

Authors' Note

This Pre-Disaster Recovery Plan Template was developed by the Houston Urban Area Security Initiative (UASI) Regional Recovery Workgroup. The content included within is only a starting point for your plan development and should be modified as is appropriate to your jurisdiction. It was developed for the free use of jurisdictions within and outside of the Houston UASI region and should not be used for profit.

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The opinions, findings, and conclusions or recommendations expressed in this publication are those of the authors and do not necessarily reflect the views of the U.S. Department of Homeland Security, the Texas Division of Emergency Management, or any individual jurisdiction within the 13-county Houston-Galveston Area Council region.

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Instructions

Pre-disaster recovery planning is best accomplished when all partners work together to build and develop their collective capacity and capability to plan, lead, and manage their recovery and increase their overall resilience. This greatly improves the effectiveness and speed of recovery operations and contributes to a more resilient outcome.

This effort should involve a planning team represented by members of local government, the community's long-term recovery group, community/voluntary organizations active in disaster, the private sector, other recovery partners, and the whole community. Developing relationships with and involving all stakeholders, including those from other mission areas, such as response and mitigation, helps to ensure a coordinated and comprehensive planning process and unified decision-making and, ultimately, to help each sector of the community take pre- and post-disaster actions that significantly reduce future disaster impacts.

Before beginning pre-disaster recovery planning process, we recommend that all planning team members have a basic understanding of disaster recovery and the planning process. There are many recovery training courses available through the Texas Emergency Management Preparedness website (preparingtexas.org). The Texas A&M Engineering Extension Service in particular has a good, high-level Disaster Recovery Awareness training online at <https://teex.org/Pages/Class.aspx?course=DMP370&courseTitle=Disaster%20Recovery%20Awareness>.

This document is a template that was developed by recovery subject matter experts representing different jurisdictions at different levels of government in the state of Texas, as well as experts from other supporting organizations. The intent was to develop content applicable to a broader base as a starting point for pre-disaster recovery planning.

Some of the content may be Texas-specific, but the intent should hopefully be clear enough for the users of this template to identify corresponding ideas applicable to their jurisdiction. Users of this template should read it in its entirety and modify, add to, or remove the content as appropriate to their jurisdiction.

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PRE-DISASTER RECOVERY PLAN

[Name of Jurisdiction]

[Date]

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Introduction

The [Name of Jurisdiction] Pre-Disaster Recovery Plan (PDRP) provides guidance to whomever may be designated as a recovery manager or to whomever will be fulfilling recovery duties following an incident. This is a strategic document and should be applicable to any disaster, regardless of scope, size, or classification (e.g., presidentially declared disaster).

This plan is not intended to be comprehensive or operational but to suggest general strategies for a successful recovery. It informs Annex J: Recovery, as well as Annex O: Human Services. [Add any other plans, annexes, or legal documents that this PDRP will provide authority for].

Key Terms

Community Organizations Active in Disaster (COAD): COAD is a supportive and collaborative entity composed of community organizations, government organizations, businesses, and volunteers that may have resources to assist in disaster response and recovery operations, such as personnel, equipment, or commodities.

Long-Term Recovery Group (LTRG): The LTRG is a collaborative network of community-based, faith-based, and nonprofit organizations; governmental representatives; private sector partners; philanthropic funders; and other recovery partners who are responsible for coordinating the management of the long-term recovery and provide additional long-term assistance to individuals and communities affected by the disaster who do not have adequate resources to recover from the disaster. The LTRG relies on financial capital raised through donations and/or grants, materials, and both skilled and unskilled volunteer labor.

Post-Disaster Recovery Plan: This plan is developed after a disaster has occurred to deal directly with the known consequences of that particular disaster. It is oriented toward physical planning and urban design and includes specific details about recovery projects, organizational priorities, and community recovery goals. A post-disaster recovery plan should be developed specific to each disaster.

Pre-Disaster Recovery Plan: A PDRP provides a framework for leading and managing recovery activities after a disaster. This may include providing human and social services to disaster survivors, gathering data used to develop strategies for an effective recovery, and organizing and managing resources for post-disaster recovery activities. It can also be used to implement the post disaster recovery processes, such as restoring housing, rebuilding schools and childcare services, recovering businesses, identifying resources for rebuilding projects, returning social stability, and coordinating other community planning processes.

Recovery Manager: A recovery manager coordinates the recovery program in collaboration with government, COAD/voluntary organizations active in disaster (VOAD) leadership, and other recovery partners. They oversee the broad range of recovery projects and programs, document and report the details, and ensure that management staff are working together to reach the established goals and whole community vision for recovery.

Recovery Support Function (RSF): RSFs comprise the coordinating structure for key functional areas of assistance in the National Disaster Recovery Framework (NDRF). They support local governments by facilitating problem solving, improving access to resources, and by fostering coordination among state and federal agencies, nongovernmental partners, and stakeholders.

Recovery Task Force: The recovery task force is composed of community leaders, including the recovery manager, local government, state partners, business leaders, COAD/VOAD/LTRG leadership, and advocacies, who develop and oversee recovery strategies for the community. This group drives the development and execution of a cohesive post-disaster recovery plan that includes objectives and solutions.

Voluntary Organizations Active in Disaster (VOAD): VOAD is a coalition of nonprofit organizations that mitigate and alleviate the impact of disasters; provides a forum promoting cooperation, communication, coordination, and collaboration; and fosters more effective delivery of services to communities affected by disaster.

Purpose

The [Name of Jurisdiction] PDRP promotes effective and expeditious approaches to prepare for and manage disaster recovery. It includes high-level objectives, strategies, and coordination that is designed to guide recovery actions that

result in a resilient, safe, physically accessible, sustainable, and economically strong community.

The lead recovery agency or organization may use this plan as a guide for making decisions, establishing priorities, and identifying roles and responsibilities in the short-term, intermediate, and long-term to expedite successful recovery and redevelopment.

This plan links [Name of Jurisdiction], faith-based organizations (FBOs), community-based organizations (CBOs), nonprofit organizations, private sector partners, and philanthropic funders to state and federal recovery guidance and potential post-disaster assistance.

Scope

This plan includes pre-disaster recovery planning guidance that spans the short-term, intermediate, and long-term phases of recovery. It addresses actions for long-term community capacity building and planning; housing restoration and economic recovery; infrastructure and lifeline restoration and reconstruction; continued provision of public safety, security, and community services; and protection of natural and cultural resources.

The pre-disaster recovery plan is intended to be a jurisdiction-wide, multi-agency plan for achieving coordinated recovery. It is flexible and scalable and can be used in any incident, regardless of size, complexity, and declaration type (e.g., local, state, presidential).

The plan is intended primarily for stakeholders in the jurisdiction who will be (or will potentially be) directly involved in implementing disaster recovery. Stakeholders may include members of the public, COADs/VOADs/LTRGs, philanthropic funders, utilities, private sector partners, partners at various levels of government, and others with a general or specific interest in disaster recovery in the jurisdiction.

This plan is consistent with the National Incident Management System (NIMS), the National Disaster Recovery Framework (NDRF), and A Whole Community Approach to Emergency Management.

Assumptions

- Recovery is split into phases (i.e., short-term, intermediate, and long-term).
- Community recovery is a shared process among the local government, the state and federal governments, the business community, FBOs, CBOs, nonprofit organizations, utilities, the public, the private sector, philanthropic funders, and other regional organizations.
- During the recovery phase some or all of this plan may be activated.
- Some incidents may have an immediate high impact on the community; therefore, the activation of this plan may be required with little preparation and minimal notice.
- Plan implementation and decision-making policies will be based on disaster impacts, resources, and needs.
- The incident may cause extensive damage, resulting in disruption to normal life support systems and economic, physical, and social infrastructures.
- Infrastructure systems, including public and private utilities, may be severely affected in the impacted communities.
- An effective recovery may exceed the normal capabilities of the community.
- Mutual aid assistance, pre-positioned contracts, mutual aid agreements (MAAs), emergency procurements, and resources may be activated.
- COAD/VOAD member organizations may implement their own disaster relief programs.
- The community already has an established LTRG.
- Depending on the disaster, the jurisdiction may not be eligible for a presidential declaration.
- Recovery operations for a presidentially declared disaster may differ from recovery operations for a disaster that has not been presidentially declared.
- Long-term recovery resources for a low-attention disaster and/or more rural jurisdiction may differ from long-term recovery resources for a widely publicized disaster and/or more urban jurisdiction.
- A presidential disaster declaration does not guarantee that the jurisdiction will receive individual assistance (IA), public assistance (PA), or any other type of federal assistance.
- The size and scope of the incident will determine which programs and partners will be involved (e.g., federal assistance).
- During recovery to an incident, members of the recovery task force, as well as other community stakeholders, will use post-disaster rebuilding as an opportunity to rethink, redesign, and update infrastructure and will take opportunities to

implement other creative solutions to community planning, capacity building, and resiliency.

- The jurisdiction's emergency operations plan (EOP), continuity of operations (COOP) plan, and continuity of government (COG) plan may be implemented prior to or concurrent with activation and implementation of this plan to ensure that emergency response is conducted and essential services are provided to the highest degree possible.

Recovery Overview

This section succinctly describes the three phases of recovery and defines the RSFs as described in the NDRF.

Recovery Phases

Recovery is typically divided in to three phases: short-term, intermediate, and long-term (see Figure 1). The community as a whole and different functional areas of recovery may advance through the recovery phases simultaneously or at different paces. As a result, this plan may be activated fully or partially, and different functional areas may be activated or demobilized according to need.

Pre-Disaster

The pre-disaster period includes preparedness activities taken in advance of an incident to develop, support, and enhance operational capabilities to facilitate an effective and efficient response and recovery from an emergency situation.

Transition from Response to Recovery Operations

Recovery operations begin immediately after a disaster incident, concurrent with response operations. As a result of this overlap, some emergency support functions (ESFs) and RSFs may be carried out at the same time.

Short-Term Recovery Phase

Short-term recovery is any activity that will return vital life-support systems and critical infrastructure to minimum operating standards. It addresses health and safety needs (beyond immediate rescue and life-safety), the assessment of the scope of damages and needs, the restoration or interim provision of basic infrastructure and essential services, and the mobilization of recovery

organizations and resources. Short-term recovery may last hours to days following an incident, and depending on the scope of the disaster, it may last beyond a week.

Intermediate Recovery Phase

Intermediate recovery involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional—if not pre-disaster—state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures. Intermediate recovery may begin within days of an incident and may last weeks or months afterward, depending on the severity of the disaster.

Long-Term Recovery Phase

Long-term recovery involves rebuilding or relocating damaged or destroyed social, economic, natural, and built environments and moves toward self-sufficiency, sustainability, and resilience to future disasters. The long-term recovery phase begins once the community is in a position to begin planning for permanent reconstruction, revitalization, and/or repurposing of the impacted area, and it may last for many years, even as other functions of the community return to normal. Some long-term recovery activities can begin almost immediately after an incident, as policy and planning associated with short-term and intermediate-term actions will guide long-term decisions.

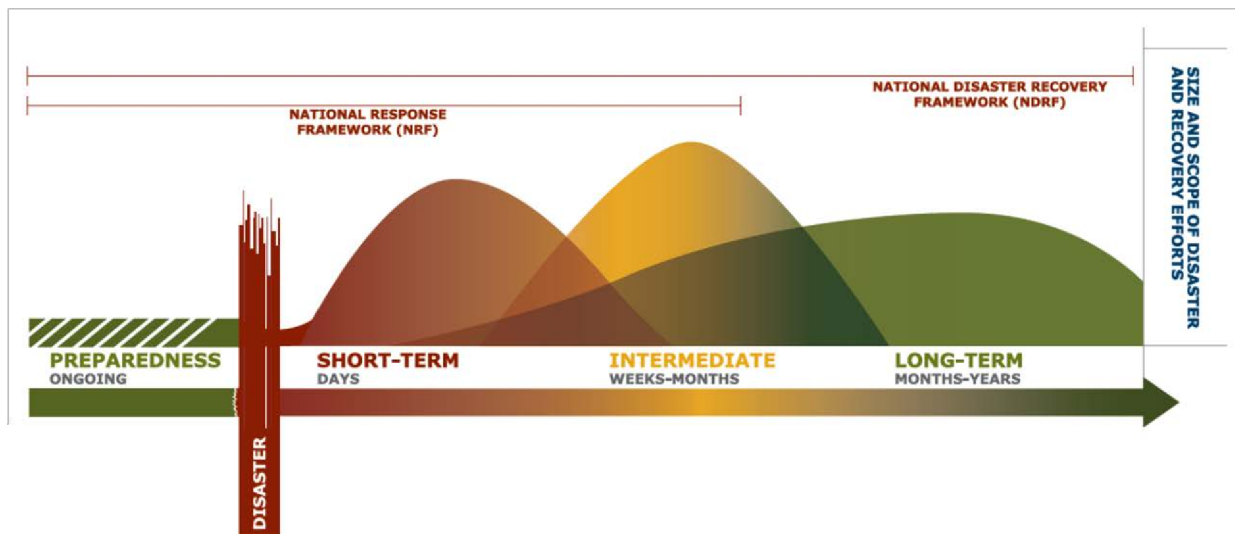


Figure 1: Recovery Continuum¹

¹ Taken from the National Disaster Recovery Framework.

Recovery Support Functions

The RSFs comprise the coordinating structure for key functional areas of assistance in the NDRF. They support local governments by facilitating problem solving; improving access to resources; and fostering coordination among state and federal agencies, nongovernmental partners, and other recovery stakeholders. This section briefly addresses each of the six RSFs and includes RSF goals by recovery phase.

Community Planning and Capacity Building

The mission of the Community Planning and Capacity Building (CPCB) RSF is to enable the jurisdiction to effectively and efficiently carry out community-based recovery planning and management in a post-disaster environment. It strives to restore, strengthen, and enhance the jurisdiction's ability to plan for recovery, engage the community in the recovery planning process, and build capacity (i.e., resources available to support recovery) for plan implementation and recovery management.

The CPCB RSF has an emphasis on integration of hazard mitigation throughout the continuum of pre- and post-disaster recovery planning and implementation. This RSF serves as a forum for helping to integrate the nongovernmental and private sector resources into public sector recovery planning processes.

CPCB RSF Goals	Short-Term	Intermediate	Long-Term
Evaluate community impact and needs.	●		
Set a community engagement and planning strategy.	●	●	
Initiate community- and neighborhood-based recovery planning.		●	●
Engage community resources.	●	●	●
Respond to unanticipated issues not covered by other RSFs.	●	●	●

Figure 2: CPCB Goals by Recovery Phase

Economic Recovery

Economic recovery is the ability to return economic and business activities to a pre-disaster (if not better) state. This RSF also addresses developing new economic opportunities that result in a sustainable and economically viable community.

Economic Recovery RSF Goals	Short-Term	Intermediate	Long-Term
Evaluate needs and capabilities in the business sector.	●	●	
Set recovery priorities.	●		●
Connect businesses with employees, goods, and markets.		●	●
Retain and support all business, including large, medium, and small entities.		●	●
Communicate the status of economic recovery.	●		●

Figure 3: Economic Recovery Goals by Recovery Phase

Health and Social Services

The Health and Social Services RSF outlines the framework to support local recovery efforts that address public health, healthcare facilities and coalitions, and essential social services. Social services programs promote a more effective recovery by supporting individuals and families affected by a disaster.

Health and Social Services RSF Goals	Short-Term	Intermediate	Long-Term
Evaluate needs, capabilities, and service gaps in the health, social services, and education systems.	●	●	
Set recovery priorities.		●	
Support the restoration of public health and the healthcare systems and services.	●		
Support service delivery to the whole community, including individuals with access and functional needs.	●		●
Communicate frequently and consistently with the public to promote health and raise awareness of available services and resources.	●		●
Support the coordination of recovery actions across public and private educational providers at all levels.	●	●	

Figure 4: Health and Social Services Goals by Recovery Phase

Housing

Housing is a critical and often challenging component of disaster recovery, but must be adequate, affordable, and accessible to make a difference for the whole community. The Housing RSF coordinates and facilitates the delivery of resources to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Housing RSF Goals	Short-Term	Intermediate	Long-Term
Evaluate housing needs and capabilities.	●	●	
Establish a housing recovery strategy.	●		●
Provide interim housing solutions based on the needs and priorities of the impacted neighborhoods.	●	●	
Enable homeowners and renters to help themselves.		●	
Ensure the provision of affordable, safe housing for all impacted residents.		●	●

Figure 5: Housing Goals by Recovery Phase

Infrastructure Systems

The Infrastructure Systems RSF facilitates the restoration of infrastructure systems (e.g., energy, water, dams, communications, transportation systems, food production and delivery, government facilities, utilities, sanitation, engineering, flood control, systems that directly support the physical infrastructure of communities, and physical facilities that support essential services) and services to support a viable, sustainable community. This RSF improves resilience to and protection from future hazards.

Infrastructure Systems RSF Goals	Short-Term	Intermediate	Long-Term
Evaluate infrastructure needs and capabilities.	●	●	
Establish a shared infrastructure recovery strategy.	●		●
Restore mobility and critical services.	●		
Rebuild physical facilities that support essential services, including healthcare, social services, and education systems.		●	●
Provide technical and financial resources to infrastructure partners that address legal, policy, and programmatic issues.		●	●

Figure 6: Infrastructure Systems Goals by Recovery Phase

Natural and Cultural Resources

The Natural and Cultural Resources RSF facilitates the preservation, conservation, rehabilitation, and restoration of natural and cultural resources consistent with post-disaster community priorities. This RSF should be compliant with applicable environmental and historical preservation laws and executive orders.

Natural and Cultural Resources RSF Goals	Short-Term	Intermediate	Long-Term
Evaluate needs and capabilities of parks and open spaces; damage to historic resources; and the state of the community's arts, cultural, and community assets.	●—————●		
Set short-term priorities and a phased recovery strategy.	●—————●		
Preserve and facilitate the restoration and betterment of natural assets.		●—————●	
Encourage the rehabilitation of damaged historic resources.		●—————●	
Connect arts, culture, and community organizations to the recovery effort.		●—————●	

Figure 7: Natural and Cultural Resources Goals by Recovery Phase

Strategies

This section addresses strategies the jurisdiction should consider executing in the short-term, intermediate, and long-term phases of recovery. As depicted in Figure 1, the recovery phases overlap with the response phase and with each other. There is no specific time or order in which these strategies should be considered; the recovery manager and/or emergency management should enact them as appropriate to the situation.

Short-Term Strategies

Gather and Analyze Information

Determining the extent of the impact of the disaster on the jurisdiction will drive recovery operations and priorities. Methods for gathering information may include but are not limited to conducting damage assessments and canvassing the affected areas. Immediate needs will be determined from the analysis of the information gathered. Example sources of information include geographic

information system (GIS) data, self-reporting tools, reporting services (e.g., 3-1-1, 2-1-1), social media, and reports from COADs/VOADs/LTRG member organizations.

Implement the Disaster Finance Process

Accurately documenting response and recovery actions and damages is critical for facilitating the disaster finance process. This may include the federal disaster reimbursement process (if available) through the Federal Emergency Management Agency (FEMA) PA Program. Follow established policies and guidance for documenting response and recovery actions and damages, including debris removal operations and emergency protective measures, and develop disaster summary outlines to estimate damages and PA thresholds. This should be practiced regardless of the type of disaster declaration the jurisdiction is eligible for.

Plan and Establish Field Operations

The scope of recovery operations should determine if the following activities will be activated.

Debris Management

Debris operations is a key recovery activity that begins in the short-term recovery phase. Initial debris operations may include emergency push or clearance of debris. Coordination of permanent removal and disposal of debris may extend into intermediate and long-term recovery.

Coordinate with appropriate partners to activate debris management plans to implement debris operations. Debris operations include clearing transportation routes, public rights of way, access to other critical infrastructure; removing health and safety hazards in the community; and preventing potential impacts from future and secondary disasters.

Restoration of Critical Infrastructure

Critical infrastructure provides essential services that are vital to the prosperity of the community. The U.S. Department of Homeland Security's National Infrastructure Protection Plan identifies 16 critical infrastructure sectors: chemical; commercial facilities; communications; critical manufacturing; dams; defense industrial base; emergency services; energy; financial services; food and agriculture; government facilities; healthcare and public health; information technology; nuclear reactors, materials, and waste; transportation systems, and water and wastewater systems. The disruption of any of these systems could

have a debilitating impact on the community and could threaten public health and life safety.

Coordinate with appropriate partners on the restoration of critical infrastructure and utility services. This may include the prioritization of services by sector and/or geographical areas.

Volunteer Management

Volunteer management operations may be established to better coordinate and direct volunteer resources following an incident. If not managed properly and early on, volunteers can impede response and recovery activities and can also become a safety issue. Coordinate with appropriate partners (e.g., nonprofits, CBOs, FBOs, and private sector partners) for the establishment of volunteer operations and prioritization of volunteer assignments. This may include setting up a volunteer reception center, the intake of spontaneous volunteers, assigning of tasks, and tracking of volunteer hours. If volunteer engagement is not aligned with the unmet needs of the community, this can also include active solicitation of volunteer labor.

Donations Management

Donations management operations may be established to provide public messaging pertaining to needed financial and in-kind resources, coordinate the receipt of solicited and unsolicited donations, procure a warehouse to house donated goods, and distribute donated items. Donations may be given in forms other than commodities, such as money, facilities/space, and services. If not managed properly and early on, donations can become a secondary disaster that impedes response and recovery efforts.

Coordinate the efforts of voluntary organizations and local government to manage the donations of goods and services that may occur in the aftermath of a disaster. This may include setting up a donations warehouse, a method for collecting financial donations (e.g., through a foundation or fund), and a system for tracking donations.

Coordinate with Partners for State and Federal Programs

If there is an incident, state and federal disaster assistance programs may become available to the jurisdiction. In order to activate certain programs under a presidential disaster declaration, the jurisdiction will need to meet the

appropriate criteria (e.g., IA and PA thresholds). Some programs may have been activated automatically by the federal government but others may not be available to the jurisdiction unless requested (e.g., Disaster Supplemental Nutrition Program (D-SNAP) or Immediate Disaster Case Management (IDCM)). The jurisdiction may be asked to provide certain resources to implement these programs (e.g., facilities, security, advertisement).

Coordinate with state and federal partners to request and/or implement available programs. The jurisdiction may be required to coordinate, implement, and/or support these programs.

Provide Public Information Updates

Unified messaging is key for accurate information sharing of short-term recovery activities with the public. Generally, during recovery, a joint information center (JIC) may be activated to coordinate messaging among partners.

Continually coordinate and communicate public information with appropriate partners in order to inform the public and other stakeholders of short-term recovery operations and other critical information. Set expectations early on with the public regarding expectations related to how long recovery takes, what is and is not covered by federal funds and resources, and what role the individuals within the community need to take.

Communicate and Coordinate Mass Care Operations with Appropriate Partners

Mass care operations are established to provide life-sustaining resources and essential services to residents affected by the incident. Mass care operations may include activities such as sheltering, mass feeding, and establishing commodity point of distribution (POD) sites and/or bulk distribution. Mass care operations begin in the response phase and transition into the recovery phase. Based on community needs, communicate and coordinate with appropriate partners for establishing and continuing mass care operations.

Coordinate and Communicate with Partners

Effective coordination and communication with partner entities is essential to community recovery because they often have expertise and resources to meet the needs of the community immediately following a disaster. Coordinate and communicate with partners at the local, state, and federal levels of government; private sector partners; nonprofit organizations, COADs/VOADs, and

philanthropic funders to provide the necessary resources, information, and services to meet the needs of the community.

Prepare for Intermediate and Long-Term Operations and Objectives

Because recovery phases overlap, some intermediate and long-term recovery operations may require preparation activities in the short-term recovery phase. Begin planning activities for the intermediate and long-term recovery phases by evaluating current and future unmet needs. This includes setting objectives and prioritizing recovery tasks, such as designating resources and personnel needed to carry out activities and establishing a timeline for when the activities need to occur.

Intermediate Strategies

Transfer from Response Operations to Recovery

During the intermediate recovery phase, most response operations should have concluded, and response assets should have been demobilized. Resources and operations should now be focused on recovery. The recovery manager will direct recovery operations and establish a recovery organizational structure that includes jurisdictional departments and other appropriate stakeholders to identify and complete recovery tasks.

The LTRG may also convene to support individuals affected by the disaster, and a recovery task force may be established to begin addressing post-disaster recovery planning efforts. Coordinate the transition from emergency response operations to disaster recovery operations and begin working with the LTRG and recovery task force to identify continuing recovery objectives.² Transition COAD/VOAD operations to the LTRG, as appropriate.

Continue the Disaster Finance Process

Accurately documenting response and recovery actions and damages is critical for facilitating disaster finance process. This may include the federal disaster reimbursement process (if available) through the FEMA PA Program. If the jurisdiction is not eligible for PA, continue to follow established documentation

² If an LTRG has not already been established prior to the incident, work with the state's voluntary agency liaison to identify an organization to chair and establish an LTRG.

processes for cost recovery, including insurance and other types of funding, for auditing purposes. Else, follow the FEMA Public Assistance Program and Policy Guide to coordinate with state and federal partners on conducting a preliminary damage assessment (if applicable); completing the Request for Public Assistance Forms; and scheduling the Applicant Briefing, Exploratory Call, and Recovery Scoping Meeting.

Societal Restoration and Revitalization of the Economic Base

Depending on the scope of the disaster and the efforts made during the short-term recovery phase, the following actions may or may not be activated to return the community, critical infrastructure, and essential government or commercial services to a functional—if not pre-disaster—state.

Further Restoration of Critical Infrastructure

The focus of restoration of critical infrastructure shifts from life safety activities to mitigation and resiliency activities that benefit the community. Continue coordination with appropriate partners on restoration of critical infrastructure. In support of the post-disaster recovery planning process, begin considering how restoring critical infrastructure will affect the restoration of the community, as well as how the opinions of the community inform the improvement of existing or the development of new or improvement of existing infrastructure.

Evaluate Community Needs

Individual needs may shift from basic needs (e.g., food, water, shelter, clothing) to interim and long-term needs (e.g., behavioral health counseling, funding and materials for repair/rebuild, housing). Evaluate current and future unmet recovery needs through community canvassing, the COAD/VOAD/LTRG, community meetings, and recovery centers to determine and/or reprioritize recovery operations.

Restoration of Local Businesses and Commodity Partners

Reestablishing the business sector during the intermediate recovery phase helps meet current community needs and begins to revitalize the local economy. Businesses will be evaluating their needs reopening as soon as they can—if they choose to and are able to reopen.

Engage local businesses and commodity partners within the jurisdiction and region at large to assess which resources and actions (e.g., amending regulations, code compliance, and/or the permitting processes) are needed to

expedite the reopening of businesses. Identify challenges to this process and communicate them to elected officials.

Assess economic needs and their direct impact on the community. Additionally, evaluate community needs and how they affect the business sector. As businesses reopen, assess the need for commodity distribution centers (e.g., PODs).

While it may be practical to close commodity distribution centers in some areas of the community, other areas may have an ongoing need. Commodity distribution centers should always be a short-term solution, so the jurisdiction may provide resources and support to businesses, as appropriate, to facilitate the demobilization of the distribution centers.

Reestablishment of Non-Emergency Government Services

As basic recovery needs of the community and local economy are being met, non-emergency governmental services, such as the court system, tax offices, and transportation services, are reestablished and resume operations. Meet with local government partners to determine and plan for when and how non-emergency governmental services should be restored.

Restoration of Community Services

As basic recovery needs of the community and local economy are being met, community services (e.g., senior centers, meal delivery programs, day programs for children, and other support programs) are reestablished for operations. Coordinate with community service partners to determine and plan for when and how community services should be restored.

Restoration of Educational Systems

Educational systems are an important component to a functioning and resilient community. The reestablishment of educational systems is critical to the revitalization of the economic base, particularly because it makes it easier for parents to return to work. It also positively contributes to the emotional and behavioral health of the community.

Continually assess the community's ability to restore its educational systems. If the community is unable to support a functioning education system, coordinate with appropriate entities (e.g., school districts, the Texas Education Agency (TEA), local government, institutions of higher education, private schools, community partners, home school co-ops) on interim solutions while planning to reestablish permanent schools and facilities in the community or elsewhere.

Develop a Post-Disaster Recovery Plan

The post-disaster recovery planning process addresses known consequences of the disaster and is oriented toward physical planning and urban design. The purpose is to identify recovery projects, organizational priorities, and community recovery goals that promote community resiliency.

A post-disaster recovery plan includes feedback from the local government, private sector, LTRGs, CBOs, and other whole community partners that captures a collective and mutually agreed upon notion of what the community should look like at the end of the recovery period. The plan prioritizes recovery projects that would achieve that vision and make the community more resilient.

Engage the whole community to understand its vision for a more resilient community in order to manage expectations and to prioritize mitigation and recovery projects, and coordinate with appropriate community stakeholders to create a realistic recovery timeline.

Support Community Repopulation

When recovery has reached a point where the community and homes are safe, sanitary, and secure and there is a viable housing program (e.g., non-congregate shelter, disaster housing), residents may begin returning home. Assess the safety and security of the affected area and create and disseminate a repopulation timeline to accurately inform residents of when and how they can return to their homes. Coordinate with partners (e.g., local, state, federal, nonprofit, media) to facilitate repopulation for residents and businesses. This may require increased coordination and communication for the repopulation of disaster-impacted residents who were evacuated by the government to other cities.

Evaluate Interim/Permanent Housing Needs

Residents are transitioning to safe, sanitary, and secure housing during the intermediate recovery phase. Interim and permanent housing solutions greatly impact a community's (including the economic and business community) ability to recover. Assess current and future housing needs (interim or permanent) through government relations, COAD/VOAD/LTRG, and community meetings. Evaluate the inventory of available affordable housing and develop interim/permanent housing solutions as necessary. Consider if any residents may need to be permanently relocated as part of mitigation strategies.

Demobilize Mass Care Operations

During the intermediate recovery phase, residents are transitioning into interim or permanent housing, and critical utilities and resources are resuming operations. Mass care operations should be demobilized as appropriate in order to boost the economy and promote individual and community recovery. Evaluate current and future needs for mass care operations and begin planning for and coordinating demobilization with appropriate partners.

Continue Providing Public Information Updates

During the intermediate recovery phase, the public will be seeing information on various subjects (e.g., school openings, locations of disaster recovery centers (DRCs), how to get assistance, how to volunteer and/or donate). Continuing to issue unified messaging is key for accurate information sharing of intermediate recovery activities. It should be noted that the physical JIC may have been demobilized, making coordination among recovery partners especially critical. Continually coordinate and communicate public information with appropriate partners in order to inform the public and other stakeholders of intermediate recovery operations and other critical information.

Continue to Coordinate and Communicate with Partners

Stakeholders may change between the short-term and intermediate recovery phases. Continued coordination and communication with entities actively engaged in intermediate recovery activities is essential in order to align recovery efforts and to effectively use the expertise and resources of these partners.

Based on the previous evaluation of community needs, identify and engage appropriate stakeholders.

Evaluate the community's needs, including resources, information, and services, then identify stakeholders at the local, state, and federal levels of government; private sector partners; nonprofit organizations, and philanthropic funders that are able to meet the current and continuing needs of the community. Coordinate and communicate with these partners on an ongoing basis.

Continue Planning for Long-Term Recovery Operations and Objectives

Planning activities for long-term recovery operations that began in the short-term or intermediate recovery phases will need to be sustained. This supports long-term objectives and prioritizing recovery and mitigation projects. Continue planning activities for the long-term recovery phase by evaluating current and future unmet needs.

Long-Term Strategies

In the long-term recovery phase, the role of emergency management may shift from direct coordination of recovery activities to support activities (e.g., the emergency manager may participate on an LTRG). However, other governmental departments may manage or coordinate recovery activities appropriate to their function (e.g., a housing department coordinating permanent housing solutions, the finance department coordinating the federal reimbursement process). While the emergency management coordination role may become reduced, emergency managers and/or the recovery manager should continue to advocate for long-term recovery strategies, such as the following:

- Ensuring that the LTRG remains active -and continues to champion restoring, maintaining, and enhancing the quality of life and community resiliency.
- Evaluating community needs and coordinating with community development partners to ensure community resilience is the focus of the post-disaster recovery planning efforts while integrating with other hazard mitigation and community plans. This includes initiatives such as improving infrastructure in advance of future disasters.
- Ensuring that the post-disaster recovery plan is referenced and maintained throughout the long-term recovery process, if applicable.
- Identifying funding sources to implement and support long-term recovery initiatives (e.g., Community Development Block Grant–Disaster Recovery (CDBG-DR), mitigation grant, bonds, philanthropic funds).³
- Monitoring the status of FEMA PA projects within the jurisdiction as applicable.
- Coordinating and communicating public information with appropriate partners in order to inform the public and other stakeholders of long-term recovery

³ There are multiple funding sources. The primary source—if the community is eligible—is the PA grant. It must be submitted prior to its deadline. Additional resources may become available through CDBG-DR and other grant programs.

operations, successes in recovery, unmet recovery needs, and other critical information.

- Continuing messaging about recovery activities, preparedness for future disasters, as well as reinforcing expectations for continued recovery efforts.

Organization and Assignment of Responsibilities

Recovery operations are handled by a variety of groups and partners in a collaborative manner. These groups and partners and their roles and responsibilities will change as recovery progresses from response to recovery and for each recovery phase. Organizations and stakeholders involved in recovery may depend on the incident.

Organization

The following stakeholders comprise typical recovery groups and partners.

Local Government

The local government is responsible for managing and coordinating recovery operations and assisting residents, businesses, and the community at large with returning to a state of normal. Local government steers how recovery happens and is responsible for coordinating with state and federal recovery partners.

Recovery Manager

A recovery manager coordinates the recovery program with leadership, oversees the broad range of recovery projects and programs, documents and reports the details, and ensures that management staff are working together to reach the established goals and community vision for recovery. The recovery manager may also handle political issues related to recovery. If not already designated, the recovery manager should be designated by the highest elected official or body.

VOADs

Each VOAD member and partner organization specializes in a particular area of disaster operations. For example, response and/or short-term recovery VOAD members and partners will demobilize and return to their normal daily operations

once the intermediate recovery phase begins, whereas other VOAD members and partners may transition their focus to long-term recovery and may serve as part of an LTRG. Moreover, some VOAD member and partner organizations will not begin engagement until the long-term recovery period begins. It is important to note that VOAD member and partner operational capacity can vary from incident to incident based on a variety of factors, including financial donations and volunteer interest.

Long-Term Recovery Group

Depending on the incident, the LTRG may begin planning in short-term or intermediate recovery, but its focus is on the long-term recovery of the community. Generally, the LTRG is composed of nonprofit organizations, business partners, faith-based organizations, local government, state and federal stakeholders.

Recovery Task Force

The recovery task force is composed of community leaders, including the recovery manager, local government, state partners, business leaders, COAD/VOAD/LTRG leadership, and advocacies, who develop and oversee recovery strategies for the community. This group drives the development and execution of a cohesive post-disaster recovery plan that includes objectives and solutions.

Other Potential Recovery Partners

- Private utilities
- Elected officials
- Private-sector partners
- Nonprofit, faith-based, and community-based leaders
- Chambers of commerce
- School systems, including school districts and institutes of higher learning
- Natural and cultural resources preservation and restoration organizations (e.g., historical commissions, parks departments)
- Political subdivisions (e.g., emergency services districts, municipal utility districts)
- State and federal partners
- Other subject matter experts

Assignment of Responsibilities

The scale of the incident will determine which positions are activated to coordinate recovery operations. For smaller incidents, one person could potentially serve in multiple roles.

Short-Term Recovery

The following positions have responsibilities in the short-term recovery phase.

Position	Responsibilities
Recovery manager	<ul style="list-style-type: none"> • Establish a recovery structure and oversee the appropriate positions under the recovery manager, if applicable. Otherwise, assume the tasks of those positions. • Coordinate with the agency or organization responsible for damage assessment to determine the impact of the disaster on the jurisdiction and where damages have occurred and to begin assessing if the jurisdiction will meet the criteria for a declaration. • Coordinate with the COADs/VOADs and any other nonprofit, faith-based, and governmental groups. • Maintain communications and coordinate with other governmental partners and jurisdictions regarding recovery operations. • Coordinate the logistics of available local, state, and federal programs (e.g., D-SNAP). • Update the emergency management coordinator (EMC) and/or highest elected official with the status of recovery operations. • Begin coordination with the LTRG for intermediate and long-term recovery activities.
Damage assessment coordinator	<ul style="list-style-type: none"> • Report to the recovery manager. • Manage damage assessment teams. <ul style="list-style-type: none"> ▪ A team should be established that is responsible assessing residences. ▪ A separate team should be established to assess government infrastructure. • Compile and report the information collected from the damage assessment teams in the disaster summary outline for

Position	Responsibilities
	<p>submittal to the state to determine whether local resources are sufficient to effectively respond and recover from the incident.</p> <ul style="list-style-type: none"> • Coordinate more detailed damage assessments to inform recovery activities. • Share damage assessment information with the recovery manager and appropriate recovery partners.
Debris management coordinator	<ul style="list-style-type: none"> • Report to the recovery manager. • Activate the debris management plan/contracts. • Manage the debris monitor organization and the debris collection team. • Set the debris collection schedule and communicate it to appropriate stakeholders. • Coordinate with appropriate organizations to establish temporary debris sites and/or use landfills. • Request permission from FEMA/homeowners associations (HOAs) to pick up debris in gated communities, if applicable.
IA officer (activated for an IA federal disaster declaration)	<ul style="list-style-type: none"> • Report to the recovery manager. • Coordinate overall IA activities, including the following: <ul style="list-style-type: none"> ▪ Monitoring reports from the state and federal government, if applicable (e.g., IA daily status report, the FEMA registrant database). ▪ Liaising with the state, FEMA, and nonprofit entities. ▪ Coordinate the logistics of disaster recovery centers and FEMA disaster survivor assistance teams. • Coordinate with the JIC to make sure information is continually disseminated to the public about recovery programs (e.g., registering for FEMA assistance).
Public assistance officer (activated for a PA federal disaster declaration)	<ul style="list-style-type: none"> • Coordinate with PA applicant agent as appropriate (in some cases, may act as the applicant agent). • Report to the recovery manager. • Coordinate with the damage assessment coordinator in compiling disaster summary outlines to determine if estimated damages will reach PA thresholds. • Work with the recovery manager and appropriate partners to coordinate the preliminary damage assessment. • Complete the request for public assistance forms. • Schedules and coordinates the applicant briefing, exploratory call, and recovery scoping meeting. • Liaise with the state recovery administrator and FEMA program delivery manager.

Position	Responsibilities
Public information officer	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Push out recovery messages to the public (e.g., official information, debris separation, DRC/multi-agency resource center (MARC) information, volunteer reception center (VRC) information, donations management information, available resources). • Monitor media for information that may inform recovery activities. Report this information to the recovery manager. • Begin coordinating logistics for townhall/community meetings. • Develop messaging about realistic expectations regarding the recovery process.

The following departments and organizations have responsibilities in the short-term recovery phase.

Departments/Organizations	Responsibilities
COADs/VOADs	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Provide basic needs (e.g., food, shelter, clothing, water, medical) assistance to residents. • Coordinate, communicate, collaborate, and cooperate among each other to ensure that there is not a duplication of effort. • Provide support and resources to the LTRG and/or disaster case management processes.
Housing/Community development department	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Coordinate short-term housing initiatives (e.g., hotel stays, non-congregate sheltering, transition to apartments and other affordable housing).
Public health department	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Conduct epidemiological surveillance in all congregate shelters. • Provide prophylaxis to responders and residents in the disaster impacted area. • Coordinate with residents registered in the State of Texas Emergency Assistance Registry (STEAR) and/or local access and functional needs database to help

Departments/Organizations	Responsibilities
	<p>them access assistance they may need following the incident.</p> <ul style="list-style-type: none"> • Provide and/or coordinate public health services (e.g., D-SNAP, well water test kits, prescription vouchers). • Coordinate disaster behavioral health services. • Conduct vector control activities.
<p>Engineering/Public infrastructure department</p>	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Designate the individual who will serve as the debris management coordinator and coordinate with the designated department responsible for public assistance. • Under the guidance of the public assistance officer, this department is responsible for conducting damage assessments. • Under the guidance of the debris management coordinator, this department is responsible for managing debris removal activities.
<p>Office of emergency management</p>	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Manage and coordinate recovery activities. • Ensure that the disaster declaration process has begun with the issuance of a local disaster declaration. • Ensure information is being shared between departments, agencies, elected officials, and the public to create a common operating picture. • Coordinate with the recovery task force in developing the post-disaster recovery plan. • As appropriate, coordinate with the Texas Collections Emergency Response Alliance (TX-CERA) to support organizations responsible for the preservation of natural and cultural resources and historic properties.

Intermediate Recovery

The following positions have responsibilities in the intermediate recovery phase.

Position	Responsibilities
Recovery manager	<ul style="list-style-type: none"> • Continue to oversee the recovery structure and oversee the appropriate positions. Otherwise, assume the tasks of those positions. • Coordinate with the COADs/VOADs and any other nonprofit, faith-based, and governmental groups. • Coordinate with the LTRG to begin intermediate and long-term recovery operations. • Maintain communications and coordinate with other governmental partners and jurisdictions regarding recovery operations. • Coordinate the logistics of available local, state, and federal programs (e.g., disaster housing programs). • Update the EMC and/or highest elected official with the status of recovery operations. • Plan appropriately to apply for federal funding and other grants that may be available and plan to administer the funding received. • Coordinate the development of the post-disaster recovery plan.
Debris Management Coordinator	<ul style="list-style-type: none"> • Report to the recovery manager. • Collect and analyze information, including debris management data to be shared with other recovery stakeholders. • Manage the debris monitor organization and the debris collection team. • Reevaluate the debris collection schedule, as necessary, and communicate it with appropriate stakeholders. • Continue to coordinate with appropriate organizations regarding temporary debris sites and/or landfill usage. • Work with the public assistance officer to ensure that appropriate documentation is being tracked for federal reimbursement purposes. • Work toward concluding and demobilizing debris management operations.
IA Officer	<ul style="list-style-type: none"> • Report to the recovery manager. • Coordinate overall IA activities, including the following: <ul style="list-style-type: none"> ▪ Monitoring reports from the state and federal government, if applicable (e.g., IA daily status report, the FEMA registrant database). ▪ Liaising with the state, FEMA, and nonprofit entities. ▪ Coordinating the logistics of disaster recovery centers and FEMA disaster survivor assistance teams.

Position	Responsibilities
	<ul style="list-style-type: none"> Assess the need to apply for program extensions, if appropriate. Otherwise, work toward concluding and demobilizing IA operations during the intermediate recovery phase. Coordinate with the JIC to make sure information is continually disseminated to the public about recovery programs (e.g., FEMA assistance).
Public assistance officer	<ul style="list-style-type: none"> Report to the recovery manager. Coordinate overall public assistance activities. Coordinate with the Debris Management Coordinator. Coordinate site inspections. Capture and document damages. Maximize reimbursement of funds. Identify projects eligible for 406 mitigation. Maintain and update PA Portal data access and entries.
Public information officer	<ul style="list-style-type: none"> If public information duties would transfer from one department to another during this phase, facilitate the transition of public information staff. Coordinate with the recovery manager. Push out recovery messages to the public (e.g., official information, debris separation, DRC/MARC information, available resources, volunteer and donation opportunities, concluding recovery programs). Monitor media for information that may inform recovery activities. Report this information to the recovery manager. Coordinate logistics for and conduct townhall/community meetings.

The following departments and organizations have responsibilities in the intermediate recovery phase.

Departments/Organizations	Responsibilities
COADs/VOADs	<ul style="list-style-type: none"> Coordinate with the recovery manager. Continue to provide immediate assistance as necessary (e.g., food, shelter, clothing, water, medical) to residents. Coordinate, communicate, collaborate, and cooperate to ensure that there is not a duplication of effort. Transition to support LTRG efforts, as appropriate.

Departments/Organizations	Responsibilities
Long-term recovery group	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Convene recovery-oriented VOADs, local government, and other organizations that will support community recovery needs. • Determine and perform the functions/services the LTRG will provide to the community (e.g., disaster case management, home repair programs).
Housing/Community development department	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Coordinate the transition of residents from short-term and temporary housing situations to intermediate or permanent housing. • Coordinate intermediate housing programs (e.g., Direct Housing Program, transition to apartments and other affordable housing). • Plan appropriately for federal funding used for housing-related initiatives, including repair/rebuild and other community programs for low-to-moderate housing groups (e.g., CDBG-DR funding). • Coordinate with the LTRG and appropriate long-term recovery nonprofit partners, local government, and the community at large on housing initiatives.
Public health department	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Conduct epidemiological surveillance in all congregate shelters. • Provide prophylaxis to responders and residents in the disaster impacted area. • Coordinate with residents registered in the STEAR and/or local access and functional needs database to help them access assistance they may need following the incident. • Provide and/or coordinate public health services (e.g., D-SNAP, well water test kits, prescription vouchers). • Coordinate disaster behavioral health services in conjunction with the LTRG. • Monitor health impacts to the public and responders resulting from the incident (e.g., mold or asbestos exposure). • Conduct vector control activities.

Departments/Organizations	Responsibilities
Engineering/Public infrastructure department	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Continue conducting damage assessments and managing debris removal activities. • Set up permitting centers or providing permitting information. • Provide input for mitigation actions regarding public infrastructure. • Coordinate public assistance projects (e.g., project worksheets) or coordinate with the designated department responsible for public assistance. • Set up permitting centers or providing permitting information.
Office of emergency management	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Manage and coordinate recovery activities. • Ensure information is being shared between departments, agencies, elected officials, and the public to create a common operating picture. • Coordinate with the recovery task force in developing the post-disaster recovery plan. • Coordinate economic recovery activities with appropriate partners (e.g., chambers of commerce, economic development council). • As appropriate, continue coordinating with TX-CERA to address the needs of organizations responsible for the preservation of natural and cultural resources and historic properties.
Recovery task force	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Coordinate the development of the post-disaster recovery plan. • Coordinate and manage strategic recovery planning and decision making. • Establish principles and policies for recovery (e.g., community planning efforts). • Ensure transparency and accountability in the investment of recovery programs. • Communicate progress to appropriate stakeholders. • Delegate responsibilities as necessary.

Long-Term Recovery

The following positions have responsibilities in the long-term recovery phase.

Position	Responsibilities
Recovery manager	<ul style="list-style-type: none"> • Continue to oversee the recovery activities and programs—those that fall under the recovery manager and those that may have been delegated to other departments and partners. • Coordinate with the LTRG to sustainably continue long-term recovery programs and activities. • Continue to coordinate and eventually closeout any ongoing IA programs that the IA officer may have been responsible for. • Update the EMC and/or highest elected official with the status of recovery operations. • Coordinate with the public information officer about ongoing recovery programs and activities. Ensure that messaging includes information about available funding, as well personal preparedness and resiliency in advance of future incidents. • Continue to maintain communications and coordinate with other local, state, and federal governmental partners regarding recovery programs and activities. • Coordinate the logistics of available local, state, and federal programs (e.g., disaster housing and grant-funded programs) through the long-term recovery phase until demobilization. • Continue to research and apply for funding opportunities for long-term recovery activities and programs at the government/community level and for households, as appropriate. • Inform policy makers and other elected officials of ways to improve response/recovery as it affects policy or legislation. • Conduct an after-action process specific to recovery operations then coordinate the update of the pre-disaster recovery plan in preparation for the next incident.
Public assistance officer	<ul style="list-style-type: none"> • Manages project worksheets, as appropriate. • Prepare for audits, as appropriate. • Maintain and update the PA Portal. • Respond to requests for information and essential elements of information in the PA Portal. • Determine the scope of work and cost estimate of projects. • Provide quarterly updates to the state and FEMA. • Coordinate closeout and audit of projects. • Prepare projects for obligation.

Position	Responsibilities
	<ul style="list-style-type: none"> • Provide insurance documentation.
Public information officer	<ul style="list-style-type: none"> • Continually distribute recovery-related information.

The following departments and organizations have responsibilities in the long-term recovery phase.

Departments/Organizations	Responsibilities
Long-term recovery group	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Continue to coordinate, perform, and eventually close out the functions and services the LTRG provides to the community. • Solicit feedback from long-term recovery stakeholders to improve recovery activities for future incidents. Share this information with the recovery manager as part of the after-action process. • Transition to preparedness and mitigation activities as long-term recovery programs and activities close out.
Housing/Community development department	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Continue to coordinate the transition of residents from short-term and temporary housing situations in to intermediate or permanent housing. • Implement programs using federal funding for housing related initiatives, if applicable. • Continue to coordinate with the LTRG and appropriate long-term recovery nonprofit partners; local, state, and federal governments; real estate agencies; and the community at large to implement housing initiatives.
Public health department	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Continue to coordinate disaster behavioral health services in tandem with the LTRG. • Continue to monitor health impacts to the public and responders resulting from the incident (e.g., mold or asbestos exposure).

Departments/Organizations	Responsibilities
Engineering/Public infrastructure department	<ul style="list-style-type: none"> • Coordinate with the recovery manager. • Continue to provide permitting information or facilitate the permitting process. • Continue to provide input for mitigation actions regarding public infrastructure (see the hazard mitigation plan). • Continue to coordinate public assistance projects (e.g., project worksheets) or coordinate with designated department responsible for public assistance. • Research and apply for appropriate grants related to public infrastructure/mitigation for recovery efforts.
Office of emergency management	<ul style="list-style-type: none"> • Research and apply for appropriate grants (e.g., hazard mitigation, U.S. Department of Agriculture) for recovery efforts. • Support the recovery manager and the recovery task force. • Continue to ensure information is being shared between departments, agencies, elected officials, and the public to maintain the common operating picture. • Coordinate and manage other recovery-related projects or programs as they are assigned to the office of emergency management. • Begin strategic planning for preparedness initiatives to be incorporated into recovery activities.
Recovery task force	<ul style="list-style-type: none"> • Implement activities developed in the post-disaster recovery plan. • Continue to coordinate and manage strategic recovery planning and decision making. • Revise principles and policies for recovery as necessary. • Continue to ensure transparency and accountability in the investment of recovery programs. • Continue to communicate progress to appropriate stakeholders. • Delegate responsibilities as necessary.

Direction, Control, and Coordination

Organizations involved in recovery operations are autonomous and maintain their own authorities while remaining in compliance with all executive decisions and recovery plan standards, roles, and responsibilities.

Recovery Administrative Structure

[Name of Jurisdiction] will be responsible for defining and executing its own recovery and will establish its leadership role in such a way that it can integrate into local, regional, state, and federal recovery efforts.

The [County Judge/Mayor/City Manager] will provide general guidance for and oversee the operation of the local disaster recovery program and may authorize those programs and projects that require approval by the chief elected official or chief operating officer. The [County Judge/Mayor/City Manager] may provide general direction to the recovery manager regarding local recovery operations.

The emergency management coordinator or designee should direct day-to-day disaster recovery activities and serve as the recovery manager unless otherwise designated.

The recovery manager should manage local disaster recovery activities and coordinate with the COADs/VOADs/LTRG, the recovery task force, other departments and agencies, and other recovery partners.

Plan Integration

This plan is a companion document to the [Name of Jurisdiction] Emergency Operations Plan and includes guidance for organizations with recovery roles to conduct pre-disaster coordination to enhance recovery-related preparedness and to build capabilities. The recovery manager may not have access to all of

the documents listed below and should work with appropriate liaisons to access them.

Integration Element	Applicable Documents
Damage assessment	Annex J: Recovery; Annex K: Public Infrastructure and Engineering
Debris management	Annex K: Public Infrastructure and Engineering; local debris management plans
Disaster behavioral health	Annex H: Health and Medical; Annex O: Human Services; LTRG plans
Disaster cost recovery	Annex J: Recovery; disaster finance plan or policies
Disaster declaration process	Annex J: Recovery; Annex U: Legal
Donations management	Annex T: Donations Management (volunteer management)
Economic recovery	Private sector plans; supply chain plan; commodities plan
Housing	Mitigation plan; CDBG-DR guidance; VOAD/LTRG plans
Long-term recovery group	Annex O: Human Services: Texas Long-Term Recovery Guide; local LTRG plans
Mass care (e.g., feeding, distribution of emergency supplies)	Annex C: Shelter and Mass Care; Annex O: Human Services; Annex T: Donations Management; POD plan; VOAD plans
Mitigation	Annex P: Hazard Mitigation; local hazard mitigation plan; post-disaster recovery plan
Natural and cultural resources	Local permitting policies; historical, museums, faith-based, art society plans; ecological and environmental plans, parks plans; Texas Parks and Wildlife Land and Water Resources Conservation and Recreation Plan
Partnerships	Nonprofit plans, VOAD plans; LTRG plans; private partner plans; regional, state, and federal plans and policies
Planning	Post-disaster recovery plan; local, regional, state, and federal plans and policies
Public information	Annex I: Public Information
Restoration of governmental infrastructure	Annex K: Public Infrastructure and Engineering; COOP plan; IT disaster recovery plans
Restoration of governmental mission essential functions	COOP plan; IT disaster recovery plans
Restoration of public health and healthcare systems	Annex H: Health and Medical; healthcare provider plans
Restoration of utilities	Annex L: Utilities; Private Utilities Plans

Integration Element	Applicable Documents
Sheltering	Annex C: Shelter and Mass Care
Social services	Annex C: Shelter and Mass Care; Annex O; Human Services; assistance center plan
Volunteer management	Annex T: Donations Management (volunteer management)

Administration and Support

Documentation and Record Keeping

The jurisdiction should maintain detailed documentation for disaster response and recovery operations (e.g., disaster expenditures, record of damages, contracts and agreements, legal documents). These records may be used to recover costs from the responsible party or insurers or as a basis for requesting reimbursement for certain allowable response and recovery costs from the state and/or federal government. These documents may also be used in legal matters as a result of the incident.

It is important to capture data and essential elements of information metrics in order to develop products that will update elected officials, the emergency management coordinator, recovery partners, and the public on the progress of recovery. This information may also inform recovery activities.

Contracts and Agreements

The jurisdiction should develop and maintain contracts and agreements with partners in the event requests need to be made for assistance from jurisdictions, agencies, partners, and industry in order to be compliant with local, state, and federal policies.

Developing and maintaining data sharing/release of information agreements that appropriately address information sharing terms and conditions—particularly related to personally identifiable information—is key for compliance with local, state, and federal policies.

Training

The jurisdiction should ensure that personnel with roles and responsibilities addressed in this plan continually attend training related to appropriate recovery functions so that they are able to adequately perform their duties. Information about several recovery-related trainings is available through FEMA's National Preparedness Course Catalog

(<https://www.firstrespondertraining.gov/frt/npccatalog>) and the Texas Emergency Management Preparedness website (<https://www.preparingtexas.org>).

Plan Development and Maintenance

The preparation and revision of this plan will be the responsibility of the EMC (or designee) with involvement of all applicable support agencies. It should be updated, revised, and reviewed every three years or after an incident or an exercise that results in corrective actions.

This document should be socialized among agencies and organizations addressed in the Organization and Assignment of Responsibilities section. These agencies and organizations should receive regular training, and this plan should be exercised regularly.

Authorities and References

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