, employ a forward thinking approach to a single, well-planned, and integrated infrastructure system.

GUIDING QUESTIONS

The following questions should be monitored over the course of recovery as a way of maintaining focus on some of the challenging aspects of recovery that cannot be addressed in advance or answered in an absolute, definitive fashion. The questions are not listed in order, but should be considered and re-evaluated throughout the planning process.

1. How has the disaster affected infrastructure systems across the area? How has the disaster impacted coordination with affected systems?
2. How can we facilitate strong collaboration and coordination across RSFs and among various infrastructure holders?
3. What decision-making processes can be put in place to ensure we are continually updating our priorities as new issues arise?
4. How can we facilitate rapid restoration of services while balancing rebuilding opportunities to improve infrastructure systems?
5. What are our recovery priorities? How has this shifted and how can we be sure to take into account new and emerging population and technological trends?
6. What health implications do we need to consider when first approaching water and wastewater infrastructure rebuilding needs?
7. How can we build back better? How can we integrate infrastructures? How do we rebuild to be more resilient?

RECOVERY GOALS AND STRATEGIES

1. **Evaluate infrastructure needs and capabilities and establish a shared infrastructure recovery strategy.**
 - 1.1 Gather and regularly share infrastructure status information.
 - 1.2 Facilitate coordination among public and private infrastructure holders.
 - 1.3 Establish a coordinated infrastructure recovery strategy while considering all stakeholder supply chain inter-dependencies.
 - 1.4 Utilize information gathered and analyzed within the State Regional Resiliency Assessment Programs (RRAP) in order to facilitate infrastructure needs and capabilities.

Pre-Disaster Preparations

- a. Establish information sharing agreements with public and private sector entities to build agreements, processes, and technological support.
 - b. Inventory, evaluate, and strengthen existing infrastructure specific plans and priorities with an emphasis on planning for long-term recovery.
 - c. Incorporate infrastructure resilience plans in coordination with local and state entities including continuity of operations.
 - d. Research funding resources and identify funding gaps.
 - e. Pre-identify critical facilities and staging areas for recovery efforts.
2. **Restore mobility and critical services without losing opportunity to implement flexible solutions.**
 - 2.1. Remove and dispose of debris.
 - a. Refer to local, state and federal Debris Management Plans for proper removal and disposal.
 - 2.2. Prioritize interim roadway repairs.
 - 2.3. Provide a wide range of transportation choices to optimize mobility until long-term recovery can be addressed.
 - 2.4. Restore critical utilities per the plans of individual infrastructure providers.
 - 2.5. Continually coordinate with the other RSFs and act in accordance with the priorities established in their recovery plans.

Pre-Disaster Preparations

- a. Engage in pre-disaster planning with stakeholder groups.
 - b. Encourage the development of a rapid restoration tool-kit, which supports the proper method and guidance for response solutions, which facilitate long-term recovery.
3. **Use post-disaster rebuilding as an opportunity to rethink, redesign, and update infrastructure while considering how the communities are changing and possible long-term solutions for the future.**
 - 3.1 Modernize individual infrastructure systems during rebuilding.
 - 3.2 Where appropriate, employ a forward thinking approach to a single, well-planned, and integrated infrastructure system.

Pre-Disaster Preparations

- a. Implement mitigation and increased resilience strategies in everyday infrastructure planning and projects in order to facilitate reimbursement for improvements

State of Utah

Catastrophic Recovery Plan



Recovery Support Function 6 Natural, Cultural, and Historic Resources

Coordinating Agency:

Utah Department of Emergency Management

Lead Agencies:

Utah Department of Agriculture and Food
Division of Archives
Department of Heritage and Arts
University Of Utah Library

Natural Resources -
Supporting Organizations:

Utah Department of Agriculture and Food
Department of Natural Resources
 Division of Forestry Fire and State Lands
 Division of Parks and Recreation
 Division of Water Resources
Department of Environmental Quality
 Division of Water Quality
Department of State Lands Trust
National Park Service
United State Department of Agriculture
 Natural Resources Conservation Service
 Farm Service Agency
 United States Forest Service
 U. S. Fish and Wildlife Service
Environmental Protection Agency
Bureau of Reclamation
Army Corp of Engineers

Cultural & Historic Resources -
Supporting Organizations:

Department of Administrative Services
 Division of Archives and Records Service
 Utah State Historical Records Advisory Board
 Division of Facilities and Construction Management
Division of Risk Management
Department of Heritage and Arts
 Division of Arts and Museums
 Division of State History
 Division of Indian Affairs
 State Library Division
State Historical Preservation Office (SHPO)
Department of Public Safety
 Division of Emergency Management
Salt Lake County
 Archives
University of Utah
 Marriot Library Preservation Department

PURPOSE:

Recovery Support Function # 6 is focused on maintaining and preserving the State's natural, historic, and cultural resources and leveraging them to facilitate personal and community recovery. There may be challenges to prioritize attention to natural and cultural resources given many competing resource needs during and after a disaster. There are specific programs and funding sources unique to natural, cultural, and historic preservation and recovery to speed recovery. It is critical that efforts and (NCH) resources necessary to fully recover are devoted to these treasured aspects of the State of Utah.

The purpose of the NSF #6 is to provide guidance for coordinating disaster recovery and to connect members to available resources or programs which assist with long-term recovery of damaged or destroyed NCH resources. The natural and cultural resources RSF looks to protect, stabilize, conserve, preserve, rehabilitate, and utilize resources essential to the affected areas historical character, sense of place, and quality of life.

EXPLANATION

Natural, Cultural, and Historic Resources of Utah are greatly valued by its citizens. Following a local or regional catastrophic event, a coordinated recovery effort will be implemented to help expedite efforts. A plan to assess the damage and stabilize the existing or damaged resources; and provide a plan to restore, rebuild, and improve valuable assets will be our priority.

Recovery time is a critical factor in maintaining normal business operations and stability for individual lives. We have developed two major sections of RSF #6 planning efforts.

- The **Natural Resource Section** focuses on all natural resources including Utah's outdoor landscapes, parks, lakes, waterways, agricultural farmland, rangeland, Native American lands, and any other soil and water related resources. We also need to plan for the recovery of any animal resource needs during recovery
- The **Cultural and Historic Section** focuses on intrinsic items such as artifacts, tribal cultural resources, museums, libraries, art, essential records and vital records, and any other type of record or artifact that would be benefited by recovery efforts using similar preservation experts. Outdoor monuments and historic sites will work in conjunction with the natural resource section recovery to include the stabilization of any affected natural resource element.

DECISION MAKING FRAMEWORK

Decision making related to the stabilization and recovery of our (NCH) resources will be made in a coordinated fashion. Before and during a disaster this plan will identify state and federal agency departments that have trained personnel and financial resources to support recovery efforts. In addition, subject matter experts and other outside entities are identified to add to our recovery efforts.

Protecting cultural property and essential records requires a coordinated effort with first responders, state and local agencies, vendors, and the public to:

1. Assess what is damaged
2. Prioritize stabilization efforts by weighing the significance, value, and condition of the damaged property
3. Coordinate resources to most effectively stabilize the collections, either in-place or by relocating them to a secure, climate controlled facility

We recognize that during and immediately after a disaster life safety is top priority. We also understand that some of the natural resources may need to be used for staging and temporarily housing people during an event. Natural landscapes such as parks or buildings with space such as museums or other public buildings may need to be used to aid during recovery. It is critical that we consider preservation and exit strategies to help return to normal in a timely manner without undue degradation and damage.

Response to effectively preserve cultural property and essential records must be robust. Most cultural property and essential records are composed largely of organic materials; and like living things will degrade beyond a state of recoverability very quickly if it is not properly stabilized and properly protected

PLANNING ASSUMPTIONS

1. Recovering from any disaster, whether natural or manmade can be very difficult and time consuming. Most common to consider would be earthquakes, fires, and flooding.
2. Any disaster may impact the stability of NCH resources.
3. Disasters can have lingering or prolonged dangers. Financial or human resources may be limited.
4. NCH resources will have varied damage depending on proximity to the disaster.
5. Damage to parks, open spaces, and natural areas may hinder usability for a time
6. In addition to vacant lots, parks and open spaces may need to be repurposed temporarily to support recovery efforts.
7. Most major NCH primary and support agencies will have some form of disaster plans which address stabilization, recovery, and restoration priorities.
8. NCH resources are vulnerable during and after a disaster. While preservation of NCH resources is important, significantly damaged historic areas or landmarks may not be able to be rehabilitated.

GUIDING PRINCIPLES

1. Life safety is the number one key priority. All else is secondary
2. After-effects of a disaster can be harmful and destructive. Caution should be used to ensure safety during recovery.
3. The use of buildings, parks, and open spaces for active and passive restoration should be balanced with spaces needed to stage recovery activities.
4. NCH Resources can be deeply tied to a community's character and identity. Full recovery of the community will be aided and NCH resources are recovered and made available for the community.
5. We must understand the critical nature of damage to NCH resources. Stabilization and restoration of historic and cultural resources need rapid response for recovery efforts in the long-term and minimize increased degradation.
6. NCH assets, including historic buildings outdoor recreation areas and historic sites, music, and the arts should be a priority in recovery and can be used to strengthen and restore the vitality of the community following a disaster.
7. Exercise and access to the outdoors will be essential for restoring physical and mental health of people of all ages. Care should be taken to preserve open space.
8. Art, music, and public gathering can be used to acknowledge, process, and ultimately move beyond the disruption to the community.
9. Many NCH resources are in private ownership. RSF #6 role will be to engage owners and remind them of recovery capabilities as the owners of historic resources.
10. Disaster recovery can be used as an opportunity to strengthen the connection of neighborhoods with arts and natural resources.
11. Communities need to continue to be seen as a cultural/tourism destination during long-term recovery.
12. Neighborhood stakeholders should be actively included in the planning and development phases of recovery for NCH resources.
13. Ultimately we strive to see full recovery as the goal. Financial resources will determine the scale to which recovery can be obtained.
14. Neighborhood stakeholders should be included in the planning and development phases of recovery for NCH resources.
15. Assessment must prioritize the state and community's most significant NCH properties.

GOALS AND STRATEGIES RELATED TO NATURAL, CULTURAL, AND HISTORIC RESOURCES

Immediate	Mid-Term	Long-Term
<p>1. Evaluate needs and capabilities of parks and open spaces and set a phased recovery strategy.</p>	<p>2. Preserve and facilitate the restoration and betterment of natural assets.</p>	
<p>1.1 Maintain an up-to-date understanding of the recovery status of parks and open spaces, and establish a phased recovery strategy. 1.2 Identify environmental compliance requirements and available personnel assets.</p>	<p>2.1 Engage in recovery actions that conserve, rehabilitate, and restore natural and environmental assets. 2.2 Rebuild in ways that improve parks and open spaces.</p>	
<p>3. Evaluate the damage to historic resources and set short-term priorities.</p>	<p>4. Encourage the rehabilitation of damaged historic resources.</p>	
<p>3.1 Assess the post-disaster condition of historic resources and coordinate with other parties. 3.2 Take timely action to protect public safety and stabilize damaged historic resources.</p>	<p>4.1 Understand and augment available financial and personnel resources. 4.2 Launch a campaign to support the preservation of privately held historic resources by sharing information and resources with private owners. 4.3 Rehabilitate State and community owned resources.</p>	
<p>5. Evaluate the state of arts, cultural, and community assets, identifying roles they can play in recovery.</p>	<p>6. Connect arts, culture, and community organizations to the recovery effort and normalization process.</p>	
<p>5.1 Gather and consolidate status information. 5.2 Identify resource needs and engage local, regional, national, and international supporters. 5.3 Identify roles each sector can play in supporting recovery efforts.</p>	<p>6.1 Use arts and culture to help the community reflect, heal, celebrate, and reenergize the community and economy.</p>	

GUIDING QUESTIONS

The following questions should be monitored over the course of recovery as a way of maintaining focus on some of the challenging aspects of recovery that cannot be addressed in advance or answered as absolute and may change during the recovery process.

1. What natural, cultural, and historical assets, and related recovery projects, can be used to inspire the population after a disaster?
2. Are we considering environmental conditions such as water and air quality as we continue through recovery efforts?
3. How are we communicating with other recovery efforts? Are there conflicts that need public dialog to aid in the restoration strategy?
4. How has the disaster affected how people feel about their community? How has the disaster affected the day to day life of people?
5. How has the disaster impacted sports and recreation? How can we balance the need to provide access to parks and open spaces to support a healthy community with the demand for using them as temporary housing sites, staging grounds for debris removal, and other recovery needs?
6. How has the disaster affected cultural venues? Can we aid in supporting community vitality through the restoration of historic resources.
7. How can we protect vulnerable and valued NCH resources, ecosystems, and habitats?
8. How can we encourage the local population and tourists to continue to visit cultural and natural resources in the area?
9. What decisions need to happen in the short to mid-term? What decisions can wait for more consideration, evaluation, or community engagement in the long-term?
10. How can we use disaster recovery to restore and rebuild the community's vision and desired future?

NATURAL RESOURCES RECOVERY GOALS AND STRATEGIES

The **Natural Resource Section** focuses on all natural resources including Utah's outdoor landscapes, parks, lakes, waterways, agricultural farmland, rangeland, Native American lands, and any other soil and water related resources.

Pre-disaster preparations goals and strategies

Develop a complete list of natural resources

- outdoor landscapes, local, state, and national parks
- lakes, waterways
- agricultural farmland and rangeland
- Native American lands
- other soil and water related resources

Develop a list of support entities to aid in restoration and rehabilitation during recovery

Provide training to gain understanding of capabilities and funding sources for recovery

Use recovery efforts as an opportunity to improve natural resources

Evaluate needs and capabilities of parks and open spaces during recovery

Identify environmental compliance requirements and available personnel assets.

Immediate post-disaster recovery goals and strategies

As disaster relief efforts turn from response to recovery proceeding with the continued effort of life safety will be top priority. As evaluation of each natural resource will need to be taken to gauge stability and inspect damage extent to each natural resource.

Long-term post-disaster recovery goals and strategies

Prioritizing recovery efforts will help communicate the most important needs first. Funding mechanisms may dictate which natural resources are prioritized.

CULTURAL AND HISTORIC RESOURCES RECOVERY GOALS AND STRATEGIES

The **Cultural and Historic Section** focuses on intrinsic items such as artifacts, tribal cultural resources, museums, libraries, art, essential records and vital records, and any other type of record or artifact that would be benefited by recovery efforts using similar preservation experts. Outdoor monuments and historic sites will work in conjunction with the natural resource section recovery to include the stabilization of any affected natural resource element.

RECOVERY GOALS AND STRATEGIES

1. **Evaluate needs and capabilities of parks and open spaces and set a phased recovery strategy.**
 - 1.1 Maintain an up-to-date understanding of the recovery status of parks and open spaces, and establish a phased recovery strategy.
 - 1.2 Identify environmental compliance requirements and available personnel assets.

Pre-Disaster Preparations

- a. Prepare parks and open spaces for potential recovery uses.

2. **Preserve and facilitate the restoration and betterment of natural assets.**
 - 2.1 Engage in recovery actions that conserve, rehabilitate, and restore natural and environmental assets.
 - 2.2 Rebuild in ways that improve parks and open spaces.

Pre-Disaster Preparations

- a. Advance the current vision and priorities for improving existing parks and open spaces.

3. **Evaluate the damage to historic resources and set short-term priorities.**
 - 3.1 Assess the post-disaster condition of historic resources and coordinate with other parties.
 - 3.2 Take timely action to protect public safety and stabilize damaged historic resources.

Pre-Disaster Preparations

- a. Evaluate and mitigate risks faced by historic resources.

4. **Encourage the rehabilitation of damaged historic resources.**
 - 4.1 Understand and augment available financial and personnel resources.
 - 4.2 Launch a campaign to support the preservation of privately held historic resources by sharing information and resources with private owners.
 - 4.3 Rehabilitate State and community owned resources.

Pre-Disaster Preparation

- a. Convene cultural organizations and philanthropy around recovery issues.

5. **Evaluate the state of arts, cultural, and community assets, identifying roles they can play in recovery.**
 - 5.1 Gather and consolidate status information.
 - 5.2 Identify resource needs and engage local, regional, national, and international supporters.
 - 5.3 Identify roles each sector can play in supporting recovery efforts.

Pre-Disaster Preparation

- a. Engage local arts and cultural programs and organizations in discussing their role in disaster recovery.

6. **Connect arts, culture, and community organizations to the recovery effort and normalization process.**
 - 6.1 Use arts and culture to help the community reflect, heal, celebrate, and reenergize the community and economy.

REINVENTION OPPORTUNITIES

1. Use disaster recovery as a way to enhance parks and open spaces.
2. Use rebuilding as an opportunity to enrich character, cultural assets, and potential, including new icons that draw on the symbolic power of the disaster recovery.

GOALS ADDRESSED BY EACH RECOVERY SUPPORT FUNCTION

RSF 1 Community Planning and Capacity Building	RSF 2 Economic	RSF 3 Health, Social Services, & Education	RSF 4 Housing	RSF 5 Infrastructure Systems	RSF 6 Natural, Cultural, & Historic Resources
<ol style="list-style-type: none"> 1. Evaluate community impacts and needs, and set a community engagement and planning strategy. 2. Initiate community and community-based recovery planning. 3. Leverage all possible community resources. 4. Respond to unanticipated issues not covered by other RSF's. 	<ol style="list-style-type: none"> 1. Evaluate economic needs and capabilities and set recovery priorities. 2. Review and address regulatory, code compliance, and permitting issues that may slow the speed of reopening disaster impacted businesses. 3. Connect businesses with employees, goods, and markets. 4. Retain largest and highest profile businesses. 5. Support small and medium sized businesses. 6. Communicate and promote the strength of the economy and its recovery. 	<ol style="list-style-type: none"> 1. Evaluate needs, capabilities, and service gaps in health, social services, and education systems and set recovery priorities. 2. Expedite restoration of system to support physical and mental wellbeing. 3. Coordinate service delivery, addressing changing healthcare and social service needs. 4. Communicate frequently and consistently with the public to promote health and raise awareness of available resources. 5. Coordinate recovery actions across public and private educational providers at all levels. 6. Rebuild damaged healthcare, social services, and education facilities and systems. 	<ol style="list-style-type: none"> 1. Evaluate housing needs and capabilities and establish a transitional and long-term housing recovery strategy. 2. Have transitional housing solutions available based on the needs and priorities of the impacted neighborhoods. 3. Enable homeowners and renters to help themselves. 4. Ensure provision of affordable, safe housing to residents in impacted area. 	<ol style="list-style-type: none"> 1. Evaluate infrastructure needs and capabilities and establish a shared infrastructure recovery strategy. 2. Restore mobility and critical services without losing opportunity to implement flexible solutions. 3. Use post-disaster rebuilding as an opportunity to rethink, redesign, and update infrastructure while considering how the communities are changing and possible long-term solutions for the future. 	<ol style="list-style-type: none"> 1. Evaluate needs and capabilities of parks and open spaces and set a phased recovery strategy. 2. Preserve and facilitate the restoration and betterment of natural assets. 3. Evaluate the damage to historic resources and set short-term priorities. 4. Encourage the rehabilitation of damaged historic resources. 5. Evaluate the state of arts, cultural, and community assets, identifying roles they can play in recovery. 6. Connect arts, culture, and community organizations to the recovery effort and normalization process.

GOALS AND STRATEGIES RELATED TO COMMUNITY PLANNING AND CAPACITY BUILDING

Immediate	Mid-Term	Long-Term
<p>1. Evaluate community impacts and needs, and set a community engagement and planning strategy.</p> <p>1.1 Conduct a community impact and needs assessment.</p> <p>1.2 Designate community-planning sectors or areas.</p> <p>1.3 Plan for a coordinated community engagement and planning effort.</p>	<p>2. Initiate community and community-based recovery planning.</p> <p>2.1 Develop engagement plans for RSF partners for affected community planning sectors/areas.</p> <p>2.2 Facilitate community input, problem solving, and the development of community recovery plans.</p> <p>2.3 Develop a 30-day community driven recovery prioritization plan.</p>	
<p>3. Leverage all possible community resources.</p> <p>3.1 Establish structures to coordinate donated resources, philanthropic giving, and volunteers to support recovery priorities.</p> <p>3.2 Promote the need for well organized donations and volunteer resources.</p> <p>3.3 Assist local communities in identifying and coordination Federal and State recovery resources.</p>		
<p>4. Respond to unanticipated issues not covered by other RSF's.</p> <p>4.1 Serve as a ready resource to address unforeseen challenges and opportunities as they arise.</p>		

GOALS AND STRATEGIES RELATED TO ECONOMIC

Immediate	Mid-Term	Long-Term
<p>1. Evaluate economic needs and capabilities and set recovery priorities.</p> <p>1.1 Engage members of business and economic networks in gathering information, problem solving, and communicating.</p> <p>1.2 Facilitate information flow between business and infrastructure holders.</p> <p>1.3 Establish and communicate economic recovery priorities.</p>	<p>3. Connect businesses with employees, goods, and markets.</p> <p>3.1 Establish a system of posting needs and available resources. 3.2 Leverage the local workforce for recovery activities. 3.3 Facilitate business access to capital. 3.4 Promote local goods and services through a “buy local” campaign.</p> <p>4. Retain largest and highest profile businesses.</p> <p>4.1 Use personalized outreach to retain businesses and industries. 4.2 Offer incentives to retain critical components of the economy.</p>	
<p>2. Review and address regulatory, code compliance, and permitting issues that may slow the speed of reopening disaster impacted businesses.</p> <p>2.1 Facilitate expedited procedures and authorities to support business operations.</p>	<p>5. Support small and medium sized businesses.</p> <p>5.1 Open virtual and physical business recovery centers. 5.2 Identify temporary, shared, or virtual spaces for businesses and service providers to operate.</p>	
		<p>6. Communicate and promote the strength of the economy and its recovery.</p> <p>6.1 Establish a coordinated communication strategy to promote the strength of the local economies and share positive stories of recovery.</p>

GOALS AND STRATEGIES RELATED TO HEALTH, SOCIAL SERVICES, AND EDUCATION

Immediate	Mid-Term	Long-Term
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1. Evaluate needs, capabilities, and service gaps in health, social services, and education systems and set recovery priorities.

1.1 Coordinate information gathering and sharing.

5. Coordinate recovery actions across public and private educational providers at all levels.

5.1 Establish a coordinated plan for restoring K-12 education, drawing on the assets of both the public and private school systems.

5.2 Maximize access to childcare.

5.3 Restore the educational mission of the State's higher educational institutions and leverage them as powerful assets in recovery.

2. Expedite restoration of system to support physical and mental wellbeing.

2.1 Establish a stable regulatory environment.

2.2 Prioritize the recovery of individual facilities based on conditions and community needs.

2.3 Strategy Bridge across facilities and systems to share resources, staffing, and funding.

6. Rebuild damaged healthcare, social services, and education facilities and systems.

6.1 Coordinate rebuilding activities and planning with building, land use planning, and housing through shared work plans.

3. Coordinate service delivery, addressing changing healthcare and social service needs.

3.1 Regularly refresh the essential elements of information related to health, social service, and education.

3.2 Facilitate a coordinated approach to addressing priority needs.

4. Communicate frequently and consistently with the public to promote health and raise awareness of available resources.

4.1 Leverage RSF 1 and the Joint Information Center (JIC), to coordinate messages across RSFs and with other players.

4.2 Raise awareness of available health and social resources via all possible channels.

GOALS AND STRATEGIES RELATED TO HOUSING

Immediate

Mid-Term

Long-Term

1. Evaluate housing needs and capabilities and establish a transitional and long-term housing recovery strategy.

- 1.1 Establish a baseline housing inventory and maintain up-to-date information on the status of housing recovery.
- 1.2 Coordinate interdependencies among recovery support functions (RSF) and establish prioritized strategies.
- 1.3 Engage the State’s full array of resources to providing housing following an incident.

3. Enable homeowners and renters to help themselves.

- 3.1 Facilitate the process of moving survivors from emergency sheltering and transitional housing to long-term housing.
- 3.2 Enable individuals and families to identify housing solutions for themselves.
- 3.3 Facilitate access to funding and construction resources to repair and rehab homes.
- 3.4 Educate Survivors on how to guard against fraud and unsafe housing conditions.

2. Have transitional housing solutions available based on the needs and priorities of the impacted neighborhoods.

- 2.1 Provide flexibility and resources to help residents remain in their homes if they are deemed safe.
- 2.2 Explore the use of a range of creative options to provide transitional housing.

4. Ensure provision of affordable, safe housing to residents in impacted area.

- 4.1 Address rental affordability by bridging the federal disaster assistance gap for renters through local programs and assistance.
- 4.2 Regulate and facilitate the rebuilding of housing stock.
- 4.3 Consider developing public and/or private low- and moderate-income housing.
- 4.4 If necessary, consider using incentives to encourage private development.

GOALS AND STRATEGIES RELATED TO INFRASTRUCTURE SYSTEMS

Immediate

Mid-Term

Long-Term

1. Evaluate infrastructure needs and capabilities and establish a shared infrastructure recovery strategy.

- 1.1 Gather and regularly share infrastructure status information.
- 1.2 Facilitate coordination among public and private infrastructure holders.
- 1.3 Establish a coordinated infrastructure recovery strategy while considering all stakeholder supply chain inter-dependencies.
- 1.4 Utilize information gathered and analyzed within the State Regional Resiliency Assessment Programs (RRAP) in order to facilitate infrastructure needs and capabilities.

2. Restore mobility and critical services without losing opportunity to implement flexible solutions.

- 2.1 Remove and dispose of debris.
- 2.2 Prioritize interim roadway repairs.
- 2.3 Provide a wide range of transportation choices to optimize mobility until long-term recovery can be addressed.
- 2.4 Restore critical utilities per the plans of individual infrastructure providers.
- 2.5 Continually coordinate with the other RSFs and act in accordance with the priorities established in their recovery plans.

3. Use post-disaster rebuilding as an opportunity to rethink, redesign, and update infrastructure while considering how the communities are changing and possible long-term solutions for the future.

- 3.1 Modernize individual infrastructure systems during rebuilding.
- 3.2 Where appropriate, employ a forward thinking approach to a single, well-planned, and integrated infrastructure system.

GOALS AND STRATEGIES RELATED TO NATURAL, CULTURAL, AND HISTORIC RESOURCES

Immediate	Mid-Term	Long-Term
<p>1. Evaluate needs and capabilities of parks and open spaces and set a phased recovery strategy.</p>	<p>2. Preserve and facilitate the restoration and betterment of natural assets.</p>	

- 1.1 Maintain an up-to-date understanding of the recovery status of parks and open spaces, and

- 2.1 Engage in recovery actions that conserve, rehabilitate, and restore natural and environmental assets.
- 2.2 Rebuild in ways that improve parks and open spaces.

establish a phased recovery strategy.

1.2 Identify environmental compliance requirements and available personnel assets.

3. Evaluate the damage to historic resources and set short-term priorities.

3.1 Assess the post-disaster condition of historic resources and coordinate with other parties.

3.2 Take timely action to protect public safety and stabilize damaged historic resources.

5. Evaluate the state of arts, cultural, and community assets, identifying roles they can play in recovery.

5.1 Gather and consolidate status information.

5.2 Identify resource needs and engage local, regional, national, and international supporters.

5.3 Identify roles each sector can play in supporting recovery efforts.

4. Encourage the rehabilitation of damaged historic resources.

4.1 Understand and augment available financial and personnel resources.

4.2 Launch a campaign to support the preservation of privately held historic resources by sharing information and resources with private owners.

4.3 Rehabilitate State and community owned resources.

6. Connect arts, culture, and community organizations to the recovery effort and normalization process.

6.1 Use arts and culture to help the community reflect, heal, celebrate, and reenergize the community and economy.