# New Hampshire
# Recovery Plan

March 2015

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# RECORD OF REVISIONS OR CHANGES

| DATE | SUBJECT AREA | CHANGE NUMBER | INITIALS |
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# CHAPTER I – INTRODUCTION

The State of New Hampshire Recovery Plan, referred to in this document as Recovery Plan, is an all-hazards document to establish a comprehensive framework for managing recovery efforts within the State.

Local governments have the capability and responsibility to conduct and support recovery operations following a disaster or emergency, and at the core of the recovery effort is the preparation and planning implemented by the local community itself. The intention of the State is ultimately to serve the needs of these communities by supporting local efforts; not to direct, but to enhance the local community's recovery process. This framework is only a starting point; it illustrates how assistance will be provided from the State level to local jurisdictions, but ultimately, the strength of a community's recovery is directly correlated to the recovery planning conducted in that jurisdiction before an incident occurs.

Additionally, it is recognized that the State may be affected by the same disaster or emergency affecting the local jurisdictions it's supporting. State historic parks, state-owned facilities, and other state-owned resources may be damaged or destroyed.

This document augments the New Hampshire State Emergency Operations Plan (SEOP) by outlining the responsibilities and actions of state agencies and other public and private entities involved in disaster recovery. State assistance is available if the disaster or emergency exceeds the capabilities of the local government. As needs expand beyond the capabilities of New Hampshire state agencies, supplemental federal assistance may be necessary.

The New Hampshire Recovery Plan is compatible and aligns with the principles established in the National Disaster Recovery Framework (NDRF).

The Recovery Plan is designed to accomplish:

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

## PURPOSE AND SCOPE

### PURPOSE

The Recovery Plan provides the framework to coordinate the federal, State, local, and private sector recovery from the long-term consequences of a disaster affecting part or all of New Hampshire. The purpose of the Recovery Plan is two-fold: 1) to outline a framework that can be used to assist communities in rebuilding after a disaster while increasing the communities' ability to recover from future disasters, and 2) to provide the coordination necessary for the State Government to itself recover.

### SCOPE

This plan provides guidance to State agencies and partners following major and catastrophic disasters. It identifies tasks for key agencies and organizations, as well as for lead and

supporting agencies in Recovery Support Function (RSF) roles.

This plan should be used as a guiding document during the recovery phase of an event. Response phase activities are identified and outlined in the SEOP. Due to the cyclical nature of emergency management, there will be some overlap between the response and recovery phase and there is a possibility that multiple recovery operations for multiple declared events will be taking place simultaneously.

Recovery includes short-term, intermediate-term, and long-term activities. Short-term recovery concerns managing and containing immediate impacts of an event on community systems and beginning to return these systems back to operating standards. Intermediate-term recovery involves returning individuals and families, critical infrastructure, and essential government or commercial services back to a functional state, although not necessarily to a pre-disaster state. Long-term recovery works to return to “near normal” conditions after a disaster or emergency, including restoring economic activity and rebuilding community facilities and housing. Long-term recovery can take months or years.

The Recovery Plan is not a tactical plan or field manual, nor does it provide Standard Operating Procedures (SOP). By focusing on strategic levels, this plan provides a flexible and scalable framework for organization and provides decision-making tools that may be effectively deployed against unknown and unpredictable threats. This plan intentionally does not provide specific or qualitative thresholds for activation or demobilization of organizational structures and/or processes described herein. Such determinations are left to the judgment of State and local leaders, based on the capability to manage disaster recovery at a given time.

Recovery funding programs are not covered in detail within this plan, however the State and local jurisdictions may identify specific projects through the recovery planning process and may apply for funding through those programs.

## APPLICABILITY

The concepts and principles of the Recovery Plan may apply to any incident, whether natural or human-caused, that may have recovery consequences, whether or not it results in a Presidential Disaster Declaration or Governor’s State of Emergency. In addition, it is important to recognize that not all of the plan’s elements will be activated for every incident.

## DISASTER RECOVERY PROCESS

The recovery process is best described as a sequence of interdependent and often concurrent activities that progressively advance a community toward a successful recovery. However, decisions made and priorities set early in the recovery process by a community will have a positive cascading effect on the nature and speed of the recovery progress. In fact, decisions made before a disaster can also positively impact recovery. **Figure 1** below indicates how preparedness, response, and recovery functions are related.

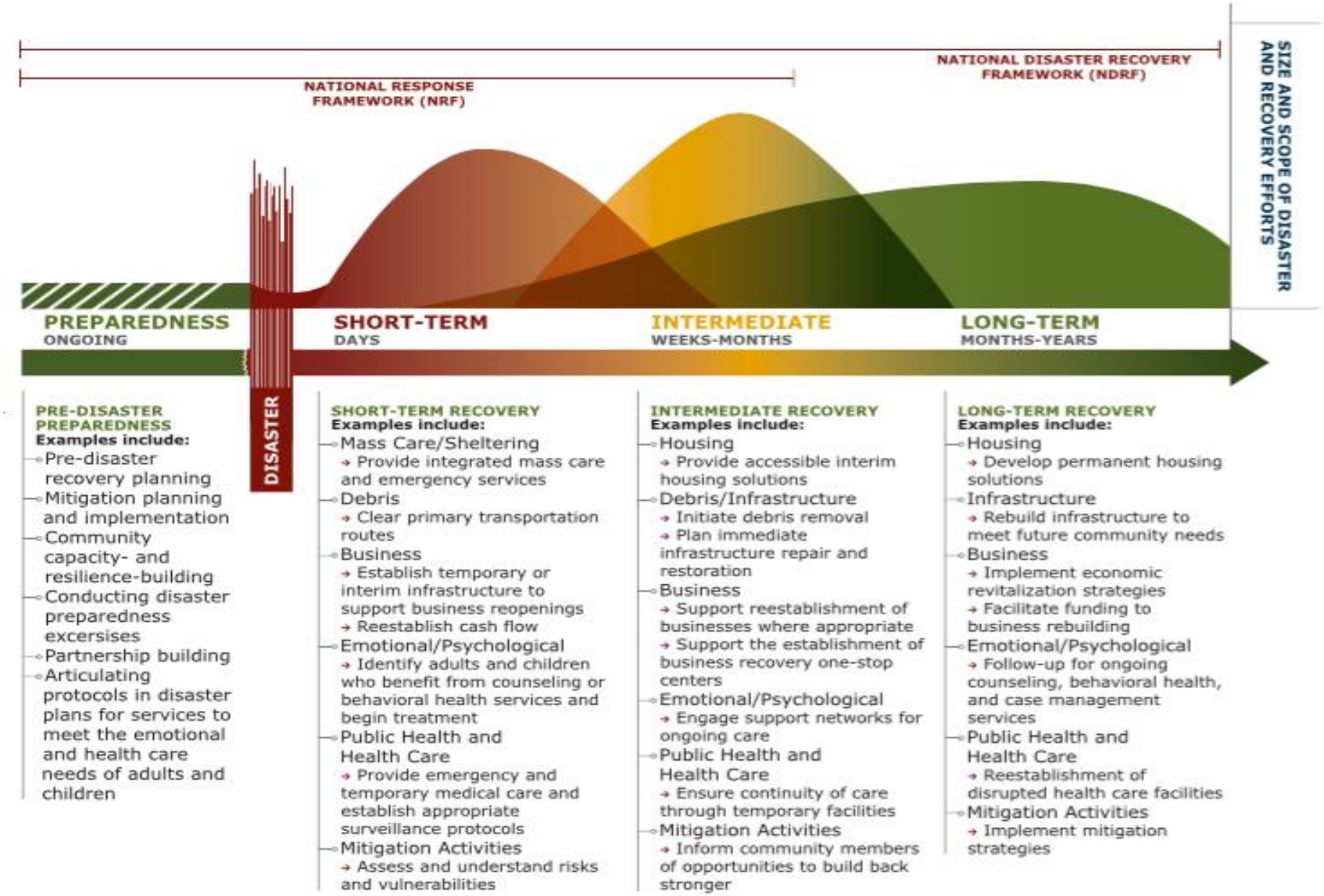


**Figure 1. Recovery Continuum**

# DISASTER RECOVERY GOALS

## PRE-DISASTER GOALS:

The following are goals that will guide ongoing pre-disaster activities intended to result in the development of a full recovery readiness capability in New Hampshire:

- **Coordinate with local jurisdictions:** Ensure that the State is coordinating with local jurisdictions and recovery planning is synchronized. The State will support planning efforts in local jurisdictions.
- **Establish and maintain the State's leadership role:** The State will be responsible for defining and executing its own recovery and will establish its leadership role in such a way that it can integrate into federal and regional recovery efforts and access external funding streams.
- **Promote legitimacy and credibility:** To be effective, post-disaster recovery implementation must be characterized by transparency, community participation, and intense stakeholder outreach and involvement. Community partners are crucial to ensuring two-way information both prior to and after a disaster, and they are also in a position to "champion" elements of recovery. These community partners help to balance long-term community gains through economic development, mitigation, and social and cultural enhancements with the short-term well-being of residents.
- **Focus on fairness:** Individuals and organizations with the slimmest reserves prior to the disaster in terms of preparedness, income, and/or capital reserves, as well as social and organizational networks will be the most vulnerable after a disaster. The State is committed to pre- and post-disaster recovery work and intends to fairly and transparently resolve competing, legitimate interests among diverse community organizations and economic drivers.
- **Build on existing deliberative plans and asset identification/prioritization:** To ensure legitimacy of prioritization, resource allocation, and program management, the pre- and post-disaster decision making will be based on existing deliberative plans and policies whenever possible.
- **Ensure sufficient financial reserves:** Disasters often place immediate financial pressures on affected areas. Not all costs will be reimbursed and when they are, there is a very lengthy delay. For this reason, the availability of sufficient financial resources, be it in the form of budgeted reserves or the pre-event establishment of emergency lines of credit, will be extremely important.

## POST-DISASTER GOALS:

The following are post-disaster operational goals intended to guide the leadership, coordination, and implementation of recovery measures.

- **Provide effective command and coordination:** The Recovery Plan will guide the establishment and continuity of coordinated, effective, flexible, scalable, and responsive command and coordination. An organized transition of command structures from response to recovery will allow emergency management functions to evolve smoothly and for recovery work to begin even while the basic life-safety, incident stabilization and immediate property protection issues are still being addressed.
- **Maximize funding opportunities:** Recovery leadership will work to leverage federal recovery technical and financial assistance, as well as identify and pursue additional sources of recovery funding and financing.
- **Communicate effectively:** The State will strive to communicate useful, practical, relevant, accurate, and timely information regarding services and resources to impacted

communities and residents. Public communication should be coordinated with local jurisdictions and with the Federal Government, through the Joint Field Office (JFO). The State will also make accommodations for non-English speakers and those with access and functional special needs. This will include reasonable communications accommodations and alternate formats for people with disabilities and others with access and functional needs (DAFN), as appropriate.

- **Promote mitigation and foster resilient redevelopment and construction:** The State will use education, incentives, and regulation to reduce community vulnerability to various hazards by fostering more resilient land use patterns and building practices while deferring to existing deliberative plans such as the SEOP and the Hazard Mitigation Plan and leveraging existing programs such as the New Hampshire Silver Jackets, an interagency and multidisciplinary team that provides technical expertise and resources in flood risk management.
- **Maintain and enhance the State's economic base:** Maintenance and/or restoration of the economic base is vital to the State's economic health. The State will focus on business continuity; maintenance of business-critical infrastructure systems, supply chains, and social services; and proactive business, recruitment, and retention strategies by recognizing new markets, new expertise, and new opportunities will be created by crises. Such efforts will extend beyond the economic sector, involving "catalyst" projects designed to simultaneously advance social, environmental, cultural, and economic recovery goals.
- **Support the private sector:** Businesses and employers will have varying levels of operational capability after a catastrophe. Concerted efforts will be made by State leaders to retain core businesses and to support their recovery. After a disaster, the State will support area businesses by clearing obstacles to recovery, including assisting in facilitating staffing, supporting relocation if needed, and helping to resolve supply-chain issues. The State may be requested to support businesses and non-profit organizations in securing Small Business Association (SBA) Disaster Loans. The private sector will play a critical role in maintaining public confidence after a disaster. When the private sector is resilient in restoring employment, critical services, and normal day-to-day economic functioning, the community recovers more quickly. This translates into jobs retention and tax-base recovery. In communities where public-private partnerships have been at the forefront of recovery planning, the public has been more optimistic about the community's ability to recover.
- **Support local communities in sustaining social and human services, public safety, and health services:** Local communities, working with private and nonprofit partners, will work to provide and/or restore basic services needed to sustain the community. The State, through the Long-Term Recovery Committee (Recovery Committee), will provide support and coordinate unmet needs and other ongoing needs remaining from the response phase.

# AUTHORITIES AND REFERENCES

## FEDERAL

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L.93-288, as amended)
- The Disaster Mitigation Act of 2000 (P.L. 106-390)
- The Sandy Recovery Improvement Act of 2013 (P.L. 113-2) (SRIA)
- The Post Katrina Emergency Management Reform Act of 2006 (P.L.109-295)

- National Response Framework, as amended
- National Disaster Recovery Framework, as amended
- The Single Audit Act of 1984 (P.L. 98-502, as amended)
- 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (The Super Circular)
- 13 CFR Part 123, Small Business Administration Disaster Loan Program
- 44 CFR Part 13, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments
- 44 CFR Part 14, Administration of Grants: Audits of State and Local Governments
- 44 CFR Part 206, Federal Disaster Assistance for Disasters Declared on or Disaster Recovery Plan after November 23, 1988
- Presidential Decision Directive - 63, United States Policy on Protecting America's Critical Infrastructure
- Homeland Security Presidential Directive – 5 – National Incident Management System (NIMS)
- Homeland Security Presidential Directive – 7 – Critical Infrastructure Identification, Prioritization and Protection
- Homeland Security Presidential Directive – 8 – National Preparedness
- Presidential Policy Directive/PPD-8: National Preparedness
- ADA Best Practices Tool Kit for State and Local Governments, Chapter 7, Emergency Management under Title II of the ADA (2007), Addenda 1-3, and the Introduction to Appendices 1 and 2 (Attached as Exhibit 1); Titles II, III, and V of the Americans with Disabilities Act of 1990, 42 U.S.C. §§ 12101-12103, 12131-12134, 12181-12188, and 12201-12213, as amended by the ADA Amendments Act of 2008. Nondiscrimination on the Basis of Disability in State and Local Government Services, 28 C.F.R. pt. 35. Nondiscrimination on the Basis of Disability by Public Accommodations and in Commercial Facilities, 28 C.F.R. pt. 36. The Americans with Disabilities Act Title II Technical Assistance Manual (1993) and Supplement (1994). The Americans with Disabilities Act Title III Technical Assistance Manual (1993) and Supplement (1994).
- Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. §§ 794, as amended. Enforcement of Nondiscrimination on the Basis of Handicap in Programs or Activities Conducted by the Federal Emergency Management Agency, 44 C.F.R. pt. 16. Enforcement of Nondiscrimination on the Basis of Handicap in Programs or Activities Conducted by the Department of Justice, 28 C.F.R. pt. 39. Nondiscrimination on the Basis of Handicap in Programs or Activities Receiving Federal Financial Assistance, 45 C.F.R. pt. 84 (Department of Health and Human Services). Nondiscrimination on the Basis of Handicap in Programs or Activities Receiving Federal Financial Assistance, 34 C.F.R. pt. 104 (Department of Education). Nondiscrimination Based on Handicap in Federally Assisted Programs and Activities of the Department of Housing and Urban Development, 24 C.F.R. pt. 8.
- Title VIII of the Civil Rights Act of 1968 ("Fair Housing Act"), as amended, 42 U.S.C. §§ 3601-3631. Discriminatory Conduct Under the Fair Housing Act, 24 C.F.R. pt. 100.
- The Architectural Barriers Act of 1968, as amended, 42 U.S.C. §§ 4151-4157. Construction and Alteration of Public Buildings, 41 C.F.R. pt. 101-19
- Age Discrimination Act of 1975
- Health Insurance Portability and Accountability Act (HIPAA)

## STATE

- See Table 1-1: State Agency Authorities in the New Hampshire SEOP
- New Hampshire Silver Jackets, Interagency Agreement

## OTHER GUIDANCE

- National Mitigation Framework, May 2013
- National Prevention Framework, May 2013
- National Protection Framework, July 2014
- National Recovery Framework, September 2011
- National Response Framework, May 2013
- Framework for Improving Critical Infrastructure Cybersecurity, National Institute of Standards and Technology (NIST) 2014
- Digest of Federal Disaster Assistance Programs, FEMA 322
- Public Assistance, Public Assistant Guide, Federal Emergency Management Agency, FEMA 322
- Comprehensive Preparedness Guide (CPG) 101, Version 2.0 Developing and Maintaining Emergency Operations Plans, Nov. 2010
- Integrating Historic Property and Cultural Resource Considerations into Hazard Mitigation Planning, FEMA 386-6, 2005

# CHAPTER II - SITUATION AND PLANNING ASSUMPTIONS

## SITUATION

As identified in the continuum (Figure 1), disaster recovery typically occurs in phases, with initial efforts dedicated to helping those affected meet immediate needs for housing, food, and water. As homes and businesses are repaired, people return to work and communities continue with cleanup and rebuilding efforts. Many government agencies, volunteer organizations, and the private sector cooperate to provide assistance and support.

Some individuals, families, and communities that are especially hard hit by a disaster may need more time and specialized assistance to recover, as well as a more formalized structure to support them. This may be especially true for individuals with DAFN who were impacted by the disaster and rely on activities of daily living support systems. Specialized assistance may be needed to address unique needs that are not satisfied by routine disaster assistance programs. It may also be required for very complex restoration or rebuilding challenges. Long-term community recovery addresses these ongoing needs by taking a holistic, long-term view of critical recovery needs, and coordinating the mobilization of resources at the federal, State, and community levels.

## PLANNING ASSUMPTIONS

1) Large-scale disasters will occur in New Hampshire. The Recovery Plan will only be activated as a response to a major or catastrophic disaster within the State.
2) Activation of the Recovery Plan assumes other response and short-term recovery operations are already underway guided by the National Response Framework (NRF) as well as the SEOP and associated Emergency Support Functions (ESF). Recovery activities may occur while response activities are still going on.
3) Local jurisdictions will have primary responsibility for recovery operations; State agencies and partners will provide support and expertise as needed.
4) State agencies themselves will also be recovering from the major disaster. Continuity of Operations (COOP) Plans will guide agency recovery.
5) Federal assistance may be required to effectively respond to and recover from a disaster. The President of the U.S. may declare a major disaster or emergency, and federal assistance may become available to supplement State and local operations. These recovery programs, such as the Federal Emergency Management Agency (FEMA) Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation Grant Program (HMGP), the Department of Housing and Urban Development (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR), Natural Resources Conservation Service (NRCS) Emergency Watershed Protection Program, and Federal Transit Authority (FTA) and Federal Highways Administration (FHWA) Emergency Relief programs, will function concurrently.
6) The State of New Hampshire has adopted the National Incident Management System (NIMS) approach and guidance to incorporate the elements of NIMS essential to efficient management of emergencies and disasters involving, local, State, and federal response agencies. The Federal Government places criteria for emergency plans to comply with Homeland Security Presidential Directive #5 (HSPD-5). For additional information on NIMS and the Incident Command System (ICS), refer to the State of New Hampshire SEOP.
7) Additional assumptions may be added throughout the recovery planning process.

# CHAPTER III – CONCEPT OF OPERATIONS

## GENERAL

**A. OVERVIEW:**

1) This plan provides a flexible and scalable framework for organization and decision-making which may be effectively deployed against unknown and unpredictable threats.
2) New Hampshire Homeland Security and Emergency Management (HSEM) is responsible for the coordination of all Recovery Plan activities. These include developing, coordinating, and maintaining the Recovery Plan. Supporting agencies will assist HSEM in planning and execution. *(See Chapter IV, Roles & Responsibilities, and each Recovery Support Function (RSF) Annex for specific recovery activities.)*
3) Coordination with all supporting and other appropriate departments/agencies and organizations will be performed to ensure operational readiness.

**B. RECOVERY SITES AND FACILITIES:**

1) **State Emergency Operations Center (SEOC):** The SEOC is the initial location activated to support field operations. The SEOC is a central facility from which local governments can provide interagency coordination and decision-making in support of incident response. The SEOC will operate until the incident is stabilized, life safety concerns are mitigated and the issues are more focused on long-term strategies and issues as opposed to response.
2) **Local Emergency Operations Centers (LEOC):** Local jurisdictions may be managing and coordinating emergency response and short-term recovery operations through LEOCs.
3) **Joint Field Office (JFO):** The Federal Coordinating Officer (FCO) will establish a JFO to coordinate the relief and recovery effort. The JFO will be staffed with representatives from federal agencies having emergency responsibilities as well as State and local officials.
4) **Disaster Recovery Center (DRC):** FEMA may stand up DRCs, readily accessible facilities where disaster survivors may go for information about FEMA or other disaster assistance programs.
5) **Business Recovery Center (BRC):** BRCs, stood up by the SBA, provide key financial and counseling services to businesses impacted by disaster, including information on SBA Disaster Loans.

**C. STATE RECOVERY LEADERSHIP AND COORDINATION:**

1) **State Disaster Recovery Coordinator (SDRC):** The SDRC is responsible for coordinating the State's disaster recovery efforts and for leading the Recovery Committee. The SDRC interfaces with local and federal recovery partners. *(See Chapter IV, Roles & Responsibilities, for specific duties of the SDRC.)*
2) **Long-Term Recovery Committee (Recovery Committee):** The Recovery Committee coordinates all State agencies and partners involved in recovery planning efforts and the disaster recovery process. At a minimum, the Recovery Committee will consist of representation from HSEM and the lead agency for each RSF. *(See Chapter IV, Roles & Responsibilities, for specific duties of the Recovery Committee.)*
3) **Recovery Support Functions (RSF):** RSFs are the coordinating structure for key functional areas of assistance, facilitating problem solving, improving access to resources, and fostering coordination between State and local agencies. *(See Recovery Support Functions on page 16.)*

**D. GENERAL RECOVERY OPERATIONS:**

1) Recovery operations in New Hampshire are executed in accordance with the Recovery Plan. The plan supplements the SEOP and identifies a range of specific actions to be

taken by State agencies to support local governments and to coordinate emergency recovery activities.

2) Planning for recovery operations begins before the disaster occurs. Necessary actions to protect the public may have to be developed and implemented prior to initial response activities and the completion of the disaster assessment.
3) When conditions allow, damage assessments must be conducted to determine:
    - The overall damage to homes and to businesses;
    - The overall damage to critical public facilities and services; and,
    - Whether damages are sufficient to warrant supplemental federal disaster assistance.

    Local governments are responsible for rapid, cursory damage assessments, and State and federal representatives will participate in detailed damage assessments that follow.
4) Depending on the results of the damage assessment, the Governor may request a Presidential Disaster Declaration, which could make the State eligible for a variety of federal assistance programs. To assist in coordinating these programs, the Governor will appoint a State Coordinating Officer (SCO), a Governor's Authorized Representative (GAR), State Hazard Mitigation Officer (SHMO), State Public Assistance Officer (PAO), and State Individual Assistance Officer (IAO). These positions are pre-designated.
5) Upon activation of a JFO, SEOC operations for disaster recovery may terminate and State operations may transfer to the JFO.
6) The State, in coordination with local jurisdictions and the Federal Government, will be responsible for setting the long-term recovery priorities, which may include but not be limited to:
    - Restoring communication infrastructure to pre-event conditions;
    - Restoring transportation infrastructure to pre-event conditions; and,
    - Restoring housing conditions to safe and habitable conditions.

**E. SHORT-TERM RECOVERY OPERATIONS/STABILIZATION:** Involves managing and containing immediate impacts of an event on community systems, thereby creating an environment where recovery activities can begin. Stabilization includes such activities as:

- Supporting local jurisdictions in providing essential health and safety services;
- Supporting the provision of congregate sheltering or other temporary sheltering solutions;
- Supporting return of medical patients to appropriate facilities in the area;
- Supporting family and pet reunification;
- Supporting local jurisdictions in rapid damage assessments and participating in detailed damage assessments;
- Supporting the restoration of essential infrastructure.

**F. INTERMEDIATE RECOVERY OPERATIONS:** Involves returning individuals and families, critical infrastructure, and essential government or commercial services back to a functional state, not necessarily a pre-disaster state. Occurs following short-term recovery operations. Examples include:

- Standing up DRCs;
- Continuing to provide individual, family-centered, and culturally appropriate case management;
- Supporting local governments in providing accessible interim housing and planning on long-term housing solutions (See *NERCPI Disaster Housing Plan*);
- Returning displaced populations, pets, and restoring business operations; and,
- Completing assessments, with local jurisdictions, of natural and cultural resources and developing plans for long-term environmental and cultural resource recovery.

**G. LONG-TERM RECOVERY OPERATIONS:** Follows Intermediate Recovery and may continue for months to years. The goal underlying long-term recovery is the impacted community moving toward self-sufficiency, sustainability, and resiliency.

**H. ACTIVATION/DEMOBILIZATION:**

1) Activation:
   - Once aware that some, if not all, New Hampshire communities have been affected by a disaster, the SDRC will coordinate with the Recovery Committee to decide whether to recommend activating the Recovery Plan.
   - The SDRC will advise the HSEM Director to activate the Recovery Plan as appropriate, under the direction and authority of the Governor.
   - As required, the Recovery Plan may activate with the opening of the JFO or while response activities are still underway.
   - Once the Recovery Plan is activated, the SDRC and the Recovery Committee may activate any or all of the RSFs to return the State to its pre-disaster condition or to its "new normal."
2) Demobilization:
   - The HSEM Director, in coordination with the SDRC and Recovery Committee, determines when to discontinue recovery operations and return to normal operations. This decision should be made considering the completion of intermediate and long-term recovery operations.
   - Some RSFs may demobilize before others based on the extent of the disaster.

## RECOVERY SUPPORT FUNCTIONS

Recovery Support Functions (RSFs) are the coordinating structure for key functional areas of assistance. The purpose of RSFs is to support local governments by facilitating problem solving, improving access to resources, and fostering coordination between State and local jurisdictional agencies in key functional areas.

The RSFs bring together core recovery capabilities of State departments and agencies and other supporting organizations, including those not typically active in emergency response, to focus on community recovery needs. These relevant stakeholders and experts meet when engaged by HSEM post-disaster to identify and resolve recovery challenges. Additionally, these partners promote recovery planning during non-emergency times to enhance recovery capabilities.

Six groupings of State and federal agencies, volunteer and non-governmental organizations, as well as representatives from the private sector, are designed to provide a central point of support for overwhelmed communities for key functional areas.

The RSF's have two primary mission objectives:

- To facilitate the identification, coordination, and delivery of State assistance needed to supplement recovery resources and efforts by local jurisdictions, as well as private and nonprofit sectors.
- To encourage and complement investments and contributions made by the business community; individuals; and voluntary, faith-based, and community organizations.

Each RSF has a designated **lead agency** along with **supporting organizations** with programs relevant to that particular functional area. The Recovery Committee, which includes representation from the lead agency of each RSF, will organize and coordinate State recovery

efforts.

The following RSFs are included as annexes to this plan:

**RSF #1 – COMMUNITY PLANNING AND CAPACITY BUILDING**

**RSF #2 – ECONOMIC RECOVERY**

**RSF #3 – HEALTH AND SOCIAL SERVICES**

**RSF #4 – HOUSING**

**RSF #5 – INFRASTRUCTURE SYSTEMS**

**RSF #6 – NATURAL AND CULTURAL RESOURCES**

# CHAPTER IV – ROLES & RESPONSIBILITIES

## INDIVIDUALS AND HOUSEHOLDS

Responsibilities of individuals and households center largely on preparedness in advance of a disaster. Those who prepare reduce personal stress, and they enhance their ability to undertake their own recovery and shape the future of their community's recovery. The extent to which individuals and families adequately prepare for disasters has an impact on the success of the recovery. This includes carrying adequate insurance and maintaining essential levels of supplies, such as life-sustaining equipment, clothing, medication, food, and water. Resources to help individuals and families prepare are available through websites and publications of various organizations that are active in disasters, including local, State, and federal agencies.

**Pre-Disaster:**

- Plan and be prepared to sustain in the immediate aftermath of a disaster. *ReadyNH.gov* provides information and resources on actions individuals and households can take to keep safe in emergencies.

**Post-Disaster:**

- Maintain awareness of public information on the recovery process to help eliminate confusion and uncertainty.

## LOCAL GOVERNMENT

The local government has the primary role of planning and managing all aspects of the community's recovery. Individuals, families, and businesses look to local governments to articulate their recovery needs. Those plans should include a Continuity of Government (COG) and COOP plan. Local government may become overwhelmed and need staffing, recovery expertise, leadership, or other assistance. State and federal officials work with local governments in the development and implementation of their plans and recovery efforts when needed and requested.

Local governments also lead the community in preparing hazard mitigation and recovery plans, raising hazard awareness and educating the public on available tools and resources to enhance future resilience (e.g., Chapter 7 of the Americans with Disabilities Act (ADA) Best Practices Tool Kit, concerning emergency preparedness and people with disabilities).

### LOCAL DISASTER RECOVERY MANAGER

It is recommended that local governments manage and coordinate local recovery efforts through a Local Disaster Recovery Manager (LDRM). The local emergency management director, another existing local staff, or a separate new position can fulfill the LDRM role. The LDRM serves as the jurisdiction's primary point of contact (POC) with the State and Federal Government.

**Pre-Disaster:**

- Serve as primary POC for disaster recovery preparedness with the State and neighboring local governments.
- Coordinate development, training, and exercise of jurisdiction disaster recovery

plan.
- Establish and maintain contacts and networks for disaster recovery resources and support systems.
- Promulgate principles and practices that further resiliency and sustainability in development and strategic planning initiatives.

**Post-Disaster:**
- Lead the creation and coordination of the activities of local recovery-dedicated organizations and initiatives.
- Work with the State Disaster Recovery Coordinator (SDRC) to develop a unified and accessible communication strategy.
- Participate in damage and impact assessments with other recovery partners.
- Organize local recovery planning processes, to include individuals with DAFN and members of underserved communities.
- Ensure inclusiveness in the community recovery process, including persons with DAFN and limited English proficiency.
- Communicate recovery priorities to State and Federal Governments and other stakeholders and supporters.
- Incorporate critical mitigation, resilience, sustainability, and accessibility-building measures into the recovery plans and efforts.
- Lead the development of the community's recovery plans and ensure that they are publicly supported, actionable, and feasible based on available funding and capacity.
- Collaborate with the State and Federal Governments and other stakeholders and supporters, such as the business and nonprofit communities, to raise financial support (including long-term capital investment in local businesses) for the community's recovery. Coordinate with the Governor's Disaster Relief Fund (est. 2011).
- Work closely with the recovery leadership at all levels to ensure a well-coordinated, timely, and well-executed recovery.
- Develop and implement recovery progress measures and communicate adjustments and improvements to applicable stakeholders and authorities.

## STATE GOVERNMENT

The State of New Hampshire plays the central role in coordinating recovery activities that include providing financial and technical support. New Hampshire agencies oversee regional coordination of recovery, set priorities, and direct assistance where it is needed.

New Hampshire is a conduit to local governments for key federal recovery assistance programs. In addition to managing federally-provided resources, the State Government may develop programs or secure funding that can help finance and implement recovery projects.

Additionally, New Hampshire will play an important role in keeping the public informed through strategic messaging and working with all other stakeholders to provide an information distribution process.

The State's disaster recovery efforts will be performed by the below participating agencies, managed by the SDRC, and coordinated through the Recovery Committee.

## PARTICIPATING STATE AGENCIES

The listed state agencies are potential candidates for state recovery tasking. Recovery efforts are not necessarily limited to listed agencies. Any state agency may be tasked by the Governor to assist in recovery actions.

- Attorney General's Office
- Community Development Finance Authority
- Dept. of Administrative Services
- Dept. of Administrative Services, Bureau of Public Works
- Dept. of Agriculture, Markets, & Food
- Dept. of Cultural Resources
- Dept. of Education
- Dept. of Environmental Services
- Dept. of Health and Human Services
- Dept. of Resources and Economic Development
- Dept. of Safety
- Dept. of Safety, Fire Standards Training & EMS
- Dept. of Safety, Office of the State Fire Marshal
- Dept. of Transportation
- Fish & Game Dept.
- Homeland Security and Emergency Management
- N.H. Housing Finance Authority
- N.H. Insurance Commission
- Office of Energy and Planning
- Public Utilities Commission
- Volunteer NH

## STATE DISASTER RECOVERY COORDINATOR (SDRC)

The SDRC leads disaster recovery for the State. The SDRC will be assigned by the director of HSEM. Depending on the severity of the incident and anticipated scope and duration of disaster recovery efforts, the State Coordinating Officer (SCO) may fulfill the Recovery Coordinator role under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). However, after large-scale disasters or catastrophic incidents, New Hampshire will appoint a separate position to ensure recovery activities are well managed while extended response and short-term recovery activities are ongoing.

**Pre-Disaster:**

- Serve as primary point of contact for disaster recovery preparedness with local and federal governments, particularly with the Federal Disaster Recovery Coordinator (FDRC).
- Lead the Recovery Committee and coordinate the execution of its pre-disaster actions.
- Coordinate development, training, and exercise of jurisdiction disaster recovery plan.
- Establish and maintain contacts and networks for disaster recovery resources and support systems.
- Promulgate principles and practices that further resiliency and sustainability in development and strategic planning initiatives.

**Post-Disaster:**

- Lead the Recovery Committee, the statewide structure for managing recovery. Provide support for local recovery-dedicated organization's initiatives.
- Communicate the roles and responsibilities of the State to the local governments.
- Work with recovery coordinators and leads at the federal and other levels to facilitate the development of a unified and accessible communication strategy.
- Support recovery planning processes, which includes individuals with DAFN and members of underserved communities, to fully engage constituents' input and result in development of the community's recovery visions, priorities, resources, capability, and capacity.
- Ensure inclusiveness in the community recovery process, including persons with DAFN and limited English proficiency.
- Reinforce the importance of post-disaster compliance with existing privacy and civil rights laws, policies, and regulations.
- Facilitate communication of recovery priorities for all impacted communities.
- Facilitate the development of State recovery priorities. Communicate statewide recovery priorities to the FDRC.
- Encourage incorporation of critical mitigation, resilience, sustainability, and accessibility-building measures into the recovery plans and efforts.
- With the Recovery Committee, coordinate State, federal, and other funding streams for recovery efforts and communicate issues and solutions to recovery assistance gaps and overlaps.
- With the Recovery Committee, collaborate with federal and other stakeholders and supporters, such as the business and nonprofit communities, to raise financial support (including long-term capital investment in local businesses) for the community's recovery, leverage the resources where possible, and resolve potential duplication of assistance.
- Work closely with the recovery leadership at all levels to ensure a well-coordinated, timely, and well-executed recovery.
- Develop and implement recovery progress measures and communicate adjustments and improvements to applicable stakeholders and authorities.
- Conduct after-action reporting.

## LONG-TERM RECOVERY COMMITTEE (RECOVERY COMMITTEE)

The Recovery Committee is the multi-disciplinary State body that coordinates recovery planning efforts and the disaster recovery process. The Recovery Committee is charged with developing specific plans for long-term recovery to bring in the whole community, identifying and addressing unmet or specialized needs, locating funding sources, and providing coordination of the many sources of help that may be available to assist. The Recovery Committee will lay the groundwork for wise decisions about the appropriate use of resources and rebuilding efforts.

The Recovery Committee includes the following sub-committees. Additional sub-committees may be added on an as-needed basis.

- Housing Task Force Subcommittee
- Individual Assistance Subcommittee

**Pre-Disaster:**

- Engage the whole community in recovery planning.
- Develop multidisciplinary recovery tools and best practices.
- Coordinate with HSEM to develop a list of priority post-disaster recovery projects, including mitigation projects.

**Post-Disaster:**

- Coordinate unmet needs and other ongoing needs remaining from the response phase.
- Coordinate long-term recovery efforts among local, State, and federal recovery partners, including through the RSFs.
- Develop event-specific policies, procedures, and programs to implement recovery strategies.
- Coordinate resources to assist local communities that lack capacity after large-scale and catastrophic disasters.
- Identify potential recovery projects and begin data collection and application processes.
- Establish mechanisms for tracking recovery progress.

## FEDERAL GOVERNMENT

The Federal Government can play a significant facilitative role in community recovery and can leverage needed resources to build and rehabilitate many communities so that they are more disaster resistant and resilient.

When a disaster occurs that exceeds the capacity of State resources — or impacts federal property, other areas of primary federal jurisdiction, or national security interests — the Federal Government may use the NDRF to engage necessary and available department and agency capabilities to support local recovery efforts.

The Federal Government's supporting role is especially important during the early weeks after a large-scale disaster or catastrophic incident, when many local and State governments are overwhelmed with response and relief efforts. The duration and extent of federal support is determined in part by the scale and enduring impacts of the disaster.

The Federal Government also plays an important role in providing accessible information to the public and all stakeholders involved in recovery, including information about federal grants and loans with potential applications to recovery. In coordination with local and State communicators, the Federal Government is responsible for ensuring that information is distributed as well as understood, so that the public, Congress, the private-sector, and all stakeholders are informed and aware of the process and realistic expectations for recovery.

Prior to a disaster, the Federal Government has a responsibility to assist local and State governments to prepare for recovery by providing guidance and tools for planning and preparedness activities. Although disasters and localities vary so widely that most recovery planning must transpire at the local level, some centralized planning and federal guidance or standards are necessary to ensure coordination of outside resources and assistance. Large-scale and catastrophic incidents (e.g., the Midwest Floods of 1993 and 2008, Hurricanes Katrina and Rita in 2005, the Gulf Coast Oil Spill of 2010, or a potential New Madrid Earthquake) often cross municipal, county, or State jurisdictions. National coordination encourages unity of effort among government agencies and nongovernmental organizations (NGOs) to achieve the

optimal benefit for those impacted.

From the federal perspective, a successful recovery optimizes the return on federal investment. This includes reducing future risk from hazards and increasing resilience while adopting courses of action consistent with national laws and policies. The Federal Government requires that all recipients of federal assistance comply with civil rights obligations under Section 504 of the Rehabilitation Act, Title VI of the Civil Rights Act of 1964, and the Age Discrimination Act of 1975. Government agencies also play roles as employers and need to have their own plans to protect and assist their employees during emergencies.

### FEDERAL DISASTER RECOVERY COORDINATOR (FDRC)

In large-scale disasters and catastrophic incidents where a federal role may be necessary, a FDRC is appointed post-disaster to facilitate disaster recovery coordination and collaboration between the federal, State, and local governments; the private sector; and voluntary, faith-based, and community organizations. The FDRC partners with and supports the LDRM and the SDRC to facilitate disaster recovery.

**Post-Disaster:**

- Serve a focal point for incorporating recovery and mitigation considerations into the early decision-making processes.
- Work as a deputy to the FCO for all matters concerning disaster recovery.
- Facilitate disaster recovery coordination and collaboration between the federal, State, and local governments; the private sector; and voluntary, faith-based, and community organizations.
- Partner with and support the LDRM and the SDRC to facilitate disaster recovery in the impacted area.
- Develop a strategic approach for coordinating federal assistance and policies.
- Work with the impacted community to establish relevant recovery measures.
- Facilitate federal funding streams and solutions to assistance gaps and overlaps.
- Reinforce the importance of compliance with federal civil rights laws when using federal funds.
- Coordinate with the FCO on the progress of recovery, include identifying policy and program challenges.
- Brief senior level officials in the U.S. Executive Branch and Congress on the pace, challenges and needs of the recovery, and to propose and coordinate solutions.
- Monitor the impacts and results of recovery decisions and evaluate the need for additional assistance and adjustments where necessary and feasible throughout the recovery.

## NON-GOVERNMENTAL AND VOLUNTEER ORGANIZATIONS

The nonprofit sector plays a vital role in the recovery of impacted communities. Nonprofits include voluntary, faith-based, and community organizations; charities; foundations; hospitals; and philanthropic groups; as well as professional associations and academic institutions. The formidable value of the work of these stakeholders resides in community recovery planning, case management services, volunteer coordination, behavioral health and psychological and emotional support, technical and financial support, and housing repair and construction that meets accessibility/universal design standards and project implementation.

Nonprofit-sector support is provided by a range of organizations from small locally-based

nonprofits to national organizations with extensive experience in disaster recovery. Nonprofits directly supplement and fill gaps where government authority and resources cannot be applied. Resourceful fundraisers, grantors, and investors inject needed financial resources to meet recovery needs and obligations that otherwise are not funded by a government program.

Many organizations originate from or stay behind in the impacted community to continue to mobilize support and provide services. Particularly in a large-scale or catastrophic disaster, they play a vital role in the implementation of an inclusive, locally-led recovery organization and process during the transition as Federal and State recovery support recede and local leadership and community recovery organizations complete the mission.

Nonprofit organizations are critical for ensuring participation and inclusion of all members of the impacted community. Many nonprofits act as advocates for, or assistance providers to, a wide range of members of the community, such as individuals with DAFN.

## PRIVATE SECTOR

The private sector also plays a vital role in establishing public confidence immediately after a disaster. When the private sector is operational, the community recovers more quickly by retaining and providing jobs and a stable tax base. If local leadership and the business community work together pre-disaster and develop a conceptual recovery plan, the public is more likely to be optimistic about the community's ability to recover post-disaster.

Additionally, the private sector owns and operates the vast majority of critical infrastructure, such as hospitals, electric power, financial, and telecommunications systems. These entities play a major role in the recovery of a community or region as a whole.

As major players in recovery efforts, businesses and critical infrastructure owners and operators have an important responsibility to improve disaster resilience by mitigating risks and increasing disaster preparedness. It is critical that disaster recovery officials recognize the importance of partnership and create coordination opportunities during pre-disaster planning with private sector leaders. Businesses should adopt and exercise business continuity plans to minimize costly operational disruptions and purchase adequate all-hazards insurance policies. Businesses that plan for disruption are less likely to go out of business after a disaster than those that do not.

# AGENCY LEAD AND SUPPORT RESPONSIBILITIES (TABLE 1)

| Agency / Organization | RSF #1 | RSF #2 | RSF #3 | RSF #4 | RSF #5 | RSF #6 |
|---|---|---|---|---|---|---|
| Attorney General's Office | S | | | S | | |
| Community Development Finance Authority | | | | S | | |
| Dept. of Administrative Services | S | S | S | | S | S |
| Dept. of Administrative Services, Bureau of Public Works | | | S | | | |
| Dept. of Agriculture, Markets & Food | | | S | | | S |
| Dept. of Cultural Resources | S | | | | | L |
| Dept. of Education | | | S | | | |
| Dept. of Environmental Services | S | | S | | S | S |
| Dept. of Health and Human Services | | | L | | | |
| Dept. of Resources and Economic Development | S | L | S | | S | S |
| Dept. of Safety | | | | | S | |
| Dept. of Safety, Fire Standards Training & EMS | S | | S | | | |
| Dept. of Safety, Office of the State Fire Marshal | | | | S | | |
| Dept. of Transportation | | | | | L | S |
| Fish & Game Dept. | | | | | S | S |
| Homeland Security and Emergency Management | L | S | S | S | S | S |
| N.H. Housing Finance Authority | | | | L | | |
| Insurance Department | | | | S | | |
| Office of Energy and Planning | S | | | S | | S |
| Public Utilities Commission | | | | | S | |
| Volunteer NH | S | | S | | | |

L-Lead Agency, S-Support Agency

# CHAPTER V – POLICIES & PROCEDURES

1) Recovery operations are handled through State and federal agencies in accordance with their statutory authorities or through special task forces established by State and federal officials.
2) Recovery is coordinated and conducted cooperatively with State, federal, and local officials and with private entities. As a result of a Presidential Disaster Declaration or emergency or major disaster, a JFO with supporting federal personnel may also be activated. The SDRC may co-locate at the JFO.
3) The SDRC, by direction of the HSEM Director, will coordinate recovery activities from such facilities as may be appropriate.
4) A Presidential Disaster Declaration may authorize the following types of disaster relief assistance:
   - FEMA Individual Assistance (IA) – Supplementary federal assistance provided by FEMA under the Stafford Act to individuals and families adversely affected by a major disaster or emergency. Such assistance may be provided directly by the Federal Government or through State or local governments or disaster relief organizations.
   - FEMA Public Assistance (PA) – Supplementary federal assistance provided by FEMA under the Stafford Act to State and local governments or certain private, non-profit organizations other than assistance for the direct benefit of families and individuals.
   - FEMA Section 404 Hazard Mitigation Grant Program (HGMP) – Supplementary federal assistance provided by FEMA under the Stafford Act to states and local governments to implement long-term hazard mitigation measures after a major disaster declaration.
   - HUD Community Development Block Grant—Disaster Recovery (CDBG-DR) – The U.S. Department of Housing and Urban Development (HUD) provides flexible grants to help cities, counties, and States recover from Presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations.
   - Federal Transit Administration (FTA) Emergency Relief – FTA may provide assistance to public transit operators for protecting, repairing, and/or replacing equipment and facilities that may suffer or have suffered serious damage in an emergency or major disaster.
   - Federal Highway Administration (FHWA) Emergency Relief – Assistance for the repair or reconstruction of federal-aid highways and roads on federal lands which have suffered serious damage as a result of (1) natural disasters, or (2) catastrophic failures from an external cause.
   - Small Business Administration (SBA) Disaster Loans – SBA provides low-interest disaster loans to businesses, private non-profit organizations, homeowners, and renters to repair or replace real estate, personal property, machinery and equipment, and inventory and business assets.
   - FEMA Community Disaster Loan Program (CDL) – The CDL program provides financial assistance to local governments that are having difficulty providing government services due to lost tax or other revenue following a disaster.
   - U.S. Department of Labor (DOL) National Emergency Grants (NEG) – NEGs temporarily expand the service capacity of Workforce Investment Act Dislocated Worker training and employment programs at the State and local levels by providing funding assistance in response to large, unexpected economic events that cause significant job losses.
   - Natural Resources Conservation Service (NRCS) Emergency Watershed Protection Program – The U.S. Department of Agriculture's NRCS administers the Emergency Watershed Protection Program, which responds to emergencies created by natural disasters. It is not necessary for a national emergency to be declared for an area to be eligible for assistance. The program is designed to help people and conserve natural

resources by relieving imminent hazards to life and property caused by floods, fires, windstorms, and other natural occurrences.

5) Disaster assistance programs made available after Gubernatorial Proclamations and Presidential Disaster Declarations are implemented in accordance with provisions of the Robert T. Stafford Disaster Relief Act and Emergency Assistance Act, P.L. 93-288 as amended; the Disaster Mitigation Act of 2000; the Post Katrina Emergency Management Reform Act of 2006; the Sandy Recovery Improvement Act of 2013; FEMA regulations; the NRF, NDRF, and State Administrative Plans for the Individuals and Households Program (IHP); the SBA Disaster Loan Program; the PA program; and the HMGP.
6) As potential applicants for PA, local governments and private non-profit agencies must thoroughly document disaster-related expenses from the onset of an incident.

# CHAPTER VI – PLAN DEVELOPMENT & MAINTENANCE

## DEVELOPMENT

New Hampshire HSEM has the overall responsibility for emergency planning and coordination of State resources in emergency operations, including recovery. Each department/agency with a designated recovery role is responsible for the development and maintenance of appropriate planning documents that address responsibilities assigned in this plan including, but not be limited to: SOP, implementing procedures, and/or operational guidelines.

## MAINTENANCE

### BASIC PLAN

HSEM will be responsible for the research and development of the Recovery Plan in its entirety to include any related documents and Appendices.

HSEM will be responsible for executing on-going maintenance and administration of the Recovery Plan. HSEM will review the plan in its entirety once a year to ensure accuracy.

### RECOVERY SUPPORT FUNCTIONS

HSEM will be responsible for managing information collected, analyzed, and included into each RSF. HSEM will contact all agencies represented in each RSF to confirm status and participation.

HSEM in partnership with RSF Lead Agencies will update information into each recovery support function such as points of contact, program changes, regulatory changes, and information relative to statutory changes in New Hampshire State Law.

# CHAPTER VII – ACRONYMS & ABBREVIATIONS

| Acronym | Definition |
|---|---|
| ADA | Americans with Disabilities Act |
| AG | N.H. Attorney General's Office |
| Agriculture | N.H. Department of Agriculture, Markets and Food |
| BRC | Business Recovery Center |
| CDBG-DR | Community Development Block Grant - Disaster Recovery |
| CDFA | N.H. Community Development Finance Authority |
| CDL | Community Disaster Loan |
| COG | Continuity of Government |
| COOP | Continuity of Operations Plan |
| CPCB | Community Planning and Capacity Building |
| CPG | Comprehensive Preparedness Guide |
| CR | Community Relations |
| Cultural Resources | N.H. Department of Cultural Resources |
| DAFN | Disabilities and Access and Functional Needs |
| Dept. of Ed | N.H. Department of Education |
| DES | N.H. Department of Environmental Services |
| DHHS | N.H. Department of Health and Human Services |
| DOL | U.S. Department of Labor |
| DRC | Disaster Recovery Center |
| DRED | N.H. Department of Resources and Economic Development |
| EMS | Emergency Management Services |
| ESF | Emergency Support Function |
| FCO | Federal Coordinating Officer |

| Acronym | Definition |
|---|---|
| FDRC | Federal Disaster Recovery Coordinator |
| FEMA | Federal Emergency Management Agency |
| FHWA | Federal Highway Administration |
| Fire Marshal | N.H. Department of Safety, Office of the State Fire Marshal |
| Fish and Game | N.H. Fish and Game Department |
| FTA | Federal Transit Authority |
| GAR | Governor's Authorized Representative |
| HIPAA | Health Insurance Portability and Accountability Act |
| HMGP | Hazard Mitigation Grant Program |
| HMP | Hazard Mitigation Plan |
| HSEM | Homeland Security and Emergency Management |
| HSPD | Homeland Security Presidential Directive |
| HUD | Department of Housing and Urban Development |
| IA | Individual Assistance |
| IAO | State Individual Assistance Officer |
| ICS | Incident Command System |
| IHP | Individuals and Households Program |
| JFO | Joint Field Office |
| LDRM | Local Disaster Recovery Manager |
| LEOC | Local Emergency Operations Center |
| MOU | Memorandum of Understanding |
| NEG | National Emergency Grant |
| NDRF | National Disaster Recovery Framework |
| NDRFP | New Hampshire Disaster Recovery Plan |
| NEMIS | National Emergency Management Information System |
| NERCPI | New England Regional Catastrophic Preparedness Initiative |

| Acronym | Definition |
|---|---|
| NGO | Non-Governmental Organization |
| NHDOT | N.H. Department of Transportation |
| NHHFA | N.H. Housing Finance Authority |
| NHPUC | N.H. Public Utilities Commission |
| NIMS | National Incident Management System |
| NIPP | National Infrastructure Protection Plan |
| NRCS | Natural Resources Conservation Service |
| NRF | National Response Framework |
| OEP | N.H. Office of Energy and Planning |
| PA | Public Assistance |
| PAO | State Public Assistance Officer |
| PDA | Preliminary Disaster Assessment |
| PKEMRA | Post Katrina Emergency Management Reform Act |
| POC | Point of Contact |
| Recovery Committee | Long-Term Recovery Committee |
| Recovery Plan | New Hampshire Recovery Plan |
| RSF | Recovery Support Function |
| SBA | Small Business Administration |
| SCO | State Coordinating Officer |
| SDRC | State Disaster Recovery Coordinator |
| SEOC | State Emergency Operations Center |
| SEOP | State Emergency Operations Plan |
| SHMO | State Hazard Mitigation Officer |
| SOP | Standard Operating Procedures |
| VOAD | Voluntary Organizations Active in Disaster |

# APPENDICES

## APPENDIX A: INDIVIDUAL ASSISTANCE

### INTRODUCTION

#### Purpose

The purpose of this Appendix is to describe the types of recovery assistance available to individuals, families, and businesses after a disaster has occurred and the damaged area warrants a federal disaster declaration. Individual Assistance (IA) Programs will be implemented in accordance with the provisions of the Robert T. Stafford Disaster Relief Act and Emergency Assistance Act, P.L. 93-288 as amended, the Disaster Mitigation Act of 2000, the Post Katrina Emergency Management Reform Act of 2006 (PKEMRA), FEMA Regulations, the National Response Framework (NRF), the National Incident Management System (NIMS), and, the Individuals and Households Program State Administrative Plan in addition to plans and/or procedures in place for participating support agencies.

#### Scope

The provisions set forth in this Appendix will specify the primary and support roles and responsibilities that are available to meet the needs of disaster survivors as they relate to Individual Assistance.

#### Assumptions

- Local governments in coordination with local volunteer agencies have the primary responsibility to provide immediate assistance to individuals, families, and businesses within their jurisdictions in response to a disaster.
- Recovery assistance in accordance with this Appendix is based on the assumption that a federal disaster declaration is approved for the affected area.

### CONCEPT OF OPERATIONS

#### General

- After a Federal disaster declaration, HSEM will provide the primary coordination for the implementation of Individual Assistance Programs.
- Support agencies will provide assistance in accordance with their plans and procedures developed in support of this Appendix.

#### Notifications

- Upon the President's Declaration of a Major Disaster or Emergency, FEMA will notify the Governor and appropriate federal agencies.
- The Director of HSEM will notify the support agencies, as well as local officials.

## Operational Structure

Individual assistance activities that may be coordinated through HSEM include, but are not limited to:

- Designating a staff member to be the Individual Assistance Officer (IAO) for the declared disaster to coordinate the IA activities;
- Locating and staffing accessible Disaster Recovery Centers (DRCs) within the affected area;
- Designating staff to work in conjunction with FEMA in implementing the Individuals and Households Program (IHP);
- Providing information to FEMA for use by Community Relations (CR) staff who may contact potential applicants on a one-to-one basis due to the loss of life during a disaster;
- Participating in the contractors briefing arranged by FEMA to inform the inspectors of disaster specific topics that may be encountered while completing inspections of damaged residences; and
- Completing activities necessary to provide FEMA the essential set-up information for inclusion in the National Emergency Management Information System (NEMIS) application processing system.

## Federal Coordination

- Under a federal disaster declaration of a major disaster or emergency, primary and support agencies may coordinate with their federal counterparts when federal assistance is required.
- Small Business Administration (SBA) loans may be available to individuals, families, and businesses that have incurred losses as a result of a disaster either under a state or federal disaster declaration.

# APPENDIX B: PUBLIC ASSISTANCE

## INTRODUCTION

### Purpose

The purpose of this Appendix is to describe the overall concept for managing and administering the Public Assistance (PA) Program in the State of New Hampshire. This Annex will identify the primary and supporting state agencies and their responsibilities relating to the PA Program.

### Scope

The provisions set forth in this Appendix specify the means by which the Public Assistance Program is administered in New Hampshire. The appropriate authorities and references regarding the Public Assistance Program are listed in the Public Assistance Program Administrative Plan.

### Assumptions

- There will be disasters or emergencies in New Hampshire that will surpass the capabilities and resources of state and local agencies to recover.
- Federal assistance will be needed to aid the state in recovery efforts following major disasters and emergencies.
- The PA Program will be needed following a major disaster or emergency to restore the affected local community's infrastructure.
- The Governor of New Hampshire will be responsible for requesting federal assistance.
- HSEM will be responsible for administering the PA Program in New Hampshire.
- A Preliminary Disaster Assessment (PDA) will be used to identify and determine the level of damage sustained by individuals, businesses, the public sector and the community as a whole. The formal joint PDA is the basis for the justification of requesting federal assistance.

## CONCEPT OF OPERATIONS

### General

- Upon a Presidential Declaration of a Major Disaster or Emergency, HSEM will serve as grantee for any funds provided under the Public Assistance Program.
- The PA Program will be administered in accordance with the Public Assistance Program Administrative Plan.

### Notifications

- Upon the President's Declaration of a Major Disaster or Emergency, FEMA will notify the Governor and appropriate federal agencies.
- The Director of HSEM will ensure that the local officials in the affected areas are notified of the Presidential Declaration of a Major Disaster or Emergency.

### Operational Structure

- The state will designate staff to fulfill the responsibilities of key roles during

recovery operations. These key roles and responsibilities, as they pertain to the PA Program, are discussed in the N.H. Public Assistance Program Administrative Plan.

- Local officials are responsible for identifying and working with affected local entities that would benefit from the PA Program.

## Federal Coordination

- FEMA will designate a Federal Coordinating Officer (FCO) to oversee federal assistance following a disaster declaration or snow emergency. The FCO will coordinate with the State Coordinating Officer (SCO) and the Governor's Authorized Representative (GAR) to effectively administer federal assistance programs.
- FEMA will set up a Joint Field Office (JFO) within or near the affected areas. The JFO will be used as the coordinating point for all levels of government during recovery efforts.

# ANNEXES

## RECOVERY SUPPORT FUNCTION (RSF) 1
## COMMUNITY PLANNING AND CAPACITY BUILDING

### LEAD AGENCY:

- N.H. Homeland Security and Emergency Management (HSEM)

### SUPPORT AGENCIES:

- N.H. Attorney General's Office (AG)
- N.H. Department of Environmental Services (DES)
- N.H. Department of Cultural Resources (Cultural Resources)
- N.H. Department of Resources and Economic Development (DRED)
- N.H. Department of Administrative Services
- N.H. Department of Safety, Fire Standards Training and EMS
- N.H. Office of Energy and Planning (OEP)
- Volunteer NH

### INTRODUCTION

#### Purpose

The purpose of RSF 1 - Community Planning and Capacity Building (CPCB) is to integrate the expertise of partner resources support and build recovery capacities and community planning resources of local, State, federal, territorial, and tribal governments needed to effectively plan for, manage, and implement disaster recovery activities in large, unique, or catastrophic incidents.

#### Scope

RSF 1 provides leadership to build cooperation among partner agencies and organizations (including non-governmental, private sector, and professional associations). RSF 1 aids communities in community organizing and planning, leadership development and recovery management, and capacity-building after disasters.

#### Objectives

- Enhance interagency and partner coordination of resources, requirements, and support for building community capacity and community recovery planning.
- Increase community self-reliance and adaptability.
- Integrate hazard mitigation and risk reduction opportunities into all major decisions and reinvestments during the recovery process.
- Improve community-level planning process that ensures a more effective and efficient use of federal, State, nongovernmental, and private sector funds and provides a community vision for recovery.

- Conduct effective decision-making and management processes, thereby reducing the timeline and improving specific recovery outcomes in communities.
- Integrate socioeconomic, demographic, risk assessment, vulnerable populations and other important information into recovery planning and decision-making activities.
- Increase community-wide support and understanding of sustainability and resiliency principles applicable to the opportunities presented during disaster recovery.
- Engage stakeholders to establish recovery priorities with the whole community.

## ROLES & RESPONSIBILITIES

### Homeland Security and Emergency Management (HSEM)

**Pre-Disaster**

- Identify representatives for the Recovery Committee from across the community including, government, nongovernmental organizations (NGOs), and private sector for the purpose of guiding the recovery process and establishing leadership and coordination. Recovery Committee members to consider include, but are not limited to, representatives of the lead agencies for each RSF.
- Coordinate the provision of preparedness planning and technical assistance support to aid State agencies and local governments to develop effective pre-disaster recovery plans that guide the full range of recovery efforts, both short and long-term, and ensure all affected populations are included.
- Work with the AG to review rules and regulations that may impact rebuilding post-disaster, prepare draft legislative language to suspend rules and regulations post-disaster should it be desired or required.
- Develop multidisciplinary recovery tools and best practices with the Recovery Committee.
- Collect, store, and protect relevant data required by FEMA and private sector recovery assistance programs. Update annually and identify future data necessary to plan and manage complex disaster recovery.
- With the Recovery Committee, develop a list of priority post-disaster recovery projects, including mitigation projects.
- Coordinate with N.H. Department of Safety (DOS), Fire Standards Training & EMS to promote educational and cross-training opportunities for key participants in community recovery planning and capacity support including, but not limited to:
- Emergency Managers
- City Managers
- Planning
- Economic Development
- Other local officials
- Non-Profit and Private Sector Partners
- Identify training and exercise requirements and implement annual exercises. Coordinate with support from DOS Fire Standards Training & EMS.
- With the support of local communities, DES, DRED, and OEP, integrate mitigation, recovery, and other pre-disaster plans and activities into existing local and Statewide planning and development activities, such as comprehensive plans, economic development plans, affordable housing plans, zoning ordinances, and other development regulations through technical assistance.
- Involve the whole community to determine priorities.

### Post-Disaster

- Maintain robust and accessible communications throughout the recovery process between the Federal Government, State recovery agencies, impacted local jurisdictions and all other partners to ensure ongoing dialogue and information sharing. HSEM will coordinate with *Emergency Support Function (ESF) #2 – Communications* in accordance with the SEOP.
- With the Recovery Committee, incorporate the whole community to determine recovery priorities.
- With the Recovery Committee and Volunteer NH, coordinate the provision of resources to units of government for recovery planning technical assistance and to support recovery capacity and surge needs.
- Coordinate resources with Volunteer NH and the Recovery Committee to address other skill sets in which communities often lack capacity after large-scale and catastrophic disasters.
- Conduct preliminary damage assessments with support of volunteer agencies. Coordinate with FEMA for detailed damage assessments.
- Conduct individual needs assessments with support of volunteer agencies.
- Coordinate with DRED, Cultural Resources, OEP and DES to provide technical assistance and planning support to aid all levels of government to integrate sustainability principles, such as adaptive re-use of historic properties, mitigation considerations, and smart growth principles into recovery decision-making and planning during the post-disaster period.
- Work with the Recovery Committee to identify potential recovery projects and begin data collection and application process.
- Coordinate with Administrative Services to review and implement new post-disaster budget and project approval processes to issue orders as appropriate, to implement changes to rules and regulations for the post-disaster recovery. Include the implementation of disaster specific budget codes that will make it easy to track disaster related expenditures and increase reimbursement.
- Work with DES and OEP to develop community-focused technical assistance teams for uniquely or heavily impacted communities, integrating the use of Federal agency resources as necessary.
- Establish mechanisms for tracking recovery progress.
- Incorporate the whole community to determine recovery priorities.
- Capture after-action recommendations and lessons learned.

## Attorney General's Office (AG)

### Pre-Disaster

- Work with HSEM to review rules and regulations that may impact recovery and rebuilding post-disaster. Prepare draft legislative language to suspend rules and regulations post-disaster should it be desired or required.

## Department of Environmental Services (DES)

### Pre-Disaster

- Promote resiliency measures and enhance coordination of entities that build local leadership capacity, community member involvement, partnerships and outreach on

disaster preparedness for adaptation and recovery, including, but not limited to: city managers, planning, economic development and other local officials, and nonprofit and private sector partners.

- Coordinate with HSEM and DRED to integrate mitigation, recovery, and other pre-disaster plans and activities into existing local and state community-wide planning and development activities, such as comprehensive plans, economic development plans, affordable housing plans, zoning ordinances, and other development regulations through technical assistance.

**Post-Disaster**

- Work with HSEM, DRED, Cultural Resources and OEP to provide technical assistance and planning support to aid all levels of government to integrate sustainability principles, such as adaptive re-use of historic properties, mitigation considerations, and smart growth principles into recovery decision-making and planning during the post-disaster period.
- Work with HSEM and OEP to develop community-focused technical assistance teams for uniquely or heavily impacted communities, integrating the use of federal agency resources as necessary.

## Department of Cultural Resources (Cultural Resources)

**Post-Disaster**

- Coordinate with HSEM, DRED, DES and OEP to provide technical assistance and planning support to aid all levels of government to integrate sustainability principles, such as adaptive re-use of historic properties, mitigation considerations, and smart growth principles into recovery decision-making and planning during the post-disaster period.

## Department of Resources and Economic Development (DRED)

**Pre-Disaster**

- With the support of local communities, HSEM, DES, and OEP integrate mitigation, recovery, and other pre-disaster plans and activities into existing local and state community-wide planning and development activities, such as comprehensive plans, economic development plans, affordable housing plans, zoning ordinances, and other development regulations through technical assistance.

**Post-Disaster**

- Coordinate with HSEM, Cultural Resources, DES and OEP to provide technical assistance and planning support to aid all levels of government to integrate sustainability principles, such as adaptive re-use of historic properties, mitigation considerations, and smart growth principles into recovery decision-making and planning during the post-disaster period.

## Department of Administrative Services

**Pre-Disaster**

- In coordination with *ESF #7 – Resources Support*, properly procure through a full, fair,

and open competitive process stand-by contracts with disaster recovery and debris management contractors (engineering, construction, infrastructure, supplies and materials, etc.).

**Post-Disaster**

- With HSEM, review and implement new post-disaster budget and project approval processes to issue orders as appropriate, to implement changes to rules and regulations for the post disaster recovery. This should include the implementation of disaster specific budget codes that will make it easy to track disaster related expenditures and increase reimbursement.

## Department of Safety, Fire Standards Training & EMS

**Pre-Disaster**

- Coordinate with HSEM to promote education and cross-training opportunities for key participants in community recovery planning and capacity building including, but not limited to:
- Emergency Managers
- City Managers
- Planning
- Economic Development
- Other local officials
- Non Profit and Private Sector Partners
- Coordinate with HSEM on training and exercise requirements and implement annual exercises.

## Office of Energy and Planning (OEP)

**Post-Disaster**

- Coordinate with HSEM, DRED, DES and Cultural Resources to provide technical assistance and planning support to aid all levels of government to integrate sustainability principles, such as adaptive re-use of historic properties, mitigation considerations, and smart growth principles into recovery decision-making and planning during the post-disaster period.
- Work with HSEM and DES to develop community-focused technical assistance teams for uniquely or heavily impacted communities, integrating the use of Federal agency resources as necessary.

## Volunteer NH

**Pre-Disaster**

- Support HSEM to determine recovery priorities
- Maintain a list of disaster volunteers and resources available.

**Post-Disaster**

- Works with HSEM to coordinate resources for local municipalities for the purposes of recovery planning and technical assistance. Coordinate and facilitate New Hampshire

Voluntary Organizations Active in Disaster (NHVOAD), National VOAD and other State VOAD assets that may be available for recovery operations and critical unmet needs that support individuals/residents affected by the incident.
- Coordinate with volunteer organizations to support HSEM and conduct damage assessments.
- Assist HSEM with needs assessments.

## DEVELOPMENT, MAINTENANCE, AND IMPLEMENTATION

Development, maintenance, and implementation of this RSF will be as outlined in the base Recovery Plan.

## AUTHORITIES

Refer to Authorities listed in Chapter 1 of the base Recovery Plan.

## REFERENCES

In addition to those listed in the base Recovery Plan, the following references are pertinent this RSF Annex.

- Governor's Disaster Relief Fund guidelines
- IA Procedures
- PA Procedures

# RECOVERY SUPPORT FUNCTION (RSF) 2
# ECONOMIC RECOVERY

## LEAD AGENCY:

- N.H. Department of Resources and Economic Development (DRED)

## SUPPORT AGENCIES:

- N.H. Homeland Security and Emergency Management (HSEM)
- N.H. Department of Administrative Services

## INTRODUCTION

### Purpose

The purpose of RSF 2 – Economic Recovery is to integrate the expertise of partners to help local governments and the private sector sustain and/or rebuild businesses and employment, and develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.

### Scope

The core recovery capability for economic recovery is the ability to return economic and business activities (including agricultural activities) to a state of health and develop new economic opportunities that result in a sustainable and economically viable community. Economic recovery is a crucial and integral part of recovery. RSF 2 facilitates the progression from direct federal financial assistance to community self-sustainment. Importantly, RSF 2 works closely with local community leadership who direct long-term economic recovery efforts. This requires the sustained engagement of possibly months or years by RSF 2 leadership with the leadership of disaster-impacted jurisdictions. A complex undertaking, RSF 2 engages many entities utilizing government assistance as “seed money”. These actions encourage reinvestment and facilitate private-sector lending and borrowing necessary for the functioning of vital markets and economies. Effective economic recovery following a disaster is positively influenced by pre-disaster community planning including mitigation actions that increase community resilience.

### Objectives

Through the coordination of local, State, and Federal Government programs; the private sector; RSF 2; and local leadership leverages following a disaster; community development plans and stakeholder relationships to create a new post-disaster economic condition meeting community needs, encouraging reinvestment and facilitate private sector lending and borrowing necessary for the functioning of vital markets and economies. Specific objectives may include:

- Workforce development initiatives are in place; jobs are created and retained.
- Entrepreneurial and business development initiatives are in place.
- Community-wide economic development plans are developed with broad input and consider regional economic recovery and resiliency.
- Strategies for quickly adapting to changed market conditions, reopening businesses,

and/or establishing new businesses are in place.
- Business initiatives to employ workers and generate revenue are in place.
- Management plans ensure that the most effective use of federal funds is in place.
- Private and public sector actors have information they need to make informed decisions about recovery.

## ROLES & RESPONSIBILITIES

### Department of Resources and Economic Development (DRED)

**Pre-Disaster**

- Support HSEM to identify representatives for the Long-Term Recovery Committee (Recovery Committee) from across the community including government, NGOs, and private sector for the purpose of guiding the recovery process and establishing leadership and coordination.
- Identify statutory, regulatory, and policy issues that contribute to gaps, inconsistencies, and unmet needs in economic recovery.
- Develop initiatives and incentives to facilitate the integration of federal efforts and resources with private capital and the business sector.
- Promote pre-disaster mitigation and preparedness activities for New Hampshire businesses.
- With HSEM, encourage the establishment of disaster information websites and resources for businesses.
- Partner with agencies engaged in re-employment, re-training, and unemployment claims assistance.

**Post-Disaster**

- Maintain robust and accessible communications throughout the recovery process between the Federal Government and all other partners to ensure ongoing dialogue and information sharing.
- Conduct damage and needs assessments to capture the overarching issues related to economic recovery in affected communities.
- Identify the major issues that need immediate, short-term, or long-term assistance.
- Develop a disaster-specific, interagency Recovery Support Strategy based on the needs assessment. Document the capabilities available to be leveraged to support economic recovery.
- Undertake those initiatives identified in the disaster-specific Recovery Support Strategy and work with the state to facilitate the transition to steady-state operations.
- Establish a small business assistance center or a Business Recovery Center (BRC), in coordination with the Small Business Administration (SBA). The BRC may be located at the Disaster Recovery Center (DRC), if established.
- Establish a liaison for critical business recovery.
- Perform outreach with businesses and organizations to share recovery needs, requests for information (details needed for a declaration) to establish two-way communications.
- Provide technical assistance to local government regarding the rebuilding of damaged downtown business districts, the incorporation of risk reduction measures, and development of sound business continuity of operations plans for local businesses.
- Assist small businesses, ideally in coordination with the SBA, in identifying appropriate

programs to assist in repairing and reopening their business in a timely manner following a disaster.
- Assist HSEM to establish mechanisms for tracking recovery progress.

## Homeland Security and Emergency Management (HSEM)

### Pre-Disaster

- Identify representatives for the Recovery Committee from across the community including, government, NGOs, and private sector for the purpose of guiding the recovery process and establishing leadership and coordination.
- With the Recovery Committee, develop a list of priority post-disaster economic recovery projects, including mitigation projects.
- Coordinate educational and cross-training opportunities for key participants in economic recovery. Create, encourage, and participate in disaster recovery exercises to enhance skills and develop needed techniques.
- With the support of local communities and other State partners, integrate economic-related mitigation, recovery, and other pre-disaster plans and activities into existing local and Statewide community-wide planning and development activities.

### Post-Disaster

- Assist DRED in maintaining robust and accessible communications throughout the recovery process between the Federal Government and all other partners to ensure ongoing dialogue and information sharing.
- Support DRED to provide technical assistance to local governments regarding the rebuilding of damaged downtown business districts, the incorporation of risk reduction measures, and development of sound business continuity of operations plans for local businesses.
- Identify potential recovery projects and begin data collection and application processes.
- Establish mechanisms for tracking recovery progress.

## Department of Administrative Services

### Pre-Disaster

- In coordination with *Emergency Support Function (ESF) #7 – Resource Support*, identify and establish agreements with recovery contractors that may be needed to support economic recovery.
- Coordinate with DRED to properly procure through a full, fair, and open competitive process stand-by contracts with disaster recovery contractors, if needed.

### Post-Disaster

- With DRED and HSEM, review and implement new post-disaster budget and project approval processes to issue orders as appropriate, to implement changes to rules and regulations for the post-disaster recovery. This should include the implementation of disaster specific budget systems and codes that will make it easy to track disaster related expenditures and increase reimbursement.

## DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION

Development, maintenance, and implementation of this RSF will be as outlined in the base Recovery Plan.

## AUTHORITIES

Refer to Authorities listed in Chapter 1 of the base Recovery Plan.

## REFERENCES

In addition to those listed in the base Recovery Plan, the following references are pertinent this RSF Annex.

- Rapid Response Memorandum of Understanding (MOU)
- MOU with N.H. Works
- Map of DRED Business Retention Team's territories

# RECOVERY SUPPORT FUNCTION (RSF) 3
# HEALTH AND SOCIAL SERVICES RECOVERY

## LEAD AGENCY:

- N.H. Department of Health and Human Services (DHHS)

## SUPPORT AGENCIES:

- N.H. Homeland Security and Emergency Management (HSEM)
- N.H. Department of Safety, Fire Standards Training & EMS
- N.H. Department of Administrative Services (NHDAS), Bureau of Public Works (DPW)
- N.H. Department of Environmental Services (DES)
- N.H. Department of Agriculture, Markets & Food (Agriculture)
- N.H. Department of Education (Dept. of Ed)
- N.H. Department of Resources and Economic Development (DRED)
- N.H. Department of Administrative Services

## INTRODUCTION

### Purpose

The purpose of RSF 3 – Health and Social Services Recovery is to assist locally-led recovery efforts in the restoration of the public health, health care, and social services networks to promote the resilience, health, and well-being of affected individuals and communities.

### Scope

The core recovery capability for health and social services is the ability to restore and improve health and social services networks to promote the resilience, health, independence and well-being of the whole community. The Health and Social Services RSF outlines the framework to support locally-led recovery efforts to address public health, health care facilities and coalitions, and essential social service needs. For the purposes of this RSF, the use of the term health will refer to and include public health, behavioral health, and medical services. This RSF establishes a focal point for coordinating recovery efforts specifically for health and social service needs and an operational framework outlining how state agencies plan to support local health and social services recovery efforts.

### Objectives

- Restore the capacity and resilience of essential health and social services 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 the needs of children, seniors, people living with disabilities and others with access and functional needs, people from diverse origins, people with limited English proficiency, and underserved populations.
- Assist in the continuity of essential health and social services, including schools.
- Reconnect displaced populations with essential health and social services.

- Protect the health of the population and response and recovery workers from the longer-term effects of a post-disaster environment.
- Promote clear communications and public health messaging to provide accurate, appropriate, and accessible information; ensure information is developed and disseminated in multiple mediums, multi-lingual formats, alternative formats, is age-appropriate and user-friendly and is accessible to underserved populations.

## ROLES & RESPONSIBILITIES

### Department of Health and Human Services (DHHS)

**Pre-Disaster**

- Support HSEM to identify representatives for the Long-Term Recovery Committee (Recovery Committee) from across the community including, government, NGOs, and private sector for the purpose of guiding the recovery process and establishing leadership and coordination.
- Identify statutory, regulatory and policy issues that contribute to gaps, inconsistencies, and unmet needs in health system recovery.
- Coordinate with *Emergency Support Function* (*ESF) #3 – Public Works* and *ESF #11 – Agricultural, Cultural and Natural Resources* to assist HSEM in planning for the transition from health and human services response to recovery.
- Collect, store, and protect data concerning current condition of health and social services infrastructure.
- With local Health Care Coalitions, develop strategies to address recovery issues for health, behavioral health, and social services – particularly the needs of response and recovery workers, children, seniors, people with disabilities and others with access and functional needs, people from diverse cultural origins, people with limited English proficiency, and underserved populations.
- Coordinate educational and cross-training opportunities with the Department of Safety, Fire Standards Training & EMS, as well as HSEM for key participants in health recovery. Create, encourage, and participate in disaster recovery exercises to enhance skills and develop needed techniques.
- With the support of local communities, HSEM, and other State partners, integrate health-related mitigation, recovery, and other pre-disaster plans and activities into existing local and Statewide community-wide planning and development activities, Leverage Public Health Networks and Healthcare Coalitions.

**Post-Disaster**

- With local Public Health Networks and Health Care Coalitions, conduct health and social services damage and needs assessments. Provide technical assistance in the form of impact analyses and support recovery planning of public health, health care, and human services infrastructure.
- Based on identified damage and needs, coordinate with HSEM to develop a disaster-specific, interagency Health and Social Services Disaster Recovery Support Strategy.
- Undertake those initiatives identified in the disaster-specific Health and Social Services Recovery Support Strategy and work to facilitate the transition to steady state operations. Coordinate with DES, DOT, DRED, Dept. of Ed, and Agriculture, as needed.
- Coordinate and leverage applicable federal resources for health and social services.
- Coordinate with HSEM to establish mechanisms for tracking recovery progress.

## Homeland Security and Emergency Management (HSEM)

### Pre-Disaster

- Identify representatives for the Recovery Committee from across the community, including government, NGOs, and private sector for the purpose of guiding the recovery process and establishing leadership and coordination.
- With DHHS and ESF #6 – Mass Care, Housing, and Human Services and ESF #8 – Health and Medical, plan for the transition from response to recovery.

### Post-Disaster

- Coordinate with DHHS to develop a disaster-specific, interagency Health and Social Services Disaster Recovery Support Strategy based on damage and needs assessments.
- Maintain situational awareness to identify and mitigate potential recovery obstacles during the response phase.
- Maintain robust and accessible communications throughout the recovery process among local, State, and federal governments, and all other partners, to ensure ongoing dialogue and information sharing.
- Coordinate with DHHS to establish mechanisms for tracking recovery progress.
- Reinforce the importance of post-disaster compliance with existing privacy and civil rights laws, policies, and regulations, including the Americans with Disabilities Act (ADA) and the Health Insurance Portability and Accountability Act (HIPAA).

## Department of Safety, Fire Standards Training & EMS

### Pre-Disaster

- With DHHS and HSEM, coordinate and promote education and cross-training opportunities for key participants in health and social services recovery, but not limited to:
    - Emergency Managers
    - N.H. Public Health Networks
    - EMS
    - Hospitals
    - Non Profit and Private Sector Partners
- Coordinate with HSEM on training and exercise requirements and implement annual exercises.

## Department of Environmental Services (DES)

### Pre-Disaster

- Promote the principles of sustainability and resilience into preparedness and operational plans.

### Post-Disaster

- Assist DHHS in the provision of technical assistance and undertaking the initiatives identified in the incident-specific Health and Social Services Recovery Support Strategy that relate to air and water quality issues, if required.

## Department of Administrative Services, Bureau of Public Works

**Post-Disaster**

- Assist DHHS in the provision of technical assistance and undertaking the initiatives identified in the disaster-specific Health and Social Services Recovery Support Strategy that relate to hospitals and healthcare facilities, if required.

## N.H. Department of Agriculture, Markets & Food (Agriculture)

**Post-Disaster**

- Assist DHHS in the provision of technical assistance and undertaking the initiatives identified in the disaster-specific Health and Social Services Recovery Support Strategy that relate to food and food safety, if required.

## N.H. Department of Education (Dept. of Ed)

**Post-Disaster**

- Coordinate with DHHS closing of local/regional shelters housed in schools and other facilities to enable families to return to normal functions of school and work.

## N.H. Department of Resources and Economic Development (DRED)

**Post-Disaster**

- Assist DHHS in the provision of technical assistance and undertaking the initiatives identified in the disaster-specific Health and Social Services Recovery Support Strategy that relate to private industry, if required.

## Department of Administrative Services

**Pre-Disaster**

- In coordination with *Emergency Support Function (ESF) #7 – Resource Support*, identify and establish agreements with recovery contractors that may be needed to support health and social services recovery. Coordinate with DHHS to properly procure through a full, fair, and open competitive process stand-by contracts with disaster recovery contractors, if needed.

**Post-Disaster**

- With DHHS and HSEM, review and implement new post-disaster budget and project approval processes to issue orders as appropriate, to implement changes to rules and regulations for the post-disaster recovery. This should include the implementation of disaster specific budget codes that will make it easy to track disaster related expenditures and increase reimbursement.

## DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION

Development, maintenance, and implementation of this RSF will be as outlined in the base Recovery Plan.

## AUTHORITIES

Refer to Authorities listed in Chapter 1 of the base Recovery Plan.

## REFERENCES

In addition to those listed in the base Recovery Plan, the following references are pertinent this RSF Annex.

- Public Health Network and Healthcare Coalition Plans

# RECOVERY SUPPORT FUNCTION (RSF) 4
# HOUSING

## LEAD AGENCY:

- N.H. Housing Finance Authority (NHHFA)

## SUPPORT AGENCIES:

- N.H. Homeland Security and Emergency Management (HSEM)
- Long-Term Recovery Committee, Housing Task Force
- N.H. Community Development Finance Authority (CDFA)
- N.H. Office of Energy and Planning (OEP)
- N.H. Attorney General's Office (AG)
- N.H. Insurance Department
- N.H. Department of Safety, Office of the State Fire Marshal (Fire Marshal)

## INTRODUCTION

### Purpose

The purpose of RSF 4 – Housing is to address pre- and post-disaster housing issues and coordinate and facilitate the delivery of resources and activities to assist those affected in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new permanent housing options that satisfy the requirements of individuals with functional needs, at a minimum meeting Americans with Disabilities Act (ADA) accessibility standards.

### Scope

The core recovery capability for housing is the ability to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience. Local economies cannot recover from devastating disasters without adequate housing, especially affordable housing. It is challenging because many years' worth of housing repair, rehabilitation, reconstruction and new construction often need to occur at an accelerated pace as a result of a disaster. These conditions create design, construction, labor, materials, logistics, inspection, and financing issues.

RSF 4, through its member departments and agencies, works toward addressing disaster housing issues pre-disaster, focusing on solutions that are implementable, sustainable, and resilient. RSF 4 coordinates and effectively integrates available housing-related resources, addresses conflicting policy and program issues, and identifies gaps in service and assistance delivery.

RSF 4 involves interim, short-term, and long-term housing, per the New England Regional Catastrophic Preparedness Initiative (NERCPI) Disaster Housing Project:

- Interim Housing: The intermediate period of housing assistance that covers the gap between sheltering and the return of disaster survivors to permanent housing. Generally, this period may span from the day after the disaster is declared through up to 18

months.
- Short-term Housing: Refers to the states of "sheltering" and "interim housing."
- Long-term Housing: Accessible, safe, sanitary, and secure housing that can be sustained without continued disaster-related assistance.

### Objectives

- Housing resources that address local and State disaster recovery housing needs are coordinated.
- Planning for current and post-disaster requirements are integrated into the organizations at the local and State level that perform community planning and building code administration.
- Local, State, and federal programs for addressing post-disaster housing needs are understood and in place.
- Interagency knowledge and expertise are shared with State-led housing task forces to address disaster housing issues.
- Pre- and post-disaster interaction and problem solving are facilitated among federal agencies, the State, and local stakeholders, with a focus on reconstructing permanent housing, including affordable and ADA accessible housing that incorporates resilience, sustainability, and mitigation concepts.
- Timely construction of housing that complies with local, State, and national model building codes, including accessibility standards, is facilitated.
- Loss of community assets and historic and cultural resources is minimized.

## ROLES & RESPONSIBILITIES

### New Hampshire Housing Finance Authority (NHHFA)

**Pre-Disaster**

- Support HSEM to identify representatives for a Long-Term Recovery Committee (Recovery Committee) from across the community including government, NGOs, and the private sector, for the purpose of guiding the recovery process and establishing leadership and coordination.
- With HSEM, develop a Housing Task Force under the Recovery Committee to address housing-specific recovery issues.
- Collect, store, and protect data concerning current stock and condition of housing, which may include, but is not limited to, the information generated by the HFA as well as from the following agencies/organizations:
    - Local Housing Authorities
    - N.H. Department of Revenue Administration
    - U.S. Department of Housing and Urban Development
    - U.S. Department of Agriculture, Rural Development
    - U.S. Census Bureau
    - Commercial Housing Organizations, (e.g., Northern New England Real Estate Network, The Warren Group)
    - Property Owner Association

**Post-Disaster**

- Maintain robust and accessible communications throughout the recovery process among

State, federal, and local governments, and all other partners, to ensure ongoing dialogue and information sharing.
- With the Housing Task Force, implement funded programs to facilitate long-term reconstruction and relocation, to include technical assistance and financial tools related to rebuilding in-place and/or permanent relocation, if necessary.

## Homeland Security and Emergency Management (HSEM)

### Pre-Disaster

- Identify representatives for the Recovery Committee from across the community including government, NGOs, and the private sector for the purpose of guiding the housing recovery process and establishing leadership and coordination.
- With NHHFA, develop and implement the Housing Task Force, including but not limited to representatives from the following:
- NHHFA
- CDFA
- Fire Marshal
- Professional Housing Organizations
- Identify statutory, regulatory, and policy issues that contribute to gaps, inconsistencies, and unmet needs in housing disaster survivors.
- Produce a biennial housing plan for the State, as well as the HUD-required Consolidated Plan, which coordinates DHHS's Bureau of Housing and Homeless (Emergency Solutions Grant) with CDFA (CDBG funds) and NHHFA (HOME funds).
- Coordinate educational and cross-training opportunities for key participants in housing. Create, encourage, and participate in disaster recovery exercises to enhance skills and develop needed techniques.
- Support the Housing Task Force's efforts to integrate mitigation, recovery, and other pre-disaster plans and activities into existing local and state community-wide planning and development activities, such as comprehensive plans, economic development plans, affordable housing plans, zoning ordinances, and other development regulations through technical assistance.

### Post-Disaster

- Conduct detailed housing damage and needs assessments, based on an estimate/assessment of the numbers of people displaced, the likelihood and timeline of their residences being able to be reoccupied, and their current sheltering situation.
- Provide technical assistance and administer funding associated with physical mitigation of new permanent long-term housing against relevant hazards.
- Coordinate with *ESF #15 – Public Information* to support the Housing Task Force in providing public information related to long-term housing.
- Establish mechanisms for tracking recovery progress, to include monitoring the Individual Assistance (IA) process, tracking rehousing for disaster survivors, etc.

## Housing Task Force

### Pre-Disaster

- Develop strategies to address interim housing issues. Interim housing is period of housing assistance that covers the gap between sheltering and the return of disaster

survivors to permanent housing.
- With the support of local communities, OEP, HSEM, and NHHFA integrate housing-related mitigation, recovery, and other pre-disaster plans and activities into existing local and State community-wide planning and development activities, such as comprehensive plans, economic development plans, affordable housing plans, zoning ordinances, and other development regulations through technical assistance.

**Post-Disaster**

- Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies.
- Coordinate long-term housing recovery efforts with state and federal recovery programs. Promote, incentivize, or directly provide for the permanent rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and develop other new accessible, permanent housing options.
- Provide public information in accessible formats related to long-term housing.

## Community Development Finance Authority (CDFA)

**Pre-Disaster**

- Participate in the Housing Task Force of the Recovery Committee.

**Post-Disaster**

- Support the Housing Task Force in the coordination of long-term housing recovery efforts with State and federal recovery programs.

## Office of Energy and Planning

**Pre-Disaster**

- Support the Housing Task Force's efforts to integrate mitigation, recovery, and other pre-disaster plans and activities into existing local, Statewide planning and development activities, such as comprehensive plans, economic development plans, affordable housing plans, zoning ordinances, and other development regulations through technical assistance.

## Attorney General's Office (AG)

**Pre-Disaster**

- With the Insurance Department, provide education to carriers concerning the State's expectations of their conduct during a post-disaster situation.

**Post-Disaster**

- Establish and implement consumer-protection reporting and safeguards.
- Monitor insurance issues with the Insurance Commission.

## N.H. Insurance Department

**Pre-Disaster**

- With the AG, provide education to carriers concerning the State's expectations of their conduct during a post-disaster situation.
- Ensure plans exist to deal with a post-disaster increase in consumer complaints.

**Post-Disaster**

- Support AG to monitor insurance issues.

## N.H. Department of Safety, Office of the State Fire Marshal (Fire Marshal)

**Pre-Disaster**

- Assist local authorities in clearly identifying an agency with the legal and regulatory authority to inspect and condemn damaged structures.

**Post-Disaster**

- Provide technical assistance to local authorities related to housing inspections.

## DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION

Development, maintenance, and implementation of this RSF will be as outlined in the base Recovery Plan.

## AUTHORITIES

Refer to Authorities listed in Chapter 1 of the base Recovery Plan.

## REFERENCES

In addition to those listed in the base Recovery Plan, the following references are pertinent this RSF Annex.

- NERCPI Disaster Housing Project

# RECOVERY SUPPORT FUNCTION (RSF) 5
# INFRASTRUCTURE SYSTEMS RECOVERY

## LEAD AGENCY:

- N.H. Department of Transportation (NHDOT)

## SUPPORT AGENCIES:

- N.H. Homeland Security and Emergency Management (HSEM)
- N.H. Department of Administrative Services
- N.H. Public Utilities Commission (PUC)
- N.H. Department of Environmental Services (DES)
- N.H. Department of Resources and Economic Development (DRED)
- N.H. Fish and Game Department (Fish and Game)
- N.H. Department of Safety (DOS)
- N.H. Department of Agriculture, Markets, and Food (Agriculture)

## INTRODUCTION

### Purpose

The purpose of RSF 5 – Infrastructure Systems is to facilitate integration of the capabilities of Federal Government, State government, local governments, and other infrastructure owners and operators in their efforts to achieve recovery goals relating to the public works engineering of New Hampshire's infrastructure systems.

### Scope

The core recovery capability for infrastructure systems is the ability to efficiently restore infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards. RSF 5 promotes a holistic approach to disaster recovery coordination, support, planning, and implementation for infrastructure systems that serve the community.

RSF 5 serves as a collaborative forum for engagement among local, State, federal, and private sector representatives to focus on public engineering services that can reduce risks from disasters and expedite recovery. The collaborative efforts of RSF 5 involve government and private sector partners with expertise in public works engineering services, as appropriate, across the infrastructure sectors identified through the *National Infrastructure Protection Plan (NIPP) Partnership Framework*[1]. Therefore, the scope of RSF 5 includes, but is not limited to, the following infrastructure sectors and subsectors: energy, water, dams, drainage, wastewater, communications, transportation systems, agriculture (food production and delivery), government

[1] Department of Homeland Security, National Infrastructure Protection Plan, http://www.dhs.gov/national-infrastructure-protection-plan

facilities, utilities, sanitation, engineering, flood control, and other systems that directly support the physical infrastructure of communities; as well as physical facilities that support essential services, such as public safety, emergency services, and public recreation.

### Objectives

RSF 5 provides the coordinating structures, framework and guidance to ensure:

- Resilience, sustainability, and mitigation for infrastructure systems are incorporated to the extent possible and are a part of the community's capital planning process.
- Infrastructure systems are fully recovered in a timely and efficient manner to minimize the impact of service disruptions. The private sector critical infrastructure has the incentive and the means to support a unified community and national recovery effort.
- The capacity of all infrastructure systems is adequately matched to the community's built and virtual environment, to the extent possible.

## ROLES & RESPONSIBILITIES

### N.H. Department of Transportation (NHDOT)

**Pre-Disaster**

- With HSEM, identify representatives for the Long-Term Recovery Committee (Recovery Committee) from across the community including, government, NGOs, and private sector for the purpose of guiding the recovery process and establishing leadership and coordination.
- Understand local data concerning current condition of community infrastructure (i.e. utilities, schools, public buildings, etc.). Liaise with the Public Utilities Commission and the NH Public Works Association to understand this data. Understand what data FEMA, State, and private sector relief programs will require to obtain recovery assistance.
- Coordinate with Administrative Services to properly procure through a full, fair, and open competitive process stand-by contracts with disaster recovery and debris management contractors (i.e., engineering, construction, infrastructure, supplies, and materials)
- Coordinate with Administrative Services to review existing policies and procedures for budget expenditures and project approvals and develop proposed procedures to expedite the processes for post-disaster situations.
- With Administrative Services, review rules and regulations that may impact rebuilding infrastructure post-disaster. Prepare draft legislative language to suspend rules and regulations post-disaster should it be desired or required.
- With HSEM, DES and Fish & Game, support planning, preparedness, training and outreach efforts to enhance capabilities for recovery.

**Post-Disaster**

- With HSEM, DES, DRED, Fish and Game, DOS Fire Marshal Office, and local governments, conduct infrastructure damage and needs assessments.
- Develop an event-specific Infrastructure Systems Recovery Action Plan, including policies, procedures, and programs, that:
- Avoid the redundant, counterproductive, or unauthorized use of limited capital resources necessary for infrastructure/recovery.
- Help resolve conflicts, including those across jurisdictional lines, resulting from the

competition for key resources essential to infrastructure systems recovery.
- Develop a schedule and sequenced time structure for future infrastructure recovery projects.
- Coordinate with HSEM to leverage available financial and technical assistance, from governmental and nongovernmental sources, in the execution of the Infrastructure Systems Recovery Action Plan.
- Support HSEM to establish mechanisms for tracking recovery progress.

## Homeland Security and Emergency Management (HSEM)

### Pre-Disaster

- Identify representatives for the Recovery Committee from across the community including government, NGOs, and private sector for the purpose of guiding the recovery process and establishing leadership and coordination.
- Develop a list of infrastructure specific priority post-disaster recovery projects including mitigation projects.
- Identify critical facilities and ensure considerations are made to reduce pre- and post-disaster risk.
- Coordinate educational and cross-training opportunities for key participants in infrastructure recovery. Create, encourage, and participate in disaster recovery exercises to enhance skills and develop needed techniques.
- With DOT, DES, and Fish & Game, supports planning, preparedness, training and outreach efforts to enhance capabilities for recovery.

### Post-Disaster

- Coordinate with NHDOT, DES, DRED, Fish and Game, and other State agencies and municipalities to assist NHDOT in conducting infrastructure damage and needs assessments.
- Assist NHDOT in developing an event-specific Infrastructure Systems Recovery Action Plan.
- Coordinate with NHDOT and RSF partners to leverage available financial and technical assistance, from governmental and nongovernmental sources, in the execution of the Infrastructure Systems Recovery Action Plan.
- Identify any potential recovery projects and begin data collection and application processes.
- Provide technical assistance and administration of funding associated with physical mitigation of new infrastructure projects against relevant hazards.
- Provide public information related to infrastructure recovery.
- Establish mechanisms for tracking recovery progress.

## Department of Administrative Services

### Pre-Disaster

- In coordination with *Emergency Support Function (ESF) #7 – Resource Support*, identify and establish agreements with recovery contractors that may be needed to support infrastructure recovery.
- Properly procure through a full, fair, and open competitive process stand-by contracts with disaster recovery and debris management contractors (i.e., engineering,

construction, infrastructure, supplies and materials)
- Coordinate with NHDOT to review existing policies and procedures for budget expenditures and project approvals and develop proposed procedures to expedite the processes for post-disaster situations.
- Develop clear documentation of the entity that has legal responsibility for the repair of a facility.

**Post-Disaster**

- With NHDOT and HSEM, review and implement new post-disaster budget and project approval processes to issue orders, as appropriate, to implement changes to rules and regulations for the post-disaster recovery. This should include the implementation of disaster specific budget systems and codes that will make it easy to track disaster related expenditures and increase reimbursement.

## Public Utilities Commission (PUC)

**Pre-Disaster**

- Coordinate with electricity providers (New Hampshire Electric Cooperative, EcoServe, Unitil Corporation, and National Grid) to support NHDOT's collection of data concerning current condition of community utility infrastructure.

## Department of Environmental Services (DES)

**Pre-Disaster**

- With DOT, HSEM, and Fish & Game, support planning, preparedness, training and outreach efforts to enhance capabilities for recovery.

**Post-Disaster**

- Support NHDOT in conducting infrastructure damage and needs assessments.
- Assist NHDOT in developing and executing an event-specific Infrastructure Systems Recovery Action Plan.

## Department of Resources and Economic Development (DRED)

**Post-Disaster**

- Support NHDOT in conducting infrastructure damage and needs assessments.
- Assist NHDOT in developing and executing an event-specific Infrastructure Systems Recovery Action Plan.

## Fish & Game Department (Fish & Game)

**Pre-Disaster**

- With DOT, HSEM, and DES, supports planning, preparedness, training and outreach efforts to enhance capabilities for recovery.

**Post-Disaster**

- Support NHDOT in conducting infrastructure damage and needs assessments.

- Assist NHDOT in developing and executing an event-specific Infrastructure Systems Recovery Action Plan.

### Department of Safety (DOS)

**Post-Disaster**

- In coordination with *Emergency Support Function (ESF) #2 – Communications*, maintain robust and accessible communications throughout the recovery process among State, federal, and local governments, and all other partners to ensure ongoing dialogue and information sharing.

### Department of Agriculture, Markets, and Food (Agriculture)

**Post-Disaster**

- Provide guidance for care of livestock and recommendations for agricultural products including food safety considerations.
- Assist NHDOT in developing and executing an event-specific Infrastructure Systems Recovery Action Plan.

## DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION

Development, maintenance, and implementation of this RSF will be as outlined in the base Recovery Plan.

## AUTHORITIES

Refer to Authorities listed in Chapter 1 of the base Recovery Plan.

## REFERENCES

In addition to those listed in the base Recovery Plan, the following references are pertinent this RSF Annex.

- Damage Assessment Plan

# RECOVERY SUPPORT FUNCTION (RSF) 6
# NATURAL AND CULTURAL RESOURCES RECOVERY

## LEAD AGENCY:

- N.H. Department of Environmental Services (DES)

## SUPPORT AGENCIES:

- N.H. Department of Cultural Resources (Cultural Resources)
- N.H. Department of Resources and Economic Development (DRED)
- N.H. Homeland Security and Emergency Management (HSEM)
- N.H. Department of Administrative Services
- N.H. Department of Transportation (NHDOT)
- N.H. Office of Energy and Planning (OEP)
- N.H. Fish & Game Department (Fish and Game)
- N.H. Department of Agriculture, Markets & Food (Agriculture)

## INTRODUCTION

### Purpose

The purpose of RSF 6 – Natural and Cultural Resources is to integrate assets and capabilities to help affected communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

### Scope

The core recovery capability for natural and cultural resources is the ability to protect natural and cultural resources and historic properties through appropriate pre-disaster actions and response and recovery actions to preserve, conserve, rehabilitate, and restore these resources consistent with post-disaster community priorities and in compliance with appropriate environmental and cultural resources laws. The Natural and Cultural Resources RSF coordinates departments and agencies working together to provide information and assistance to communities seeking to pre-identify, preserve, protect, conserve, rehabilitate, recover, and restore natural and cultural resources during recovery.

Relevant agencies and partners are those with expertise and programs including, but not limited to, specific natural and cultural resource issue identification; assessment and management (e.g., fish and wildlife, historic and traditional cultural properties, hydrology); natural and cultural resource planning; environmental planning and historic preservation compliance under federal laws and *Executive Orders* (specific to programs that provide funding for disaster recovery); and community sustainability.

### Objectives

- Considerations related to the management and protection of natural and cultural resources and historic properties resources, community sustainability, and compliance with environmental planning and historic preservation requirements are integrated into recovery.

- Local communities, states, and tribal governments are ready to address post-disaster natural and cultural resource recovery needs.
- Programs to support disaster recovery, coordination of technical assistance, and capabilities and data sharing are coordinated.
- Natural and cultural assessments and studies needed post-disaster, including proposed solutions to environmental and historic preservation policy and process impediments, are developed.

## ROLES & RESPONSIBILITIES

### Department of Environmental Services (DES)

**Pre-Disaster**

- Support HSEM to identify representatives for the Long-Term Recovery Committee (Recovery Committee) from across the community including government, NGOs, private sector, and tribes, for the purpose of guiding the recovery process and establishing leadership and coordination. This may include, but is not limited to inclusion of:
    - Regional Planning Commissions
    - Local American Institute of Architects
    - N.H. Municipal Association
    - Heritage and Historic District Commissions
    - N.H. Preservation Alliance
    - Tribes
- Collect, store, and protect data concerning cultural and natural resources (federally, State, and locally owned and maintained). Understand what data FEMA, State, and private sector relief programs will require to obtain recovery assistance.
- With DRED and Cultural Resources, develop a pre-disaster Natural and Cultural Resources recovery strategy for State-owned resources to identify and communicate priority actions. Coordinate with HSEM and Administrative Services to develop a list of State priority post-disaster recovery projects, including mitigation projects. Coordinate with the U.S. Forest Service, National Park Service, and Coast Guard as it relates to federally and jointly owned and maintained assets.
- With DRED and Cultural Resources, develop a template for local cultural and natural resources recovery planning efforts.
- Work with Administrative Services to properly procure through a full, fair, and open competitive process stand-by contracts with disaster recovery contractors, if needed.
- Review existing policies and procedures for departmental budget expenditures and project approvals and develop proposed procedures to expedite process post-disaster.
- Coordinate with HSEM, DRED, and Cultural Resources to work with private nonprofits and other NGOs to leverage opportunities to encourage local, state, and tribal governments and institutions to develop emergency management plans that integrate natural and cultural resource issues.
- With the support of local communities, HSEM, and other State partners, integrate natural and cultural resources related mitigation, recovery, and other pre-disaster plans and activities into existing local State, and tribal community-wide planning and development activities.
- Promote the principles of sustainable and disaster resistant communities through the protection of natural resources such as coastal barriers and zones, floodplains, wetlands, and other natural resources critical to risk reduction.

### Post-Disaster

- Maintain robust and accessible communications throughout the recovery process among State, federal, and local governments, and all other partners, to ensure ongoing dialogue and information sharing.
- Work with NHDOT, Administrative Services, DRED, Cultural Resources, HSEM, and contractors to conduct cultural and natural resource damage and needs assessments.
- With DRED and Cultural Resources, develop an event-specific Natural and Cultural Resources Recovery Action Plan.
- Work with RSF partners to leverage available financial and technical assistance, both from governmental and nongovernmental sources, in the execution of the Natural and Cultural Resources Recovery Action Plan.
- Coordinate cross-jurisdictional or multistate and/or regional natural and cultural resource issues to ensure consistency of federal support where needed.
- With DRED and HSEM, provide public information related to cultural and natural resources recovery.

## Department of Cultural Resources (Cultural Resources)

### Pre-Disaster

- With DRED and DES, develop a pre-disaster Natural and Cultural Resources recovery strategy for State-owned resources to identify and communicate priority actions. Coordinate with HSEM and Administrative Services to develop a list of State priority post-disaster recovery projects, including mitigation projects. Coordinate with the U.S. Forest Service, National Park Service, and Coast Guard as it relates to federally and jointly owned and maintained assets.
- With DRED and DES, develop a template for local cultural and natural resources recovery planning efforts.
- Work with HSEM to expand the State Damage Assessment Plan to include historical/cultural resources.
- Collect, store, and protect data concerning cultural and natural resources (federally, State, and locally owned and maintained). Understand what data FEMA, State, and private sector relief programs will require to obtain recovery assistance.

### Post-Disaster

- Conduct natural resource damage and needs assessments.
- With DRED and DES, develop an event-specific Natural and Cultural Resources Recovery Action Plan.
- Work with RSF partners to leverage available financial and technical assistance, both from governmental and nongovernmental sources, in the execution of the Natural and Cultural Resources Recovery Action Plan.
- Coordinate cross-jurisdictional or multistate and/or regional natural and cultural resource issues to ensure consistency of federal support where needed.
- With DRED, DES, and HSEM, provide public information related to cultural and natural resources recovery.

## Department of Resources and Economic Development (DRED)

### Pre-Disaster

- Help DES and Cultural Resources collect, store, and protect data concerning cultural and natural resources.
- With DES and Cultural Resources, develop a pre-disaster Natural and Cultural Resources recovery strategy for State-owned resources to identify and communicate priority actions.
- With DES and Cultural Resources, develop a template for local cultural and natural resources recovery planning efforts.
- Develop a list of state responsible priority post-disaster recovery projects including mitigation projects.

## Homeland Security and Emergency Management (HSEM)

### Pre-Disaster

- Identify representatives for the Long-Term Recovery Committee from across the community including, government, NGOs, and private sector for the purpose of guiding the recovery process and establishing leadership and coordination.
- Coordinate with DES, Cultural Resources, Administrative Services, and DRED to develop a list of State priority post-disaster recovery projects including mitigation projects.
- Support DES, through Administrative Services, in properly procuring through a full, fair, and open competitive process stand-by contracts with disaster recovery contractors, if needed.
- Assist DES in the review of existing policies and procedures for budget expenditures and project approvals and develop proposed procedures to expedite process post-disaster.
- Coordinate with DES and work with private nonprofits and other nongovernmental organizations (NGOs) to leverage opportunities to encourage local, State, and Tribal governments and institutions to develop emergency management plans that integrate natural and cultural resource issues.
- Work with Cultural Resources to expand State Damage Assessment Plan to include historical/cultural resources.
- Coordinate educational and cross-training opportunities for key participants in cultural and natural resources recovery. Create, encourage, and participate in disaster recovery exercises to enhance skills and develop needed techniques.

### Post-Disaster

- With Cultural Resources, DRED, and RSF partners, conduct cultural and natural resource damage and needs assessments.
- Identify potential recovery projects and begin data collection and application processes.
- With Cultural Resources, DES, and DRED, provide public information related to cultural and natural resources recovery.
- Establish mechanisms for tracking recovery progress.
- Capture after-action recommendations and lessons learned.

## Department of Administrative Services

### Pre-Disaster

- Support Cultural Resources and DRED in the development of a pre-disaster Natural and Cultural Resources recovery strategy for state-specific resources.
- With Cultural Resources, DES, and DRED, develop a list of State priority post-disaster recovery projects, including mitigation projects.
- In coordination with *Emergency Support Function (ESF) #7 – Resource Support*, identify and establish agreements with recovery contractors that may be needed to support natural and cultural resources recovery. Coordinate with Cultural Resources and DRED to properly procure through a full, fair, and open competitive process stand-by contracts with disaster recovery contractors, if needed.
- Support Cultural Resources and DRED in reviewing existing policies and procedures for budget expenditures and project approvals and develop proposed procedures to expedite process post-disaster.

### Post-Disaster

- With DES, Cultural Resources, DRED, and HSEM, review and implement new post-disaster budget and project approval processes. Issue order(s) as appropriate, to implement changes to rules and regulations for post-disaster recovery. This should include the implementation of disaster specific budget systems and codes that will make it easy to track disaster related expenditures and increase reimbursement.

## Department of Transportation (NHDOT)

### Pre-Disaster

- Through the Cultural Resources Manager, support DES and Cultural Resources in collecting data concerning cultural and natural resources.

### Post-Disaster

- Assist DES to maintain robust and accessible communications throughout the recovery process among state, Federal, and local governments, and all other partners, to ensure ongoing dialogue and information sharing.
- Conduct cultural and natural resource damage and needs assessments of NHDOT assets.

## Office of Energy and Planning (OEP)

### Pre-Disaster

- With the support of local communities, HSEM, and other State partners, integrate natural and cultural resources related mitigation, recovery, and other pre-disaster plans and activities into existing local, State, and tribal community-wide planning and development activities.

## DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION

Development, maintenance, and implementation of this RSF will be as outlined in the base Recovery Plan.

## AUTHORITIES

Refer to Authorities listed in Chapter 1 of the base Recovery Plan.

## REFERENCES

In addition to those listed in the base Recovery Plan, the following references are pertinent this RSF Annex.

- TBD