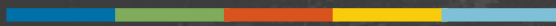


Section 5: Recovery Support Functions



Overview

The mission of the Recovery Support Functions (RSFs) is to operate as a coordinating structure to build, sustain, and deliver local resources to support recovery in seven key functional areas:



The RSFs facilitate problem solving, improve access to resources, and foster coordination between government agencies, communities, and other stakeholders on issues that are vital to effective recovery after a disaster.

This section of the *Regional Recovery Framework* contains guidance for local governments in the PMR to develop and adopt their own RSFs within their Local Recovery Framework. **Table 42** summarizes the guidance provided for each of the seven RSFs in this section.

Table 42: RSF Guidance

Section	Description
Mission	The Mission section outlines the overall goals and key objectives for each RSF.
Organization	The Organization section identifies the governing structure for the RSFs, providing information on main authorities and leadership for each RSF. More information on RSF leadership for each county can be found in the County Annexes provided to each jurisdiction’s recovery planning lead.
Coordination	The Coordination section identifies focus areas and activities that require cross-RSF coordination.
Implementation Milestones (Short-, Intermediate-, and Long-Term Operations)	<p>The Implementation Milestones identify important milestones, activities, and essential elements of information for each recovery phase. See below for information on each of these components:</p> <ul style="list-style-type: none"> ▪ Milestones: Major progress points in the recovery of a support function and/or movement toward mission objectives in that specific RSF. ▪ Activities: Specific actions related to achieving the milestone. ▪ EElis: Information requirements that are needed to promote informed decision-making in recovery operations to full activities and milestones.⁵⁰ ▪ Recovery Overview for information on recovery phases.

⁵⁰ FEMA, n.d. Glossary: Essential Elements of Information. Retrieved at: <https://emilms.fema.gov/IS822/glossary.htm>

An aerial, grayscale photograph of a city valley. A river winds through the center of the valley, surrounded by dense urban development. In the background, a prominent mountain peak rises above the city. The overall scene is captured from a high angle, showing the layout of the city and its natural surroundings.

RSF 1: Community Planning and Capacity building

RSF 1: Community Planning and Capacity Building

Mission

The purpose and mission of the Community Planning and Capacity Building (CPCB) RSF is to identify potential resources that support the development of executable recovery plans which promote sustainable, resilient, and inclusive community recovery.⁵¹ The CPCB RSF focuses on engaging with stakeholders, affected populations, and the other RSFs to identify needs and priorities. Key responsibilities and mission objectives include:

- Evaluating and sharing information on community conditions and CPCB RSF challenges throughout the disaster area;
- Leveraging all applicable federal and non-federal (e.g., state, non-governmental organization, private sector) assistance opportunities;
- Working with other RSFs to support redevelopment and recovery is equitable, timely, and cohesive;
- Developing engagement processes and plans; and
- Coordinating priority identification, goal setting, and community engagement.

Organization

Each RSF will organize around a common structure that delivers a balance of coordination, leadership, and expertise to drive recovery efforts in that functional area. This recommended RSF organizational structure can be seen in **Figure 17**.

Each RSF will be led by an RSF Coordinator who is responsible for promoting coordination within the RSF to monitor project development and implementation. The RSF Coordinator is also responsible for coordinating with the DRM to identify priorities, determine funding, and work across RSFs to align priorities and milestones. The CPCB RSF Coordinator is typically from a planning department but can also be from emergency management or an office of diversity and equity. The RSF structure is also comprised of two co-leads (one from the public sector, and another from a non-government organization). After a disaster, multiple agencies and/or organizations may fill each of the co-lead positions to cover the specific recovery needs. These co-leads are assisted by supporting agencies and organizations. Please see **Table 43** for more information on these roles.

⁵¹ FEMA, 2016. Community Planning and Capacity Building Fact Sheet. Retrieved at: https://www.fema.gov/media-library-data/1466705670641-82c846c9cfe2db88a70bf2475d5785bf/RSF_CPCB_41416.pdf

Figure 17: Recommended RSF Structure

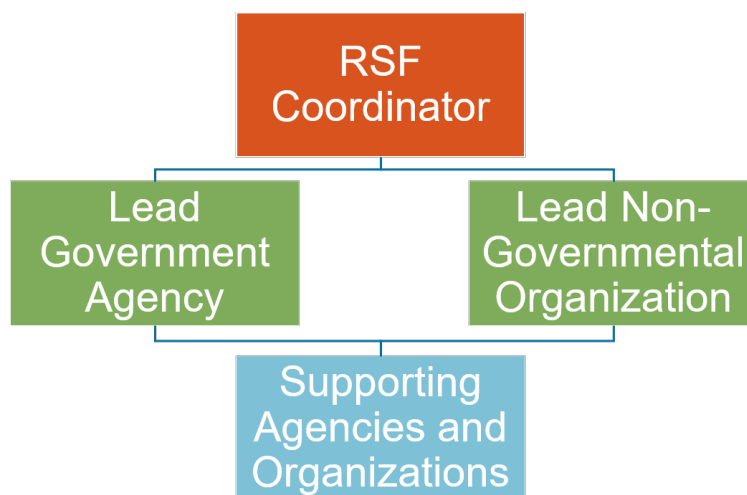


Table 43: RSF Roles and Responsibilities

Role	Responsibilities
RSF Coordinator	<ul style="list-style-type: none"> Lead daily RSF operations by providing coordination and oversight. Lead development of a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Serve as the primary point of contact for all RSF-related matters.
Lead Government Agency	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Track project implementation and progress and identify additional needs (e.g., staff, resources, funding).
Lead Non-Governmental Organization	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Support execution of projects, particularly when applicable to organization mission. Oversee engagement of other community organizations.
Supporting Agencies and Organizations	<ul style="list-style-type: none"> Support lead agencies and RSF Coordinator. Provide special subject matter expertise and technical assistance to recovery leadership and staff. Assist in executing recovery projects.

RSFs may be comprised several stakeholder groups. A list of potential stakeholder groups for the RSF has been included as a reference in **Table 44**. This list can be used as a tool for the RSF to support comprehensive participation. Note: the list below is by no means comprehensive.

Table 44: RSF 1 Stakeholder Group Participation

Stakeholder Group	Function/Contribution
Cities, Counties, Special districts	Inter-jurisdictional participation
Public Information Officers (PIOs)	Information dissemination and communications
Public Safety/Emergency Management Department	Emergency operations and long-term recovery
Finance/Legal/Administrative Departments	Technical and administrative support
Planning or Community Development/Development Authorities	Land use and comprehensive plan compatibility
GIS Departments	Vulnerability and redevelopment mapping
Voluntary Organizations Active in Disaster (VOAD)	Access and functional needs populations

Coordination

Coordination is the exchange of communication, information, and data between two or more partners that helps to align priorities and reach a common understanding on goals. Coordination can occur between RSFs, between RSFs and ESFs, and with state and federal partners. Effective coordination that occurs throughout the recovery operation will aid the progress of recovery projects by increasing awareness and cooperation across all recovery operations. Coordination can be done in the form of meetings, emails, and face-to-face conversations.

Each RSF should establish lines of communication and coordination with each of the other RSFs. Additionally, there are many recovery milestones and activities where a given RSF will need to coordinate more explicitly with one or more RSFs. **Table 45** below summarizes some of these key points of coordination between CPCB and other RSFs. The Implementation Milestones are organized to display this coordination using a color-coded key that displays the RSFs that will coordinate together to complete a certain activity.

Table 45: CPCB Points of Coordination

Coordinating RSF	Points of Coordination
RSF 2: Economic Recovery	<ul style="list-style-type: none"> ▪ Engaging local and regional planning commissions and economic development organizations. ▪ Developing economic recovery and development plans. ▪ Reestablishing community businesses that are important to community character and holistic well-being. ▪ Creating incentives to encourage businesses to return or open.
RSF 3: Health and Social Services	<ul style="list-style-type: none"> ▪ Coordinating local planning when impacts of the disaster include loss to access to or infrastructure for health care or social services. ▪ Engaging with, communicating to, and providing services for diverse populations.
RSF 4: Housing	<ul style="list-style-type: none"> ▪ Identifying potential programmatic solutions to meet local housing needs and requirements. This includes identifying and creating incentives for affordable housing. ▪ Identifying adequate interim, temporary, and permanent solutions are identified, including for those who resided in government-provided or affordable housing. ▪ Developing long-term community goals related to housing restoration and resiliency.
RSF 5: Infrastructure Systems	<ul style="list-style-type: none"> ▪ Ensuring equitable access across all communities to critical services. ▪ Ensuring redevelopment, recovery plans, general plans, and resilience plans focus on resilient, green, and sustainable infrastructure. ▪ Developing long-term community goals related to infrastructure restoration and resiliency.
RSF 6: Natural and Cultural Resources	<ul style="list-style-type: none"> ▪ Identifying community natural and cultural resources important to community character and holistic well-being. ▪ Ensuring redevelopment, recovery plans, general plans, and resilience plans protect and preserve natural and cultural resources. ▪ Developing long-term community goals related to environmental and cultural resilience. ▪ Identifying important community natural, cultural, and historical resources to be preserved.
RSF 7: Land Use and Redevelopment	<ul style="list-style-type: none"> ▪ Developing redevelopment guidance related to resilience values and vision. ▪ Identifying and encouraging equitable redevelopment practices.

Implementation Milestones

The RSF implementation milestones are the critical progress points that each RSF should aim to accomplish to achieve a successful recovery. These milestones capture the critical information and decision points needed to carry-out CPCB recovery operations. The tables below summarize this operational recovery guidance into milestones with associated activities and EEIs.

- **Milestones:** Major progress points in the recovery of a support function and support movement towards a mission objective in that specific RSF.
- **Activities:** Specific projects and actions that relate to achieving the milestone.
- **EEIs:** Information requirements and data that inform decision-making and contribute to analysis to complete the activities and milestones.⁵²

These tables should be used by the RSF to organize an efficient and effective recovery process from activation through transition to steady state. Recovery leadership can utilize this guidance to understand recovery progress and assign recovery responsibilities to complete these milestones and activities. The CPCB RSF can adapt, modify, or add to these milestones and activities, as necessary. **Section 3** contains additional guidance on methods and best practices to build out and customize the milestones and activities to suit the local needs of the community. For example, the **Section 3 Appendix** contains a summary of different community engagement activities for different audiences, which can inform implementation of the community engagement-related milestones and activities.

The milestones are organized by the short-, intermediate, and long-term phases of recovery (refer to **Recovery Overview** for more information about recovery operations). For each recovery phase, the milestones and activities have been numbered to improve the ease of use and to make it easier to

Key

Activities have been color coded to denote when more than one RSF, or all RSFs, will coordinate implementation. Where all RSFs are highlighted (below), this is a common milestone across all RSFs.

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: MCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g. NextDoor) to facilitate information and resource sharing within the impacted communities.							

The primary RSF (“P”) holds the lead responsibility for seeing an activity through to completion. The primary RSF will likely coordinate and consult with other RSFs denoted with the shaded boxes.

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: MCR	7: Land Use
B.4.23	Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							P


⁵² FEMA, n.d. Glossary: Essential Elements of Information. Retrieved at: <https://emilms.fema.gov/IS822/glossary.htm>

cross reference common milestones and activities between RSFs. Activities were assigned a unique identifier based on the recovery phase (“A” for short-term, “B” for intermediate, and “C” for long-term), milestone number (e.g., “1”) and activity number (e.g., A.1.1, A.1.2, A.1.3). Activity and milestone numbering do not denote any specific order, rather it provides a reference point to identify and track progress.


Prior to recovery, the RSF coordinator should identify preparedness activities and work with RSF agencies and stakeholders to implement and bolster community resilience. Preparedness refers to the steady state activities performed by local agencies and organizations that prepare the community for a disaster and have the potential to mitigate or reduce disaster impact. These activities support the development and maintenance of recovery capabilities to enable the locality to rapidly perform response and recovery. More information about emergency preparedness can be found in **Preparedness**. Initial preparedness activities for the CPCB RSF are listed below.

- Design a community engagement plan that supports agencies and organizations in effectively engaging and communicating with diverse populations.
- Identify a baseline recovery governance system.
- Encourage individual and community disaster preparedness.
- Develop strategies and guidance for meeting post-disaster goals.
- Foster relationship-building with communities.
- Encourage community organizations to identify local individuals, groups, and committees that can serve as representatives during disaster.
- Identify community centers with space available for local NGO organizing activities


SHORT-TERM MILESTONES

	Short Term Milestone 1
Implement a phased short-term, intermediate, and long-term public information and communication plan in collaboration with the other RSFs. Provide information that is in different languages and accommodates AFN populations.	
EEI:	Social media, location of distribution centers/DRCs, equitable and accessible communication standards


Activities		Activity Type						
		1: C PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g., NextDoor) to facilitate information and resource sharing within the impacted communities.							
A.1.1	Identify and communicate regularly with all communities.							
A.1.3	Utilize information hubs, community centers, and Local Assistance Centers/Disaster Recovery Centers to disseminate and collect information.							
A.1.4	Monitor misinformation (over traditional and social media) regarding the disaster and facilitate rumor control.							
A.1.6	Coordinate to distribute information to businesses, healthcare providers, and homeowners regarding tax relief as a result of disaster-related property damage.	P						
A.1.10	Develop messaging and information campaigns related to public health and safety, including public safety guidelines (e.g., water purification, medicine disposal), health system accessibility, and potential altered standards of care. Coordinate between RSFs on technical content of messaging and distribution to the public.	P						

	Short Term Milestone 2 Conduct an evaluation of the direct, indirect, tangible, and intangible RSF-specific impacts from the disaster to quickly prioritize the needs of relief and restoration for all populations, including AFN and underserved communities, and others who may face disproportionate impacts.
EEI:	Damage assessment data, pre-disaster conditions data, survey tools, FEMA assessment tools, resilience plans, mitigation plans, geographical information systems and software (e.g., ArcGIS)


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.2.0	Communicate and liaise with Disaster Recovery Centers (DRCs) to identify community needs and priorities.							
A.2.1	Identify areas of need and prioritize and allocate resources for recovery.							
A.2.2	Identify and maintain documentation regarding the damaged resources that need to be restored.							
A.2.3	Create and implement a disaster recovery equity assessment tool to understand disproportionate impacts to underserved populations.							

	Short Term Milestone 3
Formulate and implement an initial community engagement plan.	
EEI:	Community engagement best practices, and points of contact for community groups and relevant agencies


Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.3.0			P				
A.3.1							
A.3.2							
A.3.3							
A.3.4							
A.3.5							
A.3.6							
A.3.7							
A.3.8	P						
A.3.9	P						
A.3.10	P						

	Short Term Milestone 4
Implement short-term recovery strategies and solutions to meet immediate needs of the community.	
EEI:	Damage and needs assessment data, community priorities, community plans, points of contact for public sector and private sector (e.g., utility contractors, businesses, medical practices), applicable policies and authorities review, location/concentration of population and community centers, land use and suitability assessments


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.4.0	Analyze results from the impact and needs assessments to develop short-term recovery action plans (RAP).							
A.4.1	Implement initiatives and strategies that promote or support NGO and nonprofit recovery.							
A.4.24	Coordinate between RSFs to provide functional temporary transportation routes and alternative public transportation options to allow access to key institutions and functions (e.g., schools, daycare, jobs), including for those with Access and Functional Needs. Develop and distribute public messaging on the alternative transportation routes and options. Monitor that public transportation is functional, the specific people needing transportation services are identified, and public messaging is coordinated.					P		
A.4.37	Identify a map with priority locations and timelines for infrastructure needs, particularly to meet needs of underserved populations.					P		
A.4.47	Maintain recovery-related documentation and record keeping; provide historic records as requested.							

	Short Term Milestone 5
Establish and maintain data-sharing and coordination mechanisms between RSFs and relevant stakeholders.	
EEI:	Data management and sharing procedures, software, or technology to share data and information, established communication protocols and procedures

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.5.0	Establish communication channels between Federal, State, and other local, and/or tribal governments, and private/public sector entities to promote ongoing dialogue and information sharing.							
A.5.1	Communicate and coordinate with Federal and State government partners to secure the resources and information needed to guide recovery.							
A.5.2	Track the daily and weekly accomplishments and any outstanding issues for the RSF. Include updates in recovery operational reports.							


	Short Term Milestone 6
Identify all possible funding opportunities and establish cost recovery tracking mechanisms based on program requirements.	
EEI:	Table 2-2 Funding Opportunities (Section 2 Appendix), Volunteer networks information, donations, community needs and priorities, jurisdictional budget information, funding opportunity requirements, cost tracking tools

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.6.0	Identify opportunities for, and participate in, just-in-time training about grant program requirements.							
A.6.1	Establish project approval and prioritization procedures and budgeting codes to track disaster related expenditures and decision-making.							
A.6.2	Review eligibility for federal funding programs (e.g., Public Assistance, Individual Assistance, Community Development Block Grants – Disaster Recovery) and gather data and materials required to apply. Submit applications based on specified timelines.							
A.6.3	Create mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This includes any important timelines as well as the recipient(s) and application(s) of funding.							
A.6.4	Identify and carefully document the use of volunteer labor and donations.	P						
A.6.5	Help create standards for project approval and budgeting to track disaster related expenditures in alignment with legal or programmatic requirements.							
A.6.6	Participate in just-in-time training and specialized outreach or support to help agencies and departments understand funding requirements.							
A.6.7	Work with volunteer organizations to fundraise, where possible.	P						

	Short Term Milestone 7
	Identify resources, staff, and equipment needed to conduct recovery.
EEI:	Volunteer networks information, debris clean-up and removal equipment, damage assessment equipment, construction equipment and supplies, medical supplies, staff capabilities, stand-by contracts

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.7.0	Request state and federal resources and personnel, where available and needed.							
A.7.1	Identify gaps in local resources and capabilities and develop strategies to bridge gaps. Refer to Section 3 (Preparedness and Identification) for additional guidance on implementing a gap assessment.							
A.7.2	Allocate personnel with language abilities and cultural competencies to specific communities (e.g., communities of color, people with different abilities such as hard of hearing/blind, imprisoned communities).			P				
A.7.3	Prioritize staffing and resources for essential support services (e.g., transportation, education, emergency health services).							
A.7.4	Identify community members and volunteers to support recovery operations; provide volunteers with the training needed to perform tasks and document volunteer resources.	P						
A.7.5	Conduct outreach outside of volunteer base (e.g., students in different states, Habitat for Humanity) to surge recovery personnel support. Help volunteers understand local leadership and communities still guide recovery process.							
A.7.6	Engage subject matter experts (SMEs) to develop short-term specific activities, project plans, and inform tasking.							
A.7.7	Activate and monitor mutual-aid agreements.							
A.7.8	Recommend community stakeholders to participate on a recovery task force at the local level to help facilitate all aspects of recovery. Refer the County Annex Memos for recommendations of stakeholders, by subject matter area.							
A.7.9	If a Local Disaster Recovery Manager has not yet been identified, coordinate with other RSFs to recommend one.							
A.7.10	Advocate for equitable distribution of resources through COADs and VOADs.							
A.7.17	Manage volunteers and donations as they relate to health and social services restoration.	P						


INTERMEDIATE MILESTONES

	Intermediate Milestone 1 Conduct ongoing needs assessments to identify unmet and anticipated needs; adjust the recovery action plan as needed.
EEI:	Data assessments, digital/online surveys, community priorities, planning procedures and processes to amend plans, case studies to address community priorities

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.1.0	Use social media to compile and collect on-the-ground knowledge and inform priorities.							
B.1.1	Understand and communicate the status of critical community resources across all RSFs (e.g., fuel, generators, communications/IT, roads and transportation, social services, mass care services).							
B.1.2	Track daily and weekly accomplishments and any outstanding issues for the RSF. Include this information in recovery operational reports.							
B.1.3	Continue assessing impacts to housing, people, and businesses in collaboration with other RSFs. Identify gaps in available resources. Refocus attention and capabilities on areas of outstanding need based on assessment findings.							
B.1.4	Collaborate between RSFs to identify solutions to meet the recovery needs of low-income communities and communities of color.							
B.1.5	Create and implement technology tools, online platforms, and/or mobile apps to support ongoing needs assessments.							

	Intermediate Milestone 2 Continue to identify all possible funding opportunities, establish cost recovery mechanisms based on program requirements, and develop project management plans to ensure the most effective use of federal, state, and local funds.
EEI:	Cost tracking mechanisms, community priorities, community plans, donations, reporting procedures, meeting schedules, jurisdictional and recovery budgets, engagement processes tracker, measurement tools, recovery action plan

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.2.0	Review and monitor that established project approval and budgeting procedures are adhered to.							
B.2.1	Monitor the allocation of external financial resources to low-income households and communities of color to make sure they are not adversely impacted as a result of program implementation.							
B.2.2	Monitor and track established mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This should include any important timelines as well as the recipient(s) and application(s) of funding.							
B.2.3	Identify funding that can be used to reimburse or pay for surge support and back-fill people in planning positions.							
B.2.4	Continue to participate in just-in-time training and specialized outreach or support to ensure agencies and departments understand funding requirements.							
B.2.5	Continue to identify and carefully document the use of volunteer labor and donations.	P						
B.2.6	Continue to coordinate the use of mutual aid.							
B.2.7	Continue to collect documentation for cost recovery and reimbursement from grant funds.							
B.2.8	Continue conducting outreach to the private sector to provide additional financial support.		P					
B.2.9	Track progress on the community engagement plan.							
B.2.11	Identify and apply for federal funding sources for the repair and restoration of the community.							


	Intermediate Milestone 4
Coordinate and implement community redevelopment and repopulation strategies.	
EEI:	Land use policies and regulations, best practices for redevelopment, coordination mechanisms, community priorities, funding sources

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.0	Review local enforcements, permitting, and other legislation that may impact recovery time.							
B.4.1	Promote opportunities to mitigate future disaster impacts (e.g., COOP planning, hazard mitigation planning).							
B.4.2	Identify areas of vulnerability based on disaster and identify resilience and mitigation measures to address.							
B.4.3	Implement strategies that connect smaller communities to the greater community.							
B.4.4	Expand on community leader network to re-envision neighborhoods to spark inspiration and hope.							
B.4.5	For neighborhoods and communities where rebuilding cannot occur in the same location due to land use issues, repetitive losses, and/or the presence of natural hazards, coordinate a cohesive process to identify and procure new location(s) for development.							P
B.4.10	Identify areas of population concentration and future economic growth and prioritize infrastructure system and community reconstruction.		P					
B.4.12	Coordinate and monitor redevelopment strategies that are equitable and meet the needs of underserved communities.							P
B.4.22	Monitor post-disaster displacement and account for potential impacts (e.g., gentrification) in redevelopment plans.							P
B.4.23	Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							P

	Intermediate Milestone 5 Establish and implement a recovery action plan that addresses interim and long-term impacts/needs and restores services, assets, and systems.
EEI:	Data and needs assessments, community needs and priorities, relevant data (e.g., hazard, demographics, land use), recovery best practices

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.0							
B.5.1							
B.5.2							
B.5.3							
B.5.4							
B.5.5		P					
B.5.16				P			
B.5.28			P				
B.5.29			P				
B.5.30			P				
B.5.41							

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.42 Explore and encourage renewable energy sources in rebuilding projects. Consult existing plans and policies that can guide how to promote renewable energy (e.g., climate, sustainability, utility plans). Coordinate messaging and engagement between the Infrastructure, Housing, CPCB, and NCR RSFs.					P		
B.5.51 Provide incentives to rebuild and restore businesses, housing, and services (e.g., tax breaks for individuals and commercial businesses, incentives for affordable housing development).							

	Intermediate Milestone 7 Manage implementation of a long-term recovery community engagement plan.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.7.0	Establish regular public meetings and townhalls to engage the public on recovery efforts.							
B.7.1	Identify and establish public-private partnerships and encourage partnerships at the local level to enhance the resilience of both sectors.		P					
B.7.2	Review case studies and communities that have experienced similar disasters to identify and implement community-based recovery efforts.							
B.7.3	Host regular engagement events (e.g., public hearings, community meetings, and tabling at community recovery centers) to educate the public about the recovery process and gather feedback.	P						
B.7.4	Hold an annual commemorative event in the impacted community.							
B.7.5	Develop and share locally informed approaches and best practices to engagement.							
B.7.6	Conduct public education on how to be more resilient.							
B.7.7	Begin memorial and/or monument planning to commemorate recovery and honor disaster survivors.							
B.7.8	Engage elected officials and local leadership to promote the concept of "building back better" in local communities.							
B.7.9	Help community healing through mural painting, garden planting, and other interactive and artistic events.	P						


	Intermediate Milestone 8 Manage implementation of public information and communications plans. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces

Activities	Activity Type						
	1: C PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.8.0	Publicize the assistance programs that are available and in place to assist recovery in this RSF's sector.						
B.8.1	Provide online information sharing in one centralized location.						
B.8.2	Continue to utilize information hubs, community centers, and LACs/DRCs to disseminate and collect information.						
B.8.3	Communicate with the public about the potential for fraud and predatory lending.	P					
B.8.4	Provide guidance to consumers on how to verify a contractor's license and/or hire a licensed contractor.	P					
B.8.5	Inform developers, builders, and the public about new or adapted land use laws.	P					


	Intermediate Milestone 9 Modify statutory, regulatory, policy, and administrative issues that contribute to gaps, inconsistencies, and unmet needs in community recovery.
EEI:	Policy amendment processes, land use policies and regulations, voting information and processes

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.9.0	Incentivize investment in rebuilding through lowering fees and eliminating barriers, while maintaining environmental and historic preservation standards.							
B.9.1	Identify and address policies that may restrict professionals from distributing services and resources equally.							
B.9.2	Assess inhibitors (i.e., “red tape”) of recovery of affected communities and/or industries.							
B.9.3	Create initiatives and advise on policy change to prevent gentrification.							
B.9.4	Work with community members on land banking and community trusts to keep residential and ownership local.							P
B.9.5	Create policies that promote mixed-use development, accessibility, and tax incentives for low-income housing.							P
B.9.11	Revise and align housing policies to suit the needs of displaced populations, considering the need for rental, owned, single-family and multi-family properties.				P			
B.9.12	Reexamine permitting procedures to increase efficiency and promote resilient development.							P
B.9.13	Process and finalize changes to zoning and area classification.							
B.9.14	Identify properties for acquisition and demolition.							P
B.9.15	Review and revise land use policies to prohibit rebuilding in hazard areas.							
B.9.16	Review and revise building codes to require all new buildings to withstand future seismic events.							P
B.9.17	Implement policies related to land use moratoriums and the identification of red zones.							
B.9.18	Formulate long-range goals and policies for land use, population growth and distribution, urban expansion, land development, resource preservation, and other factors affecting development patterns.							P


LONG-TERM MILESTONES

	<p>Long Term Milestone 1 Continue to explore and apply funding opportunities while conducting project review, payment, and closeout activities for recovery financing received.</p>
EEI:	Cost tracking mechanisms, community priorities, donations, Table 2-2 Funding Opportunities (Section 2 Appendix)


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.1.0	Consider, and request if appropriate, assistance extensions (e.g., extension of grant program timelines).							
C.1.1	Continue to track costs through processes required by grantors and other funding sources.							
C.1.2	Utilize after action reviews of short-term and intermediate cost recovery processes and procedures to create a more effective cost recovery system in future disasters.							

	Long Term Milestone 2 Continue to coordinate on community redevelopment and return strategies.
EEI:	Revised land use strategies and plans, identified areas of growth and development, community needs and priorities, best practices in sustainability and resilience, workforce and employment needs and trends, points of contact for local influencers, data on economic impact


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.2.0	Continue to identify and implement community-based planning and recovery strategies.	P						
C.2.1	Conduct repopulation campaigns, if necessary, to encourage community growth, including restoring identity or new identity for a community and incentivizing education.	P						
C.2.4	Develop and implement a regional marketing campaign that leverages a local public figure (e.g., professional athletes) to demonstrate recovery progress and a return to normalcy.	P						
C.2.10	Support decision-making surrounding repurposing land, especially land that has been cleared or vacated due to vulnerabilities or blight.							P
C.2.12	Continue to promote incentives and benefits where applicable for sustainable redevelopment (e.g., affordable housing, stormwater management and green space, small businesses).							
C.2.13	Engage with advocates, non-profits, and community leaders to identify long-term unmet needs among vulnerable and underserved communities.							

	Long Term Milestone 3 Improve resilience of the impact zone and reduce the threat of repetitive losses by addressing weaknesses, threats, and vulnerabilities. Implement upgrades to the construction of infrastructure and assets and develop mitigation and resilience-focused policies and programs in coordination with other RSFs and the entire community.
EEI:	Recovery progress tracking, lessons documentation, best practices in resilience strategies, policy/regulation amendment procedures, vulnerability assessment data, community needs and priorities, points of contact for community organizations


Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.3.0							
C.3.1							
C.3.2							
C.3.3							
C.3.4							
C.3.5							
C.3.6							
C.3.7		P					
C.3.10		P					
C.3.17							P

	Long Term Milestone 4
Maintain the implementation of a long-term recovery community engagement plan.	
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, community needs and priorities, points of contact for community organizations

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.4.0	Re-energize political will and public interest in resilience and recovery efforts by coordinating with news networks and media to keep attention focused on continued recovery efforts and long-term impacts.							
C.4.1	Maintain regional coordination for cohesive recovery of communities and the region.							
C.4.2	Encourage continued interaction and engagement with NGOs and the private sector during recovery.							
C.4.4	Sustain community engagement by identifying new focus areas and highlighting emerging or outstanding need for community involvement and stewardship.							
C.4.5	Utilize impact studies to increase civic engagement and lobby elected officials for continued or new funding and support.							
C.4.6	Continue to host an annual commemorative event to memorialize the incident.							
C.4.7	Help community healing through mural painting, garden planning, and other interactive and artistic events.	P						

	Long Term Milestone 5
Provide incentives for long-term recovery efforts, sustainability, and resilience strategies.	
EEI:	Regional growth goals and strategies, land use policies and regulations, tax breaks and incentive programs, elected official buy-in, public private partnerships

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.5.0	Promote sustainable living practices (e.g., vegetable gardens, solar panels).	P						
C.5.1	Continue to engage elected officials and local leadership to promote the concept of "building back better" in local communities by creating redevelopment incentives.							

	Long Term Milestone 6 Reassess and evaluate recovery progress to identify gaps and unmet and/or anticipated needs to adjust recovery plans and implement new strategies and solutions.
EEI:	Recovery process tracking and metrics system, community needs and priorities, assessment results (vulnerability and equity)

Activities	Activity Type						
	1: C/PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.6.0 Continue to utilize previously developed technology tools, online platforms, and/or mobile apps to support ongoing needs assessment.							
C.6.1 Help determine success of the recovery action plan in addressing identified needs.							
C.6.2 Track the daily and weekly accomplishments and any outstanding issues for the RSF. Contribute this to recovery operational reports.							
C.6.3 Integrate RSF duties into steady state roles.							
C.6.4 Conduct an assessment to analyze the equity of services provided during recovery. Implement corrective measures based on the findings of the assessment.							

RSF 2: Economic Recovery



RSF 2: Economic Recovery

Mission

The purpose and mission of the Economic Recovery RSF is to return economic and business activities to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community. The Economic Recovery RSF focuses on the ability of the economy to return to a state of normalcy to support employment and economic development within the community by integrating the expertise of local governments, the private sector, and community businesses.⁵³ Key responsibilities and mission objectives include:

- Coordinating with relevant stakeholders, including the public and private sector, to formulate policies for a resilient economy;
- Working with businesses and communities to identify and address employment needs; and
- Facilitating long-term, sustainable economic recovery.

Organization

Each RSF will organize around a common structure that delivers a balance of coordination, leadership, and expertise to drive recovery efforts in that functional area. This recommended RSF organizational structure can be seen in **Figure 18**.

Each RSF will be led by an RSF Coordinator who is responsible for promoting coordination within the RSF to monitor project development and implementation. The RSF Coordinator is also responsible for coordinating with the DRM to identify priorities, determine funding, and work across RSFs to align priorities and milestones. The Economic RSF Coordinator is typically from an economic development department or organization. The structure is also comprised of two co-leads (one from the public sector, and another from a non-government organization). After a disaster, multiple agencies and/or organizations may fill each of the co-lead positions to cover the specific recovery needs. These co-leads are assisted by supporting agencies and organizations. Please see **Table 46** for more information on these roles.

⁵³ FEMA, n.d. Economic Recovery Support Function Fact Sheet. Retrieved at: [https://www.fema.gov/media-library-data/1489754721419-8d29c58733990d27f2e8894f33cdbdb2/RSF_Economic_0616_508\(1\).pdf](https://www.fema.gov/media-library-data/1489754721419-8d29c58733990d27f2e8894f33cdbdb2/RSF_Economic_0616_508(1).pdf)

Figure 18: Recommended RSF Structure



Table 46: RSF Roles and Responsibilities

Role	Responsibilities
RSF Coordinator	<ul style="list-style-type: none"> Lead daily RSF operations by providing coordination and oversight. Lead development of a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Serve as the primary point of contact for all RSF-related matters.
Lead Government Agency	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Track project implementation and progress and identify additional needs (e.g., staff, resources, funding).
Lead Non-Governmental Organization	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Support execution of projects, particularly when applicable to organization mission. Oversee engagement of other community organizations.
Supporting Agencies and Organizations	<ul style="list-style-type: none"> Support lead agencies and RSF Coordinator. Provide special subject matter expertise and technical assistance to recovery leadership and staff. Assist in executing recovery projects.

RSFs may be comprised several stakeholder groups. A list of potential stakeholder groups for the RSF has been included as a reference in **Table 47**. This list can be used as a tool for the RSF to support comprehensive participation. Note: the list below is by no means comprehensive.

Table 47: RSF 2 Stakeholder Group Participation

Stakeholder Group	Function/Contribution
Economic Development Organizations/Chambers of Commerce	Economic development and workforce initiatives
Tourism or Visitors' Bureau	Economic recovery and repopulation strategies
Major Employers	Recovery and resilience of local businesses
Banking Organizations	Economic recovery and resilience

Coordination

Coordination is the exchange of communication, information, and data between two or more partners that helps to align priorities and reach a common understanding on goals. Coordination can occur between RSFs, between RSFs and ESFs, and with state and federal partners. Effective coordination that occurs throughout the recovery operation will aid the progress of recovery projects by increasing awareness and cooperation across all recovery operations. Coordination can be done in the form of meetings, emails, and face-to-face conversations.

Each RSF should establish lines of communication and coordination with each of the other RSFs. Additionally, there are many recovery milestones and activities where a given RSF will need to coordinate more explicitly with one or more RSFs. **Table 48** below summarizes some of these key points of coordination between Economic and other RSFs. The Implementation Milestones are organized to display this coordination using a color-coded key that displays the RSFs that will coordinate together to complete a certain activity.

Table 48: Economic Recovery Points of Coordination

Coordinating RSF	Points of Coordination
RSF 1: Community Planning and Capacity Building	<ul style="list-style-type: none"> ▪ Engaging local and regional planning commissions and economic development organizations. ▪ Developing economic recovery and development plans. ▪ Reestablishing community businesses that are important to community character and holistic well-being. ▪ Creating incentives to encourage businesses to return or open.
RSF 3: Health and Social Services	<ul style="list-style-type: none"> ▪ Assisting with return of health and social service network employees. ▪ Supporting restoration and recovery of health and social services networks, facilities, child care, and/or providers that impact employment and support a customer base for local businesses. ▪ Promoting workforce development for the health and social services sector.
RSF 4: Housing	<ul style="list-style-type: none"> ▪ Facilitating purchasing efforts to assist businesses with housing rehabilitation and development. ▪ Identifying training opportunities for local workforce to align with local housing developer employer needs. ▪ Coordinating with private sector businesses to help meet employee housing needs of major local and regional employers.
RSF 5: Infrastructure Systems	<ul style="list-style-type: none"> ▪ Restoring “lifelines” to city centers and financial hubs. ▪ Sharing information related to infrastructure needs of businesses by geographic service area. ▪ Communicating project restoration status of sewer, roadway, electricity, communications, and other infrastructure needs to local employers and chambers of commerce. ▪ Coordinating with private sector utilities companies.
RSF 6: Natural and Cultural Resources	<ul style="list-style-type: none"> ▪ Identifying and reestablishing private businesses, buildings, and public amenities related to cultural and historical resources (e.g., tourism, State Parks, historic districts, and buildings).
RSF 7: Land Use and Redevelopment	<ul style="list-style-type: none"> ▪ Identifying land suitable for commercial redevelopment near population hubs.

Implementation Milestones

The RSF implementation milestones are the critical progress points that each RSF should aim to accomplish to achieve a successful recovery. These milestones capture the critical information and decision points needed to carry-out economic recovery operations. The tables below summarize this operational recovery guidance into milestones with associated activities and EEIs.

- **Milestones:** Major progress points in the recovery of a support function and support movement towards a mission objective in that specific RSF.
- **Activities:** Specific projects and actions that relate to achieving the milestone.
- **EEIs:** Information requirements and data that inform decision-making and contribute to analysis to complete the activities and milestones.⁵⁴

These tables should be used by the RSF to organize an efficient and effective recovery process from activation through transition to steady state. Recovery leadership can utilize this guidance to understand recovery progress and assign recovery responsibilities to complete these milestones and activities. The Economic RSF can adapt, modify, or add to these milestones and activities, as necessary. **Section 3** contains additional guidance on methods and best practices to build out and customize the milestones and activities to suit the local needs of the community. For example, the **Section 3 Appendix** contains a summary of different community engagement activities for different audiences, which can inform implementation of the community engagement-related milestones and activities.

The milestones are organized by the short-, intermediate, and long-term phases of recovery (refer to **Recovery Overview** for more information about recovery operations). For each recovery phase, the milestones and activities have been numbered to improve the ease of use and to make it easier to cross reference common milestones and activities between RSFs. Activities were assigned a unique identifier based on the recovery phase (“A” for short-term, “B” for intermediate, and “C” for long-

Key

Activities have been color coded to denote when more than one RSF, or all RSFs, will coordinate implementation. Where all RSFs are highlighted (below), this is a common milestone across all RSFs.

Activities		Activity Type						
		1: CFCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g. NextDoor) to facilitate information and resource sharing within the impacted communities.							

The primary RSF (“P”) holds the lead responsibility for seeing an activity through to completion. The primary RSF will likely coordinate and consult with other RSFs denoted with the shaded boxes.

Activities		Activity Type						
		1: CFCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.23	Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							


⁵⁴ FEMA, n.d. Glossary: Essential Elements of Information. Retrieved at: <https://emilms.fema.gov/IS822/glossary.htm>

term), milestone number (e.g., “1”) and activity number (e.g., A.1.1, A.1.2, A.1.3). Activity and milestone numbering do not denote any specific order, rather it provides a reference point to identify and track progress.


Prior to recovery, the RSF coordinator should identify preparedness activities and work with RSF agencies and stakeholders to implement and bolster community resilience. Preparedness refers to the steady state activities performed by local agencies and organizations that prepare the community for a disaster and have the potential to mitigate or reduce disaster impact. These activities support the development and maintenance of recovery capabilities to enable the locality to rapidly perform response and recovery. More information about emergency preparedness can be found in **Preparedness**. Initial preparedness activities for the Economic RSF are listed below.

- Develop stranded and displaced worker agreements among all types of employers to allow evacuated residents to resume working in non-impacted communities and businesses.
- Encourage businesses to secure insurance policies.
- Identify incentives to attract a diversity of industry and businesses before a disaster.
- Create workforce development and training programs for in demand skilled labor in the county or city.


SHORT-TERM MILESTONES

	Short Term Milestone 1 Implement a phased short-term, intermediate, and long-term public information and communication plan in collaboration with the other RSFs. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, location of distribution centers/DRCs, equitable and accessible communication standards


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g., NextDoor) to facilitate information and resource sharing within the impacted communities.							
A.1.1	Identify and communicate regularly with all communities.							
A.1.3	Utilize information hubs, community centers, and Local Assistance Centers/Disaster Recovery Centers to disseminate and collect information.							
A.1.4	Monitor misinformation (over traditional and social media) regarding the disaster and facilitate rumor control.							
A.1.6	Coordinate to distribute information to businesses, healthcare providers, and homeowners regarding tax relief as a result of disaster-related property damage.	P						

	Short Term Milestone 2 Conduct an evaluation of the direct, indirect, tangible, and intangible RSF-specific impacts from the disaster to quickly prioritize the needs of relief and restoration for all populations, including AFN and underserved communities, and others who may face disproportionate impacts.
EEI:	Damage assessment data, pre-disaster conditions data, survey tools, FEMA assessment tools, resilience plans, mitigation plans, geographical information systems and software (e.g., ArcGIS)


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.2.0	Communicate and liaise with Disaster Recovery Centers (DRCs) to identify community needs and priorities.							
A.2.1	Identify areas of need and prioritize and allocate resources for recovery.							
A.2.2	Identify and maintain documentation regarding the damaged resources that need to be restored.							
A.2.4	Coordinate between the Economic and Infrastructure RSFs to identify and prioritize infrastructure needs for businesses.							

	Short Term Milestone 3 Formulate and implement an initial community engagement plan.
EEI:	Community engagement best practices, and points of contact for community groups and relevant agencies


Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.3.0 Host community engagement activities, meetings, and events (e.g., community listening sessions, visioning workshops). These sessions will offer opportunities for crisis counseling and catharsis, and inform the unmet needs assessment and recovery action plan development.			P				
A.3.8 Work through community networks (e.g., houses of worship, trusted agents) to engage vulnerable populations.	P						
A.3.9 Conduct community engagement initiatives to support the assessment of disaster impacts and identification of unmet needs.	P						
A.3.10 Engage local and regional planning commissions and economic development organizations in the recovery process to identify redevelopment priorities. Maximize opportunity zones to rebuild for economic purposes. Coordinate amongst the CPCB, Economic, and Land Use RSFs to support this effort.	P						

	Short Term Milestone 4
Implement short-term recovery strategies and solutions to meet immediate needs of the community.	
EEI:	Damage and needs assessment data, community priorities, community plans, points of contact for public sector and private sector (e.g., utility contractors, businesses, medical practices), applicable policies and authorities review, location/concentration of population and community centers, land use and suitability assessments


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.4.0	Analyze results from the impact and needs assessments to develop short-term recovery action plans (RAP).							
A.4.2	Reestablish the ability to use credit and debit cards (since many people no longer carry cash).		P					
A.4.3	Support the restoration of power and communications infrastructure systems so that key institutions and functions (e.g., banks and financial institutions, schools, grocery stores) and “lifelines” can operate.					P		
A.4.4	Coordinate with employers and chambers of commerce to identify economic infrastructure that needs to be repaired and rebuilt, prioritizing restoration in city centers and financial hubs.		P					
A.4.5	Provide “banking trucks” for people to access their bank accounts and withdraw money.							
A.4.6	Coordinate with marijuana dispensaries to establish a microcredit system – dispensaries typically have significant cash at their locations.							
A.4.7	Assess the fuel supply to the region, identify needs, identify potential local and regional sources, and prioritize distribution based on criticality of services. Repair fuel distribution sites to restore their operation and function. Determine if routes and supply lines can safely and efficiently transport fuel to the region and utilize alternative transportation methods, as needed, to deliver fuel to the region.					P		
A.4.29	Repair and restore transportation routes that lead to key institutions and functions (e.g., schools, healthcare facilities, fire stations).					P		
A.4.47	Maintain recovery-related documentation and record keeping; provide historic records as requested.							

	Short Term Milestone 5
Establish and maintain data-sharing and coordination mechanisms between RSFs and relevant stakeholders.	
EEI:	Data management and sharing procedures, software, or technology to share data and information, established communication protocols and procedures

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.5.0	Establish communication channels between Federal, State, and other local, and/or tribal governments, and private/public sector entities to promote ongoing dialogue and information sharing.							
A.5.1	Communicate and coordinate with Federal and State government partners to secure the resources and information needed to guide recovery.							
A.5.2	Track the daily and weekly accomplishments and any outstanding issues for the RSF. Include updates in recovery operational reports.							
A.5.3	Identify a liaison to work directly with the private sector entities to collect and disseminate information about economic recovery.							
A.5.5	Create centralized phone lines to provide technical assistance to small and mid-size businesses and distressed homeowners and renters.		P					
A.5.6	Liaise with legal counsel representing Federal and State governments, as well as private sector industries, on housing laws, policies, and regulations in disaster settings (e.g., finance). This includes policies that may prohibit redevelopment (e.g., natural resources protection policies).							

	Short Term Milestone 6
Identify all possible funding opportunities and establish cost recovery tracking mechanisms based on program requirements.	
EEI:	Table 2-2 Funding Opportunities (Section 2 Appendix), Volunteer networks information, donations, community needs and priorities, jurisdictional budget information, funding opportunity requirements, cost tracking tools

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.6.0	Identify opportunities for, and participate in, just-in-time training about grant program requirements.							
A.6.1	Establish project approval and prioritization procedures and budgeting codes to track disaster related expenditures and decision-making.							
A.6.2	Review eligibility for federal funding programs (e.g., Public Assistance, Individual Assistance, Community Development Block Grants – Disaster Recovery) and gather data and materials required to apply. Submit applications based on specified timelines.							
A.6.3	Create mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This includes any important timelines as well as the recipient(s) and application(s) of funding.							
A.6.4	Identify and carefully document the use of volunteer labor and donations.	P						
A.6.5	Help create standards for project approval and budgeting to track disaster related expenditures in alignment with legal or programmatic requirements.							
A.6.6	Participate in just-in-time training and specialized outreach or support to help agencies and departments understand funding requirements.							
A.6.7	Work with volunteer organizations to fundraise, where possible.	P						
A.6.8	Conduct outreach to the private sector to provide additional financial support.							


	Short Term Milestone 7
	Identify resources, staff, and equipment needed to conduct recovery.
EEI:	Volunteer networks information, debris clean-up and removal equipment, damage assessment equipment, construction equipment and supplies, medical supplies, staff capabilities, stand-by contracts

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.7.0	Request state and federal resources and personnel, where available and needed.							
A.7.1	Identify gaps in local resources and capabilities and develop strategies to bridge gaps. Refer to Section 3 (Preparedness and Identification) for additional guidance on implementing a gap assessment.							
A.7.2	Allocate personnel with language abilities and cultural competencies to specific communities (e.g., communities of color, people with different abilities such as hard of hearing/blind, imprisoned communities).			P				
A.7.3	Prioritize staffing and resources for essential support services (e.g., transportation, education, emergency health services).							
A.7.4	Identify community members and volunteers to support recovery operations; provide volunteers with the training needed to perform tasks and document volunteer resources.	P						
A.7.6	Engage subject matter experts (SMEs) to develop short-term specific activities, project plans, and inform tasking.							
A.7.7	Activate and monitor mutual-aid agreements.							
A.7.8	Recommend community stakeholders to participate on a recovery task force at the local level to help facilitate all aspects of recovery. Refer the County Annex Memos for recommendations of stakeholders, by subject matter area.							
A.7.9	If a Local Disaster Recovery Manager has not yet been identified, coordinate with other RSFs to recommend one.							
A.7.11	Coordinate with local stores and businesses to identify potential resources and ensure stores are aware of emergency exemptions and opportunities for reimbursement (if available).							
A.7.12	In conjunction with the SBA, support establishment a "Business Recovery Center".							
A.7.13	In conjunction with the SBA, identify appropriate programs to assist local businesses in repairing and reopening.							


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
		A.7.21	Coordinate with private sector utility companies to facilitate recovery efforts.					P




INTERMEDIATE MILESTONES

	Intermediate Milestone 1 Conduct ongoing needs assessments to identify unmet and anticipated needs; adjust the recovery action plan as needed.
EEI:	Data assessments, digital/online surveys, community priorities, planning procedures and processes to amend plans, case studies to address community priorities

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.1.0	Use social media to compile and collect on-the-ground knowledge and inform priorities.							
B.1.1	Understand and communicate the status of critical community resources across all RSFs (e.g., fuel, generators, communications/IT, roads and transportation, social services, mass care services).							
B.1.2	Track daily and weekly accomplishments and any outstanding issues for the RSF. Include this information in recovery operational reports.							
B.1.3	Continue assessing impacts to housing, people, and businesses in collaboration with other RSFs. Identify gaps in available resources. Refocus attention and capabilities on areas of outstanding need based on assessment findings.							
B.1.4	Collaborate between RSFs to identify solutions to meet the recovery needs of low-income communities and communities of color.							
B.1.5	Create and implement technology tools, online platforms, and/or mobile apps to support ongoing needs assessments.							
B.1.6	Assess the labor market pool of available workers by identifying the workers able to assist with recovery, coordinating with private/public sectors to assist with job placement, and identifying training opportunities for local workforce that align with needs post-disaster (housing development or utilities).							

	Intermediate Milestone 2 Continue to identify all possible funding opportunities, establish cost recovery mechanisms based on program requirements, and develop project management plans to ensure the most effective use of federal, state, and local funds.
EEI:	Cost tracking mechanisms, community priorities, community plans, donations, reporting procedures, meeting schedules, jurisdictional and recovery budgets, engagement processes tracker, measurement tools, recovery action plan


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.2.0	Review and monitor that established project approval and budgeting procedures are adhered to.							
B.2.1	Monitor the allocation of external financial resources to low-income households and communities of color to make sure they are not adversely impacted as a result of program implementation.							
B.2.2	Monitor and track established mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This should include any important timelines as well as the recipient(s) and application(s) of funding.							
B.2.3	Identify funding that can be used to reimburse or pay for surge support and back-fill people in planning positions.							
B.2.4	Continue to participate in just-in-time training and specialized outreach or support to ensure agencies and departments understand funding requirements.							
B.2.5	Continue to identify and carefully document the use of volunteer labor and donations.	P						
B.2.6	Continue to coordinate the use of mutual aid.							
B.2.7	Continue to collect documentation for cost recovery and reimbursement from grant funds.							
B.2.8	Continue conducting outreach to the private sector to provide additional financial support.		P					
B.2.10	Identify no or low interest loan options for small businesses.							
B.2.11	Identify and apply for federal funding sources for the repair and restoration of the community.							

	Intermediate Milestone 3 Continue to identify resources, staff, and equipment needed to establish and support initiatives to sustain and address deficiencies in surge capacity and capabilities.
EEI:	Recovery job needs, job training programs, available disaster assistance programs, staff capabilities, stand-by contracts, COAD/VOAD, contact lists for agencies and volunteers

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.3.0	Assess the labor market pool of available workers to support recovery and fill positions open as the result of the disaster.							
B.3.6	Identify and improve access to training/retraining programs for needed and projected jobs post-disaster in the essential industries (e.g., nurses, crisis counselors, construction, housing).							

	Intermediate Milestone 4 Coordinate and implement community redevelopment and repopulation strategies.
EEI:	Land use policies and regulations, best practices for redevelopment, coordination mechanisms, community priorities, funding sources

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.0	Review local enforcements, permitting, and other legislation that may impact recovery time.							
B.4.1	Promote opportunities to mitigate future disaster impacts (e.g., COOP planning, hazard mitigation planning).							
B.4.2	Identify areas of vulnerability based on disaster and identify resilience and mitigation measures to address.							
B.4.6	Reignite the tourism economy by implementing new programs.							
B.4.7	Monitor the availability of affordable housing for the workforce; coordinate affordable housing programs as needed to provide additional housing.				P			
B.4.10	Identify areas of population concentration and future economic growth and prioritize infrastructure system and community reconstruction.		P					
B.4.17	Support recreational, tourism, and entertainment venues with reopening for business.							
B.4.19	Coordinate with the Environmental Protection Agency, and use spatial data, to identify brownfields and land unsuitable for development. Through a community planning process, identify and implement strategies to convert this space into green space. This project will require close coordination between NCR, Economic, Infrastructure, and Land Use RSFs.						P	


	Intermediate Milestone 5 Establish and implement a recovery action plan that addresses interim and long-term impacts/needs and restores services, assets, and systems.
EEI:	Data and needs assessments, community needs and priorities, relevant data (e.g., hazard, demographics, land use), recovery best practices

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.0							
B.5.1							
B.5.2							
B.5.5		P					
B.5.6							
B.5.7							
B.5.8							
B.5.9							
B.5.10							
B.5.11							
B.5.12			P				

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.13	Prioritize restoring critical transportation routes as they are essential to the economy. Ports, roads, airports, and rails help maintain movement of goods.					P		
B.5.29	Coordinate with academia to gather research and studies related to post-traumatic stress disorder (PTSD). Use this information to understand how PTSD will affect the ability of individuals, homeowners, and businesses (including owners and employees) to return to the impacted area. Establish programs to mitigate these impacts. The HSS, CPCB, and Economic RSFs will work collaboratively to address these impacts to the different sectors of the community.			P				
B.5.30	Coordinate access to health and social services for employees and workers assisting in restoration efforts.			P				
B.5.50	Provide incentives to rebuild and restore businesses, housing, and services (e.g., tax breaks for individuals and commercial businesses, incentives for affordable housing development).							

	Intermediate Milestone 6 Establish and implement economic development projects; workforce development initiatives; and entrepreneurial and business development initiatives based on impact and needs assessments
EEI:	Points of contact for private sector businesses as well as public sector workforce training and education programs, employment needs in the jurisdiction

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.6.0	Organize job fairs.							
B.6.1	Identify regional-specific jobs and industries that offer the opportunity for growth in the future.							
B.6.2	Engage the workforce development system, including vocational rehabilitation programs, as a means of helping individuals injured by the event to return to work with the appropriate supports, accommodation, and retraining (if necessary).							
B.6.3	Coordinate with local businesses and community colleges to offer training/retraining programs to low-income populations for priority work force skills, especially related to the recovery needs after a disaster (e.g., construction, debris management).							
B.6.4	Conduct targeted outreach to the labor force to prevent "ghost cities".							
B.6.5	Collaborate with local colleges and trade schools based on community needs (e.g., targeted training/retraining, free/low cost schooling for those entering construction fields).							

	Intermediate Milestone 7 Manage implementation of a long-term recovery community engagement plan.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.7.0	Establish regular public meetings and townhalls to engage the public on recovery efforts.							
B.7.1	Identify and establish public-private partnerships and encourage partnerships at the local level to enhance the resilience of both sectors.		P					
B.7.2	Review case studies and communities that have experienced similar disasters to identify and implement community-based recovery efforts.							
B.7.3	Host regular engagement events (e.g., public hearings, community meetings, and tabling at community recovery centers) to educate the public about the recovery process and gather feedback.	P						
B.7.8	Engage elected officials and local leadership to promote the concept of "building back better" in local communities.							
B.7.10	Leverage pre-established relationships with local and regional business and economic coalitions to engage partners in the recovery process.							


	Intermediate Milestone 8 Manage implementation of public information and communications plans. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.8.0	Publicize the assistance programs that are available and in place to assist recovery in this RSF's sector.							
B.8.1	Provide online information sharing in one centralized location.							
B.8.2	Continue to utilize information hubs, community centers, and LACs/DRCs to disseminate and collect information.							
B.8.3	Communicate with the public about the potential for fraud and predatory lending.	P						


	Intermediate Milestone 9 Modify statutory, regulatory, policy, and administrative issues that contribute to gaps, inconsistencies, and unmet needs in community recovery.
EEI:	Policy amendment processes, land use policies and regulations, voting information and processes

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.9.0	Incentivize investment in rebuilding through lowering fees and eliminating barriers, while maintaining environmental and historic preservation standards.						
B.9.1	Identify and address policies that may restrict professionals from distributing services and resources equally.						
B.9.2	Assess inhibitors (i.e., “red tape”) of recovery of affected communities and/or industries.						
B.9.6	Reduce the cost of doing business in the impacted area by securing tax incentives to attract businesses, incentivizing investment in rebuilding through lowering fees and eliminating barriers (e.g., waive environmental fees, carbon tax), and providing tax credits to those creating and maintaining jobs for existing workforce in impacted areas.						
B.9.7	Create fiscal and tax policies that provide economic relief and assistance during recovery.						
B.9.9	The HSS and Economic RSFs will coordinate to offer tax incentives for the return of HSS industry employers to the impacted areas.						
B.9.10	Allow for flexibility in regulations for lending if possible, to support private sector healthcare institutions and expedite rebuilding or redevelopment processes.		P				


LONG-TERM MILESTONES

	<p>Long Term Milestone 1 Continue to explore and apply funding opportunities while conducting project review, payment, and closeout activities for recovery financing received.</p>
EEI:	Cost tracking mechanisms, community priorities, donations, Table 2-2 Funding Opportunities (Section 2 Appendix)


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.1.0	Consider, and request if appropriate, assistance extensions (e.g., extension of grant program timelines).							
C.1.1	Continue to track costs through processes required by grantors and other funding sources.							
C.1.2	Utilize after action reviews of short-term and intermediate cost recovery processes and procedures in order to create a more effective cost recovery system in future disasters.							

	Long Term Milestone 2 Continue to coordinate on community redevelopment and return strategies.
EEI:	Revised land use strategies and plans, identified areas of growth and development, community needs and priorities, best practices in sustainability and resilience, workforce and employment needs and trends, points of contact for local influencers, data on economic impact


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.2.0	Continue to identify and implement community-based planning and recovery strategies.	P						
C.2.1	Conduct repopulation campaigns, if necessary, to encourage community growth, including restoring identity or new identity for a community and incentivizing education.	P						
C.2.2	Promoting the education and training of youth to reinforce the regional workforce.							
C.2.3	Track the costs of recovery to the region to understand its economic impacts and the debt burdens place on residents and business owners. Use this information to inform policies and programs that help the community return to steady state.							
C.2.4	Develop and implement a regional marketing campaign that leverages a local public figure (e.g., professional athletes) to demonstrate recovery progress and a return to normalcy.	P						
C.2.5	Continue to reestablish the tourism sector.							
C.2.10	Support decision-making surrounding repurposing land, especially land that has been cleared or vacated due to vulnerabilities or blight.							P
C.2.12	Continue to promote incentives and benefits where applicable for sustainable redevelopment (e.g., affordable housing, stormwater management and green space, small businesses).							
C.2.13	Engage with advocates, non-profits, and community leaders to identify long-term unmet needs among vulnerable and underserved communities.							
C.2.15	Rebuild cultural resources (e.g., sports teams, museums, theaters) to restore entertainment and recreational services to the community.							

	Long Term Milestone 3 Improve resilience of the impact zone and reduce the threat of repetitive losses by addressing weaknesses, threats, and vulnerabilities. Implement upgrades to the construction of infrastructure and assets and develop mitigation and resilience-focused policies and programs in coordination with other RSFs and the entire community.
EEI:	Recovery progress tracking, lessons documentation, best practices in resilience strategies, policy/regulation amendment procedures, vulnerability assessment data, community needs and priorities, points of contact for community organizations


Activities		Activity Type						
		1: C/PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.3.0	Align recovery, redevelopment, comprehensive, hazard mitigation, and land use plans around a common vision of community resilience.							
C.3.1	Develop After-Action Reports (AARs) to assess recovery operations and amend recovery plans, if necessary.							
C.3.2	Coordinate with state and local grant program officials to identify disaster prevention and recovery fund opportunities that are state-specific.							
C.3.3	Identify best practices and relevant case studies to serve as future references; share learning outcomes with other communities and become stewards of disaster resilience and risk reduction.							
C.3.4	Update related policies and plans with hazard mitigation strategies developed to address vulnerabilities identified during recovery.							
C.3.5	Conduct an RSF-specific vulnerability assessment to understand how to mitigate the impacts of future disasters on the community/region.							
C.3.6	Develop evaluation processes for plans, projects, and policies that meet the community's vision.							
C.3.7	Develop regulatory measures for new businesses that promote the equitable distribution of wealth and avoid the displacement of vulnerable populations.		P					
C.3.8	Promote COOP planning for all private and public-sector entities.							
C.3.9	Restore the existing economic drivers of the region and identify and support new economic drivers and industry sectors to promote a thriving economy.							
C.3.10	Focus on integrating areas that are traditionally economically disadvantaged into local economy.		P					
C.3.19	Identify opportunities for the private sector to implement mitigation projects and policies.							

	Long Term Milestone 4
Maintain the implementation of a long-term recovery community engagement plan.	
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, community needs and priorities, points of contact for community organizations

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.4.0	Re-energize political will and public interest in resilience and recovery efforts by coordinating with news networks and media to keep attention focused on continued recovery efforts and long-term impacts.							
C.4.1	Maintain regional coordination for cohesive recovery of communities and the region.							
C.4.2	Encourage continued interaction and engagement with NGOs and the private sector during recovery.							
C.4.4	Sustain community engagement by identifying new focus areas and highlighting emerging or outstanding need for community involvement and stewardship							
C.4.5	Utilize impact studies to increase civic engagement and lobby elected officials for continued or new funding and support.							

	Long Term Milestone 5 Provide incentives for long-term recovery efforts, sustainability, and resilience strategies.
EEI:	Regional growth goals and strategies, land use policies and regulations, tax breaks and incentive programs, elected official buy-in, public private partnerships

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.5.1 Continue to engage elected officials and local leadership to promote the concept of “building back better” in local communities by creating redevelopment incentives.							
C.5.2 Continue to conduct outreach for redeveloping and rebuilding of businesses.							
C.5.3 Prioritize and increase opportunities for small businesses through small business loans and promoting women-/minority-owned businesses.							
C.5.4 Provide incentives to businesses to grow in accordance with the regional goals.							
C.5.5 Restore taxes to normal levels while reassessing the tax structure for small businesses.							
C.5.6 Provide tax credits and other financial support to those rebuilding in alignment with sustainability and resiliency standards		P					

	<p>Long Term Milestone 6 Reassess and evaluate recovery progress to identify gaps and unmet and/or anticipated needs in order to adjust recovery plans and implement new strategies and solutions.</p>
EEI:	Recovery process tracking and metrics system, community needs and priorities, assessment results (vulnerability and equity)

Activities	Activity Type						
	1: C/PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.6.0 Continue to utilize previously developed technology tools, online platforms, and/or mobile apps to support ongoing needs assessment.							
C.6.1 Help determine success of the recovery action plan in addressing identified needs.							
C.6.2 Track the daily and weekly accomplishments and any outstanding issues for the RSF. Contribute this to recovery operational reports.							
C.6.3 Integrate RSF duties into steady state roles.							
C.6.5 Track the progress of middle-class financial viability and debts as recovery progresses to identify any gaps and unmet needs.							



RSF 3: Health and Social Services



RSF 3: Health and Social Services

Mission

The purpose and mission of the Health and Social Services (HSS) RSF is to restore and improve the public health, healthcare, and social service networks to promote the recovery, resilience, health, and well-being of disaster-affected individuals and communities. The HSS RSF works with other RSFs to prioritize community health, safety, and social service needs in redevelopment and restoration. Key responsibilities and mission objectives include:

- Coordinate with relevant stakeholders to restore healthcare facilities and social services functions to meet ongoing and emerging post-disaster community needs;
- Encourage behavioral health systems to meet the behavioral health needs of affected individuals, response and recovery workers, and the community;
- Promote self-sufficiency and continuity of the health and well-being of affected individuals, particularly children, seniors, people living with disabilities, people with functional needs, people from diverse origins, people with limited English proficiency and underserved populations.
- Reconnect displaced populations with essential health and social services;
- Protect the health of the populations and response and recovery workers from the longer-term effects of a post-disaster environment;
- Improve the resilience and sustainability of the health care and social service systems; and
- Promote clear communications and public health messaging to provide accurate, appropriate, and accessible information, developing and disseminating information via multiple mediums, multi-lingual formats, alternative formats, is age-appropriate and user-friendly, and is accessible to underserved populations.

Organization

Each RSF will organize around a common structure that delivers a balance of coordination, leadership, and expertise to drive recovery efforts in that functional area. This recommended RSF organizational structure can be seen in **Figure 19**.

Each RSF will be led by an RSF Coordinator who is responsible for promoting coordination within the RSF to monitor project development and implementation. The RSF Coordinator is also responsible for coordinating with the DRM to identify priorities, determine funding, and work across RSFs to align priorities and milestones. The HSS RSF Coordinator is typically from a health and human services department or public health department. The structure is also comprised of two co-leads (one from the public sector, and another from a non-government organization). After a disaster, multiple agencies and/or organizations may fill each of the co-lead positions to cover the specific recovery needs. These co-leads are assisted by supporting agencies and organizations. Please see **Table 49** for more information on these roles.

Figure 19: Recommended RSF Structure

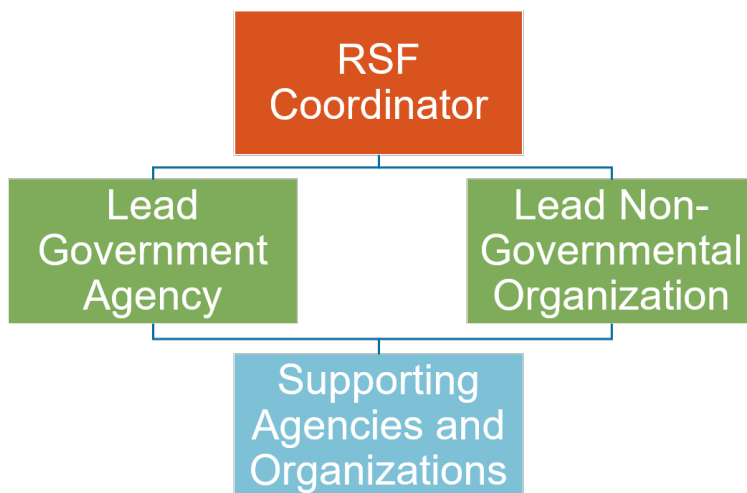


Table 49: RSF Roles and Responsibilities

Role	Responsibilities
RSF Coordinator	<ul style="list-style-type: none"> Lead daily RSF operations by providing coordination and oversight. Lead development of a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Serve as the primary point of contact for all RSF-related matters.
Lead Government Agency	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Track project implementation and progress and identify additional needs (e.g., staff, resources, funding).
Lead Non-Governmental Organization	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Support execution of projects, particularly when applicable to organization mission. Oversee engagement of other community organizations.
Supporting Agencies and Organizations	<ul style="list-style-type: none"> Support lead agencies and RSF Coordinator. Provide special subject matter expertise and technical assistance to recovery leadership and staff. Assist in executing recovery projects.

RSFs may be comprised several stakeholder groups. A list of potential stakeholder groups for the RSF has been included as a reference in **Table 50**. This list can be used as a tool for the RSF to support comprehensive participation. Note: the list below is by no means comprehensive.

Table 50: RSF 3 Stakeholder Group Participation

Stakeholder Group	Function/Contribution
School District and Higher Education Facilities	Transition from sheltering to schools opening and population returning
Public Health Departments	Hospital and medical recovery
Healthcare Associations and Regional Healthcare Coalitions	Hospital and medical recovery
Behavioral Health Departments	Mental and behavioral health support and crisis counseling
Environmental Health Departments	Environmental health hazards
Human or Social Service Agencies	Access and functional needs populations
Animal Shelters	Accommodations for pets

Coordination

Coordination is the exchange of communication, information, and data between two or more partners that helps to align priorities and reach a common understanding on goals. Coordination can occur between RSFs, between RSFs and ESFs, and with state and federal partners. Effective coordination that occurs throughout the recovery operation will aid the progress of recovery projects by increasing awareness and cooperation across all recovery operations. Coordination can be done in the form of meetings, emails, and face-to-face conversations.

Each RSF should establish lines of communication and coordination with each of the other RSFs. Additionally, there are many recovery milestones and activities where a given RSF will need to coordinate more explicitly with one or more RSFs. **Table 51** below summarizes some of these key points of coordination between HSS and other RSFs. The Implementation Milestones are organized to display this coordination using a color-coded key that displays the RSFs that will coordinate together to complete a certain activity.

Table 51: Health and Human Services Recovery Points of Coordination

Coordinating RSF	Points of Coordination
RSF 1: Community Planning and Capacity Building	<ul style="list-style-type: none"> ▪ Coordinating local planning when impacts of the disaster include loss to access to or infrastructure for health care or social services. ▪ Engaging with, communicating to, and providing services for diverse populations.
RSF 2: Economic Recovery	<ul style="list-style-type: none"> ▪ Assisting with return of health and social service network employees. ▪ Supporting restoration and recovery of health and social services networks, facilities, child care, and/or providers that impact employment and support a customer base for local businesses. ▪ Promoting workforce development for the health and social services sector.
RSF 4: Housing	<ul style="list-style-type: none"> ▪ Identifying and resolving any public and/or environmental health impacts/consequences with transitional, interim, and permanent housing solutions.
RSF 5: Infrastructure Systems	<ul style="list-style-type: none"> ▪ Restoring critical healthcare and social service facilities and infrastructure. ▪ Addressing needs of AFN populations that are dependent on infrastructure (e.g., elevators, escalators, electricity-dependent medical equipment). ▪ Ensuring the health and social services workforce has access to their places of work (e.g., through clear roads, functioning railways).
RSF 6: Natural and Cultural Resources	<ul style="list-style-type: none"> ▪ Coordinating resources to assess, monitor, and perform cleanup actions (e.g., for hazardous material) to minimize negative public and environmental health impacts. ▪ Addressing impacted health and social services programs that rely on natural and cultural resources impacted by the disaster (e.g., recreation programs).
RSF 7: Land Use and Redevelopment	<ul style="list-style-type: none"> ▪ Creating redevelopment and resilience guidance for health and social service facilities.

Implementation Milestones

The RSF implementation milestones are the critical progress points that each RSF should aim to accomplish to achieve a successful recovery. These milestones capture the critical information and decision points needed to carry-out HSS recovery operations. The tables below summarize this operational recovery guidance into milestones with associated activities and EEs.

- **Milestones:** Major progress points in the recovery of a support function and support movement towards a mission objective in that specific RSF.
- **Activities:** Specific projects and actions that relate to achieving the milestone.
- **EIs:** Information requirements and data that inform decision-making and contribute to analysis to complete the activities and milestones.⁵⁵

These tables should be used by the RSF to organize an efficient and effective recovery process from activation through transition to steady state. Recovery leadership can utilize this guidance to understand recovery progress and assign recovery responsibilities to complete these milestones and activities. The HSS RSF can adapt, modify, or add to these milestones and activities, as necessary. **Section 3** contains additional guidance on methods and best practices to build out and customize the milestones and activities to suit the local needs of the community. For example, the **Section 3 Appendix** contains a summary of different community engagement activities for different audiences, which can inform implementation of the community engagement-related milestones and activities.

⁵⁵ FEMA, n.d. Glossary: Essential Elements of Information. Retrieved at: <https://emilms.fema.gov/IS822/glossary.htm>

The milestones are organized by the short-, intermediate, and long-term phases of recovery (refer to **Recovery Overview** for more information about recovery operations). For each recovery phase, the milestones and activities have been numbered to improve the ease of use and to make it easier to cross reference common milestones and activities between RSFs. Activities were assigned a unique identifier based on the recovery phase (“A” for short-term, “B” for intermediate, and “C” for long-term), milestone number (e.g., “1”) and activity number (e.g., A.1.1, A.1.2, A.1.3). Activity and milestone numbering do not denote any specific order, rather it provides a reference point to identify and track progress.

Prior to recovery, the RSF coordinator should identify preparedness activities and work with RSF agencies and stakeholders to implement and bolster community resilience. Preparedness refers to the steady state activities performed by local agencies and organizations that prepare the community for a disaster and have the potential to mitigate or reduce disaster impact. These activities support the development and maintenance of recovery capabilities to enable the locality to rapidly perform response and recovery. More information about emergency preparedness can be found in **Preparedness**. Initial preparedness activities for the HSS RSF are listed below.

- Facilitate sustainable efforts and funding to cache water and food in the event of a disaster.
- Utilize available tools and surveys to identify areas of underserved populations.
- Develop post disaster psycho-social programs for all ages, key cultural-language groups, and create training modules for health care professionals, including Just-In-Time (JIT) modules.
- Prepare and plan for animal welfare issues (e.g., pets, farms, wildlife).

Key


Activities have been color coded to denote when more than one RSF, or all RSFs, will coordinate implementation. Where all RSFs are highlighted (below), this is a common milestone across all RSFs.

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g. NextDoor) to facilitate information and resource sharing within the impacted communities.							


The primary RSF (“P”) holds the lead responsibility for seeing an activity through to completion. The primary RSF will likely coordinate and consult with other RSFs denoted with the shaded boxes.

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.23	Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							P

SHORT-TERM MILESTONES


	Short Term Milestone 1 Implement a phased short-term, intermediate, and long-term public information and communication plan in collaboration with the other RSFs. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, location of distribution centers/DRCs, equitable and accessible communication standards

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g., NextDoor) to facilitate information and resource sharing within the impacted communities.							
A.1.1	Identify and communicate regularly with all communities.							
A.1.2	Inform the public on the need for damage assessments to prevent people from inhabiting unsafe structures or rebuilding without permitting.				P			
A.1.3	Utilize information hubs, community centers, and Local Assistance Centers/Disaster Recovery Centers to disseminate and collect information.							
A.1.4	Monitor misinformation (over traditional and social media) regarding the disaster and facilitate rumor control.							
A.1.6	Coordinate to distribute information to businesses, healthcare providers, and homeowners regarding tax relief as a result of disaster-related property damage.	P						
A.1.10	Develop messaging and information campaigns related to public health and safety, including public safety guidelines (e.g., water purification, medicine disposal), health system accessibility, and potential altered standards of care. Coordinate between RSFs on technical content of messaging and distribution to the public.	P						
A.1.11	Communicate to the public a variety of different environmental health concerns related to failed sanitation and sewage infrastructure, including how to dispose of human waste and prevent sanitation and the spread of cholera and issuing "boil water" notices.			P				


	Short Term Milestone 2 Conduct an evaluation of the direct, indirect, tangible, and intangible RSF-specific impacts from the disaster to quickly prioritize the needs of relief and restoration for all populations, including AFN and underserved communities, and others who may face disproportionate impacts.
EEI:	Damage assessment data, pre-disaster conditions data, survey tools, FEMA assessment tools, resilience plans, mitigation plans, geographical information systems and software (e.g., ArcGIS)

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.2.0	Communicate and liaise with Disaster Recovery Centers (DRCs) to identify community needs and priorities.							
A.2.1	Identify areas of need and prioritize and allocate resources for recovery.							
A.2.2	Identify and maintain documentation regarding the damaged resources that need to be restored.							
A.2.9	Utilize the Center for Disease Control and Prevention's (CPC) Community Assessment for Public Health Emergency Response (CASPER) survey to assess health and social services need.							
A.2.10	Assess the number of individuals needing disability insurance.							
A.2.11	If staffing shortages are identified after a disaster, provide training to individuals on how to perform basic medical services.							
A.2.12	Assess and document the number of individuals using, and eligible for, public assistance programs (e.g., supplemental security income, supplemental nutrition assistance program).							
A.2.13	Assess and document the initial needs for support of elderly populations.							
A.2.14	Document hospital capacity and identify unmet needs; coordinate with regional partners to provide care and bridge unmet needs.							
A.2.29	Coordinate between NCR and HSS to identify impacted health and social services programs that rely on natural and cultural resources impacted by the disaster (e.g., recreational programs).							
A.2.30	Identify environmental health hazards that pose a risk to community health. This includes the identification of sensitive receptors (e.g., location of hazardous substances).							

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.2.32	Assess water contamination and recovery needs. Coordinate assessments between NCR, HSS, and Infrastructure RSFs.							


	Short Term Milestone 3 Formulate and implement an initial community engagement plan.
EEI:	Community engagement best practices, and points of contact for community groups and relevant agencies

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.3.0 Host community engagement activities, meetings, and events (e.g., community listening sessions, visioning workshops). These sessions will offer opportunities for crisis counseling and catharsis, and also inform the unmet needs assessment and recovery action plan development.			P				
A.3.8 Work through community networks (e.g., houses of worship, trusted agents) to engage vulnerable populations.	P						
A.3.9 Conduct community engagement initiatives to support the assessment of disaster impacts and identification of unmet needs.	P						


	Short Term Milestone 4
Implement short-term recovery strategies and solutions to meet immediate needs of the community.	
EEI:	Damage and needs assessment data, community priorities, community plans, points of contact for public sector and private sector (e.g., utility contractors, businesses, medical practices), applicable policies and authorities review, location/concentration of population and community centers, land use and suitability assessments

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.4.0	Analyze results from the impact and needs assessments to develop short-term recovery action plans (RAP).							
A.4.3	Support the restoration of power and communications infrastructure systems so that key institutions and functions (e.g., banks and financial institutions, schools, grocery stores) and “lifelines” can operate.					P		
A.4.11	Assist all survivors in registering for Individual Assistance (IA) by providing information and advocacy services if the community is eligible.							
A.4.13	Identify homeless communities and provide recovery support and services.							
A.4.14	For an infectious disease emergency, implement existing mass prophylaxis plans.							
A.4.15	Work with law enforcement and public safety officials to implement initiatives that address safety of essential facilities and impacted communities.							
A.4.16	Create and utilize information hubs and shelters to distribute available information on mental health services and resources.							
A.4.18	Work with direct service health providers, including mental health professionals, to provide mobile or virtual services and emotional support.							
A.4.19	Work with stakeholders and department agencies to identify temporary solutions for child care, food service, and schooling. This can include connecting with local chefs and local organizations to get involved with community feeding efforts. Provide food to facilities that provide essential places (e.g., schools and churches).							
A.4.20	Reestablish environmental health monitoring services (e.g., food safety).							
A.4.21	Identify how to bring health and social services to vulnerable populations with limited mobility and underserved communities.							


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.4.22	Coordinate to determine the agriculture and livestock farms that can supply the region with food.							
A.4.23	Provide vulnerable and AFN populations with access to equipment that is needed for mobility (e.g., elevators, escalators, electricity-dependent medical equipment).							
A.4.24	Coordinate between RSFs to provide functional temporary transportation routes and alternative public transportation options to allow access to key institutions and functions (e.g., schools, daycare, jobs), including for those with Access and Functional Needs. Develop and distribute public messaging on the alternative transportation routes and options. Monitor that public transportation is functional, the specific people needing transportation services are identified, and public messaging is coordinated.					P		
A.4.29	Repair and restore transportation routes that lead to key institutions and functions (e.g., schools, healthcare facilities, fire stations).					P		
A.4.38	Restore energy/internet in critical HSS facilities (e.g., public, and private hospitals, government social services agencies).					P		
A.4.39	Contain hazardous material release, perform cleanup actions, and assess and monitor the risks to the public and/or environmental health.			P				
A.4.47	Maintain recovery-related documentation and record keeping; provide historic records as requested.							

	Short Term Milestone 5
Establish and maintain data-sharing and coordination mechanisms between RSFs and relevant stakeholders.	
EEI:	Data management and sharing procedures, software, or technology to share data and information, established communication protocols and procedures

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.5.0	Establish communication channels between Federal, State, and other local, and/or tribal governments, and private/public sector entities to promote ongoing dialogue and information sharing.							
A.5.1	Communicate and coordinate with Federal and State government partners to secure the resources and information needed to guide recovery.							
A.5.2	Track the daily and weekly accomplishments and any outstanding issues for the RSF. Include updates in recovery operational reports.							
A.5.5	Create centralized phone lines to provide technical assistance to small and mid-size businesses and distressed homeowners and renters.		P					

	Short Term Milestone 6 Identify all possible funding opportunities and establish cost recovery tracking mechanisms based on program requirements.
EEI:	Table 2-2 Funding Opportunities (Section 2 Appendix), Volunteer networks information, donations, community needs and priorities, jurisdictional budget information, funding opportunity requirements, cost tracking tools


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.6.0	Identify opportunities for, and participate in, just-in-time training about grant program requirements.							
A.6.1	Establish project approval and prioritization procedures and budgeting codes to track disaster related expenditures and decision-making.							
A.6.2	Review eligibility for federal funding programs (e.g., Public Assistance, Individual Assistance, Community Development Block Grants – Disaster Recovery) and gather data and materials required to apply. Submit applications based on specified timelines.							
A.6.3	Create mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This includes any important timelines as well as the recipient(s) and application(s) of funding.							
A.6.4	Identify and carefully document the use of volunteer labor and donations.	P						
A.6.5	Help create standards for project approval and budgeting to track disaster related expenditures in alignment with legal or programmatic requirements.							
A.6.6	Participate in just-in-time training and specialized outreach or support to help agencies and departments understand funding requirements.							

	Short Term Milestone 7
Identify resources, staff, and equipment needed to conduct recovery.	
EEI:	Volunteer networks information, debris clean-up and removal equipment, damage assessment equipment, construction equipment and supplies, medical supplies, staff capabilities, stand-by contracts


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.7.0	Request state and federal resources and personnel, where available and needed.							
A.7.1	Identify gaps in local resources and capabilities and develop strategies to bridge gaps. Refer to Section 3 (Preparedness and Identification) for additional guidance on implementing a gap assessment.							
A.7.2	Allocate personnel with language abilities and cultural competencies to specific communities (e.g., communities of color, people with different abilities such as hard of hearing/blind, imprisoned communities).			P				
A.7.3	Prioritize staffing and resources for essential support services (e.g., transportation, education, emergency health services).							
A.7.4	Identify community members and volunteers to support recovery operations; provide volunteers with the training needed to perform tasks and document volunteer resources.	P						
A.7.6	Engage subject matter experts (SMEs) to develop short-term specific activities, project plans, and inform tasking.							
A.7.7	Activate and monitor mutual-aid agreements.							
A.7.8	Recommend community stakeholders to participate on a recovery task force at the local level to help facilitate all aspects of recovery. Refer the County Annex Memos for recommendations of stakeholders, by subject matter area.							
A.7.9	If a Local Disaster Recovery Manager has not yet been identified, coordinate with other RSFs to recommend one.							
A.7.14	Monitor cultural competency in distribution of medical and health supplies.							
A.7.15	Identify available public space that can be utilized for donations or equipment storage.							
A.7.16	Coordinate with nursing schools to provide additional staff.							
A.7.17	Manage volunteers and donations as they relate to health and social services restoration.	P						

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.7.22 Coordinate and procure the resources, equipment, and facilities needed to assess, monitor, and perform cleanup actions for hazardous material releases, to minimize negative public and environmental health impacts.					P		


INTERMEDIATE MILESTONES

	Intermediate Milestone 1
Conduct ongoing needs assessments to identify unmet and anticipated needs; adjust the recovery action plan as needed.	
EEI:	Data assessments, digital/online surveys, community priorities, planning procedures and processes to amend plans, case studies to address community priorities.

Activities		Activity Type						
		1: C/PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.1.0	Use social media to compile and collect on-the-ground knowledge and inform priorities.							
B.1.1	Understand and communicate the status of critical community resources across all RSFs (e.g., fuel, generators, communications/IT, roads and transportation, social services, mass care services).							
B.1.2	Track daily and weekly accomplishments and any outstanding issues for the RSF. Include this information in recovery operational reports.							
B.1.3	Continue assessing impacts to housing, people, and businesses in collaboration with other RSFs. Identify gaps in available resources. Refocus attention and capabilities on areas of outstanding need based on assessment findings.							
B.1.4	Collaborate between RSFs to identify solutions to meet the recovery needs of low-income communities and communities of color.							
B.1.5	Create and implement technology tools, online platforms, and/or mobile apps to support ongoing needs assessments.							
B.1.14	Coordinate resources to assess, monitor, and perform clean-up actions in support of minimizing negative public and environmental health impacts.			P				

	Intermediate Milestone 2 Continue to identify all possible funding opportunities, establish cost recovery mechanisms based on program requirements, and develop project management plans to ensure the most effective use of federal, state, and local funds.
EEI:	Cost tracking mechanisms, community priorities, community plans, donations, reporting procedures, meeting schedules, jurisdictional and recovery budgets, engagement processes tracker, measurement tools, recovery action plan


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.2.0	Review and monitor that established project approval and budgeting procedures are adhered to.							
B.2.1	Monitor the allocation of external financial resources to low-income households and communities of color to make sure they are not adversely impacted as a result of program implementation.							
B.2.2	Monitor and track established mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This should include any important timelines as well as the recipient(s) and application(s) of funding.							
B.2.3	Identify funding that can be used to reimburse or pay for surge support and back-fill people in planning positions.							
B.2.4	Continue to participate in just-in-time training and specialized outreach or support to ensure agencies and departments understand funding requirements.							
B.2.5	Continue to identify and carefully document the use of volunteer labor and donations.	P						
B.2.6	Continue to coordinate the use of mutual aid.							
B.2.7	Continue to collect documentation for cost recovery and reimbursement from grant funds.							
B.2.8	Continue conducting outreach to the private sector to provide additional financial support.		P					

	Intermediate Milestone 3 Continue to identify resources, staff, and equipment needed to establish and support initiatives to sustain and address deficiencies in surge capacity and capabilities.
EEI:	Recovery job needs, job training programs, available disaster assistance programs, staff capabilities, stand-by contracts, COAD/VOAD, contact lists for agencies and volunteers

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.3.1	Recruit new teachers and encourage existing employees to return to work to restore school systems.							
B.3.2	Recruit clinical staff from outside regions as needed.							
B.3.3	Host trainings and workshops for health professionals on the objectives of Trauma-Informed Care (TIC).							
B.3.4	Identify initiatives to address long-term healthcare staffing needs, ensuring that ancillary positions are considered (e.g., hospital food services, maintenance, cleaning).							
B.3.5	Allocate for increased amount of personnel and resources on trigger dates.							
B.3.6	Identify and improve access to training/retraining programs for needed and projected jobs post-disaster in the essential industries (e.g., nurses, crisis counselors, construction, housing).							
B.3.8	Continue assessment and mitigation of hazardous conditions, including hazardous/radiological materials, air, soil, water contamination; adequate sanitation and waste removal; vector control.							


	Intermediate Milestone 4 Coordinate and implement community redevelopment and repopulation strategies.
EEI:	Land use policies and regulations, best practices for redevelopment, coordination mechanisms, community priorities, funding sources

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.0	Review local enforcements, permitting, and other legislation that may impact recovery time.							
B.4.1	Promote opportunities to mitigate future disaster impacts (e.g., COOP planning, hazard mitigation planning).							
B.4.2	Identify areas of vulnerability based on disaster and identify resilience and mitigation measures to address.							
B.4.8	Create initiatives that address the potential for small facilities and independent hospitals to shut down because they do not have the finances to build back or remain open.							
B.4.18	Repair and reopen public-owned community facilities, increasing access to these public amenities and the services they provide (e.g., schools, libraries, parks, post offices, community centers).					P		


	<p>Intermediate Milestone 5</p> <p>Establish and implement a recovery action plan that addresses interim and long-term impacts/needs and restores services, assets, and systems.</p>
EEI:	Data and needs assessments, community needs and priorities, relevant data (e.g., hazard, demographics, land use), recovery best practices

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.0							
B.5.1							
B.5.2							
B.5.4							
B.5.10							
B.5.11							
B.5.12			P				
B.5.19							
B.5.20							
B.5.21							
B.5.22							
B.5.23							
B.5.24							

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.25	Connect displaced students with schools and educational opportunities (including transportation to these opportunities).							
B.5.26	Continue to restore private sector healthcare businesses damaged by disasters (e.g., through mutual aid agreements, and leveraging relationships with healthcare associations and coalitions).							
B.5.27	Host community engagement events and identify community priorities to address in the Community Health Improvement Plans.			P				
B.5.28	Continue to ensure vulnerable and underserved populations have access to health and social services.			P				
B.5.29	Coordinate with academia to gather research and studies related to post-traumatic stress disorder (PTSD). Use this information to understand how PTSD will affect the ability of individuals, homeowners, and businesses (including owners and employees) to return to the impacted area. Establish programs to mitigate these impacts. The HSS, CPCB, and Economic RSFs will work collaboratively to address these impacts to the different sectors of the community.			P				
B.5.30	Coordinate access to health and social services for employees and workers assisting in restoration efforts.			P				
B.5.31	Monitor the availability of public housing and provide services and resources to individuals in public housing.				P			
B.5.32	Monitor hazards that may further impact environmental or public health.			P				
B.5.41	Provide access to critical infrastructure needs for vulnerable and underserved populations.							
B.5.44	When rebuilding, consider the equitable colocation of important health and social service facilities (e.g., health clinics, schools, libraries, churches) to increase social cohesion.							
B.5.45	Contain hazardous material release, perform cleanup actions, and assess and monitor the risks to the public and/or environmental health.			P				
B.5.50	Provide incentives to rebuild and restore businesses, housing, and services (e.g., tax breaks for individuals and commercial businesses, incentives for affordable housing development).							

	Intermediate Milestone 7 Manage implementation of a long-term recovery community engagement plan.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.7.0	Establish regular public meetings and townhalls to engage the public on recovery efforts.							
B.7.1	Identify and establish public-private partnerships and encourage partnerships at the local level to enhance the resilience of both sectors.		P					
B.7.2	Review case studies and communities that have experienced similar disasters to identify and implement community-based recovery efforts.							
B.7.3	Host regular engagement events (e.g., public hearings, community meetings, and tabling at community recovery centers) to educate the public about the recovery process and gather feedback.	P						
B.7.8	Engage elected officials and local leadership to promote the concept of "building back better" in local communities.							
B.7.9	Help community healing through mural painting, garden planting, and other interactive and artistic events.	P						
B.7.11	Collaborate with stakeholders to reach out to foundations and local organizations that may have interest in supporting mental health services.							

	Intermediate Milestone 8 Manage implementation of public information and communications plans. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.8.0	Publicize the assistance programs that are available and in place to assist recovery in this RSF's sector.							
B.8.1	Provide online information sharing in one centralized location.							
B.8.2	Continue to utilize information hubs, community centers, and LACs/DRCs to disseminate and collect information.							


	Intermediate Milestone 9 Modify statutory, regulatory, policy, and administrative issues that contribute to gaps, inconsistencies, and unmet needs in community recovery.
EEI:	Policy amendment processes, land use policies and regulations, voting information and processes

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.9.0							
B.9.1							
B.9.2							
B.9.8							
B.9.9							
B.9.10		P					
B.9.16							P

	Intermediate Milestone 10 Provide and coordinate wraparound services for those staying in interim housing.
EEI:	Community needs and data on those living in interim housing, points of contact for community organizations, NGOs, and non-profits

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.10.2 Continue to provide support services, including but not limited to housing assistance programs, access to schools and education opportunities, mental and behavioral health, employment, small-business support, transportation, and financial support.			P				


LONG-TERM MILESTONES

	<p>Long Term Milestone 1 Continue to explore and apply funding opportunities while conducting project review, payment, and closeout activities for recovery financing received.</p>
EEI:	Cost tracking mechanisms, community priorities, donations, Table 2-2 Funding Opportunities (Section 2 Appendix)


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.1.0	Consider, and request if appropriate, assistance extensions (e.g., extension of grant program timelines).							
C.1.1	Continue to track costs through processes required by grantors and other funding sources.							
C.1.2	Utilize after action reviews of short-term and intermediate cost recovery processes and procedures in order to create a more effective cost recovery system in future disasters.							

	Long Term Milestone 2 Continue to coordinate on community redevelopment and return strategies.
EEI:	Revised land use strategies and plans, identified areas of growth and development, community needs and priorities, best practices in sustainability and resilience, workforce and employment needs and trends, points of contact for local influencers, data on economic impact


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.2.0	Continue to identify and implement community-based planning and recovery strategies.	P						
C.2.6	Monitor long-term function of regional healthcare facilities to provide services; plan for new facilities and the expansion of existing facilities, as needed.							
C.2.7	Monitor long-term function of schools and school districts and their ability to support all students.							
C.2.12	Continue to promote incentives and benefits where applicable for sustainable redevelopment (e.g., affordable housing, stormwater management and green space, small businesses).							
C.2.13	Engage with advocates, non-profits, and community leaders to identify long-term unmet needs among vulnerable and underserved communities.							
C.2.14	Establish policies that provide stable and affordable housing for the whole community, including vulnerable and underserved communities and homeless and houseless population.				P			

	<p>Long Term Milestone 3 Improve resilience of the impact zone and reduce the threat of repetitive losses by addressing weaknesses, threats, and vulnerabilities. Implement upgrades to the construction of infrastructure and assets and develop mitigation and resilience-focused policies and programs in coordination with other RSFs and the entire community.</p>
<p>EEI:</p>	<p>Recovery progress tracking, lessons documentation, best practices in resilience strategies, policy/regulation amendment procedures, vulnerability assessment data, community needs and priorities, points of contact for community organizations</p>


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.3.0	Align recovery, redevelopment, comprehensive, hazard mitigation, and land use plans around a common vision of community resilience.							
C.3.1	Develop After-Action Reports (AARs) to assess recovery operations and amend recovery plans, if necessary.							
C.3.2	Coordinate with state and local grant program officials to identify disaster prevention and recovery fund opportunities that are state-specific.							
C.3.3	Identify best practices and relevant case studies to serve as future references; share learning outcomes with other communities and become stewards of disaster resilience and risk reduction.							
C.3.4	Update related policies and plans with hazard mitigation strategies developed to address vulnerabilities identified during recovery.							
C.3.5	Conduct an RSF-specific vulnerability assessment to understand how to mitigate the impacts of future disasters on the community/region.							
C.3.6	Develop evaluation processes for plans, projects, and policies that meet the community's vision.							

	Long Term Milestone 4 Maintain the implementation of a long-term recovery community engagement plan.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, community needs and priorities, points of contact for community organizations

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.4.0	Re-energize political will and public interest in resilience and recovery efforts by coordinating with news networks and media to keep attention focused on continued recovery efforts and long-term impacts.							
C.4.1	Maintain regional coordination for cohesive recovery of communities and the region.							
C.4.2	Encourage continued interaction and engagement with NGOs and the private sector during recovery.							
C.4.3	Sustain community engagement by identifying new focus areas and highlighting emerging or outstanding need for community involvement and stewardship							
C.4.4	Utilize impact studies to increase civic engagement and lobby elected officials for continued or new funding and support.							
C.4.6	Help community healing through mural painting, garden planning, and other interactive and artistic events.	P						

	Long Term Milestone 5 Provide incentives for long-term recovery efforts, sustainability, and resilience strategies.
EEI:	Regional growth goals and strategies, land use policies and regulations, tax breaks and incentive programs, elected official buy-in, public private partnerships

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.5.1	Continue to engage elected officials and local leadership to promote the concept of “building back better” in local communities							

	Long Term Milestone 6 Reassess and evaluate recovery progress to identify gaps and unmet and/or anticipated needs in order to adjust recovery plans and implement new strategies and solutions.
EEI:	Recovery process tracking and metrics system, community needs and priorities, assessment results (vulnerability and equity)

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.6.0	Continue to utilize previously developed technology tools, online platforms, and/or mobile apps to support ongoing needs assessment.							
C.6.1	Help determine success of the recovery action plan in addressing identified needs.							
C.6.2	Track the daily and weekly accomplishments and any outstanding issues for the RSF. Contribute this to recovery operational reports.							
C.6.3	Integrate RSF duties into steady state roles.							
C.6.6	Provide an annual review of achievements particular to HSS factors (e.g., number of individuals receiving public assistance benefits, healthcare sector job growth, investments, healthcare business creation/retention).							
C.6.7	Reassess needs to support the elderly population.							
C.6.8	Reassess the number of individuals utilizing, and eligible for, public assistance programs.							

RSF 4: Housing



RSF 4: Housing

Mission

The purpose and mission of the Housing RSF is to return housing to a stable state and develop new opportunities for housing and neighborhood growth within a sustainable, resilient, and economically viable community. The Housing RSF coordinates with other RSFs to implement interim (short-term solutions not suitable for permanent use), temporary (longer-term but temporary solutions for those awaiting repairs), and permanent (solutions suitable for long-term use as a full-time dwelling) housing recovery solutions that effectively support the needs of the whole community. The Housing RSF does not oversee operations for response sheltering. Key responsibilities and mission objectives include:

- Working with communities to identify housing needs and gaps;
- Coordinating with other RSFs to create sustainable and resilient housing; and
- Considering affordable and accessible housing solutions.

Organization

Each RSF will organize around a common structure that delivers a balance of coordination, leadership, and expertise to drive recovery efforts in that functional area. This recommended RSF organizational structure can be seen in **Figure 20**.

Each RSF will be led by an RSF Coordinator who is responsible for promoting coordination within the RSF to monitor project development and implementation. The RSF Coordinator is also responsible for coordinating with the DRM to identify priorities, determine funding, and work across RSFs to align priorities and milestones. The Housing RSF Coordinator is typically from a housing authority or department of housing services but can also be from a building department or health and human services department. The structure is also comprised of two co-leads (one from the public sector, and another from a non-government organization). After a disaster, multiple agencies and/or organizations may fill each of the co-lead positions to cover the specific recovery needs. These co-leads are assisted by supporting agencies and organizations. Please see **Table 52** for more information on these roles.

Figure 20: Recommended RSF Structure

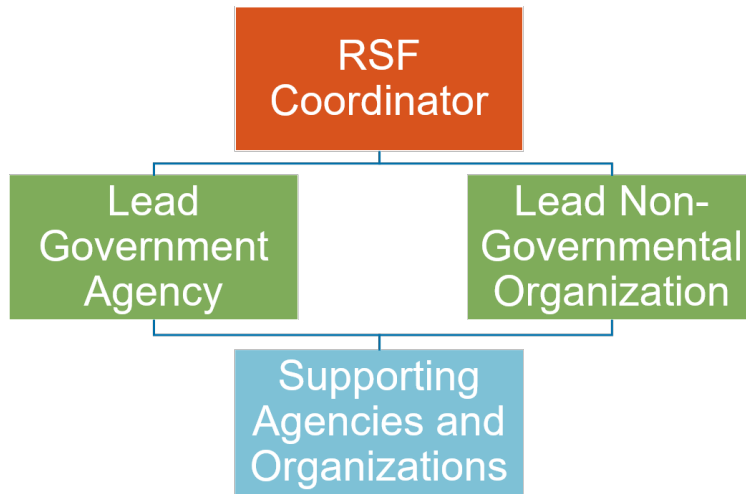


Table 52: RSF Roles and Responsibilities

Role	Responsibilities
RSF Coordinator	<ul style="list-style-type: none"> Lead daily RSF operations by providing coordination and oversight. Lead development of a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Serve as the primary point of contact for all RSF-related matters.
Lead Government Agency	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Track project implementation and progress and identify additional needs (e.g., staff, resources, funding).
Lead Non-Governmental Organization	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Support execution of projects, particularly when applicable to organization mission. Oversee engagement of other community organizations.
Supporting Agencies and Organizations	<ul style="list-style-type: none"> Support lead agencies and RSF Coordinator. Provide special subject matter expertise and technical assistance to recovery leadership and staff. Assist in executing recovery projects.

RSFs may be comprised several stakeholder groups. A list of potential stakeholder groups for the RSF has been included as a reference in **Table 53**. This list can be used as a tool for the RSF to support comprehensive participation. Note: the list below is by no means comprehensive.

Table 53: RSF 4 Stakeholder Group Participation

Stakeholder Group	Function/Contribution
Building and/or Zoning Departments	Building moratoria, permitting procedures
Code Enforcement Departments	Damage assessment/enforcement of redevelopment
Housing Authorities	Housing solutions
Neighborhood or Home Owner's Associations	Community representation
Planning Councils or Commissions	Jurisdictional coordination and oversight

Coordination

Coordination is the exchange of communication, information, and data between two or more partners that helps to align priorities and reach a common understanding on goals. Coordination can occur between RSFs, between RSFs and ESFs, and with state and federal partners. Effective coordination that occurs throughout the recovery operation will aid the progress of recovery projects by increasing awareness and cooperation across all recovery operations. Coordination can be done in the form of meetings, emails, and face-to-face conversations.

Each RSF should establish lines of communication and coordination with each of the other RSFs. Additionally, there are many recovery milestones and activities where a given RSF will need to coordinate more explicitly with one or more RSFs. **Table 54** below summarizes some of these key points of coordination between Housing and other RSFs. The Implementation Milestones are organized to display this coordination using a color-coded key that displays the RSFs that will coordinate together to complete a certain activity.

Table 54: Housing Points of Coordination

Coordinating RSF	Points of Coordination
RSF 1: Community Planning and Capacity Building	<ul style="list-style-type: none"> ▪ Identifying potential programmatic solutions to meet local housing needs and requirements. This includes identifying and creating incentives for affordable housing. ▪ Identifying adequate interim, temporary, and permanent solutions are identified, including for those who resided in government-provided or affordable housing. ▪ Developing long-term community goals related to housing restoration and resiliency.
RSF 2: Economic Recovery	<ul style="list-style-type: none"> ▪ Facilitating purchasing efforts to assist businesses with housing rehabilitation and development. ▪ Identifying training opportunities for local workforce to align with local housing developer employer needs. ▪ Coordinating with private sector businesses to help meet employee housing needs of major local and regional employers.
RSF 3: Health and Social Services	<ul style="list-style-type: none"> ▪ Identifying and resolving any public and/or environmental health impacts/consequences with transitional, interim, and permanent housing solutions.
RSF 5: Infrastructure Systems	<ul style="list-style-type: none"> ▪ Reestablishing utilities to impacted neighborhoods to shorten the timeframe to move residents into their permanent dwellings. ▪ Ensuring that those staying in short-term and interim housing have access (via road or railway) to critical services (e.g., police, fire).
RSF 6: Natural and Cultural Resources	<ul style="list-style-type: none"> ▪ Ensuring redevelopment does not inhibit access to important community natural, cultural, and historical resources.
RSF 7: Land Use and Redevelopment	<ul style="list-style-type: none"> ▪ Identifying land suitable for housing redevelopment near population hubs.

Implementation Milestones

The RSF implementation milestones are the critical progress points that each RSF should aim to accomplish to achieve a successful recovery. These milestones capture the critical information and decision points needed to carry-out housing recovery operations. The tables below summarize this operational recovery guidance into milestones with associated activities and EEs.

- **Milestones:** Major progress points in the recovery of a support function and support movement towards a mission objective in that specific RSF.
- **Activities:** Specific projects and actions that relate to achieving the milestone.
- **EIs:** Information requirements and data that inform decision-making and contribute to analysis to complete the activities and milestones.⁵⁶

These tables should be used by the RSF to organize an efficient and effective recovery process from activation through transition to steady state. Recovery leadership can utilize this guidance to understand recovery progress and assign recovery responsibilities to complete these milestones and activities. The Housing RSF can adapt, modify, or add to these milestones and activities, as necessary. **Section 3** contains additional guidance on methods and best practices to build out and customize the milestones and activities to suit the local needs of the community. For example, the **Section 3 Appendix** contains a summary of different community engagement activities for different audiences, which can inform implementation of the community engagement-related milestones and activities.

⁵⁶ FEMA, n.d. Glossary: Essential Elements of Information. Retrieved at: <https://emilms.fema.gov/IS822/glossary.htm>

The milestones are organized by the short-, intermediate, and long-term phases of recovery (refer to **Recovery Overview** for more information about recovery operations). For each recovery phase, the milestones and activities have been numbered to improve the ease of use and to make it easier to cross reference common milestones and activities between RSFs. Activities were assigned a unique identifier based on the recovery phase (“A” for short-term, “B” for intermediate, and “C” for long-term), milestone number (e.g., “1”) and activity number (e.g., A.1.1, A.1.2, A.1.3). Activity and milestone numbering do not denote any specific order, rather it provides a reference point to identify and track progress.

Prior to recovery, the RSF coordinator should identify preparedness activities and work with RSF agencies and stakeholders to implement and bolster community resilience. Preparedness refers to the steady state activities performed by local agencies and organizations that prepare the community for a disaster and have the potential to mitigate or reduce disaster impact. These activities support the development and maintenance of recovery capabilities to enable the locality to rapidly perform response and recovery. More information about emergency preparedness can be found in **Preparedness**. Initial preparedness activities for the Housing RSF are listed below.

- Pre-identify criteria for urban growth boundary expansion.
- Identify and plan for quick-to-construct housing that is safe for long term living.
- Plan for managed retreat from neighborhoods with multiple hazards (e.g., liquefaction, floodplain).
- Develop local seismic resilience plans.
- Enhance mitigation planning across all county or city plans to address the likely housing impacts.
- Develop emergency building permitting requirements (i.e., a letter or list of repairs that is signed and validated by a licensed contractor, engineer, or architect stating the repair is an emergency).

Key

Activities have been color coded to denote when more than one RSF, or all RSFs, will coordinate implementation. Where all RSFs are highlighted (below), this is a common milestone across all RSFs.

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g. NextDoor) to facilitate information and resource sharing within the impacted communities.							


The primary RSF (“P”) holds the lead responsibility for seeing an activity through to completion. The primary RSF will likely coordinate and consult with other RSFs denoted with the shaded boxes.

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.23	Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							P


This will allow streamlined processes for the reconstruction of homes or buildings with major or minor damages, that still comply with building codes and permitting procedures.

- Identify and compile building inspectors contacts and maintain list.
- Create post-disaster building assessment program that determines the safety and reconstruction needs of structures.
- Create stricter and more resilient building codes by creating energy efficiency standards, requiring higher elevation of structures, or establishing construction design and material policies.
- Participate in emergency preparedness campaigns.
- Develop regional agreement and certification criteria on sharing stranded building inspectors for damage assessments.
- Develop damage assessment procedures to inspect all housing in priority order (i.e., multi-family and underserved residents come first).


SHORT-TERM MILESTONES

	Short Term Milestone 1 Implement a phased short-term, intermediate, and long-term public information and communication plan in collaboration with the other RSFs. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, location of distribution centers/DRCs, equitable and accessible communication standards


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g., NextDoor) to facilitate information and resource sharing within the impacted communities.							
A.1.1	Identify and communicate regularly with all communities.							
A.1.2	Inform the public on the need for damage assessments to prevent people from inhabiting unsafe structures or rebuilding without permitting.				P			
A.1.3	Utilize information hubs, community centers, and Local Assistance Centers/Disaster Recovery Centers to disseminate and collect information.							
A.1.4	Monitor misinformation (over traditional and social media) regarding the disaster and facilitate rumor control.							
A.1.6	Coordinate to distribute information to businesses, healthcare providers, and homeowners regarding tax relief as a result of disaster-related property damage.	P						
A.1.7	Provide informational resources to shelters and points-of-distribution (PODs) regarding recovery assistance programs.							
A.1.9	Disseminate information regarding the condition and safety of inspected structures. Coordinate between the Infrastructure and Housing RSFs to develop and disseminate this information.				P			

	Short Term Milestone 2 Conduct an evaluation of the direct, indirect, tangible, and intangible RSF-specific impacts from the disaster to quickly prioritize the needs of relief and restoration for all populations, including AFN and underserved communities, and others who may face disproportionate impacts.
EEI:	Damage assessment data, pre-disaster conditions data, survey tools, FEMA assessment tools, resilience plans, mitigation plans, geographical information systems and software (e.g., ArcGIS)


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.2.0	Communicate and liaise with Disaster Recovery Centers (DRCs) to identify community needs and priorities.							
A.2.1	Identify areas of need and prioritize and allocate resources for recovery.							
A.2.2	Identify and maintain documentation regarding the damaged resources that need to be restored.							
A.2.5	Assess damages to dwellings, including manufactured housing and mobile homes, and prioritize resources and assistance.							
A.2.6	Conduct environmental and health assessments prior to infrastructure and housing restoration, particularly in cases where infrastructure restoration impacts natural and cultural resources. Identify alternative projects, where possible. Coordinate assessments between HSS, Housing, Infrastructure, Land Use, and NCR RSFs.							
A.2.7	Utilize maps and geographic information systems (GIS) data, where available, to understand the condition of housing stock to inform recovery decisions.							
A.2.8	Identify damaged permanent and mobile structures to prioritize repairs and restoration in place and formulate a plan for the structures that can be moved or relocated.							

	Short Term Milestone 3 Formulate and implement an initial community engagement plan.
EEI:	Community engagement best practices, and points of contact for community groups and relevant agencies


Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.3.0 Host community engagement activities, meetings, and events (e.g., community listening sessions, visioning workshops). These sessions will offer opportunities for crisis counseling and catharsis, and also inform the unmet needs assessment and recovery action plan development.			P				
A.3.8 Work through community networks (e.g., houses of worship, trusted agents) to engage vulnerable populations.	P						
A.3.9 Conduct community engagement initiatives to support the assessment of disaster impacts and identification of unmet needs.	P						

	Short Term Milestone 4
Implement short-term recovery strategies and solutions to meet immediate needs of the community.	
EEI:	Damage and needs assessment data, community priorities, community plans, points of contact for public sector and private sector (e.g., utility contractors, businesses, medical practices), applicable policies and authorities review, location/concentration of population and community centers, land use and suitability assessments


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.4.0	Analyze results from the impact and needs assessments to develop short-term recovery action plans (RAP).							
A.4.8	Assist disaster survivors in obtaining permanent housing by providing access to programs and services such as home repair assistance (e.g., Rapid Repair Assistance), loans (e.g., SBA Disaster Loans), housing choice vouchers, and any additional programs made available through state, federal, or NGO/private sector programs.							
A.4.9	Identify alternative housing solutions for individuals living in unofficial and makeshift housing.							
A.4.10	Implement and coordinate temporary cooperative housing with shared facilities that includes measures to provide individual privacy.							
A.4.11	Assist all survivors in registering for Individual Assistance (IA) by providing information and advocacy services if the community is eligible.							
A.4.12	Identify usable and appropriate buildings for temporary housing.							
A.4.13	Identify homeless communities and provide recovery support and services.							
A.4.22	Coordinate to determine the agriculture and livestock farms that can supply the region with food.							
A.4.24	Coordinate between RSFs to provide functional temporary transportation routes and alternative public transportation options to allow access to key institutions and functions (e.g., schools, daycare, jobs), including for those with Access and Functional Needs. Develop and distribute public messaging on the alternative transportation routes and options. Monitor that public transportation is functional, the specific people needing transportation services are identified, and public messaging is coordinated.					P		
A.4.47	Maintain recovery-related documentation and record keeping; provide historic records as requested.							

	Short Term Milestone 5
Establish and maintain data-sharing and coordination mechanisms between RSFs and relevant stakeholders.	
EEI:	Data management and sharing procedures, software, or technology to share data and information, established communication protocols and procedures

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.5.0	Establish communication channels between Federal, State, and other local, and/or tribal governments, and private/public sector entities to promote ongoing dialogue and information sharing.							
A.5.1	Communicate and coordinate with Federal and State government partners to secure the resources and information needed to guide recovery.							
A.5.2	Track the daily and weekly accomplishments and any outstanding issues for the RSF. Include updates in recovery operational reports.							
A.5.4	Coordinate regularly with housing entities to collect and disseminate housing-specific information, including internal/private damage assessments and response activities.							
A.5.5	Create centralized phone lines to provide technical assistance to small and mid-size businesses and distressed homeowners and renters.		P					
A.5.6	Liaise with legal counsel representing Federal and State governments, as well as private sector industries, on housing laws, policies, and regulations in disaster settings (e.g., finance). This includes policies that may prohibit redevelopment (e.g., natural resources protection policies).							


	Short Term Milestone 6
Identify all possible funding opportunities and establish cost recovery tracking mechanisms based on program requirements.	
EEI:	Table 2-2 Funding Opportunities (Section 2 Appendix), Volunteer networks information, donations, community needs and priorities, jurisdictional budget information, funding opportunity requirements, cost tracking tools

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.6.0	Identify opportunities for, and participate in, just-in-time training about grant program requirements.							
A.6.1	Establish project approval and prioritization procedures and budgeting codes to track disaster related expenditures and decision-making.							
A.6.2	Review eligibility for federal funding programs (e.g., Public Assistance, Individual Assistance, Community Development Block Grants – Disaster Recovery) and gather data and materials required to apply. Submit applications based on specified timelines.							
A.6.3	Create mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This includes any important timelines as well as the recipient(s) and application(s) of funding.							
A.6.4	Identify and carefully document the use of volunteer labor and donations.	P						
A.6.5	Help create standards for project approval and budgeting to track disaster related expenditures in alignment with legal or programmatic requirements.							
A.6.6	Participate in just-in-time training and specialized outreach or support to help agencies and departments understand funding requirements.							
A.6.9	Support the implementation of housing recovery programs to provide interim, temporary, and permanent housing solutions for displaced residents, including: Individual Assistance (IA), Sheltering and Temporary Essential Power (STEP), and Transitional Sheltering Assistance (TSA).							

	Short Term Milestone 7 Identify resources, staff, and equipment needed to conduct recovery.
EEI:	Volunteer networks information, debris clean-up and removal equipment, damage assessment equipment, construction equipment and supplies, medical supplies, staff capabilities, stand-by contracts

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.7.0	Request state and federal resources and personnel, where available and needed.							
A.7.1	Identify gaps in local resources and capabilities and develop strategies to bridge gaps. Refer to Section 3 (Preparedness and Identification) for additional guidance on implementing a gap assessment.							
A.7.2	Allocate personnel with language abilities and cultural competencies to specific communities (e.g., communities of color, people with different abilities such as hard of hearing/blind, imprisoned communities).			P				
A.7.3	Prioritize staffing and resources for essential support services (e.g., transportation, education, emergency health services).							
A.7.4	Identify community members and volunteers to support recovery operations; provide volunteers with the training needed to perform tasks and document volunteer resources.							
A.7.6	Engage subject matter experts (SMEs) to develop short-term specific activities, project plans, and inform tasking.							
A.7.7	Activate and monitor mutual-aid agreements.							
A.7.8	Recommend community stakeholders to participate on a recovery task force at the local level to help facilitate all aspects of recovery. Refer the County Annex Memos for recommendations of stakeholders, by subject matter area.							
A.7.9	If a Local Disaster Recovery Manager has not yet been identified, coordinate with other RSFs to recommend one.							


INTERMEDIATE MILESTONES

	Intermediate Milestone 1
Conduct ongoing needs assessments to identify unmet and anticipated needs; adjust the recovery action plan as needed.	
EEI:	Data assessments, digital/online surveys, community priorities, planning procedures and processes to amend plans, case studies to address community priorities

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.1.0	Use social media to compile and collect on-the-ground knowledge and inform priorities.							
B.1.1	Understand and communicate the status of critical community resources across all RSFs (e.g., fuel, generators, communications/IT, roads and transportation, social services, mass care services).							
B.1.2	Track daily and weekly accomplishments and any outstanding issues for the RSF. Include this information in recovery operational reports.							
B.1.3	Continue assessing impacts to housing, people, and businesses in collaboration with other RSFs. Identify gaps in available resources. Refocus attention and capabilities on areas of outstanding need based on assessment findings.							
B.1.4	Collaborate between RSFs to identify solutions to meet the recovery needs of low-income communities and communities of color.							
B.1.5	Create and implement technology tools, online platforms, and/or mobile apps to support ongoing needs assessments.							
B.1.7	Finish assessing damages to dwellings, including manufactured housing and mobile homes, and prioritize resources and assistance.							

	Intermediate Milestone 2 Continue to identify all possible funding opportunities, establish cost recovery mechanisms based on program requirements, and develop project management plans to ensure the most effective use of federal, state, and local funds.
EEI:	Cost tracking mechanisms, community priorities, community plans, donations, reporting procedures, meeting schedules, jurisdictional and recovery budgets, engagement processes tracker, measurement tools, recovery action plan


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.2.0	Review and monitor that established project approval and budgeting procedures are adhered to.							
B.2.1	Monitor the allocation of external financial resources to low-income households and communities of color to make sure they are not adversely impacted as a result of program implementation.							
B.2.2	Monitor and track established mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This should include any important timelines as well as the recipient(s) and application(s) of funding.							
B.2.3	Identify funding that can be used to reimburse or pay for surge support and back-fill people in planning positions.							
B.2.4	Continue to participate in just-in-time training and specialized outreach or support to ensure agencies and departments understand funding requirements.							
B.2.5	Continue to identify and carefully document the use of volunteer labor and donations.	P						
B.2.6	Continue to coordinate the use of mutual aid.							
B.2.7	Continue to collect documentation for cost recovery and reimbursement from grant funds.							
B.2.8	Continue conducting outreach to the private sector to provide additional financial support.		P					
B.2.11	Identify and apply for federal funding sources for the repair and restoration of the community.							

	Intermediate Milestone 3 Continue to identify resources, staff, and equipment needed to establish and support initiatives to sustain and address deficiencies in surge capacity and capabilities.
EEI:	Recovery job needs, job training programs, available disaster assistance programs, staff capabilities, stand-by contracts, COAD/VOAD, contact lists for agencies and volunteers

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.3.6	Identify and improve access to training/retraining programs for needed and projected jobs post-disaster in the essential industries (e.g., nurses, crisis counselors, construction, housing).							


	Intermediate Milestone 4 Coordinate and implement community redevelopment and repopulation strategies.
EEI:	Land use policies and regulations, best practices for redevelopment, coordination mechanisms, community priorities, funding sources

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.0	Review local enforcements, permitting, and other legislation that may impact recovery time.							
B.4.1	Promote opportunities to mitigate future disaster impacts (e.g., COOP planning, hazard mitigation planning).							
B.4.2	Identify areas of vulnerability based on disaster and identify resilience and mitigation measures to address.							
B.4.5	For neighborhoods and communities where rebuilding cannot occur in the same location due to land use issues, repetitive losses, and/or the presence of natural hazards, coordinate a cohesive process to identify and procure new location(s) for development.							P
B.4.7	Monitor the availability of affordable housing for the workforce; coordinate affordable housing programs as needed to provide additional housing.				P			
B.4.10	Identify areas of population concentration and future economic growth and prioritize infrastructure system and community reconstruction.		P					
B.4.11	Re-zone and amend building codes to make more stringent and resilient.							P
B.4.23	Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							P

	Intermediate Milestone 5
Establish and implement a recovery action plan that addresses interim and long-term impacts/needs and restores services, assets, and systems.	
EEI:	Data and needs assessments, community needs and priorities, relevant data (e.g. hazard, demographics, land use), recovery best practices

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.0							
B.5.1							
B.5.2							
B.5.14							
B.5.15							
B.5.16				P			
B.5.17					P		
B.5.18						P	
B.5.31				P			
B.5.42							
B.5.43					P		


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.49	Based on the needs of the disaster, hire additional staff to perform permit reviews to account for the increased volume of permits that will be filed for infrastructure and building repair and reconstruction.							
B.5.50	Provide incentives to rebuild and restore businesses, housing, and services (e.g., tax breaks for individuals and commercial businesses, incentives for affordable housing development).							

	Intermediate Milestone 7 Manage implementation of a long-term recovery community engagement plan.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.7.0	Establish regular public meetings and townhalls to engage the public on recovery efforts.							
B.7.1	Identify and establish public-private partnerships and encourage partnerships at the local level to enhance the resilience of both sectors.		P					
B.7.2	Review case studies and communities that have experienced similar disasters to identify and implement community-based recovery efforts.							
B.7.3	Host regular engagement events (e.g., public hearings, community meetings, and tabling at community recovery centers) to educate the public about the recovery process and gather feedback.	P						
B.7.8	Engage elected officials and local leadership to promote the concept of "building back better" in local communities.							

	Intermediate Milestone 8 Manage implementation of public information and communications plans. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.8.0	Publicize the assistance programs that are available and in place to assist recovery in this RSF's sector.							
B.8.1	Provide online information sharing in one centralized location.							
B.8.2	Continue to utilize information hubs, community centers, and LACs/DRCs to disseminate and collect information.							
B.8.4	Provide guidance to consumers on how to verify a contractor's license and/or hire a licensed contractor.	P						


	Intermediate Milestone 9 Modify statutory, regulatory, policy, and administrative issues that contribute to gaps, inconsistencies, and unmet needs in community recovery.
EEI:	Policy amendment processes, land use policies and regulations, voting information and processes

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.9.0							
B.9.1							
B.9.2							
B.9.5							P
B.9.11				P			
B.9.12							P
B.9.14							P
B.9.15							P
B.9.16							P
B.9.18							P
B.9.19							P


	Intermediate Milestone 10 Provide and coordinate wraparound services for those staying in interim housing.
EEI:	Community needs and data on those living in interim housing, points of contact for community organizations, NGOs, and non-profits

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.10.0	Engage with NGOs and non-profits to facilitate case management.							
B.10.1	Continue to provide transportation to residents in interim housing.							
B.10.2	Continue to provide support services, including but not limited to housing assistance programs, access to schools and education opportunities, mental and behavioral health, employment, small-business support, transportation, and financial support.			P				
B.10.3	Continue to expedite the resumption and/or establishment of utility services (e.g., water/sewer, gas, electricity, telephone/internet) to impacted areas and transitional housing.					P		


LONG-TERM MILESTONES

	<p>Long Term Milestone 1 Continue to explore and apply funding opportunities while conducting project review, payment, and closeout activities for recovery financing received.</p>
EEI:	Cost tracking mechanisms, community priorities, donations, Table 2-2 Funding Opportunities (Section 2 Appendix)


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.1.0	Consider, and request if appropriate, assistance extensions (e.g., extension of grant program timelines).							
C.1.1	Continue to track costs through processes required by grantors and other funding sources.							
C.1.2	Utilize after action reviews of short-term and intermediate cost recovery processes and procedures in order to create a more effective cost recovery system in future disasters.							

	Long Term Milestone 2 Continue to coordinate on community redevelopment and return strategies.
EEI:	Revised land use strategies and plans, identified areas of growth and development, community needs and priorities, best practices in sustainability and resilience, workforce and employment needs and trends, points of contact for local influencers, data on economic impact


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.2.0	Continue to identify and implement community-based planning and recovery strategies.	P						
C.2.10	Support decision-making surrounding repurposing land, especially land that has been cleared or vacated due to vulnerabilities or blight.							P
C.2.12	Continue to promote incentives and benefits where applicable for sustainable redevelopment (e.g., affordable housing, stormwater management and green space, small businesses).							
C.2.13	Engage with advocates, non-profits, and community leaders to identify long-term unmet needs among vulnerable and underserved communities.							
C.2.14	Establish policies that provide stable and affordable housing for the whole community, including vulnerable and underserved communities and homeless and houseless population.				P			

	Long Term Milestone 3 Improve resilience of the impact zone and reduce the threat of repetitive losses by addressing weaknesses, threats, and vulnerabilities. Implement upgrades to the construction of infrastructure and assets and develop mitigation and resilience-focused policies and programs in coordination with other RSFs and the entire community.
EEI:	Recovery progress tracking, lessons documentation, best practices in resilience strategies, policy/regulation amendment procedures, vulnerability assessment data, community needs and priorities, points of contact for community organizations


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.3.0	Align recovery, redevelopment, comprehensive, hazard mitigation, and land use plans around a common vision of community resilience.							
C.3.1	Develop After-Action Reports (AARs) to assess recovery operations and amend recovery plans, if necessary.							
C.3.2	Coordinate with state and local grant program officials to identify disaster prevention and recovery fund opportunities that are state-specific.							
C.3.3	Identify best practices and relevant case studies to serve as future references; share learning outcomes with other communities and become stewards of disaster resilience and risk reduction.							
C.3.4	Update related policies and plans with hazard mitigation strategies developed to address vulnerabilities identified during recovery.							
C.3.5	Conduct an RSF-specific vulnerability assessment to understand how to mitigate the impacts of future disasters on the community/region.							
C.3.6	Develop evaluation processes for plans, projects, and policies that meet the community's vision.							

	Long Term Milestone 4 Maintain the implementation of a long-term recovery community engagement plan.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, community needs and priorities, points of contact for community organizations

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.4.0	Re-energize political will and public interest in resilience and recovery efforts by coordinating with news networks and media to keep attention focused on continued recovery efforts and long-term impacts.							
C.4.1	Maintain regional coordination for cohesive recovery of communities and the region.							
C.4.2	Encourage continued interaction and engagement with NGOs and the private sector during recovery.							
C.4.3	Sustain community engagement by identifying new focus areas and highlighting emerging or outstanding need for community involvement and stewardship							
C.4.4	Utilize impact studies to increase civic engagement and lobby elected officials for continued or new funding and support.							

	Long Term Milestone 5 Provide incentives for long-term recovery efforts, sustainability, and resilience strategies.
EEI:	Regional growth goals and strategies, land use policies and regulations, tax breaks and incentive programs, elected official buy-in, public private partnerships

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.5.1	Continue to engage elected officials and local leadership to promote the concept of “building back better” in local communities							

	Long Term Milestone 6 Reassess and evaluate recovery progress to identify gaps and unmet and/or anticipated needs in order to adjust recovery plans and implement new strategies and solutions.
EEI:	Recovery process tracking and metrics system, community needs and priorities, assessment results (vulnerability and equity)

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.6.0	Continue to utilize previously developed technology tools, online platforms, and/or mobile apps to support ongoing needs assessment.							
C.6.1	Help determine success of the recovery action plan in addressing identified needs.							
C.6.2	Track the daily and weekly accomplishments and any outstanding issues for the RSF. Contribute this to recovery operational reports.							
C.6.3	Integrate RSF duties into steady state roles.							

RSF 5: Infrastructure Systems

An aerial, grayscale photograph of a city and its surrounding landscape. A prominent river winds through the center of the city, with several bridges crossing it. The city is densely packed with buildings and infrastructure. In the background, a large, snow-capped mountain rises against a hazy sky. The overall tone is dark and atmospheric.

RSF 5: Infrastructure Systems

Mission

The purpose and mission of the Infrastructure Systems RSF is to assess, restore, and revitalize infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards and threats. The collaborative nature of this RSF involves public and private sector partners and coordinates with other RSFs so that community needs are met and restored efficiently and effectively.⁵⁷ The scope of the Infrastructure Systems RSF includes the following sectors and sub-sectors: energy, water, dams, communications, transportation systems, agriculture (food production and delivery), government facilities, utilities, sanitation/wastewater, engineering, flood control, and other systems that support the physical infrastructure of communities as well as physical facilities that support essential services such as public safety, emergency services, and public recreation. Key responsibilities and mission objectives include:

- Identifying priorities and immediate needs to rebuild and restore infrastructure systems;
- Considering resilience and mitigation measures; and
- Coordinating between relevant stakeholders, including governments, infrastructure owners and operators, and utility companies to understand infrastructure system interdependencies.

Organization

Each RSF will organize around a common structure that delivers a balance of coordination, leadership, and expertise to drive recovery efforts in that functional area. This recommended RSF organizational structure can be seen **Figure 21**.

Each RSF will be led by an RSF Coordinator who is responsible for promoting coordination within the RSF to monitor project development and implementation. The RSF Coordinator is also responsible for coordinating with the DRM to identify priorities, determine funding, and work across RSFs to align priorities and milestones. The Infrastructure RSF Coordinator is typically from a transportation or public works department but can also be from the emergency management department. The structure is also comprised of two co-leads (one from the public sector, and another from a non-government organization). After a disaster, multiple agencies and/or organizations may fill each of the co-lead positions to cover the specific recovery needs. These co-leads are assisted by supporting agencies and organizations. Please see **Table 55** for more information on these roles.

⁵⁷ FEMA, n.d. Infrastructure Systems Recovery Support Function Fact Sheet. Retrieved at: https://www.fema.gov/media-library-data/1466718036457-e2026c3a5907bf0cb86e75b3a3c51757/RSF_Infrastructure_Systems_0623_508.pdf

Figure 21: Recommended RSF Structure



Table 55: RSF Roles and Responsibilities

Role	Responsibilities
RSF Coordinator	<ul style="list-style-type: none"> Lead daily RSF operations by providing coordination and oversight. Lead development of a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Serve as the primary point of contact for all RSF-related matters.
Lead Government Agency	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Track project implementation and progress and identify additional needs (e.g., staff, resources, funding).
Lead Non-Governmental Organization	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Support execution of projects, particularly when applicable to organization mission. Oversee engagement of other community organizations.
Supporting Agencies and Organizations	<ul style="list-style-type: none"> Support lead agencies and RSF Coordinator. Provide special subject matter expertise and technical assistance to recovery leadership and staff. Assist in executing recovery projects.

RSFs may be comprised several stakeholder groups. A list of potential stakeholder groups for the RSF has been included as a reference in **Table 56**. This list can be used as a tool for the RSF to support comprehensive participation. Note: the list below is by no means comprehensive.

Table 56: RSF 5 Stakeholder Group Participation

Stakeholder Group	Function/Contribution
Transportation Departments (Public and Private Organizations), Railroads, US Coast Guard	Regional transportation coordination/mitigation
Aviation and Port Authorities	Regional transportation coordination/resumption of service
Communications Companies	Private-sector engagement/communications
Waste Management	Debris removal and public safety

Coordination

Coordination is the exchange of communication, information, and data between two or more partners that helps to align priorities and reach a common understanding on goals. Coordination can occur between RSFs, between RSFs and ESFs, and with state and federal partners. Effective coordination that occurs throughout the recovery operation will aid the progress of recovery projects by increasing awareness and cooperation across all recovery operations. Coordination can be done in the form of meetings, emails, and face-to-face conversations.

Each RSF should establish lines of communication and coordination with each of the other RSFs. Additionally, there are many recovery milestones and activities where a given RSF will need to coordinate more explicitly with one or more RSFs. **Table 57** below summarizes some of these key points of coordination between Infrastructure Systems and other RSFs. The Implementation Milestones are organized to display this coordination using a color-coded key that displays the RSFs that will coordinate together to complete a certain activity.

Table 57: Infrastructure Systems Points of Coordination

Coordinating RSF	Points of Coordination
RSF 1: Community Planning and Capacity Building	<ul style="list-style-type: none"> ▪ Ensuring equitable access across all communities to critical services. ▪ Ensuring redevelopment, recovery plans, general plans, and resilience plans focus on resilient, green, and sustainable infrastructure. ▪ Developing long-term community goals related to infrastructure restoration and resiliency.
RSF 2: Economic Recovery	<ul style="list-style-type: none"> ▪ Restoring “lifelines” to city centers and financial hubs. ▪ Sharing information related to infrastructure needs of businesses by geographic service area. ▪ Communicating project restoration status of sewer, roadway, electricity, communications, and other infrastructure needs to local employers and chambers of commerce. ▪ Coordinating with private sector utilities companies.
RSF 3: Health and Social Services	<ul style="list-style-type: none"> ▪ Restoring critical healthcare and social service facilities and infrastructure. ▪ Addressing needs of AFN populations that are dependent on infrastructure (e.g., elevators, escalators, electricity-dependent medical equipment). ▪ Ensuring the health and social services workforce has access to their places of work (e.g., through clear roads, functioning railways).
RSF 4: Housing	<ul style="list-style-type: none"> ▪ Reestablishing utilities to impacted neighborhoods to shorten the timeframe to move residents into their permanent dwellings. ▪ Ensuring that those staying in short-term and interim housing have access (via road or railway) to critical services (e.g., police, fire).
RSF 6: Natural and Cultural Resources	<ul style="list-style-type: none"> ▪ Completing environmental and historical impact assessments anywhere infrastructure restoration and redevelopment is planned to take place and identify alternative projects when possible.
RSF 7: Land Use and Redevelopment Planning	<ul style="list-style-type: none"> ▪ Identifying land suitable for infrastructure redevelopment near population hubs.

Implementation Milestones

The RSF implementation milestones are the critical progress points that each RSF should aim to accomplish to achieve a successful recovery. These milestones capture the critical information and decision points needed to carry-out infrastructure recovery operations. The tables below summarize this operational recovery guidance into milestones with associated activities and EEs.

- **Milestones:** Major progress points in the recovery of a support function and support movement towards a mission objective in that specific RSF.
- **Activities:** Specific projects and actions that relate to achieving the milestone.
- **EIs:** Information requirements and data that inform decision-making and contribute to analysis to complete the activities and milestones.⁵⁸

These tables should be used by the RSF to organize an efficient and effective recovery process from activation through transition to steady state. Recovery leadership can utilize this guidance to understand recovery progress and assign recovery responsibilities to complete these milestones and activities. The Infrastructure Systems RSF can adapt, modify, or add to these milestones and activities, as necessary. **Section 3** contains additional guidance on methods and best practices to build out and customize the milestones and activities to suit the local needs of the community. For example, the **Section 3 Appendix** contains a summary of different community engagement activities for different audiences, which can inform implementation of the community engagement-related milestones and activities.

⁵⁸ FEMA, n.d. Glossary: Essential Elements of Information. Retrieved at: <https://emilms.fema.gov/IS822/glossary.htm>

The milestones are organized by the short-, intermediate, and long-term phases of recovery (refer to **Recovery Overview** for more information about recovery operations). For each recovery phase, the milestones and activities have been numbered to improve the ease of use and to make it easier to cross reference common milestones and activities between RSFs. Activities were assigned a unique identifier based on the recovery phase (“A” for short-term, “B” for intermediate, and “C” for long-term), milestone number (e.g., “1”) and activity number (e.g., A.1.1, A.1.2, A.1.3). Activity and milestone numbering do not denote any specific order, rather it provides a reference point to identify and track progress.

Prior to recovery, the RSF coordinator should identify preparedness activities and work with RSF agencies and stakeholders to implement and bolster community resilience. Preparedness refers to the steady state activities performed by local agencies and organizations that prepare the community for a disaster and have the potential to mitigate or reduce disaster impact. These activities support the development and maintenance of recovery capabilities to enable the locality to rapidly perform response and recovery. More information about preparedness can be found in **Preparedness**. Initial preparedness activities for the Infrastructure System RSF are listed below.

- Conduct public education on water purification.
- Carry out individual preparedness initiatives and programs, such as the Twin Bucket Toilet initiative.
- Structure Capital Improvement Plan (CIP) priorities so critical links and connections are addressed first in disaster recovery.
- Revise building codes to be more resilient by creating energy efficiency standards, requiring higher elevation of structures (where possible), or establishing construction design and material policies.
- Develop stranded worker agreements to allow workers to return to work post-disaster and initiate the quick restoration of infrastructure systems.
- Retrofit infrastructure to be able to withstand natural and man-made disasters.

Key


Activities have been color coded to denote when more than one RSF, or all RSFs, will coordinate implementation. Where all RSFs are highlighted (below), this is a common milestone across all RSFs.

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g. NextDoor) to facilitate information and resource sharing within the impacted communities.							


The primary RSF (“P”) holds the lead responsibility for seeing an activity through to completion. The primary RSF will likely coordinate and consult with other RSFs denoted with the shaded boxes.

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.23	Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							P


SHORT-TERM MILESTONES

	Short Term Milestone 1 Implement a phased short-term, intermediate, and long-term public information and communication plan in collaboration with the other RSFs. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, location of distribution centers/DRCs, equitable and accessible communication standards


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g., NextDoor) to facilitate information and resource sharing within the impacted communities.							
A.1.1	Identify and communicate regularly with all communities.							
A.1.2	Inform the public on the need for damage assessments to prevent people from inhabiting unsafe structures or rebuilding without permitting.				P			
A.1.3	Utilize information hubs, community centers, and Local Assistance Centers/Disaster Recovery Centers to disseminate and collect information.							
A.1.4	Monitor misinformation (over traditional and social media) regarding the disaster and facilitate rumor control.							
A.1.8	Communicate the restoration status of critical infrastructure and information hubs.							
A.1.9	Disseminate information regarding the condition and safety of inspected structures. Coordinate between the Infrastructure and Housing RSFs to develop and disseminate this information.				P			
A.1.10	Develop messaging and information campaigns related to public health and safety, including public safety guidelines (e.g., water purification, medicine disposal), health system accessibility, and potential altered standards of care. Coordinate between RSFs on technical content of messaging and distribution to the public.	P						
A.1.11	Communicate to the public a variety of different environmental health concerns related to failed sanitation and sewage infrastructure, including how to dispose of human waste and prevent sanitation and the spread of cholera and issuing "boil water" notices.			P				

	Short Term Milestone 2
Conduct an evaluation of the direct, indirect, tangible, and intangible RSF-specific impacts from the disaster to quickly prioritize the needs of relief and restoration for all populations, including AFN and underserved communities, and others who may face disproportionate impacts.	
EEI:	Damage assessment data, pre-disaster conditions data, survey tools, FEMA assessment tools, resilience plans, mitigation plans, geographical information systems and software (e.g., ArcGIS)

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.2.0	Communicate and liaise with Disaster Recovery Centers (DRCs) to identify community needs and priorities.							
A.2.1	Identify areas of need and prioritize and allocate resources for recovery.							
A.2.2	Identify and maintain documentation regarding the damaged resources that need to be restored.							
A.2.4	Coordinate between the Economic and Infrastructure RSFs to identify and prioritize infrastructure needs for businesses.							
A.2.6	Conduct environmental and health assessments prior to infrastructure and housing restoration, particularly in cases where infrastructure restoration impacts natural and cultural resources. Identify alternative projects, where possible. Coordinate assessments between HSS, Housing, Infrastructure, Land Use, and NCR RSFs.							
A.2.15	Assess and prioritize community infrastructure repair needs.							
A.2.16	Utilize maps and GIS data, where available, to understand the condition of infrastructure systems post-incident to inform recovery decisions.							
A.2.17	Prioritize the assessment and repair of transportation systems (e.g., bridge, air, rail, road, and river), especially those that connect to critical facilities (e.g., schools, healthcare facilities, fire stations).							
A.2.18	Complete residential and commercial infrastructure inspections.							
A.2.19	Identify and assess systems failures with sewer, water, and waste management.							
A.2.32	Assess water contamination and recovery needs. Coordinate assessments between NCR, HSS, and Infrastructure RSFs.							

	Short Term Milestone 3 Formulate and implement an initial community engagement plan.
EEI:	Community engagement best practices, and points of contact for community groups and relevant agencies

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.3.0			P				
A.3.8	P						
A.3.9	P						


	Short Term Milestone 4
Implement short-term recovery strategies and solutions to meet immediate needs of the community.	
EEI:	Damage and needs assessment data, community priorities, community plans, points of contact for public sector and private sector (e.g., utility contractors, businesses, medical practices), applicable policies and authorities review, location/concentration of population and community centers, land use and suitability assessments

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.4.0							
A.4.2		P					
A.4.3					P		
A.4.4		P					
A.4.7					P		
A.4.24					P		
A.4.25							


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.4.26	Procure and prioritize fuel for vehicles and equipment.							
A.4.27	Submit requests to open state roads, where possible.							
A.4.28	Prioritize the restoration and function of Portland International Airport, particularly to allow for military landings to resume in the short-term.							
A.4.29	Repair and restore transportation routes that lead to key institutions and functions (e.g., schools, healthcare facilities, fire stations).					P		
A.4.30	Identify needs and begin repair of public transit and shuttle systems.							
A.4.31	Work with communication companies to establish temporary cellular towers and repair and restore damaged towers.							
A.4.32	Communicate with power system industries to coordinate restoration and function of communication lines.							
A.4.33	Address high-density population locations with infrastructure connections (build longer-term decisions based on understanding of these population characteristics).							
A.4.34	Identify alternative routes over rivers for movement of people and resources; consider the use of boats.							
A.4.35	Consider and safeguard against the aftershock risk in the interim provision of infrastructure services.							
A.4.36	Coordinate to identify debris sorting locations.							
A.4.37	Identify a map with priority locations and timelines for infrastructure needs, particularly to meet needs of underserved populations.					P		
A.4.38	Restore energy/internet in critical HSS facilities (e.g., public and private hospitals, government social services agencies).					P		
A.4.39	Contain hazardous material release, perform cleanup actions, and assess and monitor the risks to the public and/or environmental health.			P				
A.4.40	Implement, and update as needed, a Debris Management Plan to coordinate the long-term clean-up and disposal of debris. Debris is disposed of according to the type of debris being handled, contamination factors, and environmental impacts. Where there is limited space, find alternate solutions for storage and disposal (e.g., transporting debris by rail).							

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.4.41	Coordinate the removal of debris from river and repair waterfront depots to restore their function and use. Monitor for compliance with environmental laws and regulations.					P		
A.4.47	Maintain recovery-related documentation and record keeping; provide historic records as requested.							




	Short Term Milestone 5 Establish and maintain data-sharing and coordination mechanisms between RSFs and relevant stakeholders.
EEI:	Data management and sharing procedures, software, or technology to share data and information, established communication protocols and procedures

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.5.0	Establish communication channels between Federal, State, and other local, and/or tribal governments, and private/public sector entities to promote ongoing dialogue and information sharing.							
A.5.1	Communicate and coordinate with Federal and State government partners to secure the resources and information needed to guide recovery.							
A.5.2	Track the daily and weekly accomplishments and any outstanding issues for the RSF. Include updates in recovery operational reports.							

	Short Term Milestone 6
Identify all possible funding opportunities and establish cost recovery tracking mechanisms based on program requirements.	
EEI:	Table 2-2 Funding Opportunities (Section 2 Appendix), Volunteer networks information, donations, community needs and priorities, jurisdictional budget information, funding opportunity requirements, cost tracking tools

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.6.0	Identify opportunities for, and participate in, just-in-time training about grant program requirements.							
A.6.1	Establish project approval and prioritization procedures and budgeting codes to track disaster related expenditures and decision-making.							
A.6.2	Review eligibility for federal funding programs (e.g., Public Assistance, Individual Assistance, Community Development Block Grants – Disaster Recovery) and gather data and materials required to apply. Submit applications based on specified timelines.							
A.6.3	Create mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This includes any important timelines as well as the recipient(s) and application(s) of funding.							
A.6.4	Identify and carefully document the use of volunteer labor and donations.	P						
A.6.5	Help create standards for project approval and budgeting to track disaster related expenditures in alignment with legal or programmatic requirements.							
A.6.6	Participate in just-in-time training and specialized outreach or support to help agencies and departments understand funding requirements.							

	Short Term Milestone 7
Identify resources, staff, and equipment needed to conduct recovery.	
EEI:	Volunteer networks information, debris clean-up and removal equipment, damage assessment equipment, construction equipment and supplies, medical supplies, staff capabilities, stand-by contracts

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.7.0	Request state and federal resources and personnel, where available and needed.							
A.7.1	Identify gaps in local resources and capabilities and develop strategies to bridge gaps. Refer to Section 3 (Preparedness and Identification) for additional guidance on implementing a gap assessment.							
A.7.2	Allocate personnel with language abilities and cultural competencies to specific communities (e.g., communities of color, people with different abilities such as hard of hearing/blind, imprisoned communities).			P				
A.7.3	Prioritize staffing and resources for essential support services (e.g., transportation, education, emergency health services).							
A.7.4	Identify community members and volunteers to support recovery operations; provide volunteers with the training needed to perform tasks and document volunteer resources.	P						
A.7.6	Engage subject matter experts (SMEs) to develop short-term specific activities, project plans, and inform tasking.							
A.7.7	Activate and monitor mutual-aid agreements.							
A.7.8	Recommend community stakeholders to participate on a recovery task force at the local level to help facilitate all aspects of recovery. Refer the County Annex Memos for recommendations of stakeholders, by subject matter area.							
A.7.9	If a Local Disaster Recovery Manager has not yet been identified, coordinate with other RSFs to recommend one.							
A.7.18	Establish functional distribution sites.							
A.7.19	Activate stand-by contracts to begin infrastructure systems restoration.							
A.7.20	Identify suppliers to provide building materials and heavy equipment.							
A.7.21	Coordinate with private sector utility companies to facilitate recovery efforts.					P		

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.7.22 Coordinate and procure the resources, equipment, and facilities needed to assess, monitor, and perform cleanup actions for hazardous material releases, to minimize negative public and environmental health impacts.					P		




INTERMEDIATE MILESTONES

	Intermediate Milestone 1 Conduct ongoing needs assessments to identify unmet and anticipated needs; adjust the recovery action plan as needed.
EEI:	Data assessments, digital/online surveys, community priorities, planning procedures and processes to amend plans, case studies to address community priorities


Activities		Activity Type						
		1: C/PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.1.0	Use social media to compile and collect on-the-ground knowledge and inform priorities.							
B.1.1	Understand and communicate the status of critical community resources across all RSFs (e.g., fuel, generators, communications/IT, roads and transportation, social services, mass care services).							
B.1.2	Track daily and weekly accomplishments and any outstanding issues for the RSF. Include this information in recovery operational reports.							
B.1.3	Continue assessing impacts to housing, people, and businesses in collaboration with other RSFs. Identify gaps in available resources. Refocus attention and capabilities on areas of outstanding need based on assessment findings.							
B.1.4	Collaborate between RSFs to identify solutions to meet the recovery needs of low-income communities and communities of color.							
B.1.5	Create and implement technology tools, online platforms, and/or mobile apps to support ongoing needs assessments.							
B.1.8	Utilize an identification system to identify suitable zones for infrastructure construction and expansion, and ensure suitable zones align with designated areas for future growth.							
B.1.9	Set long-term targets for permanent infrastructure needs.							
B.1.10	Create and implement technology tools, online platforms, and/or mobile apps to support ongoing needs assessments. Update maps to illustrate availability of critical utilities (e.g., water, wastewater, electricity, cell service, gas.)							
B.1.11	Assess condition of Critical Energy Infrastructure (CEI) Hub and develop draft designs for power distribution grid, if needed.							

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.1.15	Conduct environmental impact assessments where infrastructure is planned to be constructed.						P	



	Intermediate Milestone 2 Continue to identify all possible funding opportunities, establish cost recovery mechanisms based on program requirements, and develop project management plans to ensure the most effective use of federal, state, and local funds.
EEI:	Cost tracking mechanisms, community priorities, community plans, donations, reporting procedures, meeting schedules, jurisdictional and recovery budgets, engagement processes tracker, measurement tools, recovery action plan

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.2.0	Review and monitor that established project approval and budgeting procedures are adhered to.							
B.2.1	Monitor the allocation of external financial resources to low-income households and communities of color to make sure they are not adversely impacted as a result of program implementation.							
B.2.2	Monitor and track established mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This should include any important timelines as well as the recipient(s) and application(s) of funding.							
B.2.3	Identify funding that can be used to reimburse or pay for surge support and back-fill people in planning positions.							
B.2.4	Continue to participate in just-in-time training and specialized outreach or support to ensure agencies and departments understand funding requirements.							
B.2.5	Continue to identify and carefully document the use of volunteer labor and donations.	P						
B.2.6	Continue to coordinate the use of mutual aid.							
B.2.7	Continue to collect documentation for cost recovery and reimbursement from grant funds.							
B.2.8	Continue conducting outreach to the private sector to provide additional financial support.							
B.2.11	Identify and apply for federal funding sources for the repair and restoration of the community.							

	Intermediate Milestone 3 Continue to identify resources, staff, and equipment needed to establish and support initiatives to sustain and address deficiencies in surge capacity and capabilities.
EEI:	Recovery job needs, job training programs, available disaster assistance programs, staff capabilities, stand-by contracts, COAD/VOAD, contact lists for agencies and volunteers

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.3.6	Identify and improve access to training/retraining programs for needed and projected jobs post-disaster in the essential industries (e.g., nurses, crisis counselors, construction, housing).							




	Intermediate Milestone 4 Coordinate and implement community redevelopment and repopulation strategies.
EEI:	Land use policies and regulations, best practices for redevelopment, coordination mechanisms, community priorities, funding sources

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.0	Review local enforcements, permitting, and other legislation that may impact recovery time.							
B.4.1	Promote opportunities to mitigate future disaster impacts (e.g., COOP planning, hazard mitigation planning).							
B.4.2	Identify areas of vulnerability based on disaster and identify resilience and mitigation measures to address.							
B.4.5	For neighborhoods and communities where rebuilding cannot occur in the same location due to land use issues, repetitive losses, and/or the presence of natural hazards, coordinate a cohesive process to identify and procure new location(s) for development.							P
B.4.9	Prioritize restoring critical routes as they are essential to the economy. Ports, roads, and rails help maintain movement of goods.							
B.4.10	Identify areas of population concentration and future economic growth and prioritize infrastructure system and community reconstruction.		P					
B.4.11	Re-zone and amend building codes to make more stringent and resilient.							P
B.4.18	Repair and reopen public-owned community facilities, increasing access to these public amenities and the services they provide (e.g., schools, libraries, parks, post offices, community centers).					P		
B.4.19	Coordinate with the Environmental Protection Agency, and use spatial data, to identify brownfields and land unsuitable for development. Through a community planning process, identify and implement strategies to convert this space into green space. This project will require close coordination between NCR, Economic, Infrastructure, and Land Use RSFs.						P	
B.4.20	Reestablish public transit systems, incorporating clean energy policies in any repair or rebuilding. Reestablish walking and biking trails for recreation and non-motorized transportation purposes.					P		

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.23 Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							P




	Intermediate Milestone 5 Establish and implement a recovery action plan that addresses interim and long-term impacts/needs and restores services, assets, and systems.
EEI:	Data and needs assessments, community needs and priorities, relevant data (e.g., hazard, demographics, land use), recovery best practices


Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.0							
B.5.1							
B.5.2							
B.5.4							
B.5.23			P				
B.5.13					P		
B.5.17					P		
B.5.33							
B.5.34							
B.5.35							
B.5.38							
B.5.37							

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.38	Finalize repair and restoration of water, power, and fiber under roads.							
B.5.39	Restore a sustainable waste management system.							
B.5.40	Cluster infrastructure systems during redevelopment/construction to maximize service delivery.							
B.5.41	Provide access to critical infrastructure needs for vulnerable and underserved populations.							
B.5.42	Explore and encourage renewable energy sources in rebuilding projects. Consult existing plans and policies that can guide how to promote renewable energy (e.g., climate, sustainability, utility plans). Coordinate messaging and engagement between the Infrastructure, CPCB, and NCR RSFs.							
B.5.43	Implement designs for long-term and permanent solutions for housing, water, and transportation, where needed. Prioritize restoration of main arterials.					P		
B.5.44	When rebuilding, consider the equitable colocation of important health and social service facilities (e.g., health clinics, schools, libraries, churches) to increase social cohesion.							
B.5.45	Contain hazardous material release, perform cleanup actions, and assess and monitor the risks to the public and/or environmental health.			P				
B.5.46	Retrofit essential public buildings, such as public works garages and law enforcement buildings, to harden the existing infrastructure and protect against future hazard impacts.					P		
B.5.47	Implement a Debris Management Plan to coordinate the long-term clean-up and disposal of debris. Debris is disposed of according to the type of debris being handled, contamination factors, and environmental impacts. Where there is limited space, find alternate solutions for storage and disposal (e.g., transporting debris by rail).							
B.5.48	Coordinate between the Land Use and Infrastructure RSFs to identify viable locations for temporary and permanent "cool storage" facilities. Construct new facilities as needed.							
B.5.49	Based on the needs of the disaster, hire additional staff to perform permit reviews to account for the increased volume of permits that will be filed for infrastructure and building repair and reconstruction.							


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.50	Provide incentives to rebuild and restore businesses, housing, and services (e.g., tax breaks for individuals and commercial businesses, incentives for affordable housing development).							
B.5.59	Prioritize the construction of seismically retrofitted bridges throughout the region.							

	Intermediate Milestone 7 Manage implementation of a long-term recovery community engagement plan.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.7.0	Establish regular public meetings and townhalls to engage the public on recovery efforts.							
B.7.1	Identify and establish public-private partnerships and encourage partnerships at the local level to enhance the resilience of both sectors.							
B.7.2	Review case studies and communities that have experienced similar disasters to identify and implement community-based recovery efforts.							
B.7.3	Host regular engagement events (e.g., public hearings, community meetings, and tabling at community recovery centers) to educate the public about the recovery process and gather feedback.	P						
B.7.8	Engage elected officials and local leadership to promote the concept of "building back better" in local communities.							

	Intermediate Milestone 8 Manage implementation of public information and communications plans. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.8.0	Publicize the assistance programs that are available and in place to assist recovery in this RSF's sector.							
B.8.1	Provide online information sharing in one centralized location.							
B.8.2	Continue to utilize information hubs, community centers, and LACs/DRCs to disseminate and collect information.							

	Intermediate Milestone 9
Modify statutory, regulatory, policy, and administrative issues that contribute to gaps, inconsistencies, and unmet needs in community recovery.	
EEI:	Policy amendment processes, land use policies and regulations, voting information and processes


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.9.0	Incentivize investment in rebuilding through lowering fees and eliminating barriers, while maintaining environmental and historic preservation standards.							
B.9.1	Identify and address policies that may restrict professionals from distributing services and resources equally.							
B.9.2	Assess inhibitors (i.e., “red tape”) of recovery of affected communities and/or industries.							
B.9.12	Reexamine permitting procedures to increase efficiency and promote resilient development.							P
B.9.14	Identify properties for acquisition and demolition.							P
B.9.15	Review and revise land use policies to prohibit rebuilding in hazard areas.							P
B.9.16	Review and revise building codes to require all new buildings and infrastructure to withstand future seismic events.							P
B.9.19	Implement and enforce clean energy policies and regulations for new development and substantial improvement.							P

	Intermediate Milestone 10 Provide and coordinate wraparound services for those staying in interim housing.
EEI:	Community needs and data on those living in interim housing, points of contact for community organizations, NGOs, and non-profits


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.10.3	Continue to expedite the resumption and/or establishment of utility services (e.g., water/sewer, gas, electricity, telephone/internet) to impacted areas and transitional housing.					P		




LONG-TERM MILESTONES

	Long Term Milestone 1 Continue to explore and apply funding opportunities while conducting project review, payment, and closeout activities for recovery financing received.
EEI:	Cost tracking mechanisms, community priorities, donations, Table 2-2 Funding Opportunities (Section 2 Appendix)


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.1.0	Consider, and request if appropriate, assistance extensions (e.g., extension of grant program timelines).							
C.1.1	Continue to track costs through processes required by grantors and other funding sources.							
C.1.2	Utilize after action reviews of short-term and intermediate cost recovery processes and procedures in order to create a more effective cost recovery system in future disasters.							

	Long Term Milestone 2 Continue to coordinate on community redevelopment and return strategies.
EEI:	Revised land use strategies and plans, identified areas of growth and development, community needs and priorities, best practices in sustainability and resilience, workforce and employment needs and trends, points of contact for local influencers, data on economic impact


Activities		Activity Type						
		1: C/PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.2.0	Continue to identify and implement community-based planning and recovery strategies.	P						
C.2.8	Create a diverse transportation system to suit the needs of the region, focusing on vulnerable populations and sustainable alternatives.							
C.2.9	Improve transportation to address current bottlenecks, and lack of connectivity and sustainability.							
C.2.10	Support decision-making surrounding repurposing land, especially land that has been cleared or vacated due to vulnerabilities or blight.							P
C.2.11	Integrate green infrastructure projects into stormwater management systems by using a mixture of different soils and vegetation to allow for maximum absorption of water on properties.							
C.2.12	Continue to promote incentives and benefits where applicable for sustainable redevelopment (e.g., affordable housing, stormwater management and green space, small businesses).							
C.2.13	Engage with advocates, non-profits, and community leaders to identify long-term unmet needs among vulnerable and underserved communities.							
C.2.15	Rebuild cultural resources (e.g., sports teams, museums, theaters) to restore entertainment and recreational services to the community.							

	Long Term Milestone 3 Improve resilience of the impact zone and reduce the threat of repetitive losses by addressing weaknesses, threats, and vulnerabilities. Implement upgrades to the construction of infrastructure and assets and develop mitigation and resilience-focused policies and programs in coordination with other RSFs and the entire community.
EEI:	Recovery progress tracking, lessons documentation, best practices in resilience strategies, policy/regulation amendment procedures, vulnerability assessment data, community needs and priorities, points of contact for community organizations


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.3.0	Align recovery, redevelopment, comprehensive, hazard mitigation, and land use plans around a common vision of community resilience.							
C.3.1	Develop After-Action Reports (AARs) to assess recovery operations and amend recovery plans, if necessary.							
C.3.2	Coordinate with state and local grant program officials to identify disaster prevention and recovery fund opportunities that are state-specific.							
C.3.3	Identify best practices and relevant case studies to serve as future references; share learning outcomes with other communities and become stewards of disaster resilience and risk reduction.							
C.3.4	Update related policies and plans with hazard mitigation strategies developed to address vulnerabilities identified during recovery.							
C.3.5	Conduct an RSF-specific vulnerability assessment to understand how to mitigate the impacts of future disasters on the community/region.							
C.3.6	Develop evaluation processes for plans, projects, and policies that meet the community's vision.							
C.3.11	Build stronger, active transportation with a focus on walkable/bikeable infrastructure, and strategic positioning of homes to work places.							
C.3.12	Improve and implement high-performance standards for infrastructure systems.							
C.3.14	Monitor current and future development for compliance with retrofit, hardening, and resilience standards.							

	Long Term Milestone 4 Maintain the implementation of a long-term recovery community engagement plan.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, community needs and priorities, points of contact for community organizations

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.4.0	Re-energize political will and public interest in resilience and recovery efforts by coordinating with news networks and media to keep attention focused on continued recovery efforts and long-term impacts.							
C.4.1	Maintain regional coordination for cohesive recovery of communities and the region.							
C.4.2	Encourage continued interaction and engagement with NGOs and the private sector during recovery.							
C.4.3	Sustain community engagement by identifying new focus areas and highlighting emerging or outstanding need for community involvement and stewardship							
C.4.4	Utilize impact studies to increase civic engagement and lobby elected officials for continued or new funding and support.							

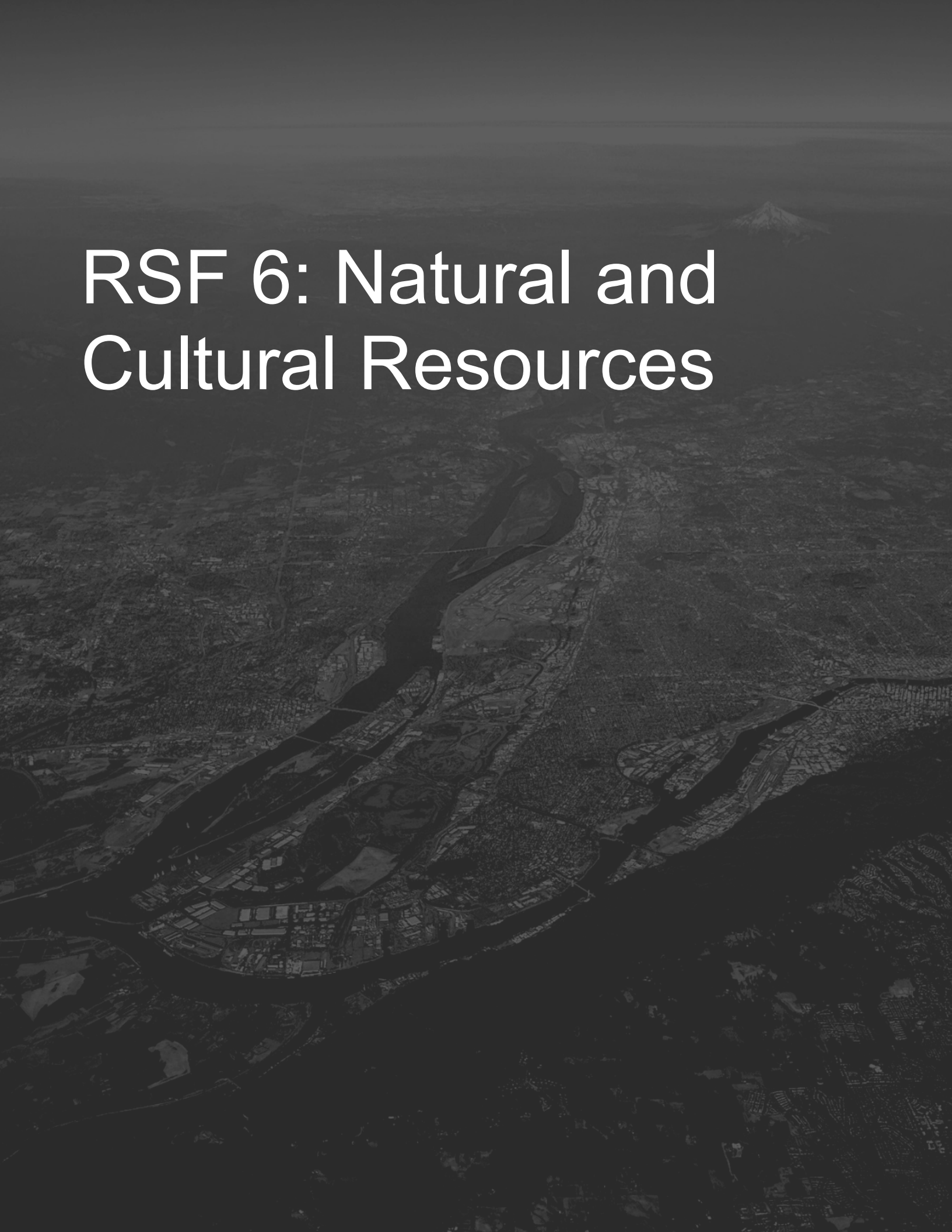
	Long Term Milestone 5 Provide incentives for long-term recovery efforts, sustainability, and resilience strategies.
EEI:	Regional growth goals and strategies, land use policies and regulations, tax breaks and incentive programs, elected official buy-in, public private partnerships

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.5.1 Continue to engage elected officials and local leadership to promote the concept of “building back better” in local communities							

	Long Term Milestone 6 Reassess and evaluate recovery progress to identify gaps and unmet and/or anticipated needs in order to adjust recovery plans and implement new strategies and solutions.
EEI:	Recovery process tracking and metrics system, community needs and priorities, assessment results (vulnerability and equity)

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.6.0							
C.6.1							
C.6.2							
C.6.3							
C.6.9							

RSF 6: Natural and Cultural Resources



RSF 6: Natural and Cultural Resources

Mission

The purpose and mission of the Natural and Cultural Resources (NCR) RSF is to protect natural, cultural, and historic resources through appropriate recovery actions to preserve, conserve, rehabilitate, and restore them. Specifically, natural resources refer to water, land, animals, and plants. Cultural resources refer to sites, artifacts, and locations with significance to the community. Historic resources include buildings, land, and places with notable history, including those on the National Register of Historic Places. The NCR RSF confirms that recovery actions are consistent with post-disaster community priorities and in compliance with appropriate natural and cultural resource laws, regulations, and policies.⁵⁹ Key responsibilities and mission objectives include:

- Coordinating with relevant stakeholders, including nonprofit and community organizations, to formulate restoration, conservation, and preservation policies;
- Identifying and inventorying important community resources; and
- Working with other RSFs to align redevelopment and NCR restoration.

Organization

Each RSF will organize around a common structure that delivers a balance of coordination, leadership, and expertise to drive recovery efforts in that functional area. This recommended RSF organizational structure can be seen in **Figure 22**.

Each RSF will be led by an RSF Coordinator who is responsible for promoting coordination within the RSF to monitor project development and implementation. The RSF Coordinator is also responsible for coordinating with the DRM to identify priorities, determine funding, and work across RSFs to align priorities and milestones. The NCR RSF Coordinator is typically from a planning or public works department. The structure is also comprised of two co-leads (one from the public sector, and another from a non-government organization). After a disaster, multiple agencies and/or organizations may fill each of the co-lead positions to cover the specific recovery needs. These co-leads are assisted by supporting agencies and organizations. Please see **Table 58** for more information on these roles.

⁵⁹ FEMA, n.d. Natural & Cultural Resources Recovery Support Function. Retrieved at: https://www.fema.gov/media-library-data/1466718036481-e2026c3a5907bf0cb86e75b3a3c51757/RSF_NaturalandCultural_0623_508.pdf

Figure 22: Recommended RSF Structure

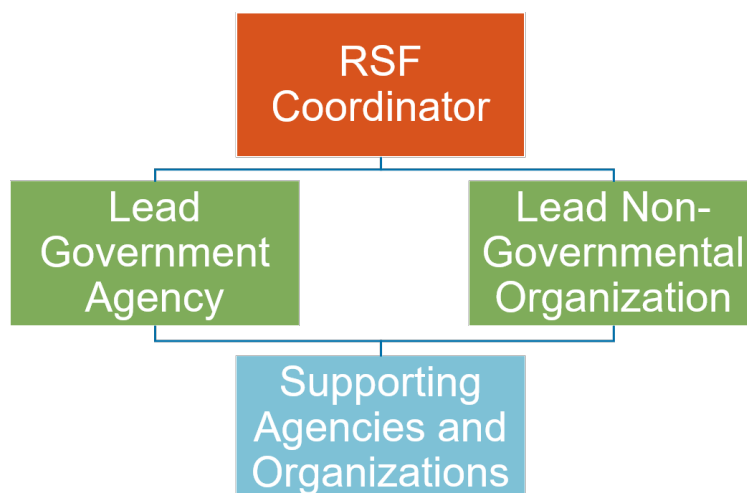


Table 58: RSF Roles and Responsibilities

Role	Responsibilities
RSF Coordinator	<ul style="list-style-type: none"> Lead daily RSF operations by providing coordination and oversight. Lead development of a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Serve as the primary point of contact for all RSF-related matters.
Lead Government Agency	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Track project implementation and progress and identify additional needs (e.g., staff, resources, funding).
Lead Non-Governmental Organization	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Support execution of projects, particularly when applicable to organization mission. Oversee engagement of other community organizations.
Supporting Agencies and Organizations	<ul style="list-style-type: none"> Support lead agencies and RSF Coordinator. Provide special subject matter expertise and technical assistance to recovery leadership and staff. Assist in executing recovery projects.

RSFs may be comprised several stakeholder groups. A list of potential stakeholder groups for the RSF has been included as a reference in **Table 59**. This list can be used as a tool for the RSF to support comprehensive participation. Note: the list below is by no means comprehensive.

Table 59: RSF 6 Stakeholder Group Participation

Stakeholder Group	Function/Contribution
Water Management/Riverkeeper	Flood mitigation/environmental protection
Environmental Resources/Parks and Recreation Department	Land acquisition/environmental protection
State of Washington and Oregon Departments of Natural Resources	Environmental protection
Forestry Commissions	Environmental protection

Coordination

Coordination is the exchange of communication, information, and data between two or more partners that helps to align priorities and reach a common understanding on goals. Coordination can occur between RSFs, between RSFs and ESFs, and with state and federal partners. Effective coordination that occurs throughout the recovery operation will aid the progress of recovery projects by increasing awareness and cooperation across all recovery operations. Coordination can be done in the form of meetings, emails, and face-to-face conversations.

Each RSF should establish lines of communication and coordination with each of the other RSFs. Additionally, there are many recovery milestones and activities where a given RSF will need to coordinate more explicitly with one or more RSFs. **Table 60** below summarizes some of these key points of coordination between NCR and other RSFs. The Implementation Milestones are organized to display this coordination using a color-coded key that displays the RSFs that will coordinate together to complete a certain activity.

Table 60: NCR Points of Coordination

Coordinating RSF	Points of Coordination
RSF 1: Community Planning and Capacity Building	<ul style="list-style-type: none"> ▪ Identifying community natural, historical, and cultural resources important to community character and holistic well-being. ▪ Ensuring redevelopment, recovery plans, general plans, and resilience plans protect and preserve natural and cultural resources. ▪ Developing long-term community goals to increase the resilience of the natural environment and historic/cultural resources to future disasters.
RSF 2: Economic Recovery	<ul style="list-style-type: none"> ▪ Identifying and reestablishing private businesses, buildings, and public amenities related to cultural and historical resources (e.g., tourism, State Parks, historic districts, and buildings).
RSF 3: Health and Social Services	<ul style="list-style-type: none"> ▪ Coordinating resources to assess, monitor, and perform cleanup actions (e.g., for hazardous material) to minimize negative public and environmental health impacts. ▪ Addressing impacted health and social services programs that rely on natural and cultural resources impacted by the disaster (e.g., recreation programs).
RSF 4: Housing	<ul style="list-style-type: none"> ▪ Monitoring that restoration and redevelopment of housing does not inhibit access to community natural, cultural, and historical resources by completing impact assessments.
RSF 5: Infrastructure Systems	<ul style="list-style-type: none"> ▪ Monitoring that restoration and redevelopment of infrastructure does not inhibit access to community natural, cultural, and historical resources by completing impact assessments.
RSF 7: Land Use and Redevelopment	<ul style="list-style-type: none"> ▪ Developing preservation and conservation policy for natural and cultural resources. ▪ Promoting land use practices that encourage sustainability and resiliency.

Implementation Milestones

The RSF implementation milestones are the critical progress points that each RSF should aim to accomplish to achieve a successful recovery. These milestones capture the critical information and decision points needed to carry-out NCR recovery operations. The tables below summarize this operational recovery guidance into milestones with associated activities and EEIs.

- **Milestones:** Major progress points in the recovery of a support function and support movement towards a mission objective in that specific RSF.
- **Activities:** Specific projects and actions that relate to achieving the milestone.
- **EEIs:** Information requirements and data that inform decision-making and contribute to analysis to complete the activities and milestones.⁶⁰

These tables should be used by the RSF to organize an efficient and effective recovery process from activation through transition to steady state. Recovery leadership can utilize this guidance to understand recovery progress and assign recovery responsibilities to complete these milestones and activities. The NCR RSF can adapt, modify, or add to these milestones and activities, as necessary. **Section 3** contains additional guidance on methods and best practices to build out and customize the milestones and activities to suit the local needs of the community. For example, the **Section 3 Appendix** contains a summary of different community engagement activities for different audiences, which can inform implementation of the community engagement-related milestones and activities.

⁶⁰ FEMA, n.d. Glossary: Essential Elements of Information. Retrieved at: <https://emilms.fema.gov/IS822/glossary.htm>

The milestones are organized by the short-, intermediate, and long-term phases of recovery (refer to **Recovery Overview** for more information about recovery operations). For each recovery phase, the milestones and activities have been numbered to improve the ease of use and to make it easier to cross reference common milestones and activities between RSFs. Activities were assigned a unique identifier based on the recovery phase (“A” for short-term, “B” for intermediate, and “C” for long-term), milestone number (e.g., “1”) and activity number (e.g., A.1.1, A.1.2, A.1.3). Activity and milestone numbering do not denote any specific order, rather it provides a reference point to identify and track progress.

Prior to recovery, the RSF coordinator should identify preparedness activities and work with RSF agencies and stakeholders to implement and bolster community resilience. Preparedness refers to the steady state activities performed by local agencies and organizations that prepare the community for a disaster and have the potential to mitigate or reduce disaster impact. These activities support the development and maintenance of recovery capabilities to enable the locality to rapidly perform response and recovery. More information about preparedness can be found in **Preparedness**. Initial preparedness activities for the NCR RSF are listed below.

- Develop inventories of natural and cultural resources data. For natural resources, this includes identifying the land, animals, and plants that are unique and sensitive and may or may not be recognized by the State or Federal Government as requiring protection. For cultural resources, this includes identifying properties, landmarks, and intangible assets that are culturally significant to each community but may not be recognized by the State or Federal Government.
- Establish partnerships between emergency management and cultural institutions to use spaces within these institutions as community hubs during recovery for services such as reunification or as disaster resource centers.
- Create forms and documentation for recovery to identify resources at risk.

Key


Activities have been color coded to denote when more than one RSF, or all RSFs, will coordinate implementation. Where all RSFs are highlighted (below), this is a common milestone across all RSFs.

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g. NextDoor) to facilitate information and resource sharing within the impacted communities.							


The primary RSF (“P”) holds the lead responsibility for seeing an activity through to completion. The primary RSF will likely coordinate and consult with other RSFs denoted with the shaded boxes.

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.23	Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							P

SHORT-TERM MILESTONES


	Short Term Milestone 1 Implement a phased short-term, intermediate, and long-term public information and communication plan in collaboration with the other RSFs. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, location of distribution centers/DRCs, equitable and accessible communication standards

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g., NextDoor) to facilitate information and resource sharing within the impacted communities.							
A.1.1	Identify and communicate regularly with all communities.							
A.1.3	Utilize information hubs, community centers, and Local Assistance Centers/Disaster Recovery Centers to disseminate and collect information.							
A.1.4	Monitor misinformation (over traditional and social media) regarding the disaster and facilitate rumor control.							


	Short Term Milestone 2 Conduct an evaluation of the direct, indirect, tangible, and intangible RSF-specific impacts from the disaster to quickly prioritize the needs of relief and restoration for all populations, including AFN and underserved communities, and others who may face disproportionate impacts.
EEI:	Damage assessment data, pre-disaster conditions data, survey tools, FEMA assessment tools, resilience plans, mitigation plans, geographical information systems and software (e.g., ArcGIS)

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.2.0	Communicate and liaise with Disaster Recovery Centers (DRCs) to identify community needs and priorities.							
A.2.1	Identify areas of need and prioritize and allocate resources for recovery.							
A.2.2	Identify and maintain documentation regarding the damaged resources that need to be restored.							
A.2.6	Conduct environmental and health assessments prior to infrastructure and housing restoration, particularly in cases where infrastructure restoration impacts natural and cultural resources. Identify alternative projects, where possible. Coordinate assessments between HSS, Housing, Infrastructure, Land Use, and NCR RSFs.							
A.2.22	Assess damages to natural resource lands and conduct initial debris clearing activities.							
A.2.23	Identify immediate recovery needs for public and private entities that oversee natural and cultural resource conservation and protection services (e.g., libraries, archive museums, heritage sites).							
A.2.24	Review and evaluate historic districts, landmarks, and memorials. Prioritize restoration and share the approach with community members to determine whether they agree with the approach.							
A.2.25	Identify unstable hillsides, grounds, landscapes, and other environmental areas.							
A.2.26	Identify if it is necessary to modify natural resources to protect the larger watershed and ecosystem.							
A.2.27	Reassess natural waterways and routes and the realignment of facilities to restore services.							
A.2.28	Identify immediate needs for environmental assets, including habitat conservation areas or pocket parks in neighborhoods (e.g., community cultural areas).							


Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.2.29							
A.2.30							
A.2.31							
A.2.32							

	Short Term Milestone 3 Formulate and implement an initial community engagement plan.
EEI:	Community engagement best practices, and points of contact for community groups and relevant agencies


Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.3.0 Host community engagement activities, meetings, and events (e.g., community listening sessions, visioning workshops). These sessions will offer opportunities for crisis counseling and catharsis, and also inform the unmet needs assessment and recovery action plan development.			P				
A.3.8 Work through community networks (e.g., houses of worship, trusted agents) to engage vulnerable populations.	P						
A.3.9 Conduct community engagement initiatives to support the assessment of disaster impacts and identification of unmet needs.	P						

	Short Term Milestone 4
Implement short-term recovery strategies and solutions to meet immediate needs of the community.	
EEI:	Damage and needs assessment data, community priorities, community plans, points of contact for public sector and private sector (e.g., utility contractors, businesses, medical practices), applicable policies and authorities review, location/concentration of population and community centers, land use and suitability assessments


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.4.0	Analyze results from the impact and needs assessments to develop short-term recovery action plans (RAP).							
A.4.22	Coordinate to determine the agriculture and livestock farms that can supply the region with food.							
A.4.39	Contain hazardous material release, perform cleanup actions, and assess and monitor the risks to the public and/or environmental health.			P				
A.4.41	Coordinate the removal of debris from river and repair waterfront depots to restore their function and use. Monitor for compliance with environmental laws and regulations.					P		
A.4.44	Enforce management procedures for natural resources, including floodplains, wetlands, and other resources critical to risk reduction.							
A.4.45	Evaluate the need to convert parks into gardens to reduce food insecurity.							
A.4.46	Provide training to community groups about restoring natural and cultural resources, (e.g., salvaging archives and records).							
A.4.47	Maintain recovery-related documentation and record keeping; provide historic records as requested.							
A.4.48	Update and share guidance on the preservation and restoration of damaged historic and cultural resources.							
A.4.49	Consider and account for the adverse impacts that land use and development can have on natural and cultural resources.							

	Short Term Milestone 5
Establish and maintain data-sharing and coordination mechanisms between RSFs and relevant stakeholders.	
EEI:	Data management and sharing procedures, software, or technology to share data and information, established communication protocols and procedures

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.5.0 Establish communication channels between Federal, State, and other local, and/or tribal governments, and private/public sector entities to promote ongoing dialogue and information sharing.							
A.5.1 Communicate and coordinate with Federal and State government partners to secure the resources and information needed to guide recovery.							
A.5.2 Track the daily and weekly accomplishments and any outstanding issues for the RSF. Include updates in recovery operational reports.							
A.5.6 Liaise with legal counsel representing Federal and State governments, as well as private sector industries, on housing laws, policies, and regulations in disaster settings (e.g., finance). This includes policies that may prohibit redevelopment (e.g., natural resources protection policies).							


	Short Term Milestone 6 Identify all possible funding opportunities and establish cost recovery tracking mechanisms based on program requirements.
EEI:	Table 2-2 Funding Opportunities (Section 2 Appendix), Volunteer networks information, donations, community needs and priorities, jurisdictional budget information, funding opportunity requirements, cost tracking tools

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.6.0							
A.6.1							
A.6.2							
A.6.3							
A.6.4	P						
A.6.5							
A.6.6							
A.6.10							
A.6.11							

	Short Term Milestone 7 Identify resources, staff, and equipment needed to conduct recovery.
EEI:	Volunteer networks information, debris clean-up and removal equipment, damage assessment equipment, construction equipment and supplies, medical supplies, staff capabilities, stand-by contracts

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.7.0	Request state and federal resources and personnel, where available and needed.							
A.7.1	Identify gaps in local resources and capabilities and develop strategies to bridge gaps. Refer to Section 3 (Preparedness and Identification) for additional guidance on implementing a gap assessment.							
A.7.2	Allocate personnel with language abilities and cultural competencies to specific communities (e.g., communities of color, people with different abilities such as hard of hearing/blind, imprisoned communities).			P				
A.7.3	Prioritize staffing and resources for essential support services (e.g., transportation, education, emergency health services).							
A.7.4	Identify community members and volunteers to support recovery operations; provide volunteers with the training needed to perform tasks and document volunteer resources.							
A.7.6	Engage subject matter experts (SMEs) to develop short-term specific activities, project plans, and inform tasking.							
A.7.7	Activate and monitor mutual-aid agreements.							
A.7.8	Recommend community stakeholders to participate on a recovery task force at the local level to help facilitate all aspects of recovery. Refer the County Annex Memos for recommendations of stakeholders, by subject matter area.							
A.7.9	If a Local Disaster Recovery Manager has not yet been identified, coordinate with other RSFs to recommend one.							
A.7.22	Coordinate and procure the resources, equipment, and facilities needed to assess, monitor, and perform cleanup actions for hazardous material releases, to minimize negative public and environmental health impacts.					P		


INTERMEDIATE MILESTONES

	Intermediate Milestone 1
Conduct ongoing needs assessments to identify unmet and anticipated needs; adjust the recovery action plan as needed.	
EEI:	Data assessments, digital/online surveys, community priorities, planning procedures and processes to amend plans, case studies to address community priorities


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.1.0	Use social media to compile and collect on-the-ground knowledge and inform priorities.							
B.1.1	Understand and communicate the status of critical community resources across all RSFs (e.g., fuel, generators, communications/IT, roads and transportation, social services, mass care services).							
B.1.2	Track daily and weekly accomplishments and any outstanding issues for the RSF. Include this information in recovery operational reports.							
B.1.3	Continue assessing impacts to housing, people, and businesses in collaboration with other RSFs. Identify gaps in available resources. Refocus attention and capabilities on areas of outstanding need based on assessment findings.							
B.1.4	Collaborate between RSFs to identify solutions to meet the recovery needs of low-income communities and communities of color.							
B.1.5	Create and implement technology tools, online platforms, and/or mobile apps to support ongoing needs assessments.							
B.1.13	Establish environmental quality monitoring and assessment procedures.							
B.1.14	Coordinate resources to assess, monitor, and perform clean-up actions in support of minimizing negative public and environmental health impacts.			P				
B.1.15	Conduct environmental impact assessments where infrastructure is planned to be constructed.						P	

	Intermediate Milestone 2 Continue to identify all possible funding opportunities, establish cost recovery mechanisms based on program requirements, and develop project management plans to ensure the most effective use of federal, state, and local funds.
EEI:	Cost tracking mechanisms, community priorities, community plans, donations, reporting procedures, meeting schedules, jurisdictional and recovery budgets, engagement processes tracker, measurement tools, recovery action plan

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.2.0	Review and monitor that established project approval and budgeting procedures are adhered to.							
B.2.1	Monitor the allocation of external financial resources to low-income households and communities of color to make sure they are not adversely impacted as a result of program implementation.							
B.2.2	Monitor and track established mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This should include any important timelines as well as the recipient(s) and application(s) of funding.							
B.2.3	Identify funding that can be used to reimburse or pay for surge support and back-fill people in planning positions.							
B.2.4	Continue to participate in just-in-time training and specialized outreach or support to ensure agencies and departments understand funding requirements.							
B.2.5	Continue to identify and carefully document the use of volunteer labor and donations.	P						
B.2.6	Continue to coordinate the use of mutual aid.							
B.2.7	Continue to collect documentation for cost recovery and reimbursement from grant funds.							
B.2.8	Continue conducting outreach to the private sector to provide additional financial support.		P					
B.2.11	Identify and apply for federal funding sources for the repair and restoration of the community.							
B.2.12	Reestablish a donor base for cultural institutions.							
B.2.13	Identify fundraising opportunities for small collection groups and museums.							


	Intermediate Milestone 3 Continue to identify resources, staff, and equipment needed to establish and support initiatives to sustain and address deficiencies in surge capacity and capabilities.
EEI:	Recovery job needs, job training programs, available disaster assistance programs, staff capabilities, stand-by contracts, COAD/VOAD, contact lists for agencies and volunteers

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.3.6 Identify and improve access to training/retraining programs for needed and projected jobs post-disaster in the essential industries (e.g., nurses, crisis counselors, construction, housing).							
B.3.7 Acquire subject matter experts (SMEs) as well as volunteers to assist with habitat clean-up and restoration.							
B.3.8 Continue assessment and mitigation of hazardous conditions, including hazardous/radiological materials, air, soil, water contamination; adequate sanitation and waste removal; and vector control.							

	Intermediate Milestone 4 Coordinate and implement community redevelopment and repopulation strategies.
EEI:	Land use policies and regulations, best practices for redevelopment, coordination mechanisms, community priorities, funding sources


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.0	Review local enforcements, permitting, and other legislation that may impact recovery time.							
B.4.1	Promote opportunities to mitigate future disaster impacts (e.g., COOP planning, hazard mitigation planning).							
B.4.2	Identify areas of vulnerability based on disaster and identify resilience and mitigation measures to address.							
B.4.13	Monitor that recovery efforts are consistent with the principles of environmental justice to the extent feasible.							
B.4.14	Incentivize the establishment of the creative class to repopulate the community and ignite the cultural and artistic scene.							
B.4.15	Host a regional land use exercise to identify areas for rebuilding and preservation to guide redevelopment priorities after a disaster.							
B.4.16	Advise on the implementation of changes to state laws, policies, and regulations that directly and indirectly affect natural and cultural resource recovery.							
B.4.18	Repair and reopen public-owned community facilities, increasing access to these public amenities and the services they provide (e.g., schools, libraries, parks, post offices, community centers).					P		
B.4.19	Coordinate with the Environmental Protection Agency, and use spatial data, to identify brownfields and land unsuitable for development. Through a community planning process, identify and implement strategies to convert this space into green space. This project will require close coordination between NCR, Economic, Infrastructure, and Land Use RSFs.						P	
B.4.20	Reestablish public transit systems, incorporating clean energy policies in any repair or rebuilding. Reestablish walking and biking trails for recreation and non-motorized transportation purposes.					P		
B.4.21	Identify and implement opportunities to preserve land for environmental conservation; monitor the protection of natural resources during construction.							P

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.23	Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							P

	Intermediate Milestone 5
Establish and implement a recovery action plan that addresses interim and long-term impacts/needs and restores services, assets, and systems.	
EEI:	Data and needs assessments, community needs and priorities, relevant data (e.g., hazard, demographics, land use), recovery best practices

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.0							
B.5.1							
B.5.2							
B.5.4							
B.5.18						P	
B.5.32			P				
B.5.42							
B.5.45			P				
B.5.47							


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.50	Provide incentives to rebuild and restore businesses, housing, and services (e.g., tax breaks for individuals and commercial businesses, incentives for affordable housing development).							
B.5.51	Identify natural and cultural resources preservation.							
B.5.52	Implement climate resilient guidelines and recommendations and establish environmental management procedures.							
B.5.53	Create new natural resource and open space inventory.							
B.5.54	Coordinate with State Historic Preservation Officer (SHPO) and Tribal Historic Preservation Officer (THPOs) to identify cultural and historic resource preservation strategies.							
B.5.55	Continue to monitor hazards as relevant to natural, cultural, and historic resources.							
B.5.58	Advocate and lobby for the prioritization of natural and cultural resource restoration and protection.							

	Intermediate Milestone 7 Manage implementation of a long-term recovery community engagement plan.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.7.0	Establish regular public meetings and townhalls to engage the public on recovery efforts.							
B.7.1	Identify and establish public-private partnerships and encourage partnerships at the local level to enhance the resilience of both sectors.		P					
B.7.2	Review case studies and communities that have experienced similar disasters to identify and implement community-based recovery efforts.							
B.7.3	Host regular engagement events (e.g., public hearings, community meetings, and tabling at community recovery centers) to educate the public about the recovery process and gather feedback.	P						
B.7.8	Engage elected officials and local leadership to promote the concept of “building back better” in local communities.							
B.7.9	Help community healing through mural painting, garden planting, and other interactive and artistic events.	P						


	Intermediate Milestone 8 Manage implementation of public information and communications plans. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.8.0	Publicize the assistance programs that are available and in place to assist recovery in this RSF's sector.							
B.8.1	Provide online information sharing in one centralized location.							
B.8.2	Continue to utilize information hubs, community centers, and LACs/DRCs to disseminate and collect information.							
B.8.6	Maximize use of libraries and cultural centers for information sharing.							

	Intermediate Milestone 9 Modify statutory, regulatory, policy, and administrative issues that contribute to gaps, inconsistencies, and unmet needs in community recovery.
EEI:	Policy amendment processes, land use policies and regulations, voting information and processes

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.9.0	Incentivize investment in rebuilding through lowering fees and eliminating barriers, while maintaining environmental and historic preservation standards.							
B.9.1	Identify and address policies that may restrict professionals from distributing services and resources equally.							
B.9.2	Assess inhibitors (i.e., “red tape”) of recovery of affected communities and/or industries.							
B.9.19	Implement and enforce clean energy policies and regulations for new development and substantial improvement.							


LONG-TERM MILESTONES

	<p>Long Term Milestone 1 Continue to explore and apply funding opportunities while conducting project review, payment, and closeout activities for recovery financing received.</p>
EEI:	Cost tracking mechanisms, community priorities, donations, Table 2-2 Funding Opportunities (Section 2 Appendix)


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.1.0	Consider, and request if appropriate, assistance extensions (e.g., extension of grant program timelines).							
C.1.1	Continue to track costs through processes required by grantors and other funding sources.							
C.1.2	Utilize after action reviews of short-term and intermediate cost recovery processes and procedures in order to create a more effective cost recovery system in future disasters.							

	Long Term Milestone 2 Continue to coordinate on community redevelopment and return strategies.
EEI:	Revised land use strategies and plans, identified areas of growth and development, community needs and priorities, best practices in sustainability and resilience, workforce and employment needs and trends, points of contact for local influencers, data on economic impact


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.2.0	Continue to identify and implement community-based planning and recovery strategies.	P						
C.2.11	Integrate green infrastructure projects into stormwater management systems by using a mixture of different soils and vegetation to allow for maximum absorption of water on properties.							
C.2.12	Continue to promote incentives and benefits where applicable for sustainable redevelopment (e.g., affordable housing, stormwater management and green space, small businesses).							
C.2.13	Engage with advocates, non-profits, and community leaders to identify long-term unmet needs among vulnerable and underserved communities.							
C.2.14	Rebuild cultural resources (e.g., sports teams, museums, theaters) to restore entertainment and recreational services to the community.							
C.2.16	Create new parks and open spaces, particularly using land identified unsuitable for development.							P

	Long Term Milestone 3 Improve resilience of the impact zone and reduce the threat of repetitive losses by addressing weaknesses, threats, and vulnerabilities. Implement upgrades to the construction of infrastructure and assets and develop mitigation and resilience-focused policies and programs in coordination with other RSFs and the entire community.
EEI:	Recovery progress tracking, lessons documentation, best practices in resilience strategies, policy/regulation amendment procedures, vulnerability assessment data, community needs and priorities, points of contact for community organizations


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.3.0	Align recovery, redevelopment, comprehensive, hazard mitigation, and land use plans around a common vision of community resilience.							
C.3.1	Develop After-Action Reports (AARs) to assess recovery operations and amend recovery plans, if necessary.							
C.3.2	Coordinate with state and local grant program officials to identify disaster prevention and recovery fund opportunities that are state-specific.							
C.3.3	Identify best practices and relevant case studies to serve as future references; share learning outcomes with other communities and become stewards of disaster resilience and risk reduction.							
C.3.4	Update related policies and plans with hazard mitigation strategies developed to address vulnerabilities identified during recovery.							
C.3.5	Conduct an RSF-specific vulnerability assessment to understand how to mitigate the impacts of future disasters on the community/region.							
C.3.6	Develop evaluation processes for plans, projects, and policies that meet the community's vision.							
C.3.18	Improve and implement guidelines to preserve and conserve natural, cultural, and historic resources.							
C.3.20	Institute policies and programs that enforce resilience (e.g., fire-resistant native plants and facility retrofits).							

	Long Term Milestone 4
Maintain the implementation of a long-term recovery community engagement plan.	
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, community needs and priorities, points of contact for community organizations

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.4.0	Re-energize political will and public interest in resilience and recovery efforts by coordinating with news networks and media to keep attention focused on continued recovery efforts and long-term impacts.							
C.4.1	Maintain regional coordination for cohesive recovery of communities and the region.							
C.4.2	Encourage continued interaction and engagement with NGOs and the private sector during recovery.							
C.4.3	Sustain community engagement by identifying new focus areas and highlighting emerging or outstanding need for community involvement and stewardship							
C.4.4	Utilize impact studies to increase civic engagement and lobby elected officials for continued or new funding and support.							
C.4.6	Help community healing through mural painting, garden planning, and other interactive and artistic events.	P						

	Long Term Milestone 5 Provide incentives for long-term recovery efforts, sustainability, and resilience strategies.
EEI:	Regional growth goals and strategies, land use policies and regulations, tax breaks and incentive programs, elected official buy-in, public private partnerships

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.5.0	Promote sustainable living practices (e.g., vegetable gardens, solar panels).	P						
C.5.1	Continue to engage elected officials and local leadership to promote the concept of "building back better" in local communities							
C.5.7	Leverage incentive programs that encourage environmental protection and resilience.							
C.5.8	Leverage the Federal Historic Preservation Tax Incentives program and other incentive programs.							

	<p>Long Term Milestone 6 Reassess and evaluate recovery progress to identify gaps and unmet and/or anticipated needs in order to adjust recovery plans and implement new strategies and solutions.</p>
EEI:	Recovery process tracking and metrics system, community needs and priorities, assessment results (vulnerability and equity)

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.6.0							
C.6.1							
C.6.2							
C.6.3							
C.6.10							
C.6.11							

RSF 7: Land Use and Redevelopment Planning



RSF 7: Land Use and Redevelopment Planning

Mission

The purpose and mission of the Land Use and Redevelopment Planning RSF is to restore and strengthen local governments' ability to plan for recovery, while developing and leveraging land use policies for sustainable redevelopment. The Land Use and Redevelopment Planning RSF guides local restoration and physical redevelopment, and promotes resilience, mitigation, and equity. Key responsibilities and mission objectives include:

- Identifying land use and redevelopment priorities in a post-disaster environment;
- Coordinating with relevant stakeholders to formulate policies for future redevelopment; and
- Supporting land use efforts through coordination with other RSFs.

Organization

Each RSF will organize around a common structure that delivers a balance of coordination, leadership, and expertise to drive recovery efforts in that functional area. This recommended RSF organizational structure can be seen in **Figure 23**.

Each RSF will be led by an RSF Coordinator who is responsible for promoting coordination within the RSF to monitor project development and implementation. The RSF Coordinator is also responsible for coordinating with the DRM to identify priorities, determine funding, and work across RSFs to align priorities and milestones. The Land Use and Redevelopment Planning RSF Coordinator is typically from a planning, land use, or community development department. The structure is also comprised of two co-leads (one from the public sector, and another from a non-government organization). After a disaster, multiple agencies and/or organizations may fill each of the co-lead positions to cover the specific recovery needs. These co-leads are assisted by supporting agencies and organizations. Please see **Table 61** for more information on these roles.

Figure 23: Recommended RSF Structure



Table 61: RSF Roles and Responsibilities

Role	Responsibilities
RSF Coordinator	<ul style="list-style-type: none"> Lead daily RSF operations by providing coordination and oversight. Lead development of a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Serve as the primary point of contact for all RSF-related matters.
Lead Government Agency	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Track project implementation and progress and identify additional needs (e.g., staff, resources, funding).
Lead Non-Governmental Organization	<ul style="list-style-type: none"> Implement RSF milestones and activities (refer to Implementation Milestones for milestone tables). Support the RSF Coordinator in developing a post-disaster baseline assessment, identifying project opportunities, and collecting resources needed to complete projects. Support execution of projects, particularly when applicable to organization mission. Oversee engagement of other community organizations.
Supporting Agencies and Organizations	<ul style="list-style-type: none"> Support lead agencies and RSF Coordinator. Provide special subject matter expertise and technical assistance to recovery leadership and staff. Assist in executing recovery projects.

RSFs may be comprised several stakeholder groups. A list of potential stakeholder groups for the RSF has been included as a reference in **Table 62**. This list can be used as a tool for the RSF to support comprehensive participation. Note: the list below is by no means comprehensive.

Table 62: RSF 7 Stakeholder Group Participation

Stakeholder Group	Function/Contribution
Planning or Community Development/Development Authorities	Land use and comprehensive plan compatibility
Chambers of Commerce	Economic development
Voluntary Organizations Active in Disaster (VOAD)	Access and functional needs populations
Environmental Protection Agencies and Organizations	Environmental Protections
Building and/or Zoning Departments	Building moratoria, permitting procedures, zoning for industrial, commercial, and housing areas
Code Enforcement Departments	Damage assessment/enforcement of redevelopment

Coordination

Coordination is the exchange of communication, information, and data between two or more partners that helps to align priorities and reach a common understanding on goals. Coordination can occur between RSFs, between RSFs and ESFs, and with state and federal partners. Effective coordination that occurs throughout the recovery operation will aid the progress of recovery projects by increasing awareness and cooperation across all recovery operations. Coordination can be done in the form of meetings, emails, and face-to-face conversations.

Each RSF should establish lines of communication and coordination with each of the other RSFs. Additionally, there are many recovery milestones and activities where a given RSF will need to coordinate more explicitly with one or more RSFs. **Table 63** below summarizes some of these key points of coordination between Land Use and Redevelopment Planning and other RSFs. The Implementation Milestones are organized to display this coordination using a color-coded key that displays the RSFs that will coordinate together to complete a certain activity.

Table 63: Land Use and Redevelopment Planning Points of Coordination

Coordinating RSF	Points of Coordination
RSF 1: Community Planning and Capacity Building	<ul style="list-style-type: none"> ▪ Developing redevelopment guidance related to resilience values and vision. ▪ Identifying and encouraging equitable redevelopment practices.
RSF 2: Economic Recovery	<ul style="list-style-type: none"> ▪ Identifying land suitable for commercial redevelopment near population hubs.
RSF 3: Health and Social Services	<ul style="list-style-type: none"> ▪ Creating redevelopment and resilience guidance for health and social service facilities.
RSF 4: Housing	<ul style="list-style-type: none"> ▪ Identifying land suitable for housing redevelopment near population hubs.
RSF 5: Infrastructure Systems	<ul style="list-style-type: none"> ▪ Identifying land suitable for infrastructure redevelopment near population hubs.
RSF 6: Natural and Cultural Resources	<ul style="list-style-type: none"> ▪ Developing preservation and conservation policy for natural and cultural resources. ▪ Promoting land use practices that encourage sustainability and resiliency.

Implementation Milestones

The RSF implementation milestones are the critical progress points that each RSF should aim to accomplish to achieve a successful recovery. These milestones capture the critical information and decision points needed to carry-out land use and redevelopment planning recovery operations. The tables below summarize this operational recovery guidance into milestones with associated activities and EEIs.

- **Milestones:** Major progress points in the recovery of a support function and support movement towards a mission objective in that specific RSF.
- **Activities:** Specific projects and actions that relate to achieving the milestone.
- **EEIs:** Information requirements and data that inform decision-making and contribute to analysis to complete the activities and milestones.⁶¹

These tables should be used by the RSF to organize an efficient and effective recovery process from activation through transition to steady state. Recovery leadership can utilize this guidance to understand recovery progress and assign recovery responsibilities to complete these milestones and activities. The Land Use and Redevelopment Planning RSF can adapt, modify, or add to these milestones and activities, as necessary. **Section 3** contains additional guidance on methods and best practices to build out and customize the milestones and activities to suit the local needs of the community. For example, the **Section 3 Appendix** contains a summary of different community engagement activities for different audiences, which can inform implementation of the community engagement-related milestones and activities.

The milestones are organized by the short-, intermediate, and long-term phases of recovery (refer to the **Recovery Overview** for more information about recovery operations). For each recovery phase, the milestones and activities have been numbered to improve the ease of use and to make it easier to cross reference common milestones and activities between RSFs. Activities were

Key

Activities have been color coded to denote when more than one RSF, or all RSFs, will coordinate implementation. Where all RSFs are highlighted (below), this is a common milestone across all RSFs.

Activities		Activity Type						
		1: C/PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g. NextDoor) to facilitate information and resource sharing within the impacted communities.							

The primary RSF (“P”) holds the lead responsibility for seeing an activity through to completion. The primary RSF will likely coordinate and consult with other RSFs denoted with the shaded boxes.

Activities		Activity Type						
		1: C/PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.23	Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							P


⁶¹ FEMA, n.d. Glossary: Essential Elements of Information. Retrieved at: <https://emilms.fema.gov/IS822/glossary.htm>

assigned a unique identifier based on the recovery phase (“A” for short-term, “B” for intermediate, and “C” for long-term), milestone number (e.g., “1”) and activity number (e.g., A.1.1, A.1.2, A.1.3). Activity and milestone numbering do not denote any specific order, rather it provides a reference point to identify and track progress.


Prior to recovery, the RSF coordinator should identify preparedness activities and work with RSF agencies and stakeholders to implement and bolster community resilience. Preparedness refers to the steady state activities performed by local agencies and organizations that prepare the community for a disaster and have the potential to mitigate or reduce disaster impact. These activities support the development and maintenance of recovery capabilities to enable the locality to rapidly perform response and recovery. More information about preparedness can be found in **Preparedness**. Initial preparedness activities for the Land Use and Redevelopment Planning RSF are listed below.

- Incorporate planning for the transition from response and recovery to preparedness and operational planning, in close collaboration with other appropriate ESFs and RSFs;
- Incorporate planning for the transition from post-incident recovery operations back to steady-state into preparedness and operational plans;
- Promote the principles of sustainability, resilience, and mitigation into preparedness and operational plans;
- Utilize appropriate tools and surveys to identify areas of underserved populations and others with barriers to services, including children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, and people with limited English proficiency.
- Develop strategies to identify and address recovery issues for health, behavioral health, and social services, particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, people with limited English proficiency, and underserved populations.
- Develop post-disaster psycho-social programs for all ages, including key cultural-language groups, and create training modules for health care professionals, including Just-In-Time (JIT) modules.
- Prepare and plan for animal health and welfare issues (e.g., pets, farms, wildlife).


SHORT-TERM MILESTONES

	Short Term Milestone 1 Implement a phased short-term, intermediate, and long-term public information and communication plan in collaboration with the other RSFs. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, location of distribution centers/DRCs, equitable and accessible communication standards


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.1.0	Promote and utilize social media applications (e.g., NextDoor) to facilitate information and resource sharing within the impacted communities.							
A.1.1	Identify and communicate regularly with all communities.							
A.1.3	Utilize information hubs, community centers, and Local Assistance Centers/Disaster Recovery Centers to disseminate and collect information.							
A.1.4	Monitor misinformation (over traditional and social media) regarding the disaster and facilitate rumor control.							

	Short Term Milestone 2 Conduct an evaluation of the direct, indirect, tangible, and intangible RSF-specific impacts from the disaster to quickly prioritize the needs of relief and restoration for all populations, including AFN and underserved communities, and others who may face disproportionate impacts.
EEI:	Damage assessment data, pre-disaster conditions data, survey tools, FEMA assessment tools, resilience plans, mitigation plans, geographical information systems and software (e.g., ArcGIS)


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.2.0	Communicate and liaise with Disaster Recovery Centers (DRCs) to identify community needs and priorities.							
A.2.1	Identify areas of need and prioritize and allocate resources for recovery.							
A.2.2	Identify and maintain documentation regarding the damaged resources that need to be restored.							
A.2.6	Conduct environmental and health assessments prior to infrastructure and housing restoration, particularly in cases where infrastructure restoration impacts natural and cultural resources. Identify alternative projects, where possible. Coordinate assessments between HSS, Housing, Infrastructure, Land Use, and NCR RSFs.							
A.2.20	Identify land to be marked as unsuitable areas for development due to topographical changes, ongoing hazards, anticipated continued risks, or extent of damage.							
A.2.21	Utilize maps and GIS data, where available, to understand the condition of land use to inform recovery decisions.							

	Short Term Milestone 3 Formulate and implement an initial community engagement plan.
EEL:	Community engagement best practices, and points of contact for community groups and relevant agencies


Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.3.0 Host community engagement activities, meetings, and events (e.g., community listening sessions, visioning workshops). These sessions will offer opportunities for crisis counseling and catharsis, and also inform the unmet needs assessment and recovery action plan development.			P				
A.3.8 Work through community networks (e.g., houses of worship, trusted agents) to engage vulnerable populations.	P						
A.3.9 Conduct community engagement initiatives to support the assessment of disaster impacts and identification of unmet needs.	P						
A.3.10 Engage local and regional planning commissions and economic development organizations in the recovery process to identify redevelopment priorities. Maximize opportunity zones to rebuild for economic purposes. Coordinate amongst the CPCB, Economic, and Land Use RSFs to support this effort.	P						

	Short Term Milestone 4
Implement short-term recovery strategies and solutions to meet immediate needs of the community.	
EEI:	Damage and needs assessment data, community priorities, community plans, points of contact for public sector and private sector (e.g., utility contractors, businesses, medical practices), applicable policies and authorities review, location/concentration of population and community centers, land use and suitability assessments


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.4.0	Analyze results from the impact and needs assessments to develop short-term recovery action plans (RAP).							
A.4.36	Coordinate to identify debris sorting locations.							
A.4.41	Coordinate the removal of debris from river and repair waterfront depots to restore their function and use. Monitor for compliance with environmental laws and regulations.					P		
A.4.42	Prioritize the repair and redevelopment of residential and commercial areas. Identify land that can be rezoned to residential and/or commercial to accommodate the relocation and rebuild of damaged buildings.							
A.4.43	Provide incentives for property owners to rebuild away from unsuitable land while minimizing adverse impacts to low-income households and communities of color.							
A.4.47	Maintain recovery-related documentation and record keeping; provide historic records as requested.							
A.4.49	Consider and account for the adverse impacts that land use and development can have on natural and cultural resources.							

	Short Term Milestone 5 Establish and maintain data-sharing and coordination mechanisms between RSFs and relevant stakeholders.
EEI:	Data management and sharing procedures, software, or technology to share data and information, established communication protocols and procedures

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.5.0	Establish communication channels between Federal, State, and other local, and/or tribal governments, and private/public sector entities to promote ongoing dialogue and information sharing.							
A.5.1	Communicate and coordinate with Federal and State government partners to secure the resources and information needed to guide recovery.							
A.5.2	Track the daily and weekly accomplishments and any outstanding issues for the RSF. Include updates in recovery operational reports.							

	Short Term Milestone 6 Identify all possible funding opportunities and establish cost recovery tracking mechanisms based on program requirements.
EEI:	Table 2-2 Funding Opportunities (Section 2 Appendix), Volunteer networks information, donations, community needs and priorities, jurisdictional budget information, funding opportunity requirements, cost tracking tools

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.6.0	Identify opportunities for, and participate in, just-in-time training about grant program requirements.							
A.6.1	Establish project approval and prioritization procedures and budgeting codes to track disaster related expenditures and decision-making.							
A.6.2	Review eligibility for federal funding programs (e.g., Public Assistance, Individual Assistance, Community Development Block Grants – Disaster Recovery) and gather data and materials required to apply. Submit applications based on specified timelines.							
A.6.3	Create mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This includes any important timelines as well as the recipient(s) and application(s) of funding.							
A.6.4	Identify and carefully document the use of volunteer labor and donations.	P						
A.6.5	Help create standards for project approval and budgeting to track disaster related expenditures in alignment with legal or programmatic requirements.							
A.6.6	Participate in just-in-time training and specialized outreach or support to help agencies and departments understand funding requirements.							

	<p>Short Term Milestone 7 Identify resources, staff, and equipment needed to conduct recovery.</p>
EEL:	Volunteer networks information, debris clean-up and removal equipment, damage assessment equipment, construction equipment and supplies, medical supplies, staff capabilities, stand-by contracts

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
A.7.0	Request state and federal resources and personnel, where available and needed.							
A.7.1	Identify gaps in local resources and capabilities and develop strategies to bridge gaps. Refer to Section 3 (Preparedness and Identification) for additional guidance on implementing a gap assessment.							
A.7.2	Allocate personnel with language abilities and cultural competencies to specific communities (e.g., communities of color, people with different abilities such as hard of hearing/blind, imprisoned communities).			P				
A.7.3	Prioritize staffing and resources for essential support services (e.g., transportation, education, emergency health services).							
A.7.4	Identify community members and volunteers to support recovery operations; provide volunteers with the training needed to perform tasks and document volunteer resources.	P						
A.7.6	Engage subject matter experts (SMEs) to develop short-term specific activities, project plans, and inform tasking.							
A.7.7	Activate and monitor mutual-aid agreements.							
A.7.8	Recommend community stakeholders to participate on a recovery task force at the local level to help facilitate all aspects of recovery. Refer the County Annex Memos for recommendations of stakeholders, by subject matter area.							
A.7.9	If a Local Disaster Recovery Manager has not yet been identified, coordinate with other RSFs to recommend one.							


INTERMEDIATE MILESTONES

	Intermediate Milestone 1 Conduct ongoing needs assessments to identify unmet and anticipated needs; adjust the recovery action plan as needed.
EEI:	Data assessments, digital/online surveys, community priorities, planning procedures and processes to amend plans, case studies to address community priorities

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.1.0	Use social media to compile and collect on-the-ground knowledge and inform priorities.							
B.1.1	Understand and communicate the status of critical community resources across all RSFs (e.g., fuel, generators, communications/IT, roads and transportation, social services, mass care services).							
B.1.2	Track daily and weekly accomplishments and any outstanding issues for the RSF. Include this information in recovery operational reports.							
B.1.3	Continue assessing impacts to housing, people, and businesses in collaboration with other RSFs. Identify gaps in available resources. Refocus attention and capabilities on areas of outstanding need based on assessment findings.							
B.1.4	Collaborate between RSFs to identify solutions to meet the recovery needs of low-income communities and communities of color.							
B.1.5	Create and implement technology tools, online platforms, and/or mobile apps to support ongoing needs assessments.							
B.1.12	Assess changes in land use to identify areas suitable for new development; areas to relocate buildings and infrastructure endangered by natural hazards; and areas that will be protected for environmental protection, natural resource conservation, and historic or cultural resource preservation.							

	Intermediate Milestone 2 Continue to identify all possible funding opportunities, establish cost recovery mechanisms based on program requirements, and develop project management plans to ensure the most effective use of federal, state, and local funds.
EEI:	Cost tracking mechanisms, community priorities, community plans, donations, reporting procedures, meeting schedules, jurisdictional and recovery budgets, engagement processes tracker, measurement tools, recovery action plan

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.2.0	Review and monitor that established project approval and budgeting procedures are adhered to.							
B.2.1	Monitor the allocation of external financial resources to low-income households and communities of color to make sure they are not adversely impacted as a result of program implementation.							
B.2.2	Monitor and track established mechanisms, tools, and systems for tracking and evaluating recovery plan effectiveness, as well as record keeping and documentation. This should include any important timelines as well as the recipient(s) and application(s) of funding.							
B.2.3	Identify funding that can be used to reimburse or pay for surge support and back-fill people in planning positions.							
B.2.4	Continue to participate in just-in-time training and specialized outreach or support to ensure agencies and departments understand funding requirements.							
B.2.5	Continue to identify and carefully document the use of volunteer labor and donations.	P						
B.2.6	Continue to coordinate the use of mutual aid.							
B.2.7	Continue to collect documentation for cost recovery and reimbursement from grant funds.							
B.2.8	Continue conducting outreach to the private sector to provide additional financial support.		P					


	Intermediate Milestone 4 Coordinate and implement community redevelopment and repopulation strategies.
EEI:	Land use policies and regulations, best practices for redevelopment, coordination mechanisms, community priorities, funding sources

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.4.0	Review local enforcements, permitting, and other legislation that may impact recovery time.							
B.4.1	Promote opportunities to mitigate future disaster impacts (e.g., COOP planning, hazard mitigation planning).							
B.4.2	Identify areas of vulnerability based on disaster and identify resilience and mitigation measures to address.							
B.4.5	For neighborhoods and communities where rebuilding cannot occur in the same location due to land use issues, repetitive losses, and/or the presence of natural hazards, coordinate a cohesive process to identify and procure new location(s) for development.							P
B.4.10	Identify areas of population concentration and future economic growth and prioritize infrastructure system and community reconstruction.		P					
B.4.11	Re-zone and amend building codes to make more stringent and resilient.							P
B.4.12	Coordinate and monitor redevelopment strategies that are equitable and meet the needs of underserved communities.							P
B.4.19	Coordinate with the Environmental Protection Agency, and use spatial data, to identify brownfields and land unsuitable for development. Through a community planning process, identify and implement strategies to convert this space into green space. This project will require close coordination between NCR, Economic, Infrastructure, and Land Use RSFs.						P	
B.4.21	Identify and implement opportunities to preserve land for environmental conservation; monitor the protection of natural resources during construction.							P
B.4.22	Monitor post-disaster displacement and account for potential impacts (e.g., gentrification) in redevelopment plans.							P
B.4.23	Implement and develop, as needed, resilient land use policies and redesign guidelines that align with community vision.							


Intermediate Milestone 5
Establish and implement a recovery action plan that addresses interim and long-term impacts/needs and restores services, assets, and systems.

EEI: Data and needs assessments, community needs and priorities, relevant data (e.g., hazard, demographics, land use), recovery best practices

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.5.0	Establish and stand-up long-term recovery committees (RSFs) that focus the recovery of different sectors of the impacted communities, particularly prioritizing assistance to the communities with the greatest need (determined through needs assessments).							
B.5.1	Establish a recovery needs prioritization based on completed assessment.							
B.5.2	Oversee and monitor that recovery and redevelopment plans align with community vision.							
B.5.16	Identify long-term housing solutions in line with community needs and vision.				P			
B.5.46	Retrofit essential public buildings, such as public works garages and law enforcement buildings, to harden the existing infrastructure and protect against future hazard impacts.					P		
B.5.48	Coordinate between the Land Use and Infrastructure RSFs to identify viable locations for temporary and permanent "cool storage" facilities. Construct new facilities as needed.							
B.5.49	Based on the needs of the disaster, hire additional staff to perform permit reviews to account for the increased volume of permits that will be filed for infrastructure and building repair and reconstruction.							
B.5.50	Provide incentives to rebuild and restore businesses, housing, and services (e.g., tax breaks for individuals and commercial businesses, incentives for affordable housing development).							

	Intermediate Milestone 7 Manage implementation of a long-term recovery community engagement plan.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces

Activities		Activity Type						
		1: C/PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.7.0	Establish regular public meetings and townhalls to engage the public on recovery efforts.							
B.7.1	Identify and establish public-private partnerships and encourage partnerships at the local level to enhance the resilience of both sectors.		P					
B.7.2	Review case studies and communities that have experienced similar disasters to identify and implement community-based recovery efforts.							
B.7.3	Host regular engagement events (e.g., public hearings, community meetings, and tabling at community recovery centers) to educate the public about the recovery process and gather feedback.	P						
B.7.8	Engage elected officials and local leadership to promote the concept of "building back better" in local communities.							

	Intermediate Milestone 8 Manage implementation of public information and communications plans. Provide information that is in different languages and accommodates AFN populations.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, point of contact for community organizations, community needs and priorities, community centers and public meeting spaces


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.8.0	Publicize the assistance programs that are available and in place to assist recovery in this RSF's sector.							
B.8.1	Provide online information sharing in one centralized location.							
B.8.2	Continue to utilize information hubs, community centers, and LACs/DRCs to disseminate and collect information.							
B.8.5	Inform developers, builders, and the general public about new or adapted land use laws.	P						

	Intermediate Milestone 9 Modify statutory, regulatory, policy, and administrative issues that contribute to gaps, inconsistencies, and unmet needs in community recovery.
EEL:	Policy amendment processes, land use policies and regulations, voting information and processes

Activities		Activity Type						
		1: C/PCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.9.0	Incentivize investment in rebuilding through lowering fees and eliminating barriers, while maintaining environmental and historic preservation standards.							
B.9.1	Identify and address policies that may restrict professionals from distributing services and resources equally.							
B.9.2	Assess inhibitors (i.e., “red tape”) of recovery of affected communities and/or industries.							
B.9.3	Create initiatives and advise on policy change to prevent gentrification.							P
B.9.4	Work with community members on land banking and community trusts to keep residential and ownership local.							P
B.9.5	Create policies that promote mixed-use development, accessibility, and tax incentives for low-income housing.							P
B.9.11	Revise and align housing policies to suit the needs of displaced populations, considering the need for rental, owned, single-family and multi-family properties.				P			
B.9.12	Reexamine permitting procedures to increase efficiency and promote resilient development.							P
B.9.13	Process and finalize changes to zoning and area classification.							
B.9.14	Identify properties for acquisition and demolition.							P
B.9.15	Review and revise land use policies to prohibit rebuilding in hazard areas.							
B.9.16	Review and revise building codes to require all new buildings and infrastructure to withstand future seismic events.							P
B.9.17	Implement policies related to land use moratoriums and the identification of red zones.							
B.9.18	Formulate long-range goals and policies for land use, population growth and distribution, urban expansion, land development, resource preservation, and other factors affecting development patterns.							P

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
B.9.19 Implement and enforce clean energy policies and regulations for new development and substantial improvement.							P


LONG-TERM MILESTONES

	Long Term Milestone 1
Continue to explore and apply funding opportunities while conducting project review, payment, and closeout activities for recovery financing received.	
EEI:	Cost tracking mechanisms, community priorities, donations, Table 2-2 Funding Opportunities (Section 2 Appendix)


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.1.0	Consider, and request if appropriate, assistance extensions (e.g., extension of grant program timelines).							
C.1.1	Continue to track costs through processes required by grantors and other funding sources.							
C.1.2	Utilize after action reviews of short-term and intermediate cost recovery processes and procedures in order to create a more effective cost recovery system in future disasters.							

	Long Term Milestone 2 Continue to coordinate on community redevelopment and return strategies.
EEI:	Revised land use strategies and plans, identified areas of growth and development, community needs and priorities, best practices in sustainability and resilience, workforce and employment needs and trends, points of contact for local influencers, data on economic impact


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.2.0	Continue to identify and implement community-based planning and recovery strategies.	P						
C.2.10	Support decision-making surrounding repurposing land, especially land that has been cleared or vacated due to vulnerabilities or blight.							P
C.2.12	Continue to promote incentives and benefits where applicable for sustainable redevelopment (e.g., affordable housing, stormwater management and green space, small businesses).							
C.2.13	Engage with advocates, non-profits, and community leaders to identify long-term unmet needs among vulnerable and underserved communities.							
C.2.14	Establish policies that provide stable and affordable housing for the whole community, including vulnerable and underserved communities and homeless and houseless population.				P			
C.2.16	Create new parks and open spaces, particularly using land identified unsuitable for development.						P	P

	<p>Long Term Milestone 3 Improve resilience of the impact zone and reduce the threat of repetitive losses by addressing weaknesses, threats, and vulnerabilities. Implement upgrades to the construction of infrastructure and assets and develop mitigation and resilience-focused policies and programs in coordination with other RSFs and the entire community.</p>
<p>EEI:</p>	<p>Recovery progress tracking, lessons documentation, best practices in resilience strategies, policy/regulation amendment procedures, vulnerability assessment data, community needs and priorities, points of contact for community organizations</p>


Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.3.0	Align recovery, redevelopment, comprehensive, hazard mitigation, and land use plans around a common vision of community resilience.							
C.3.1	Develop After-Action Reports (AARs) to assess recovery operations and amend recovery plans, if necessary.							
C.3.2	Coordinate with state and local grant program officials to identify disaster prevention and recovery fund opportunities that are state-specific.							
C.3.3	Identify best practices and relevant case studies to serve as future references; share learning outcomes with other communities and become stewards of disaster resilience and risk reduction.							
C.3.4	Update related policies and plans with hazard mitigation strategies developed to address vulnerabilities identified during recovery.							
C.3.5	Conduct an RSF-specific vulnerability assessment to understand how to mitigate the impacts of future disasters on the community/region.							
C.3.6	Develop evaluation processes for plans, projects, and policies that meet the community's vision.							
C.3.10	Focus on integrating areas that are traditionally economically disadvantaged into local economy.		P					
C.3.15	Consider and address needs for mitigation actions and permanent legislation related to rebuilding standards, building codes, and land use.							
C.3.16	Review and update land use laws, as needed, to promote safe and resilient development.							
C.3.17	Promote the strategic redevelopment of priority sites that align with the long-term planning goals of the region.							P
C.3.21	Strategically design communities to support sustainable lifestyles (e.g., distance between home and work, access to transit, walkable/bikeable infrastructure).							

	Long Term Milestone 4 Maintain the implementation of a long-term recovery community engagement plan.
EEI:	Social media, equitable and accessible communication standards, recovery guidance and resources, community needs and priorities, points of contact for community organizations

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.4.0	Re-energize political will and public interest in resilience and recovery efforts by coordinating with news networks and media to keep attention focused on continued recovery efforts and long-term impacts.							
C.4.1	Maintain regional coordination for cohesive recovery of communities and the region.							
C.4.2	Encourage continued interaction and engagement with NGOs and the private sector during recovery.							
C.4.3	Sustain community engagement by identifying new focus areas and highlighting emerging or outstanding need for community involvement and stewardship							
C.4.4	Utilize impact studies to increase civic engagement and lobby elected officials for continued or new funding and support.							

	Long Term Milestone 5 Provide incentives for long-term recovery efforts, sustainability, and resilience strategies.
EEI:	Regional growth goals and strategies, land use policies and regulations, tax breaks and incentive programs, elected official buy-in, public private partnerships

Activities		Activity Type						
		1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.5.1	Continue to engage elected officials and local leadership to promote the concept of "building back better" in local communities							
C.5.6	Provide tax credits and other financial support to those rebuilding in alignment with sustainability and resiliency standards		P					

	Long Term Milestone 6 Reassess and evaluate recovery progress to identify gaps and unmet and/or anticipated needs in order to adjust recovery plans and implement new strategies and solutions.
EEI:	Recovery process tracking and metrics system, community needs and priorities, assessment results (vulnerability and equity)

Activities	Activity Type						
	1: CPCB	2: Economic	3: HSS	4: Housing	5: Infrastructure	6: NCR	7: Land Use
C.6.0	Continue to utilize previously developed technology tools, online platforms, and/or mobile apps to support ongoing needs assessment.						
C.6.1	Help determine success of the recovery action plan in addressing identified needs.						
C.6.2	Track the daily and weekly accomplishments and any outstanding issues for the RSF. Contribute this to recovery operational reports.						
C.6.3	Integrate RSF duties into steady state roles.						