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Colorado Resiliency Office

**How to Use this Document**

This template was developed to support local governments across Colorado to develop a pre-disaster recovery plan. Pre-disaster recovery planning helps to facilitate the coordination of disaster recovery efforts before a disaster occurs. Resilient communities are prepared for the shocks and stressors before they happen. By developing and adopting a pre-disaster recovery plan before a disaster occurs, your community can: 1) establish clear lines of communication and responsibility across pertinent recovery stakeholders, 2) consider how you will manage important recovery issues before a disaster, and 3) develop recovery capacity and leadership early on. Research has shown that communities with *pre-disaster recovery plans* tend to recover more quickly, efficiently, and equitably than those without.[[1]](#footnote-1)

**Please note that this template is ONE component of the** [**Pre-Disaster Recovery Planning Guidance**](https://www.coresiliency.com/pre-disaster-recovery-planning) **12-step plan created by the CRO. The Pre-Disaster Recovery Planning Guidance also includes a** [**pre-event recovery ordinance**](https://www.coresiliency.com/s/Pre-Disaster-Recovery-Ordinance)**, determining community risks, advice on stakeholder engagement/creating a collaborative team,** [**a pre-disaster workbook**](https://www.coresiliency.com/s/Pre-Disaster-Recovery-Planning-Workbook_6252021.xlsx)**, and a step-by-step guide on how to be best prepared for an event.**

Pre-disaster recovery planning, resilience planning, and post-disaster recovery planning are based on local decisions, regulations, and priorities. As such, local governments should ensure that they understand the associated legal context and responsibilities. This document is designed to serve as a proposed layout for a pre-disaster recovery plan to help you move from development to adoption, so your community is ready to recover quickly from future disasters. It SHOULD be customized to fit the local context of your community. The document includes descriptions of the types of information that can be put into specific sections.

* Brackets [] are used throughout the document to highlight fill-in-the-blank options.
* The red text provides sample text for each section.
* This document was developed with information from the [Pre-Disaster Recovery Plan Template by Houston Urban Area Security Initiative (UASI) Regional Recovery Workgroup](http://onestarfoundation.org/wp-content/uploads/2019/01/Pre-Disaster-Recovery-Plan-Template.pdf). Text taken directly from this plan is in *red Italic.*
* *The blue text provides resources and tips that can be used to fill in this document.*

Note that this document also references content from:

* [Planning for Hazards website.](https://planningforhazards.com/pre-disaster-recovery-planning)
* [Pre-Disaster Recovery Planning Guide for Local Governments](https://static1.squarespace.com/static/5fd3ae01f8f3aa3014a8069a/t/60a7cabba61eac7108b29ab0/1621609174822/Step+2+-+pre-disaster-recovery-planning-guide-local-governments.pdf)

In addition, the CRO website has [dozens of resources](https://www.coresiliency.com/resiliency-resources) that will support you in your effort. If you would like assistance in your pre-disaster planning work, be sure to connect with your DOLA Regional Manager [here](https://cdola.colorado.gov/regional-managers).

This template was originally created by the Colorado Resiliency Office in response to the wildfires of 2018. It also includes contributions from Marilyn Gally (Senior Advisor to the Colorado Resiliency Office), Dr. Andrew Rumbach (Texas A&M), Lotus Sustainability, Adaptation International, Bullock & Haddow, and the Colorado Resiliency Office.

**After a disaster, once the impacts are known and resources are identified, your community can develop a post-disaster recovery plan that will make specific policy decisions. For more information about the long-term recovery planning process post-event, visit the** [**Post-Disaster Recovery Toolkit here**](https://www.coresiliency.com/postdisaster-step-1)**.**

*Tip: The* [*Pre-Disaster Recovery Planning Guide for Local Governments*](https://static1.squarespace.com/static/5fd3ae01f8f3aa3014a8069a/t/60a7cabba61eac7108b29ab0/1621609174822/Step+2+-+pre-disaster-recovery-planning-guide-local-governments.pdf) *provides a strong overview of the links between Pre-and Post-Disaster Recovery Planning. See Table 1 on page 25.*

Pre-Disaster Recovery Plan

[Name of Jurisdiction]

[Date]

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# About this Document

*Tip: Don’t recreate the wheel. Check out the* [Douglas County Disaster Recovery Plan](https://static1.squarespace.com/static/5fd3ae01f8f3aa3014a8069a/t/60a7d71f4444ce2a8b56ad1f/1621612320651/Step+3+-+Douglas+County.pdf) *for a great example of how to complete a Recovery Plan.*

## Contact Person

[Identify the correct local government contact person to list in the plan.]

## Process

[Describe how the plan was developed.]

## Plan Maintenance

[Describe how often the plan should be reviewed and updated.]

*The preparation and revision of this plan will be the responsibility of the Emergency Management Coordinator (or designee) with the involvement of all applicable support agencies. It should be updated, revised, and reviewed every [XXX] year or after an incident or an exercise that results in corrective actions. This document should be socialized among agencies and organizations addressed in the Roles and Responsibilities section. These agencies and organizations should receive regular training, and this plan should be exercised regularly.*

## Record of Changes

Any changes to the original base plan should be noted.

|  |  |  |  |
| --- | --- | --- | --- |
| Date Posted | Change | Location | Recommending  Agency / Individual |
|  |  |  |  |
|  |  |  |  |

# Introduction

Pre-disaster recovery planning helps to facilitate the coordination of disaster recovery efforts before a disaster occurs. Resilient communities are prepared for shocks and stressors before they happen. By developing and adopting a pre-disaster recovery plan before a disaster occurs, our community will: 1) establish clear lines of communication and responsibility across pertinent recovery stakeholders, 2) consider how we will manage important recovery issues before a disaster, and 3) develop recovery capacity and leadership early on*. This plan is intended to guide all recovery planning and implementation efforts before an event occurs. This strategic document is intended to apply to any disaster, regardless of scope, size, or classification (e.g., a presidentially declared disaster).*

## Plan Integration

*This plan includes guidance for organizations with recovery roles to conduct pre-disaster coordination to enhance recovery-related preparedness and to build capabilities. This plan is not intended to be comprehensive or operational but to inform strategies for a successful recovery post-disaster. Other planning and support documents that this pre-disaster recovery plan was intended to inform include:*

* *[Add any relevant local community plans, annexes, legal documents].*

*Tip: As noted in the Planning for Hazards website, pre-disaster recovery plans should be consistent with other community plans, including* [*comprehensive plans*](https://planningforhazards.com/comprehensive-plan)*,* [*hazard mitigation plans*](https://planningforhazards.com/hazard-mitigation-plan) *and/or* [*climate plans*](https://planningforhazards.com/climate-plan)*. They should also build linkages to state and federal disaster recovery frameworks, like FEMA’s* [*National Disaster Recovery Framework*](https://www.fema.gov/national-disaster-recovery-framework)*.* [*Salt Lake County’s Disaster Recovery Framework.*](https://slco.org/emergency-services/recovery/) *Establishing these linkages in pre-disaster recovery plans allow communities to better coordinate with state and federal partners during response and recovery and better leverage the external resources that will become available to them.*

## Key Terms

The following is a list of key terms used throughout the document:

* [fill in applicable key terms]

*Tip: We recommend utilizing the definitions from* [*this resilience glossary*](https://www.coresiliency.com/resilience-glossary) *and* [*this post-disaster glossary*](https://www.coresiliency.com/postdisaster-glossary) *on the CRO website as a starting point.*

## Purpose

[Describe the purpose of the base plan here.]

Sample purpose - This plan was developed as a pre-disaster recovery plan for [Name of Jurisdiction]. Annexes for specific events will be added as events occur.

*It includes high-level objectives, strategies, and coordination that are designed to guide recovery actions that result in a resilient, safe, equitable, physically accessible, sustainable, and economically strong community. The lead recovery agency or organization may use this plan as a guide for making decisions, establishing priorities, and identifying roles and responsibilities in the short-term, intermediate, and long-term to expedite successful recovery and redevelopment. This plan links [Name of Jurisdiction], faith-based organizations (FBOs), community-based organizations (CBOs), nonprofit organizations, private sector partners, and philanthropic funders to State and Federal recovery guidance and potential post-disaster assistance.*

## Scope

Describe the scope of the base plan here.

This plan is a framework developed by [Name of Jurisdiction] and its partners to use when disasters occur to guide recovery efforts to support and enhance the resilience of our community.

This plan includes pre-disaster recovery planning guidance that spans the short-term, intermediate, and long-term phases of recovery. It addresses actions for long-term community capacity building and planning in the five recovery areas including Economy and Workforce, Housing, Infrastructure, Health and Human Services, and Cultural and Natural Resources*.*

*The pre-disaster recovery plan is intended to be a jurisdiction-wide, multiagency plan for achieving coordinated recovery. It is flexible and scalable and can be used in any incident, regardless of size, complexity, and declaration type (e.g., local, state, presidential). The plan is intended primarily for stakeholders in the jurisdiction who will be (or will potentially be) directly involved in implementing disaster recovery. Stakeholders may include members of the public, COADs/VOADs/LTRGs, philanthropic funders, utilities, private sector partners, partners at various levels of government, and others with a general or specific interest in disaster recovery in the jurisdiction.*

## Assumptions

[List assumptions here.]

1. Recovery is situation-dependent, and it may take years to accomplish identified goals.
2. Recovery is split into phases (e.g., short-term, intermediate, and long-term).
3. Resilience and recovery are interwoven and should be considered throughout.
4. Plan implementation and decision-making policies will be based on disaster impacts, resources, and needs.
5. Prioritization of limited resources will be necessary for larger recoveries and not every unmet need will get addressed due to resource limitations.
6. Partners will willingly come to the table and participate in the process.
7. People will need accurate information and easily understandable guidance to make informed decisions.
8. Strategies and priority information will be widely disseminated to avoid confusion.
9. This plan will be implemented and updated as needed.
10. *Community recovery strategies are developed and managed at the local level.*
11. *The policy group will be convened for complex events with impacts and consequences that require extensive coordination due to cross-over or overlap of responsibilities and/or borders.*
12. *A multiagency long-term recovery committee (working group structure) is used for complex events where many agencies and organizations are involved.*
13. *Key partners support and/or lead local recovery efforts.*
14. *Recovery should be equitable and inclusive.*
15. *Early efforts of recovery may be organized through the emergency operations center if activated and feasible to do so.*
16. *Mutual aid will be requested and used as needed.*
17. *For longer, more labor-intensive recoveries, impacts and consequences on workforce resilience are considered when making decisions.*
18. *If local resources and mutual aid are insufficient, State and/or Federal assistance may be requested as recovery opportunities arise.*
19. *Leadership prioritizes resources or delegates the responsibility, as necessary.*
20. *Complex recovery operations have goals, milestones, measurable outcomes, and plans for demobilization. These are event dependent.*
21. *Resilience opportunities are identified and taken advantage of.*

*Tip: The assumptions in this list were built with support from the* [*Pre-Disaster Recovery Plan Template by the Houston Urban Area Security Initiative (UASI) Regional Recovery Workgroup*](http://onestarfoundation.org/wp-content/uploads/2019/01/Pre-Disaster-Recovery-Plan-Template.pdf) *(see page 4 in the document for more assumptions).*

## Authorities and References/Signatories

[List authorities and references here. This section can also be signatories.]

Colorado Disaster Emergency Act

* [Name of the local emergency operations plan and date]
* [Name of the local hazard mitigation plan and date]
* [Name of the local land use plan and date]
* [Name of the local comprehensive plan and date]
* [Add other authorities and references as applicable]

# Vision, Goals, and Priorities

*Tip: The* [*Douglas County Disaster Recovery Plan*](https://static1.squarespace.com/static/5fd3ae01f8f3aa3014a8069a/t/60a7d71f4444ce2a8b56ad1f/1621612320651/Step+3+-+Douglas+County.pdf) *has a great Vision, Goals, and Priorities.*

### Vision

Sample text: [Communities name] will be able to mobilize its response efforts quickly and efficiently and all parties will understand their roles and responsibilities.

### Goals

Sample text: This plan will help ensure that the following post-disaster operations goals are met:

* Provide effective command and coordination.
* [Fill in Goal #2]

### Priorities

Sample text: Our community’s rank-ordered priorities include:

* Public safety and security.
* [Fill in Priority #2].

# Situation Summary

Below are suggestions of types of items to cover.

## Overview of [Name of Jurisdiction] County

The County is located in [north, south, east, west, central] Colorado.

* 1. County size: [#] square miles.
     1. Incorporated area: [#] square miles.
     2. Unincorporated area: [#] square miles.
  2. Lands:
     1. Public lands: [#] [percent/acres/square miles].
     2. Private lands: [#] [percent/acres/square miles].
  3. The County Board has [#] commissioners.
  4. The County [manager, administrator, deputy commissioner, commissioners, etc.] oversee(s) daily operations for the County.

### Municipalities

There are [#] incorporated municipalities located in [Name of Jurisdiction] County: [List the incorporated municipalities].

* 1. [Name]
     1. [Statutory/home rule/territorial] [city/town] with a [mayor, mayor pro team, city council, trustees, selectpersons etc.] local government structure.
     2. Elevation: [#] feet above sea level.
     3. Size: [#] square miles.
     4. [Continue to describe the municipality very briefly. For example, is it the most populous city/town in the County? Is it the County seat? Is it an economic hub? Are many public services or other important types of offices located in this municipality? Are there important transportation routes? What hazards could most affect this municipality?]
  2. [Continue to describe other municipalities.]
  3. Hazard information is in the [*Name of the local multi-hazard mitigation plan*].

The unincorporated area of the County is:

* 1. [rural, agricultural, suburban, urban, a combination of X and Y, etc.] in nature.
  2. Continue to describe the unincorporated area very briefly. For example, are there economic hubs? Are there important transportation routes?
  3. What hazards could most affect the area?]
     1. Hazard information is in the [*Name of the local multi-hazard mitigation plan* and other documents such as flood maps, wildfire plan, etc.].

## Population

*Tip: At the State level ACS data is processed by the State Demography Office (SDO) and is available in both data and map forms on* [*their website*](https://demography.dola.colorado.gov/gis/map-gallery)*. Guidance on how and when to use the five-year estimates can be found* [*here*](https://www.census.gov/programs-surveys/acs/guidance/estimates.htm)*. A limited amount of the data collected is available at multiple levels (county, census tract, census block group, and/or place); some information is only available in aggregate form. A Block Group is a geographical unit used by USCB that falls between the larger Census Tract and smaller Census Block. It is the smallest geographical unit for which USCB publishes sample data. [#] census tracts and [#] census block groups cover [Name] County. Data for places is available for municipalities.]*

*Tip: The CRO has compiled a list of resiliency indicators that are based on the 2020 Colorado Resiliency Framework (Framework) which serves as the State’s roadmap to a more resilient future. Throughout the framework, risks and vulnerabilities are analyzed and specific strategies are identified that will strengthen the State’s capacity to adapt and support local communities on their path toward resiliency. They help answer:*

* *What resilience metrics are relevant to my community?*
* *What can and should be done about them?*

*These metrics can be found* [*here*](https://www.coresiliency.com/resiliency-dashboard) *and will help you fill in this population section.*

### Population Basics

The total population of the County in [year] was estimated at [#]. Approximately [#] % of the population in the County lives within the [#] incorporated area(s); [#] % of the population is spread throughout the unincorporated area. Data for communities that are not incorporated are included in the unincorporated County data, even though they are also population centers.

Population Table 1 shows the total population and population distribution between the municipalities and unincorporated areas.

Add columns as needed or delete columns in the table below.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Population Table 1. Total Population and Population Distribution in [Name] County, [Year] | | | | |
| Population Distribution | [Name] County (Total) | [Municipality Name] | [Municipality Name] | Unincorporated  [Name] County |
| Population (number of people) |  |  |  |  |
| Percent of Population |  |  |  |  |
| Source: | | | | |

Population for census years [year] to [year] is listed in Table 2. The estimate for [the most recent year with available data] is included for comparison. Population in the decade from [year] to [year] [increased/decreased/remained the same] for the County. Population from [year] to [year] [increased/decreased/remained the same]. Population from [year] to [the most recent year with available data] is estimated to have [increased/decreased/remained the same].

Add columns as needed or delete columns in the table below.

|  |  |  |  |
| --- | --- | --- | --- |
| Population Table 2. Population, 1990-2017 | | | |
| Year | [Name] County (Total) | [Municipality Name] | [Municipality Name] |
| [Census year] |  |  |  |
| [Census year] |  |  |  |
| [Census year] |  |  |  |
| [Recent year] |  |  |  |
| Source: | | | |

Median age and percent of the population by age for [year] are presented below.

|  |  |  |  |
| --- | --- | --- | --- |
| Population Table 3. Percent of Population by Age, [year] | | | |
| Age | [Name] County (Total) | [Municipality Name] | [Municipality Name] |
| Median Age (in years) |  |  |  |
| Percent of Population over Age 70 |  |  |  |
| Percent of Population between Ages 20 and 69 |  |  |  |
| Percent of Population between Ages 10 and 19 |  |  |  |
| Percent of Population under Age 10 |  |  |  |
| Source: | | | |

### Relevance of Age in Recovery and Resiliency Planning

Sample text - Per the [Name] County Community Profile Report provided by SDO, “...People in different age groups work, live, shop, and use resources differently and these differences … impact the economy, labor force, housing, school districts, daycare facilities, health services, disability services, transportation, household income, and public finance …” While it is understood individuals age differently, age is an important factor to consider when planning for, deciding upon, and implementing resiliency and recovery actions. In general, compared to other age groups, “the youngest and oldest members of a community may be part of the population with the fewest self-sufficient options without additional support being provided.”

*Tip: See the* [*CRO Resiliency Dashboard*](https://www.coresiliency.com/framework-implementation-dashboard) *to find more statistics for your community. Also, be sure to reference Step 2 in the* [*Community Readiness and Resilience Toolkit*](https://www.coresiliency.com/resilience-step-2) *for more detailed information on gathering information about your community and to use the* [*CRO Library of Resiliency Resources*](https://www.coresiliency.com/resiliency-resources) *to support that research.*

### Relevance of Housing Cost Burden

Sample text: Housing cost burden is a commonly used indicator of housing affordability. Households that spend 30% or more of their income on housing and utilities are commonly referred to as cost-burdened; households that spend 50% or more of their income on housing and utilities are commonly referred to as severely cost-burdened.

Cost-burdened households face more resiliency challenges in that they may be unable to afford unexpected expenses, may struggle to pay for other basic needs, and may have fewer housing choices than non-cost-burdened households. Strategies to increase supply of affordable and attainable housing, reduce utility costs, and increase household impact can help reduce housing cost burden.

Our community has the following house burden for:

* All Households: [x]%
* Renters Households: [x]%
* Owner Households: [x]%

*Tip: See the* [*CRO Resiliency Dashboard*](https://www.coresiliency.com/framework-implementation-dashboard) *to find these statistics for your community.*

### Relevance of Poverty in Recovery and Resiliency Planning

Sample Text: Populations living in poverty often face disproportionate and structural inequities that exacerbate risk and make it more difficult to access resources such as healthy food, housing, and jobs. As well, in the event of a natural disaster, those in poverty may struggle to prepare for, evacuate, or recover from the event.

Food insecure households are unable to provide enough food. Food insecurity is a resiliency issue four our community because it means that those households are making tough choices regarding their wellbeing and are likely struggling to be full participants in the economy.

Our community has [X] percent of households living in poverty and [x] percentage utilizing SNAP or Food Stamps. Maximizing the [Supplemental Nutrition Assistance Program (SNAP)](https://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap) participation by eligible households is a critical strategy to improving food security, which is defined as access by all people at all times to enough food for an active healthy life

*Tip: See the* [*CRO Resiliency Dashboard*](https://www.coresiliency.com/framework-implementation-dashboard) *to find these statistics for your community.*

## Transportation Systems and Regional Hubs

### Highways

[Describe the highways. Include interstates, US highways, state highways, etc.]

Sample text - Major highways in the County are:

* [List highways and directions].
* [Add lines as needed.]

For planning purposes, the closest larger regional hub for getting supplies to meet urgent disaster resilience and recovery needs are:

* [North/south/east/west]: [Hub/town name] [Direction on Highway]
* [North/south/east/west]: [Hub/town name] [Direction on Highway]
* [Add additional lines if needed.]

[Insert highway map here.]

|  |  |  |
| --- | --- | --- |
| Transportation Table 1. Distances From [1st Key Municipality or other staging points] and [2nd Key Municipality or other staging points] To Regional Hubs (via Roadways) | | |
| Hub City/Town, County | From/To [City/Town or Stage Pt] | From/To [City/Town or Stage Pt] |
| [Hub Name, County Name] | [#] miles via [Highway/road] | [#] miles via [Highway/road] |
| [Hub Name, County Name] | [#] miles via [Highway/road] | [#] miles via [Highway/road] |
| [Hub Name, County Name] | [#] miles via [Highway/road] | NA |
| [Hub Name, County Name] | [#] miles via [Highway/road] | [#] miles via [Highway/road] |
| [Hub Name, County Name] | [#] miles via [Highway/road] | [#] miles via [Highway/road] |
| [Hub Name, County Name] | NA | [#] miles via [Highway/road] |
| Source: | | |

Sample text - County and municipal roads and bridges are described in the infrastructure section of this plan.

*Tip: U.S. Census Bureau has an online interactive tool called OnTheMap. Within this tool is a section called OnTheMap for Emergency Management. Here users can look up events and get estimates of the effect of an event. While not as exact as actively surveying the affected population, for analyses and planning purposes for the large-scale event the tool might be useful. The methodology explains the strengths and weaknesses of using the model. To use the tool, click* [*here*](https://onthemap.ces.census.gov/em/)*.*

### Airfields and Airports

[Describe the local airfields, airports, and/or other relevant air transportation infrastructure that might be used after a disaster to move recovery and resiliency resources and supplies.]

Sample text - For planning purposes, air transportation infrastructure in the County includes:

* [List air transportation infrastructure.]
* [Runway identification, surface type, and conditions are available on airnav.com.]

Regional hub airports in the area include:

* [Add additional lines if needed.]

### Railroads

Describe the rail system if there is a rail system. For example, do passenger trains pass through the county? Freight trains? Commuter trains? A tourism operation? Do tracks run through more densely populated areas? Do the tracks cross main highways/roadways? Is there an operating depot? Could this infrastructure be used after a disaster for recovery or resiliency purposes?]

### Relevance of Transportation Systems and Regional Hubs in Recovery and Resiliency Planning

Describe the relevance. Examples of relevance are below.

* Damaged transportation systems affect people’s lives in many ways:
  1. Commuters may be unable to get to work or may incur delays.
  2. Supply chains may be disrupted.
  3. Patients seeking medical assistance may be cut off or incur delays.
  4. Emergency vehicles may not have access to some areas.
* Damaged transportation systems could affect where residents, tourists, and others choose to relocate when asked to evacuate or when seeking interim housing.
* Local governments may be forced to make hard decisions on where and how to use limited resources when prioritizing damaged transportation systems for recovery.
* [Edit and/or add additional items.]

### Resilience and Recovery Considerations

Examples of considerations are listed below.

* Different transportation modes and routes may be affected by different hazards. For example, routes upon which hazardous materials travel may be temporarily affected by spills and subsequent cleanups or air and highway travel may be affected by wildfires or severe weather such as blizzards, high winds, and/or heavy fog. Heavy precipitation and flooding may cause some roads and bridges to be inundated by running water.
* Paved highways may be more resilient to hazards like flooding and erosion than gravel and dirt roads.
* Some highways and local roads may be designated and used for evacuations and re-entries.
* Some bridges and roads are the responsibility of the Colorado Department of Transportation; others are the responsibility of the County, the municipalities, homeowners, and property owners’ associations, etc.
* Rerouting some supply chain items (such as hazardous materials like gas transported in fuel trucks) might be more complicated on local roads than rerouting smaller delivery trucks should the need arise.
* Quarantines may cause some routes to shut down.
* Reentry during recovery can be complicated. There are times when access should be prioritized.
* [Edit and/or add additional items.]

*Tip: FEMA and Argonne National Laboratory have developed Resilience Analysis and Planning Tool (RAPT), an analysis and planning tool to assist State and local governments with identifying focus areas for building resilience, response, and recovery capabilities. RAPT is a geographic information system (GIS) web map tool with clickable layers of community resilience indicators, infrastructure locations, and hazard data, and widgets to help with analysis. To visit the RAPT tool, click* [*here*](https://bit.ly/ResilienceAnalysisandPlanningTool)*.*

## Other Critical Infrastructure

### Hospitals and Other Medical Facilities

Hospitals and/or other critical medical facilities serving the people of the County include [list facilities]. [Describe the hospitals/medical facilities in the County and the capabilities/services. If they are in another county, state that clearly.]

### School Districts

There [is/are] [#] school district(s):

* 1. [District name.] [Include where schools are located.]
  2. [List other districts (s) as applicable and where schools are located.]

### Health Agency(ies)

[Health agency name (can be a county agency or the county could participate in a district)] is the local public health agency that serves [Name] County.

### Waste, Wastewater, and Sewage

There [is/are] [#] wastewater treatment plant(s):

* [Name.] [Include where wastewater treatment is located.]

### Communications

Add descriptions of other critical infrastructure such as utilities, communications and information technology, etc. It is helpful to have an inventory and map of critical infrastructure to aid in post-disaster recovery efforts.

## Economics

### Relevance of Economic Resiliency in Recovery and Resiliency Planning

Sample text: Economic resiliency is the capacity of an economy to resist shocks and to recover rapidly. In our community, economic resiliency is represented by a number of indicators:

* High school graduation rate
* High school degree attainment by race
* Bachelor’s degree attainment by race
* Industry diversity
* Labor force participation

*Tip: See the* [*CRO Resiliency Dashboard*](https://www.coresiliency.com/framework-implementation-dashboard) *to find these statistics for your community.*

### Relevance of Computer Availability in Recovery and Resiliency Planning

Sample text: Access to broadband internet improves social connectivity, which is key to resilience for our family. Access to high-speed broadband internet can also create new jobs and attract new industries, expand markets for new and existing businesses, enable better access to educational opportunities and resources, facilitate the delivery of healthcare services, and support public safety. Lack of internet access may also hinder those who are looking for a job, as many positions are only posted online at this time, and this will impact their ability to be an active member of the local community and economy.

Our community has [X] percent of households with computers and [x] percentages with broadband internet.

*Tip: See the* [*CRO Resiliency Dashboard*](https://www.coresiliency.com/framework-implementation-dashboard) *to find these statistics for your community.*

### Relevance of Social Vulnerability Index in Recovery and Resiliency Planning

Sample Text: A Social Vulnerability Index (SVI) identifies communities that experience external stressors on human health and well-being. Stressors may include natural or human-caused disasters, or disease outbreaks. The SVI helps measure a community’s ability to prevent human suffering and financial loss in a disaster. Social vulnerability factors may include poverty, age, and physical ability. Strategies to address social vulnerability include developing plans for social services, housing, and other resources to assist socially vulnerable populations at the time of a disaster.

According to the [CRO Resiliency Dashboard our community SVI index is: [X] %.](https://www.coresiliency.com/framework-implementation-dashboard)

# Hazards

Provide an overview of the hazards in your community. Reference your county hazard mitigation plan, as applicable.

## Natural Hazards

*Tip: See the* [*CRO Website*](https://www.coresiliency.com/identifying-risk) *for a list of natural hazards that your community may experience*

## Human-Caused Hazards

*Tip: See the* [*CRO Website*](https://www.coresiliency.com/identifying-risk) *for a list of human-caused hazards that your community may experience.*

# Roles and Responsibilities

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

***Tip:*** *See Appendix B for a full list of potential agencies and positions. In addition, the* [*Pre-Disaster Recovery Plan Template by Houston Urban Area Security Initiative (UASI) Regional Recovery Workgroup*](http://onestarfoundation.org/wp-content/uploads/2019/01/Pre-Disaster-Recovery-Plan-Template.pdf) *also has a list of Assignment of Responsibilities split out by phase of recovery (Short-Term, Intermediate, and Long-Term Recovery).*

## Other Active Local Governments in [Name] County

[Describe other active local governments with key roles in resiliency and recovery here. These might include but are certainly not limited to, fire protection districts, hospital districts, housing authorities, law enforcement authorities, parks, and recreation districts, soil conservation districts, water conservancy districts, and utilities and service providers (e.g., power, sanitation, sewer, stormwater, transportation, wastewater, water, etc.).]

* See Appendix B and copy and paste applicable critical partners. Then edit language to fit your plan.

## Critical Partners

[List resiliency and recovery partners here, including but not limited to non-governmental organizations. For example, include relevant public and private nonprofit organizations, faith-based organizations, and private sector businesses, councils, voluntary organizations active in disasters, etc.). Include a brief description of their capabilities and the assistance they provide.]

## State Government

The following State agencies provide subject matter expertise, technical assistance, and financial assistance for recovery from disasters.

* See Appendix B and copy and paste applicable State Government partners. Then edit language to fit your plan.

## Federal Agencies

The following Federal agencies provide subject matter expertise, technical assistance, and depending on circumstances, financial assistance for recovery from disasters. Other Federal agencies not listed here may also make resources available.

* See Appendix B and copy and paste applicable Federal Agency partners. Then edit language to fit your plan.

## Multiagency Teams

A multiagency policy group is recommended when addressing larger or more complex recoveries where issues are complicated, solutions are costly, and/or impacts and consequences are felt across multiple jurisdictions. The participants of a multiagency policy group are usually elected officials or upper management able to discuss and make policy, budget, and resource decisions on behalf of the agency that person represents. Items put forth for discussion generally involve setting policy or making decisions that have impacts and consequences for more than one entity or the population of more than one jurisdiction. Policy groups form policies for the benefit of all, but actions are typically owned by and implemented with the appropriate agency and at the appropriate level.

In times of emergency or disaster, the scope of a policy group can expand. Cross jurisdictional issues may include but are not limited to debris management, provision of a disaster assistance center, economic impacts, housing, service and utility disruptions, supply chain disruptions, reentry, mitigation, donations, etc. Decisions can be made and then ratified at a meeting. Progress on recovery and resilience activities is reported out to leadership at the meetings.

The following are multiagency committees triggered as needed to make policy-level decisions and/or coordinate recovery and resilience activities (including preparedness and mitigation activities.

**Long-Term Recovery Committee (LTRC)**

An LTRC is a locally initiated multiagency recovery working group that meets to identify recovery issues, discuss potential solutions, and coordinate recovery activities. The LTRC starts by identifying the purpose (why we are here). Other participants invited to the LTRC usually represent affected parties, are subject matter experts, and/or have resources (financial, labor, equipment, etc.) to bring to the table.

Recovery and resiliency are complicated, and it takes participation from multiple sources to ease the burden; no one person or agency can accomplish all tasks alone. As a result, different aspects of recovery are led by different groups or individuals with expertise in that recovery area. Recovery resources and expertise come from a variety of places, including individuals and groups, the private sector, and the public sector. Sorting through all the different sources of assistance can easily overwhelm affected persons and communities. Not all recoveries need multiple resources, but when they do, coordinating and working together has the potential to solve more problems faster and more efficiently than each entity working alone.

# Recovery Support Functions (RSF)

[The following is a list of functions for the Recovery Support Functions (RSF). The RSFs comprise the coordinating structure for key functional areas of assistance in the National Disaster Recovery Framework (NDRF). They support local governments by facilitating problem-solving; improving access to resources; and fostering coordination among State and Federal agencies, non-governmental partners, and other recovery stakeholders. These functions do not operate in a vacuum. Instead, they are interrelated, and decisions made within one area can dramatically affect other areas. We have organized the functions to include the following categories: 1) Internal Administration and Support 2) Community 3) Economic and Business Recovery 4) Housing 5) Infrastructure 6) Social Services: Health Care and Other Human Services and 7) Watersheds and Natural Resources. Each of the categories has subfunctions (see bullets below).]

*Tip: We recommend that you fill in the leads in the tables below and each of the leads is charged with filling in the* [*Pre-disaster Recovery Plan workbook*](https://www.coresiliency.com/resilience-step-1)*. The Recovery Support Function tab provides an easy way to consolidate contacts (primary and secondary) for each recovery function and describe each including various planning considerations and how the State can provide support. Currently, there is sample text for each function to get your community started.*

**OVERALL [NAME] COUNTY LEAD: [PERSON’S NAME]**

**Internal Administration and Support Lead: [Name]**

* + - Administration: Finance
    - Administration: Human Resources
    - After-Action Reviews and Reports (AARs)
    - Communications – Internal and External
    - Continuity of Government (COG)/Operations (COOP) Plan
    - Policy Group
    - Documentation of Disaster Expenses (Response, Recovery, Resilience)
    - Geographic Information Systems (GIS)
    - Information Technology (IT)
    - Procurement
    - Recovery Manager (RM), Assigning-Hiring New Staff-Contracting for Services
    - Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Community Lead: [Name]**

* + - Preparedness and Outreach Efforts
    - Consumer Protection Information
    - Cultural Resources and Historic Preservation
    - Damage Assessment
    - Debris Management
    - Disaster Assistance Center (DAC)
    - Donations Management
    - Hazard Mitigation
    - Long-Term Recovery Committee
    - Rebuilding (Inspections, Repairs/Replacement, Permitting, Demolition, Enforcement)
    - Volunteer Coordination
    - Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Economic and Business Recovery Lead: [Name]**

* + - Business Disaster Assistance Center
    - Business Preparedness and Engagement Strategy
    - Tourism
    - SBA: Loss Verification and Loan Programs
    - USDA Programs for Agriculture Recovery
    - Rebuilding: See Community above.
    - Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Housing Lead: [Name]**

* + - Interim and Permanent Housing Post-disaster
    - Affordable Housing
    - Group Quarters
    - FEMA: Preliminary Damage Assessment and Housing-Related Recovery Programs
    - SBA: Loss Verification and Loan Program
    - Rebuilding: See Community above.
    - Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Infrastructure Lead: [Name]**

* + - Communications Systems
    - Energy: Electric, Fuel, Natural Gas, Propane, Nuclear Etc.
    - Transportation: Airfields, Railroads, Roads and Bridges, Transit Systems Etc.
    - Water
    - Stormwater
    - Wastewater
    - FEMA: Preliminary Damage Assessment and Infrastructure-Related Programs
    - Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Social Services: Health Care and Other Human Services Lead: [Name]**

* + - Human Services - [Name] County Human Services
    - Public Health - [Name of Lead Health Department]

Issues: (air or water quality, fire ash cleanup, hazardous materials, mold, pests…)

* + - Behavioral Health Services
    - Disabilities and Access and Functional Needs
    - Social Services – COG
    - Hospital and Clinics Etc.
    - Pharmacies
    - Community Center(s) - [Name]
    - Recreation Center(s) - [Name]
    - FEMA: Individual Assistance Programs
    - Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Watersheds and Natural Resources Lead: [Name]**

* Channel and Culvert Capacity-Maintenance and Erosion and Sedimentation Prevention
* Erosion Prevention (Log Erosion Barriers, Contour Log Felling Wattles Etc.)
* Hazard Mapping and Outreach (Flood and Other Hazards)
* Hydrophobic Soils
* Noxious Weeds (Nonnative/Invasive Species)
* Revegetation
* Tree Hazards
* Water Quality
* Wildfire Mitigation
* NRCS: Emergency Watershed Protection Program
* Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Recovery Strategies

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

*Tip: Use the* [*pre-disaster recovery planning workbook*](https://www.coresiliency.com/pre-disaster-recovery-planning) *to brainstorm strategies and actions, and fill out the final prioritized strategies and actions in this section once complete.*

*Tip: Take advantage of the long list of strategies (short, intermediate, and long-term) referenced in the* [Pre-Disaster Recovery Plan Template by Houston Urban Area Security Initiative (UASI) Regional Recovery Workgroup](http://onestarfoundation.org/wp-content/uploads/2019/01/Pre-Disaster-Recovery-Plan-Template.pdf).

## Short-term Strategies

*[****Short-term Strategy #1: Implement the Disaster Finance Process:*** *Accurately documenting response and recovery actions and damages is critical for facilitating the disaster finance process. This may include the federal disaster reimbursement process (if available) through the Federal Emergency Management Agency (FEMA) PA Program. Follow established policies and guidance for documenting response and recovery actions and damages, including debris removal operations and emergency protective measures, and develop disaster summary outlines to estimate damages and PA thresholds. This should be practiced regardless of the type of disaster declaration the jurisdiction is eligible for.]*

[Short-term Strategy #2 – Insert Strategy Here]

[Short-term Strategy #3 – Insert Strategy Here]

[Short-term Strategy #4 – Insert Strategy Here]

[Short-term Strategy #5 – Insert Strategy Here]

## Intermediate Strategies

***[Intermediate Strategy #1 – Transfer from Response Operations to Recovery:*** *During the intermediate recovery phase, most response operations should have concluded, and response assets should have been demobilized. Resources and operations should now be focused on recovery. The recovery manager will direct recovery operations and establish a recovery organizational structure that includes jurisdictional departments and other appropriate stakeholders to identify and complete recovery tasks.]*

[Intermediate Strategy #2 – Insert Strategy Here]

[Intermediate Strategy #3 – Insert Strategy Here]

[Intermediate Strategy #4 – Insert Strategy Here]

[Intermediate Strategy #5 – Insert Strategy Here]

## Long-term Strategies

*[Long-term Strategy #1 – Evaluating community needs and coordinating with community development partners to ensure community resilience is the focus of the post-disaster recovery planning efforts while integrating with other hazard mitigation and community plans. This includes initiatives such as improving infrastructure in advance of future disasters.]*

[Long-term Strategy #2 – Insert Strategy Here]

[Long-term Strategy #3 – Insert Strategy Here]

[Long-term Strategy #4 – Insert Strategy Here]

[Long-term Strategy #5 – Insert Strategy Here]

# 

# Appendix A: Potential Acronyms

* ACS American Community Survey
* AFN Access and Functional Needs
* AMI Annual Median Income
* BDAC Business Disaster Assistance Center
* BLM Bureau of Land Management
* CDA Colorado Department of Agriculture
* CDBG-DR Community Development Block Grant – Disaster Recovery
* CDC Centers for Disease Control and Prevention
* CDOT Colorado Department of Transportation
* CDPS Colorado Department of Public Safety
* CGS Colorado Geological Survey
* COG Continuity of Government
* COG Council of Governments
* COOP Continuity of Operations
* COVOAD Colorado Voluntary Organizations Active in Disasters
* CoWARN Colorado Water/Wastewater Agency Response Network
* CP&W Colorado Parks and Wildlife
* CoCERN Colorado Crisis Education and Response Network
* CRO Colorado Resiliency Office
* CRS Colorado Revised Statutes
* CSFS Colorado State Forest Service
* CSU Colorado State University
* CWCB Colorado Water Conservation Board
* DLC Disaster Loan Center
* DLG Division of Local Governments
* DOH Division of Housing
* DOLA Colorado Department of Local Affairs
* DRC Disaster Recovery Center
* EOC Emergency Operations Center
* EWPP Emergency Watershed Protection Program
* FEMA Federal Emergency Management Agency
* DFPC Division of Fire Prevention and Control
* DHSEM Division of Homeland Security and Emergency Management
* ESF Emergency Support Function
* FCO Federal Coordinating Officer
* FMAGP Fire Management Assistance Grant Program
* FSA Farm Services Agency
* GIS Geographic Information Systems
* HMGP Hazard Mitigation Grant Program
* HOA/POA Homeowners Association/Property Owners Association
* HUD United States Department of Housing and Urban Development
* IA Individual Assistance Programs (a suite of programs)
* IHP Individuals and Households Program
* IT Information Technology
* LTRC Long-Term Recovery Committee
* MHMP Multi-hazard mitigation plan
* NFIP National Flood Insurance Program
* NGO Nongovernmental organization
* NRCS Natural Resources Conservation Service
* NVOAD National Voluntary Agencies Active in Disasters
* NWS National Weather Service
* OEDIT Office of Economic Development and International Trade
* PA Public Assistance Program
* RD Rural Development
* RM Recovery Manager
* SBA Small Business Administration
* SCO State Coordinating Officer
* SDO State Demography Office
* SEOC State Emergency Operations Center
* SVI Social Vulnerability Index
* USCB United States Census Bureau
* USDA United States Department of Agriculture
* USDOD United States Department of Defense
* USFS United States Forest Service
* USGS United States Geological Survey
* VAL Voluntary Agency Liaison
* VC Volunteer Coordinator
* VOAD Voluntary Organizations Active in Disasters
* WUI Wildland Urban Interface

# Appendix B: Potential Roles and Responsibilities

The following are potential positions/roles and their responsibilities listed in three sections: local, state, and federal. Use the pre-disaster recovery planning workbook to assign positions/roles and responsibilities.

*Tip: Take advantage of the assignment of responsibilities section referenced in the* [Pre-Disaster Recovery Plan Template by Houston Urban Area Security Initiative (UASI) Regional Recovery Workgroup](http://onestarfoundation.org/wp-content/uploads/2019/01/Pre-Disaster-Recovery-Plan-Template.pdf) *to fill in this section. Another example is provided by the* [*Douglas County Disaster Recovery Plan*](https://static1.squarespace.com/static/5fd3ae01f8f3aa3014a8069a/t/60a7d71f4444ce2a8b56ad1f/1621612320651/Step+3+-+Douglas+County.pdf) *which defines various roles in great detail.*

**Local Government**

**County Commissioners, Mayor and Mayor’s Team, City Council, Board of Trustees, etc.**

* Review and approve the COOP.
* Declare an emergency/disaster and include recovery and/or resilience if applicable.
* Participate in the policy group.
* Provide policy-level guidance to their jurisdiction for recovery and resilience.
* Review local ordinances, regulations, codes, etc., and determine if they affect or prohibit effective and/or efficient recovery and resilience.
  + *Tip: The CRO has created a* [*pre-event recovery ordinance*](https://www.coresiliency.com/s/Pre-Disaster-Recovery-Ordinance)*, which can be tailored to your community. By developing and adopting a recovery ordinance you will improve your community’s disaster recovery capabilities and outcomes.*
* Approve changes in official policies for use during times of disaster recovery.
* Ensure that recovery is equitable and that the needs of marginalized and or vulnerable community members are recognized and addressed.
* Contribute to the development of the community engagement plan and implement it.
* Identify and implement risk reduction and resilience-building opportunities in the recovery process.
* Determine and authorize the level of their jurisdiction’s resources and funds to be used for resilience and recovery.
* Receive updates on recovery and resilience progress.
* Prioritize actions.
* Approve requests for assistance to or from their jurisdiction that require extraordinary resources, including but not limited to funding (including cost share), or delegating approval responsibility to another responsible party.
* Address the public and/or media, as necessary.

**City/County Administrator, Manager/Deputy Commissioner, Commissioners, etc.**

* Oversees departments and staff before, during, and after disasters.
* Leads the Internal Administration and supports recovery/resiliency functions.
* Works directly with the Board of County Commissioners/Council, etc. and communicates decisions to staff.
* Works directly with and brings issues to the policy group.
* Makes recommendations on policy changes.
* Provides direction for developing/updating the COOP.
* Assigns staff to recovery and resiliency activities as needed.
* Reviews scopes of work for requests for proposals and bid proposals.
* Makes a recommendation or decision on convening a local recovery committee.
* Makes a recommendation or decision on implementing a disaster assistance center.
* Makes a recommendation or decision on whether or not or how to implement or support a local donations center.
* Coordinates with or oversees the public information strategy.
* Receives briefings and updates on response and recovery activities.
* Liaises with other county administrators on issues of importance.

**Administration-Finance**

* Identifies potential financial issues and solutions.
* Coordinates with elected and appointed officials and departments on recovery costs and expenditures.
* Track’s recovery and resiliency budgets.
* Maintains financial records regarding recovery and resiliency costs.
* Develops and reviews contracts for resiliency and recovery services and work.
* Processes payments.
* Ensures fiscal policies are up-to-date and meet the needs for times of disaster.
* Maintains necessary documentation and executes the documentation subfunction.
* As requested, and/or needed, participates in the Internal Administration and Support planning and implementation team.

**Administration-Human Resources**

* Ensures the County’s human resources policies and procedures are up-to-date and meet the needs during times of disaster.
* Encourages strategies for workforce resilience.
* As requested, and/or needed, participates in the Internal Administration and Support planning and implementation team.

**Animal Control**

* Responsible for all animal control duties and responsibilities.

**Assessor’s Office**

* Ensures important records are kept safe from disasters.
* Collects property loss information from the public.
* Assists with damage assessment; provides data on destroyed/damaged structures.

**Attorney**

* Provides legal support to elected officials and the administrator on matters of recovery and resiliency.
* Reviews contracts and other documents, as necessary.
* Identifies potential legal issues before, during, and after recovery operations and brings those forth for consideration.

**Building Department, Building Inspector, Code Enforcement, and Land Use**

* Reviews requests for changes in land use.
* Issues building permits.
* Conducts site inspections pre-and post-disaster.
* Enforces codes and violations pre-and post-disaster.
* Identifies and reports on buildings in need of repair or replacement.
* Conducts damage assessments for structures.
* Provides information on permitting, repairs, demolition, and rebuilding.
* Provides information for distribution at disaster assistance centers.
* Reviews applications for and issues permits for constructing, altering, enlarging, repairing, moving, demolishing, or changing the occupancy of a building or structure.
* If FEMA Public Assistance or Hazard Mitigation Programs are involved, works with DHSEM and FEMA on scopes of work for projects.

**Clerk’s Office**

* Keeps all records, issues permit, and licenses.
* Ensures important records are kept safe from disasters.
* Assists victims with the replacement of lost documents.
* Provides relevant information to the disaster assistance center.
* Works with the PIO to develop messages from the Clerk’s Office for distribution.
* Develops COOP for elections during times of disaster.

**Emergency Dispatch**

* Participates in preparedness efforts for subsequent and future events.
* Builds resilience into processes and systems.
* Works with others on messaging.

**Emergency Management**

* Coordinates and manages the Emergency Operations Center.
* Maintains and updates the local emergency operations plan.
* Develops preparedness plans.
* Coordinates or participates in the development/updates of the County COOP.
* Submits county leadership approved mutual aid and resource requests to DHSEM.
* Leads overall damage assessment efforts.
* Participate in or lead updates of the [Name] County Hazard Mitigation Plan.
* Works with DHSEM to secure and administer FEMA mitigation grant funds.

**Fire**

* Notifies others when areas are safe for reentry.
* Notifies the damage assessment team where damages are located.
* Assists with damage assessment, including facilitating access to burned areas.
* May lead wildfire mitigation activities or secure grants and funding for mitigation work.

**Floodplain Administrator**

* Coordinate’s floodplain administration with FEMA and CWCB.
* Helps individuals understand floodplain maps.
* Administers the county’s floodplain management program.
* Provides subject matter expertise on floodplain regulations and issues.

**GIS/IT/IS**

* Identifies critical infrastructure in need of repair or replacement.
* Leads efforts to recover County communications systems.
* Assists with damage assessment.
* Provides maps and information for recovery and resilience use.
* Works with the public information officer and recovery manager to keep the public information current on County recovery and resilience websites etc.
* Provides IT support to disaster assistance centers.
* Keeps geographic information systems, information technology, information systems, networks, and telephony running.
* As requested, and/or needed, participates in the Internal Administration and Support planning and implementation team.

**Health**

* Develops and delivers guidance and orders on health issues like air quality, handling hazardous debris, and pandemics.
* Provides agency support to disaster victims and others affected by disasters.
* Participates in disaster assistance centers.
* Identifies issues and potential unmet needs and brings the information forward.
* Aligns with case managers to better understand issues and bring them forward for policy decisions.
* Continues to provide services and coordinates with service providers.
* Works with others to address violations of health orders.
* Works with the Public Information Officer (PIO) on public health messaging.
* Liaises with CDPHE.
* Advises the policy group as needed.

**Human Services**

* Provides agency support to disaster victims and others affected by disasters.
* Participates in disaster assistance centers.
* Identifies potential unmet needs and brings the information forward.
* Aligns with case managers to better understand issues and bring them forward for policy decisions.
* Continues to provide services and coordinates with service providers.

**Planning/Land Use**

* Leads land use planning efforts.
* Provides information for distribution at disaster assistance centers.
* Supports preparedness and mitigation efforts.

**Public Information Officer (PIO)**

* Provides timely and accurate information to the public through traditional media outlets (TV, radio, and print) and social media outlets (Twitter, YouTube, Instagram, Facebook, etc.) and organizations website.
* Coordinates with others to develop and disseminate consistent messages regarding recovery and resiliency (preparedness and mitigation).
* Liaises with other information officers in other agencies.
* Provides pre-approved bullet points to the media.
* Prepares written information for review, approval, and dissemination.
* Tracks social media and identifies issues of concern and brings them to leadership.

**Recovery Manager**

* Leads disaster assistance center planning, operation, and demobilization.
* Coordinates assigned recovery activities where multiple entities are involved including, but not limited to, State and Federal partners.
* Manages disaster grants and projects.
* Facilitates the long-term recovery committee.
* Manages the recovery planning process and develops and updates recovery plans.
* Interacts with the general public on recovery issues.
* Provides updates on issues and progress to leadership.

**Utilities and Parks**

* Assesses damage of affected facilities; identifies critical infrastructure in need of repair or closure. Reports damage to the assessment team.
* Leads efforts to restore systems.
* Provides information for briefings and to the disaster assistance center on recovery operations and progress.
* Coordinates with other entities, including OEM, on resource requests.
* Coordinate recovery and resiliency messaging with the PIO.
* If FEMA programs are triggered, develop project scopes of work and costs.
* Participates in the development, review, and update of the debris management plan.
* Implements the debris management plan.
* Follows guidance for debris handling and disposal, especially for hazardous waste.

**Sheriff’s Office, Marshal’s Office, and Police**

* Develops, reviews, and updates the COOP. If needed, implements COOP for critical functions during response and recovery.
* Provides relevant information for briefings on recovery.
* Coordinates with the PIO to provide updates to the media and public.
* Assists with code enforcement.
* Leads public safety efforts.
* Supports or leads reentry operations.
* Notifies the damage assessment team where damages are located.
* Assists with damage assessment, including facilitating access to damaged areas.

**Treasurer’s Office**

* Develops a COOP for conducting critical functions like handling ‘tax season’ during disaster response and/or recovery.
* Identifies potential recovery and resiliency issues and brings them to the attention of others (before, during, and after disasters).
* Provides relevant information for briefings on recovery.
* Identifies opportunities to build and implement resiliency (equipment, systems, employees, etc.) within the Office.

**Waste Transfer Station**

* Involved in debris management planning and implementation.

**Weed Management**

* Leads pre- and post-disaster efforts to educate the public on weed management.
* Responsible for developing an effective strategy for educating the public on post-disaster weed management.
* Provides consultations and guidance for noxious weed identification and control.
* Provides information for distribution at disaster assistance centers.

**Wildfire Preparedness Coordinator**

* Leads pre- and post-disaster efforts on wildfire mitigation and preparedness.
* Provides assistance locating services, resources, and contacts.
* Provides information for distribution at disaster assistance centers.
* Works with property owners to recognize hazard trees

**Other Local Governments**

* Review insurance policies and coverages periodically and ensure insurance is up-to-date and adequate to an acceptable risk level.
* Participate in preparedness planning efforts as applicable.
* Identify damage from disasters and report to [Name] County for damage assessment purposes. If requested, identify which repair or replacement items are covered by insurance or another funding source and if there are deductibles.
* Lead efforts to restore facilities under its care.
* Provide information for briefings on recovery operations and progress as applicable.
* Follow debris management guidance for handling and disposal, especially for hazardous waste.
* Provide information for distribution at disaster assistance centers as applicable.
* Coordinate with the PIO/communications specialists on messaging.
* Participate on recovery committees as applicable.
* If FEMA programs are involved, develop scopes of work for projects and estimates.
* If available and feasible, provide facilities for use during response and recovery.
* Create or update plans for protecting occupants such as residents or employees.
* Assess capability to provide support such as the use of the parking lot or equipment or buildings for recovery functions.
* Determine what assistance can be offered.

*Examples of more specific breakouts are below:*

* Fire Protection Districts
  1. Notifies others when areas are safe for reentry.
  2. Notifies the damage assessment team where damages are located.
  3. Assists with damage assessment such as facilitating access to burned areas.
  4. May lead wildfire mitigation activities or secure grants and funding for mitigation work.
* Housing Authorities (HA)
  1. Responsible for identifying and taking resilience (preparedness and mitigation) actions for properties an HA owns and/or manages.
  2. Responsible for liaising with DOLA DOH on issues specific to HAs.
  3. Responsible for recovery actions for properties the HA owns and/or manages.
* Other (Energy, Parks and Recreation, Sanitation, Streets, Transit, Transportation, Sewer, Stormwater, Water, Wastewater, Other Utilities, etc.)
  1. Assesses damage of affected facilities; identifies critical infrastructure in need of repair or closure. When relevant for damage assessment, report this to the assessment team.
  2. Assesses damage of affected contents, equipment, assets, etc. Identifies critical items in need of repair or replacement. When relevant for damage assessment, report this to the assessment team.
  3. Estimates costs for recovery.
  4. Leads efforts to restore systems.
  5. Provides information for briefings and to the disaster assistance center on recovery operations and progress.
  6. Coordinates with other entities, including [County/City] OEM.
  7. Coordinate recovery and resiliency messaging with the PIO.
  8. If FEMA programs are triggered, develop project scopes of work and costs.
  9. Follows guidance for debris handling and disposal, especially for hazardous waste.

**State Government**

The following State elected officials and agencies provide subject matter expertise, technical assistance, and financial assistance for recovery from disasters.

* **Governor:** [Describe the Governor’s role. Sample text - Through the Colorado Disaster Emergency Act and Colorado Revised Statutes the Governor has the authority to, among other things: declare a State disaster or emergency; move funds into the State Disaster Emergency Fund to fund response, recovery, and resiliency (preparedness and mitigation) activities; authorize debris removal; provide temporary housing for disaster victims; provide grants to individuals (C.R.S. §24-33.5-1106); trigger a State level policy group; and request Federal declarations, programs, and funding. A governor typically uses the executive order process for State declarations.]
* **Colorado Department of Local Affairs (DOLA):** DOLA provides a wide range of support to communities experiencing disasters, including subject matter expertise, technical assistance, and financial assistance. Staff from the Department may be available to participate on local recovery committees.
* **DOLA Division of Local Government (DLG)** provides subject matter expertise and technical assistance to communities either planning for or involved in recovery and resilience. DLG may also provide financial assistance if applicable. The Colorado Resiliency Office is in DLG.
* **DOLA Division of Housing (DOH)** is the conduit for State and Housing and Urban Development (HUD) housing programs and funding.
* **DOLA Division of Property Taxation (DPT)** can assist with queries regarding potential property tax changes.
* **Colorado Department of Natural Resources (DNR):** DNR has several divisions involved in recovery and mitigation including but not limited to: Division of Water Resources, Colorado Water Conservation Board, Colorado State Forest Service, and Colorado Parks and Wildlife.
* **Colorado Department of Public Health and Environment (CDPHE):** CDPHE supports the local health department, including those that are disaster-related, such as how to manage and handle debris after a disaster. Besides subject matter expertise and technical assistance, CDPHE also may provide funding as available and applicable.
* **Colorado Department of Public Safety (CDPS):** CDPS has two divisions that provide recovery and resiliency assistance.
* **CDPS Division of Fire Prevention and Control (DFPC)** requests the FEMA Fire Management Assistance Grant Program and manages that reimbursement request process. Staff from DFPC may be available to participate on local recovery committees as needed.
* **CDPS Division of Homeland Security and Emergency Management (DHSEM)** provides a wide range of support to communities experiencing disasters, including providing or seeking out subject matter expertise, technical assistance, and financial assistance. DHSEM is the conduit for recovery grants and loan requests to FEMA, USDA NRCS, and SBA. DHSEM also reviews and considers submitted resource requests. In accordance with C.R.S. §24-33.5-1106, Grants to Individuals, if **the Governor allows grants,** DHSEM may support impacted individuals via cash payment. Staff from DHSEM are available to participate on local recovery committees.
* **Colorado Department of Regulatory Agencies (DORA):** Various DORA divisions provide consumer protection information such as the Division of Insurance. DORA also has online databases where individuals can look up licensed professionals in certain professions.
* **Colorado Department of Transportation (CDOT):** CDOT maintains U.S. and State highways throughout the State. Staff from the Department may be available to participate on the recovery committee as needed.
* **Colorado Geological Survey (CGS):** CGS provides subject matter expertise on geologic hazards including but not limited to earthquakes, landslides, mudslides, rockfall, erosion, sedimentation, heaving soils, sinkholes, and debris flows.
* **Colorado Office of Economic Development and International Trade (OEDIT):** OEDIT provides subject matter expertise and resources for economic development both pre-and post-disaster.
* **Colorado State Forest Service (CSFS):** CSFS provides subject matter expertise and technical assistance on forest health and mitigation issues and may provide small grants for wildfire mitigation. Staff may be available to participate on local recovery committees as needed.
* **State Historic Preservation Office (SHPO):** SHPO provides subject matter expertise on historic resources and may provide small grants for stabilizing historic structures that incurred damage from a disaster.

**Federal Agencies**

* **Army Corps of Engineers (USACE), USDOD**
  1. State Lead: DHSEM and/or Colorado Department of Natural Resources
  2. Can provide studies, sandbagging training, or possibly financial assistance for projects.
* **Economic Development Administration (EDA)**
  1. State Lead: OEDIT
  2. Subject matter expertise and potential funding.
  3. EDA has Recovery and Resiliency Tools and Reports available here.
* **Environmental Protection Agency (EPA)**
  1. State Lead: CDPHE
  2. Subject matter expertise and technical assistance.
* **Farm Services Agency (FSA), USDA** 
  1. State Lead: CDA
* **Federal Emergency Management Agency (FEMA), DHS** 
  1. Fire Management Assistance Grant Program (FMAGP)
     1. State Lead: DFPC
     2. Declarations are requested during wildfires. FEMA Regions decide yes or no.
     3. Hazard Mitigation Grant Program (HMGP) may be requested with FMAGP.
     4. HMGP provides funding for hazard mitigation projects.
     5. FMAGP is a subset of FEMA Public Assistance (PA) (Categories B and H).
  2. Individual Assistance (IA), PA, and HMGP Programs
     1. State Lead: DHSEM
     2. A Presidential disaster declaration is necessary to trigger IA and/or PA.
     3. A damage assessment process is required to request programs.
     4. Cost-share is typically 75% Federal/25% non-Federal.
* **Federal Highway Administration (FHWA), USDOT**
  1. State Lead: CDOT
* **Forest Service (USFS), USDA**
  1. State Lead: CSFS, DFPC
  2. USFS may be the lead or participate in a Burned Area Emergency Response Team.
  3. Mitigation and rehabilitation work may be done on damaged Forest Service land.
* **Housing and Urban Development (HUD)**
  1. State Lead: DOLA
  2. Program: Community Development Block Grant – Disaster Recovery (CDBG-DR) (Only available for some large federal disaster declarations.).
  3. Grants to help cities, counties, and states recover from presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations. Availability and details for use are specified in a Federal register.
* **National Weather Service**
  1. Subject matter expertise.
  2. Works with communities on flood warnings after wildfires if there is flood risk.
* **Natural Resources Conservation Service (NRCS), USDA**
  1. State Lead: DHSEM
  2. Grant Program: Emergency Watershed Protection Program (EWPP).
  3. Does not have to be a federally declared disaster.
  4. Protects assets at risk from events such as flooding by using repair conservation practices; removing debris from stream channels, road culverts, and bridges; reshaping and protecting eroded banks; correcting damaged drainage facilities; establishing cover on critically eroding lands; and repairing levees and structures.
  5. Work can include and be on private and public property.
  6. Cost-share is usually 75% Federal/25% non- Federal.
* **Rural Development (RD), USDA**
  1. Focuses on grants to eligible rural areas.
* **Small Business Administration (SBA)**
  1. State Lead: DHSEM
  2. Loan programs: Physical Damage and/or Economic Injury Disaster Loans.
  3. Requires a loss verification process.
  4. Private property owners (residential and commercial), renters, and some nonprofits.

1. Additional reasons to complete pre-disaster recovery planning can be found in the [Pre-Disaster Recovery Planning Guide for Local Governments](https://static1.squarespace.com/static/5fd3ae01f8f3aa3014a8069a/t/60a7cabba61eac7108b29ab0/1621609174822/Step+2+-+pre-disaster-recovery-planning-guide-local-governments.pdf) document. [↑](#footnote-ref-1)