Salt Lake County Disaster Recovery Framework

**DRAFT**
Salt Lake County Disaster Recovery Framework

IMPORTANT -

This DRAFT of the Salt Lake County Disaster Recovery Framework “Framework” - has been developed to coordinate and support County recovery efforts in the aftermath of a disaster and enhance community resiliency. This draft Framework may require additional information or clarification throughout. This information will be acquired through the efforts of staff, working groups, activities, exercises, workshops, and public comment. The specific Recovery Support Function Annexes may not list all agencies and/or organizations although many have been identified. They will be added from time to time during the Framework update and review processes. Changes to the document may include clarification, deletion, restructuring, or modifications to various sections to enhance the functionality and applicability specific to Salt Lake County.

PUBLIC COMMENT -

This Framework is available for public review and comment from December 10, 2015 until February 05, 2016 at which time the period for public comment will close. Comments and suggestions must be made on the Salt Lake County Emergency Services website at: www.slco@emergency-services.org.

For questions regarding this Framework, please contact:

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FORWARD

The Salt Lake County Disaster Recovery Framework (Framework) provides a guide to assist Salt Lake County in achieving a focused, timely, and expeditious recovery from a disaster. The Framework provides guidance for recovery, roles and responsibilities, recovery actions, primary and support agencies and organizations, and planning requirements to any incident that occurs. Recovery has phases that guide the priorities of efforts, those phases include both short-term (days to weeks) for actions designed to stabilize a situation and long-term (months to years) for actions designed to establish the new normal post disaster.

This Framework applies to Salt Lake County under the direction of the Salt Lake County Mayor. Disaster recovery is the responsibility of the Office of Regional Development which will be the coordinating agency for all recovery activities. At any time the Mayor may activate a Disaster Recovery Coordination Center (DRCC), however, a regional catastrophic disaster will require activation of the DRCC. The Director of Regional Development, under the direction of the Mayor will designate a Local Disaster Recovery Manager (LDRM), who has the authority and responsibility for the administration and operations of all disaster recovery activities.

Further, this Framework describes the role of the county Disaster Recovery Coordination Center (DRCC) and the coordination that occurs between the DRCC, cities, townships, communities and other agencies and organizations involved in recovery activities. The Framework outlines how the Salt Lake County DRCC will serve as the focal point between cities, towns, townships, communities and the state in times of disaster. The operational readiness of the DRCC is the responsibility of the Salt Lake County Office of Regional Development.

The Framework includes eight Recovery Support Function (RSF) Annexes, and may include additional Support and Incident Annexes. RSF Annexes group resources and capabilities into functional areas that are most frequently needed for recovery. Support Annexes describe essential supporting aspects that are common to all incidents. Incident Annexes address the unique aspects of how the county recovers from specific incident categories.

Salt Lake County Office of Regional Development, Division of Emergency Services is responsible for updating the Framework on a regular basis to reflect and address the changing
Salt Lake County Disaster Recovery Framework

needs of the County. This Framework will be reviewed for updates or revisions at least annually
and/or after each use of the document.

County staff will be provided a review of the recovery roles and responsibilities section at least
every year, with the recommendation for a recovery focused exercise at least every two years.

Training may consist of a seminar, workshop, or independent study.

Exercises should be conducted at a Table Top or Functional level and may be included in
response exercise but should focus clearly and directly on recovery activities.

This Framework aligns with the objectives set forth in the National Disaster Recovery
Framework.

This Framework asserts that local and catastrophic disasters will require a coordinated approach
to recovery based on the incident size and impacts, as the incident will dictate the level of
recovery support required.
Salt Lake County Disaster Recovery Framework

PROMULGATION

WHEREAS, Salt Lake County recognizes it is at risk to a wide range of natural, technological, and man-made hazards and there is a need for ongoing emergency operations and disaster recovery planning by all jurisdictions of government within Salt Lake County; and

WHEREAS, this Disaster Recovery Framework is needed to coordinate and support county recovery efforts in the aftermath of an emergency or disaster; and

WHEREAS, this Framework will provide a guide for the agencies of each jurisdiction, township, community, and the county to plan and perform their respective recovery functions during and after disaster or emergency. Tasked organizations within the framework have the responsibility to prepare and maintain standard operating procedures and commit to the training and exercises required to support this framework. Under the direction of the Office of Regional Development, Division of Emergency Services, this framework will be revised and updated as required. All recipients are responsible to submit to Salt Lake County Emergency Services any changes that might result in its improvement or increase its usefulness.

WHEREAS, in accordance with the Homeland Security Presidential Directive 5, all agencies, departments, and organizations having responsibilities delineated in this Disaster Recovery Framework will use the National Incident Management System. This system will allow proper coordination between local, state and federal organizations. The Incident Command System, as a part of the National Incident Management System, will enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures and communications operating with a common organizational structure.

This framework is promulgated as the Salt Lake County Disaster Recovery Framework and designed to comply with all applicable Salt Lake County regulations and provides the policies and procedures to be followed to recover from emergencies, disasters and terrorism events.

NOW THEREFORE, BE IT RESOLVED by the Mayor of Salt Lake County, this Disaster Recovery Framework as updated is officially adopted,

IN WITNESS WHEREOF;

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POLICIES

All operations under the Salt Lake County Disaster Recovery Framework will be undertaken in accordance with the mission statement of Salt Lake County Emergency Services:

“The mission of Salt Lake County Emergency Services is “To collaborate, innovate, and support Salt Lake County regional disaster recovery programs and Lead the personal and organizational preparedness of Salt Lake County Government.”

- Salt Lake County Emergency Services is responsible for the development of the Framework.
- Municipal, state, and federal disaster recovery frameworks, plans and programs will integrate with this Framework to provide effective and timely support to the citizens of Salt Lake County in the event of a major disaster or emergency.
- County agencies will develop appropriate plans and procedures to carry out the recovery responsibilities assigned to them in the Framework.
- Local disaster recovery must begin during the response phase of an emergency or disaster. Salt Lake County will coordinate with local officials to augment local recovery resources as needed.
- All local governments and agencies must be prepared to recover from emergencies and disasters even when government facilities, vehicles, personnel and political decision-making authorities are affected. The Salt Lake County Continuity of Operations (COOP) Plan may be used in conjunction with this Framework during various types of emergency situations. The COOP plan details the processes by which administrative and operational functions will be accomplished during recovery that may disrupt normal business activities. As part of this framework, essential functions of county and local government, private sector businesses and community services are identified and procedures are developed for support.
- When necessary, Salt Lake County Emergency Services will initiate requests for recovery assistance from the State of Utah through the Utah Division of Emergency Management (UDEM). UDEM may initiate requests for assistance from the federal government through the Federal Emergency Management Agency (FEMA) and other states through the Emergency Management Assistance Compact.
Salt Lake County Disaster Recovery Framework

All recovery activities shall be governed by the Salt Lake County Disaster Recovery Framework and shall be coordinated with the National Disaster Recovery Framework for Presidentially Declared disasters and in accordance with Homeland Security Presidential Directives.
Applicability

The Salt Lake County Disaster Recovery Framework may be applied to all disasters. All elements may not be activated for every incident. Many of its concepts and principles are equally valid for non-declared incidents that have recovery consequences. The core concepts as well as the Recovery Support Function (RSF) organizing structures outlined in the Framework may be applied to any incident with recovery needs regardless of size and whether or not the incident results in a presidential disaster declaration.

Roles and responsibilities of the various agencies that comprise the Recovery Support Functions (RSFs) are detailed in the RSF Annexes.

Limitations

Salt Lake County Government is committed to making every reasonable effort to quickly recover from a disaster. However, County resources and systems may be overwhelmed or inoperable for an unknown and possibly significant matter of time.
SALT LAKE COUNTY CHARACTERISTICS

Demographics
Salt Lake County was created in 1850 and is a county located in the U.S. state of Utah. As of the 2010 census, the population was 1,029,655, making it the most populous county in Utah. Salt Lake County has seventeen political subdivisions comprised of incorporated cities and townships, the largest being Salt Lake City, the state capital. Salt Lake County is part of the Salt Lake City, UT Metropolitan Statistical Area.

Geography
Salt Lake County occupies the Salt Lake Valley, as well as parts of the surrounding mountains, the Oquirrh Mountains to the west and the Wasatch Range to the east (essentially the entire watershed of the Jordan River north of the Traverse Mountains). These two mountain ranges, together with the much smaller Traverse Mountains to the south of the valley, delimit Salt Lake Valley, which is also flanked on the northwest by the Great Salt Lake, and the north by the Salt Lake Anticline (most notably Ensign Peak) In addition, the northwestern section of the county includes part of the Great Salt Lake. The county has a total area of 807 square miles (2,090 km²), of which 742 square miles (1,920 km²) is land and 65 square miles (170 km²) (8.1%) is water. It is the fifth-smallest county in Utah by area. The county borders on the Great Salt Lake and is intersected by the Jordan River.

Access
The vast majority of traffic into and out of the Salt Lake Valley passes through four geographic features, all of which are narrow. These are Parley's Canyon leading to Summit County to the east (as well as to Morgan County to the northeast via more remote Little Dell Canyon), the space between the Salt Lake Anticline and the Great Salt Lake leading into Davis County to the north, the Point of the Mountain and adjacent Jordan Narrows leading to Utah County to the south, and a space (known as Garfield) between the Oquirrh Mountains and the Great Salt Lake leading to Tooele County to the west.

Economy
Salt Lake County is the major employment, commercial, and financial center for Utah. It generates about half of the state’s retail sales and total employment, and more than half the
payroll. It especially dominates in the finance, trade, transportation and warehousing,
administration, and management and professional services sectors. Salt Lake County is home to
the state government, the headquarters of the LDS Church, and the University of Utah, the
largest research university in the state. Salt Lake leads tourism and convention activities, ranking
first in spending by traveler, tourism and travel employment, and tourism tax revenues. (13)

(13) Utah Division of Travel Development, 2004 State and County Economic and Travel

The county is noted for its four ski resorts: Snowbird and Alta in Little Cottonwood Canyon and
Solitude and Brighton in Big Cottonwood Canyon and famous for both summer and winter
activities.
PURPOSE

The Salt Lake County Disaster Recovery Framework (SLCo DRF or “Framework”) is a guide to promote effective recovery, and may be applied to all disasters and incidents, small and large-scale or catastrophic.

A successful recovery process promotes the community’s resiliency and incorporates practices that minimize the community’s risk to all hazards and strengthens its ability to withstand and recover from future disasters.

The Salt Lake County Disaster Recovery Framework provides guidance that enables effective recovery support to disasters within Salt Lake County and the local jurisdictions. It provides a flexible structure that enables local disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental fabric of the community and build a more resilient Salt Lake County.

Long-Term Recovery is a phase of recovery that may continue for months or years and addresses complete redevelopment and revitalization of the impacted area, rebuilding or relocating damaged or destroyed social, economic, natural and built environments.
SCOPE

The Salt Lake County Disaster Recovery Framework or “Framework”, is a scalable, flexible and adaptable coordinating structure that identifies key roles and responsibilities. It links local governments, the private sector and nongovernmental and community organizations that play vital roles in recovery. The Framework captures resources, capabilities and best practices for recovering from a disaster. The Framework is based upon an all-hazards approach and a companion document to the Salt Lake County Emergency Operations Plan (EOP).

This Framework aligns with the National Disaster Recovery Framework, and the Salt Lake County Emergency Operations Plan (EOP). The EOP primarily addresses actions during disaster response. Like the EOP, this Framework establishes a planning and operational structure. The Framework assumes the long-term recovery responsibilities of Emergency Support Function #14 (ESF #14). Key ESF #14 concepts are expanded in the Framework and include recovery-specific leadership, organizational structure, planning guidance and other components needed to coordinate continuing recovery support to individuals, businesses and communities. ESF #14 is specific to Short Term Recovery, facilitating the transition into long term recovery. Recovery is a purposeful process that takes weeks to years to complete and establish the post disaster normal.

The Salt Lake County Disaster Recovery Framework defines:

- Core recovery principles
- Roles and responsibilities of the Local Disaster Recovery Manager (LDRM), Recovery Support Functions – Primary Agencies, and Supporting Organizations and Stakeholders
- A coordinating structure that facilitates communication and collaboration among all agencies, organizations and stakeholders
- Guidance for pre- and post-disaster recovery planning
- The overall process by which communities can capitalize on opportunities to rebuild a stronger, smarter and safer communities.

These elements improve recovery support and expedite recovery of disaster-impacted individuals, families, businesses and communities.
Core Principles:
- Individual and Family Preparedness and Empowerment
- Leadership and Local Primacy
- Pre-Disaster Recovery Planning
- Partnerships and Inclusiveness
- Public Information
- Unity of Effort
- Timeliness and Flexibility
- Resilience and Sustainability
- Psychological and Emotional Recovery

Key Concepts:
- Structure — Provided by Recovery Support Functions (RSFs).
- Leadership — provided by the Local Disaster Recovery Manager/s (LDRMs); RSFs, private sector and nongovernmental organization (NGO) leaders.
- Planning during both pre- and post-disaster phases.

The Framework introduces two concepts and terms:
- Local Disaster Recovery Managers (LDRM)
- Recovery Support Functions (RSFs)

The LDRM provides leadership and coordination for the Recovery Support Functions (RSFs) throughout the recovery process.

RSFs are eight groupings of core recovery capabilities that provide a structure to facilitate problem solving, improve access to resources, and foster coordination among local agencies, nongovernmental partners and stakeholders. Each RSF has primary agencies and supporting organizations that operate together with local officials, nongovernmental organizations (NGOs) and private sector partners. The concepts of LDRMs and RSFs are scalable to the nature and size of the disaster.
Relationship to the Salt Lake County Emergency Operations Plan

The focus of the Salt Lake County Emergency Operations Plan (EOP) governs the response actions as well as the short-term recovery activities that immediately follow or overlap those actions. The Salt Lake County Disaster Recovery Framework does not address short-term activities such as life-saving, life sustaining, property protection and other measures such as immediate threats to life, environment and property, and community stabilization. The Framework provides the tools to encourage early integration of recovery efforts into the response phase operations.

As response, short-term and intermediate recovery activities begin to wind down, long term recovery needs gradually take on a more critical role. The core principles and organizational elements in the Framework coexist with the EOP and more effectively address intermediate and long term recovery needs. The EOP fully transitions to the Framework when the disaster-specific mission objectives of the Emergency Support Functions (ESFs) are met and as the ESFs demobilize.

Together, the Recovery Framework and the EOP provide the guidance to implement the response and recovery aspects for Salt Lake County. The Framework follows the National Incident Management System (NIMS) structure in preparing for and managing the response and recovery from natural and human-caused disasters.
Salt Lake County Disaster Recovery Framework

**ADMINISTRATION**

**Framework and Annex Maintenance**

Salt Lake County Emergency Services is responsible for the overall maintenance (review and update) of this Framework and for ensuring that changes and revisions are prepared, coordinated, published and distributed. Each supporting annex describes the organization or agency responsible for those documents.

This Framework and supporting annexes will be reviewed bi-annually and updated based on deficiencies identified in simulated or actual use or due to organizational or technological changes. All changes shall be recorded by Salt Lake County Emergency Services.

Revisions to the Framework will be forwarded to all organizations or agencies having assigned responsibilities within the Framework and/or annexes. Contact names and telephone numbers (for DRCC staff, departments, agencies, special facilities, schools, etc.) shall be maintained by appropriate departments and agencies.

The Framework maintenance schedule provides a strategy to ensure that the entire Framework including Annexes are reviewed bi-annually at a minimum and provides a recommended timeframe for updating the Framework and Recovery Support Functions (RSF) and Annexes.

The entire plan must be revisited bi-annually.

**Framework Multiyear Strategy**

The Framework Multiyear Strategy includes the objectives and key strategies for developing and maintaining the Framework including the support for short- and long-term initiatives. The objectives, key strategies and short and long-term initiatives are summarized in Table 1. The Salt Lake County Disaster Recovery Framework assigns primary and support agencies for eight functional areas of disaster recovery. Each agency assigned to a recovery support function (RSF) is responsible for mobilizing existing personnel, equipment, materials, supplies and other resources under their control.

**Records Preservation and Restoration**

All affected governments in Salt Lake County must ensure protection of their records so normal operations can continue after the emergency. Such records may also be vital to the rapid
recovery from the effects of an emergency, with the maintenance of plans for the safety, recovery and restoration of the county’s data and telecommunication systems during a disaster.

- Narratives and operational journals of recovery actions will be kept.
- All written records, reports, and other documents will follow the principles of the National Incident Management System (NIMS).
- Agreements and understandings must be entered into by duly authorized officials and should be formalized in writing whenever possible prior to emergencies.
- Organizations tasked with responsibilities in the implementation of this Framework are responsible for providing their own administrative and logistical needs and for the preparation and maintenance of a resource list for use in carrying out their recovery responsibilities.

Reports and Records

General - The planning and activation of an effective disaster recovery requires timely and accurate reporting of information and the maintenance of records on a continual basis.

Reporting guidelines - Salt Lake County will develop consolidated reports to include information from county agencies and local municipalities. County agencies will submit situation reports, requests for assistance, damage assessment and impact analysis reports to Salt Lake County Emergency Services by the most practical means and in a timely manner. Municipal and county governments will use pre-established bookkeeping and accounting methods to track and maintain records of expenditures and obligations. Narrative and written log-type records of recovery activities will be kept by the local disaster recovery agency. The logs and records will form the basis for status reports to the county and state.

Preliminary damage assessment – Preliminary damage assessment reports are the necessary basis for the governor’s decision to declare a state of emergency and to request a presidential disaster declaration. These reports determine the specific types and extent of assistance made available to the affected area.

Updates - Situation reports outlining new developments and more complete information will be forwarded daily or as often as necessary in the most expeditious manner available.
Financial Management

When agencies require additional resources, these requests will be referred to the LDRM and Recovery Team who are tasked with identifying the most appropriate and economical method of meeting the resource request. There are four basic methods of meeting a resource request as follows:

- Local forces are those resources under direct control of the county Disaster Recovery Coordination Center (DRCC). They can be assigned based on priorities established by the DRCC organizational agencies.
- Mutual aid can be requested by the county DRCC to augment local forces during a locally declared state of a local emergency. Salt Lake County is a signature party of the Utah Mutual Aid Agreement for Catastrophic Disaster Response and Recovery. All requests for mutual aid must follow the procedures established by DEM under this agreement.
- A preferred method of meeting temporary disaster demands is utilizing the County Office of Contracts and Procurement, who can issue contracts to meet resource requirements.
- State and federal agencies’ response may be required when either mutual aid or contracting can meet the resource request. It is anticipated that this response would occur early in the short-term recovery phase for short time periods.

All RSF procurements and expenditures will be documented. All receipts and invoices with explanations and justifications will be forwarded to the office of the appropriate Finance Section Chief in a timely fashion. The Finance Section Chief will ensure all documentation is complete, recorded on the appropriate forms and proper in all respects. If the disaster was federally declared, the Finance Section Chief will submit for reimbursement and the documentation will serve as a recorded history of activity. If the disaster was not declared, the documentation will not be submitted for reimbursement but will still serve as a recorded history of activity with expenditures.

Accurate accounts of recovery expenditures and obligations, including personnel and equipment costs, will be maintained. Such records are essential to identify and document (1) costs for which no Federal reimbursement will be requested and (2) those costs eligible for reimbursement.
under major emergency project applications. When Federal public assistance is provided under
the Disaster Relief Act, local projects approved by FEMA are subject to both state and Federal
audit. The county Chief Financial Officer will coordinate the reimbursement documentation for
the FEMA Public Assistance program during a presidentially declared disaster for county
government.

**Fiscal Agreements**
A clear statement of agreement between all major agencies engaging in recovery efforts and
activities concerning payment or reimbursement for personnel services rendered, equipment
costs and expenditures of materials used in recovery is crucial for accurate cost accounting.

**Logistics**
Unless covered in a mutual aid agreement/memorandum of understanding, disaster recovery
resources may not be sent outside Salt Lake County unless the Mayor or other designated
representative grants approval.

Salt Lake County Emergency Services maintains current resource information on supplies,
equipment, facilities and skilled personnel available for recovery operations.

Salt Lake County Contracts and Procurement provides resource support, including locating,
procuring, and issuing recovery resources (such as supplies, office space, office equipment, fuel
and communications contracting services, personnel, heavy equipment and transportation) to
local entities involved in delivery of recovery efforts.
LEADERSHIP

Authority will be given to recovery leadership by the County Executive or through County Council action. Formally assigning authority will enable various stakeholders to work together in a complex and dynamic environment.

Recovery Team (RT) is identified as a team of Salt Lake County employees and/or regional partners identified to support, manage, facilitate, or lead recovery in addition to their regular work. This team may have one or two key staff “reassigned” to support recovery full time, but typically does not require hiring of new staff at the team level.

The Office of Regional Development will be recommended by the Mayor and approved by Council to act as the office of Disaster Recovery. During a recovery phase the Mayor, with approval from the Council, may establish additional funding and staff to manage all aspects of recovery.

Organizational Structure

Figure A
Local Government Resources

Local governments shall use their own resources first in to recover from disaster and may call for assistance from Salt Lake County Emergency Services for recovery support that overwhelm or threaten to overwhelm their own recovery resources and activities.

State and Federal relief may be overwhelmed when damage is widespread and severe. Therefore, the local jurisdiction must develop and maintain an ongoing program of mitigation, preparedness, response and recovery.

Federal Emergency Management Agency (FEMA) coordinates the Federal government's role; the State coordinates their role in preparing for, preventing, mitigating the effects of, responding to and recovering from all domestic disasters, whether natural or human-caused, including acts of terror.

When required, the county’s declaration will take into account the primary factors required by FEMA for their declaration process.

Mayor’s Office /County Council

A mayor, city manager, or county manager, as a jurisdiction’s chief executive officer, is responsible for ensuring the public safety and welfare of the people of that jurisdiction.

Specifically, this official provides strategic guidance and resources during preparedness, response, and recovery efforts. Planning, preparation and training for an effective recovery is a core obligation of local leaders.

Chief elected or appointed officials must have a clear understanding of their roles and responsibilities for achieving a successful recovery. At times, these roles may require providing direction and guidance to constituents during recovery in addition to their day-to-day activities. On an ongoing basis, elected and appointed officials may be called upon to help shape or modify laws, policies, and budgets to aid preparedness efforts and to improve recovery capabilities.

State

The State of Utah has statutes establishing the Utah Division of Emergency Management (UDEM) and the emergency plans coordinated by that agency. The Director UDEM ensures that
the State is prepared to deal with large-scale emergencies and is responsible for coordinating the State response and recovery to any incident. This includes supporting local governments as needed or requested and coordinating assistance with other States and/or the Federal Government.

**Federal**

When an incident occurs that exceeds or is anticipated to exceed local or State recovery resources the Federal Government uses the National Disaster Recovery Framework (NDRF) to involve all necessary departments and agency capabilities, organize the Federal recovery response, and ensure coordination with recovery partners.

**Establishment of Recovery Coordination Center**

The Mayor may determine, after consulting with local government officials that the recovery appears to be beyond the combined resources of both the county and local governments and that state assistance may be needed. The Mayor must certify that the severity and magnitude of the recovery exceeds county and local capabilities; certify that state assistance is necessary to supplement the efforts and available resources of the county and local governments, disaster relief organizations, and compensation by insurance for disaster related losses; confirm implementation of the Salt Lake County Disaster Recovery Framework and the establishment of a Local Disaster Recovery Coordinating Center; and certify adherence to cost sharing requirements.

If the county receives a presidential disaster declaration, a Federal Disaster Recovery Coordinating Center established to address long-term recovery.

**Leadership**

- Ensure that recovery leadership at the local level is adequate to support the recovery needs, strategies, and plans of impacted communities

**Coordination**

- Promote the development of recovery focused multi-agency coordination groups at the local level as appropriate.
- Implement RSFs, Task Forces, and/or Recovery Committees/teams as appropriate.
Salt Lake County Disaster Recovery Framework

- Promote the broad inclusion of current and potential recovery partners – to include non-governmental organizations and the private-sector to ensure that technical support and resources are known, available, and coordinated.
- Promote coordination between counterpart local, state, and national non-governmental and private-sector partners to maximize available support and ensure coordination.
- Identify the need for Federal and State support to local recovery functions.

Resources – Technical Assistance

- Ensure that the appropriate technical assistance is available through mutual aid networks to support local recovery assessment, planning, and program administration.
- Coordinate and/or deploy technical assistance teams to support local communities in the assessment of disaster impacts and the development of local recovery strategies.
- Identify the potential for peer-to-peer/mutual aid assistance to support local recovery coordination and planning efforts.
- Ensure the development of an interface between local, State, and Federal agencies to streamline policy discussions and promote an understanding of the processes and requirements associated with requesting and administering assistance.
- Assess the need for Federal technical or programmatic advisors to support local recovery efforts.

Resources – Financial Assistance

- Ensure that all assistance for non-presidentially declared events (financial and in-kind) is available to and coordinated with local recovery leadership.
- Ensure that supplemental support is in alignment with identified local goals, strategies, and plans to maximize impact, identify gaps and avoid duplication.
- Identify additional programs that can be used, reprioritized, or altered to support the needs of affected communities identified in the assessment process.
- Assess the need for and, if needed, request additional assistance from the State or Federal agencies.
Local Disaster Recovery Manager (LDRM)

Will lead recovery, represent county leadership in the community, and provide policy direction to the Recovery Team.

Pre-Disaster Responsibilities

1. Serve as primary point of contact for disaster recovery planning and preparedness.
2. Organize recovery planning processes.
3. Coordinate development, training and exercise of the County’s disaster recovery framework, plans and annexes.
4. Establish and maintain contracts and networks for disaster recovery resources and support systems.
5. Promulgate principles and practices that further resiliency and sustainability.

Post-Disaster Responsibilities

1. Lead and coordinate the activities of local recovery organizations and initiatives. Lead the development of the community’s recovery visions, priorities, resources, capability and capacity.
2. Work with other LDRMs to develop a unified and accessible communication strategy.
3. Participate in damage and impact assessments with other recovery partners.
4. Communicate recovery priorities to local recovery stakeholders.
5. Incorporate critical mitigation, resilience, sustainability and accessibility – building measures into recovery plans and efforts.
6. Lead the development of the community’s recovery plans and ensure that they are publically supported, actionable and feasible based on available funding and capacity.

The LDRM will engage with the Recovery Support Function (RSF) agencies to organize and coordinate recovery assistance. During this early recovery phase, the LDRM and the RSF coordinators are working closely with Emergency Support Function (ESF) leads to share information about impacts and assistance.
CONCEPT OF OPERATIONS

The Salt Lake County Disaster Recovery Framework defines how Salt Lake County agencies will effectively engage, organize, operate and utilize existing resources and authorities to promote effective recovery and support for Salt Lake County and other jurisdictions, and may be used by non-government executives, private sector and nongovernmental organization (NGO) leaders, emergency managers, community development professionals and other disaster recovery practitioners. The Framework engages and incorporates the capabilities of all sectors and provides coordination across all levels of government.

Local governments shall use their own resources first to recover from disaster and may call for assistance from the Local Disaster Recovery Manager for recovery support that overwhelms or threatens to overwhelm their own recovery resources and activities.

State and Federal relief may be overwhelmed when damage is widespread and severe. Therefore, the local jurisdiction must develop and maintain an ongoing program of mitigation, preparedness, response and recovery.

Federal Emergency Management Agency (FEMA) coordinates the Federal government's role; the State coordinates their role in preparing for, preventing, mitigating the effects of, responding to and recovering from all domestic disasters, whether natural or human-caused, including acts of terror.

When required, the county’s declaration will take into account the primary factors required by FEMA for their declaration process.

The concept for recovery in Salt Lake County is to have a Recovery Team (RT) that is led by the Office of Regional Development and established shortly after the disaster occurs to coordinate recovery efforts and/or projects as directed by the Local Disaster Recovery Manager acting under the authority of the County Executive.

Recovery must be taken into consideration during the initial response to a disaster and implemented as soon as resources allow; typically the initial phase is simultaneous with response efforts. Being familiar with recovery priorities will help guide and direct the response to the disaster and expedite recovery actions.
The Framework leverages and concentrates existing Salt Lake County resources, programs, projects and activities through the organization of Recovery Support Functions (RSFs). The Local Disaster Recovery Manager (LDRM) facilitates and coordinates RSF activities and recovery planning at the local level. The Salt Lake County LDRM and RSF Coordinators provide management for each RSF, and ensure ongoing communication and coordination between the primary agencies and support organizations for the RSFs.

The incident will dictate the specific recovery activities required for a purposeful long-term recovery however there are some activities that will occur with all recovery efforts regardless of size and scope.

**Assessment and Recovery Strategy**
A thorough impact assessment is important to understand where capability exists and where recovery resource support is required. Only RSF’s and positions that are directly supporting a recovery priority will activate, to minimize unnecessary use of limited resources.

**Support**
The Recovery Team will require resources to complete the goals identified in the impact assessment and strategy objectives. Resources include items that are part of everyday operations such as computers and phones, as well as specialty items such as plotters, safety equipment, or cameras.

The most critical resource to the recovery team will be that which supports the emotional/mental health of the team. Focusing on a disaster for a long period of time has affects that are not always seen, particularly ones that involve fatalities. The need for ongoing emotional care will be critical to the Recovery Team.

Each RSF and support agency will write a short debrief document explaining what they contributed to the recovery, tasks accomplished, critical milestone of recovery, and advice to future efforts.

Using an established Impact Assessment Template each RSF will identify:

- The incident impacts to their capability and prioritized recovery goals specific to the RSF
Salt Lake County Disaster Recovery Framework

- The tasks, resources, and policy decisions/actions required to achieve the goals, and the participants and/or dependencies with internal and external agencies required to reach the RSF goals.

The assessment is a rapid process designed to quickly consolidate data for coordination across RSFs and to guide the establishment of overall recovery priorities for leadership approval.

**Strategy**

Based on the findings of the impact assessment a documented recovery strategy supporting achievement of priorities and goals will be developed using the Recovery Strategy Template. The strategy will be a fluid concept with the flexibility to meet the challenges and adjustments that are expected during recovery.

The Recovery Team or Office of Regional Development will assess the disaster situation, identify recovery priorities and resource needs, and establish a strategy for meeting the goal of recovery for a specific incident. The Recovery Team will meet regularly to ensure a coordinated efficient recovery process.

**Triggers**

The concept of a recovery should be addressed within hours of initial response. The discussion needs to include consideration for economic, social, emotional, and environmental impacts to the community/s. Disasters dictate the timeline of activities. The response phase can last a few hours to days, depending on the size and complexity of the incident. The recovery phase will typically last weeks to years or even decades depending on the size, complexity, and impacts of the incident.

**Recovery Phases**

*Short Term* – typically involving immediate actions such as restoration of critical infrastructure and FEMA Individual Assistance.

*Intermediate Term* – typically involving actions that are intended to stabilize a situation while long-term recovery projects are established.
Salt Lake County Disaster Recovery Framework

**Long Term** – typically projects that lead to restoration, rebuilding, and/or development of capabilities in the disaster area.

All disasters will require some form of recovery, the recovery activities are directly correlated to the impacts of the incident. Thus, anytime the Emergency Operations Center is activated the need for a formal recovery effort, including staff and projects, needs to be considered. The incident specifics will identify the need to use the Framework to guide recovery.

**Tracking/Reporting**

All recovery activities must be documented, tracked, and status reports will occur on a regular basis and regular status reports to elected leaders should be provided to ensure progress towards recovery priorities and goals is occurring.

Financial tracking/reimbursement

Tracking the cost of recovery is key to understanding the financial impacts and in planning for potential future recovery needs from the current or new disaster situations.

**Close out**

Capturing the lessons learned, best practices, and development of plans based on recovery efforts is critical to the ability to improve and build capability for future disasters.

**Community Considerations**

The Framework recognizes that a disaster may impact some segments of the population more than others and the ability of a community to accelerate the recovery process begins with its efforts in pre-disaster preparedness, mitigation and recovery planning. These efforts result in a resilient community with an improved ability to withstand, respond to and recover from disasters. The Framework describes key principles and steps for recovery planning and implementation to meet the needs of the affected community members.

The Framework provides an effective, accessible, public information effort so that all stakeholders understand the scope and the realities of recovery. The Framework provides guidance to assure that recovery activities respect the civil rights and civil liberties of all...
populations and do not result in discrimination on account of race, color, national origin
(including limited English proficiency), religion, sex, age or disability.

The Framework is a concept of operations and as responsibilities, capabilities, policies and
resources expand or change, the Framework will be revised as needed to ensure that it continues
to provide a common and adaptable approach to disaster recovery.

Community Engagement
The community should be engaged through a variety of methods including but not limited to:

- Face to face meetings
- Written correspondence ie: letters, email, bulletins or social media ie: facebook, twitter,
or blogs, input forums (electronic and in person) or other methods identified as meeting
the needs of the community. Engagement should be initiated as soon as possible and
continue throughout the recovery process.

Communications
Communications is defined as the ability to exchange information via data, voice and video.
Recovery at all levels of government must have interoperable and seamless communications to
manage recovery operations, establish leadership, maintain situational awareness, and function
under a common operating picture for a broad spectrum of incidents.

Common Operating Picture
A common operating picture is established and maintained by the use of integrated systems for
communication, information management, intelligence and information sharing. This allows a
continuous update of data during recovery and provides a common framework that provides
communication across jurisdictions and disciplines.

A common operating picture accessible across jurisdictions and functional agencies should serve
the following purposes:

- Allow the LDRM and leadership at all levels to make effective, consistent decisions.
- Ensure consistency at all levels of recovery activities.

Critical aspects of a common operating picture are as follows:
Salt Lake County Disaster Recovery Framework

- Effective communications
- Information management
- Information and intelligence sharing

A common operating picture and systems interoperability provide the information necessary to complete the following:

- Formulate and disseminate indications and warnings
- Formulate, execute, and communicate operational decisions
- Prepare for potential requirements and requests supporting recovery activities
- Develop and maintain overall awareness and understanding of recovery within and across jurisdictions

A Disaster Recovery Coordination Center (DRCC) uses a combination of networks to disseminate critical information that constitutes a common operating picture, including the following:

- Indications and warnings
- Incident notifications
- Public communications
- Joint Information System (JIS)

Notifications are made to the appropriate jurisdictional levels and to private sector and nongovernmental organizations through the mechanisms defined in the Recovery Framework, Continuity of Operations Plans, and Emergency Operations Plans at all levels of government.

The types of communication used during recovery or in an incident or event will vary depending on the complexity of the incident or event and consist of both internal communications and external communications. They may cross a broad spectrum of methods such as:

**Internal Communications**

- Landline
- Cellular phone
- Texting

**DRAFT** Salt Lake County Disaster Recovery Framework – December, 2015
External Communications

- Landline
- Fax
- Cellular phone
- Text
- 800 MHZ
- Internet/WebEOC
- Joint Information System/Joint Information Center
- Emergency activation system
- Reverse 911
- Mayor’s or Executive Public Information Officer/s
- Press releases
- News media
- Social Media
- Group Meetings and Face-to-Face

Agencies must plan for the effective and efficient use of information management technologies such as computers and networks for the following purposes:

- Tie together all leadership, primary and supporting organizations involved in recovery activities
- Enable these entities to share information critical to mission execution.

During pre-disaster recovery planning, entities responsible for taking appropriate pre-incident actions use communications and information management processes and systems to inform and guide various critical activities.

These actions include the following:
Mobilization or pre-deployment of resources

Strategic planning by:

- Preparedness organizations
- Multiagency coordination entities
- Agency executives
- Jurisdictional authorities
- Primary agency and supporting organization personnel

**Meetings/Coordination**

The recovery team or office must meet, whenever possible, on a regular basis as consistent with recovery priority demands. For a recovery team this will most likely be weekly during the short term and possibly monthly during the long-term recovery process. The Office of Regional Development would most likely have daily meetings for short-term efforts transitioning to weekly and eventually monthly meetings for long-term sustainment. Regular dedicated recovery meetings are critical to coordination, information sharing, and direction on priorities and expectations. The meetings serve as the venue for identification of dependencies and at times resolution of competing priorities.

The meetings will be facilitated by the LDRM, with decisions and direction provided by the LDRM or their designee. One of the key aspects of the regular meeting is to allow the RSF Lead and their succession if appropriate, the opportunity to present updates, briefings, and request for support to all of the primary recovery participants. Depending on the size of the recovery group, it may be possible to include all leads and sub leads at every meeting or it may be necessary to limit meetings to RSF Leaders. Each incident will be unique and over time the meeting participants are likely to change.

The LDRM will serve or identify representatives of the Recovery Team/Office of Regional Development to speak at meetings, to media, or in writing. The incident will dictate the communications approach however, regular consistent messaging from the recovery leadership to partners, survivors, and the broader community is critical to a well received and successful
recovery. Communications should be a mix of in person sessions, email, press release/interviews, and social media posting. This combination will reach the greatest number of interested parties.

There should be a tiered approach to information distribution starting with the most affected persons followed by the least affected and eventually the general public.

Each recovery project should have a specific communication plan outlining how the (groups) will be engaged and who from the team/office will speak for the topic.

**Funding**

The size and impact of the disaster will directly correlate with the available funding. County departments will be forced to use established budgets to support aspects of recovery either partially or completely, some of which may be reimbursed through disaster funding, but not all. Much of this will be in the use of staff time.

Funding for long-term recovery is not as clearly defined as for response and short-term recovery efforts therefore Salt Lake County will need to plan for potential recovery costs including matches to grants prior to a disaster. Some points to consider when developing a funding strategy prior to or during long-term recovery efforts include the following:

- Not all recovery efforts will be reimbursed (FEMA)
- Capital projects will be necessary. Existing ones may be postponed, cancelled, or otherwise adjusted based on the incident.
- Staff will be reassigned to support recovery requiring adjustments of pre-incident work plans.
- Grants will take time to apply for and obtain funding and often have very specific compliance requirements limiting some flexibility of use.
- Donation of funding is often expected to be used for the community so use in county recovery will be limited to specific projects for example a victim’s memorial.
- Community donations are typically used for public support and not to fund county efforts. (United way, disaster relief funds)
- During recovery an open mind to funding options is key. Grants take time to apply for and be allocated.
Regardless of whether Salt Lake County is granted a Presidential Declaration under the Stafford Act, a number of Federal agencies such as the U.S Small Business Administration, the U.S. Department of Agriculture, U.S. Army Corps of Engineers and the U.S. Department of Housing and Urban Development maintain programs that can directly support the needs of impacted communities.
PLANNING

The responsibility of preparing for disaster recovery begins with the individual and builds to the larger responsibility of the community and local Government. Community planning efforts are supported by local government, voluntary, faith-based and community organizations and businesses. Both pre- and post-disaster recovery planning are critical to develop resilience and achieve a successful and timely recovery.

Planning Elements

- Identify a process to organize and manage recovery and establish relationships among stakeholders.
- Develop methods for prioritizing recovery decisions including land use considerations.

Planning Considerations and Assumptions

Identify and incorporate specific planning considerations such as:

- Wild/rural/urban interfaces.
- Floodplain management.
- Specific Hazard zones.
- Seismic areas.
- Historic and cultural properties, districts, landscapes, and traditional cultural properties.

Planning assumptions that are applicable to all recovery situations include but are not limited to:

- Areas will be impacted differently and require different recovery strategies/efforts.
- Depending on the incident, size, and impacts, recovery to the pre-incident conditions may not be realistic, possible, or desirable. The recovery structure must be flexible and scalable and the focus/priorities of recovery change over time.
- The engagement and/or support of the directly impacted community as well as the broader community will be critical to a successful recovery. Input from the affected residents, survivors, and/or greater community may be gathered but may not be applicable to all areas of recovery. Communication with the affected survivors, residents, and community is critical to build trust and support in the recovery process.
Salt Lake County Disaster Recovery Framework

- Geological, hydrological, or other physical factors of a disaster area may make the concept of rebuilding too costly, risky, or otherwise unfeasible.
- Recovery efforts will include resilient and sustainable aspects whenever realistic or possible.

Hazards

Salt Lake County is vulnerable to natural hazards and human caused disasters. Specifically, flooding, wild fires, landslides, and the potential of a 7.0 magnitude earthquake along the Wasatch Fault. The 2015 Salt Lake County Natural Hazards Mitigation Plan is published separately and provides additional information on the potential natural and human caused disasters.

Particularly in major disasters, the public looks to government at all levels for assistance through all available means. In addition to the increased potential for disasters, a number of other factors are also on the rise. These include property values, population growth and population density within hazard vulnerable zones. This sets the stage for increased impact and economic ramifications of catastrophic events.

Hazard Analysis

A disaster can occur at any time within the jurisdictions of Salt Lake County or any of its municipalities. All areas of Salt Lake County are at risk for three types of events:

- Natural Disasters – Avalanche, drought, earthquake, epidemic, flood, landslide, tornado, severe weather (rain, snow, wind, lightning, etc.), wildfires, etc.
- Technological Incidents – Airplane crash, dam failures, hazardous materials release, power failure, radiological release, train derailment, urban conflagration, etc.
- Human-Caused Hazards - Transportation incidents involving hazardous substances, major air and ground transportation accidents, civil disturbances, school violence, terrorists or bomb threats, sabotage and conventional nuclear, biological, or chemical attack, etc.
Salt Lake County Disaster Recovery Framework

**Hazard Assessment**
Salt Lake County has conducted an all-hazards assessment of potential vulnerabilities to the county. This assessment will assist with prioritization and outlines a direction for planning efforts. Salt Lake County recognizes that the pre-disaster mitigation plan serves to reduce the region’s vulnerability to natural hazards. The pre-disaster mitigation plan is intended to promote sound public policy, expedite recovery, increase community resiliency, and protect or reduce the vulnerability of the citizens, critical facilities, infrastructure, private property and the natural environment within the region.

**Mitigation**
Based on the hazard analysis and hazard assessments, Salt Lake County has designed mitigation activities to reduce or eliminate risks to persons or property and to lessen the actual or potential effects or consequences of an incident. These mitigation activities are detailed in the 2015 Salt Lake County Hazard Mitigation Plan. Mitigation activities may be implemented prior to, during, or after an incident, as appropriate, and can be conducted at the federal, state, county, or local level. This section outlines the mitigation activities at each level of government as they pertain to the Salt Lake County mitigation strategy to reduce exposure to, probability of or potential loss from hazards.

The Salt Lake County Hazard Mitigation Plan serves as the guideline for mitigation operations in Salt Lake County. The plan is intended to promote sound public policy designed to protect citizens, critical facilities, infrastructure, private property and the natural environment.

**Planning Activities**

**Assessment**
Identify hazards, assess risks and vulnerabilities

- Identify limitations in recovery capacity, and a means to supplement this capacity.
- Identify areas of potential financial challenges.

**Communication and Outreach**

- Develop a pre-disaster recovery planning process.
Salt Lake County Disaster Recovery Framework

- Develop outreach and communications strategies for post-disaster recovery.
- Ensure community participation and effective communications for underserved and disadvantaged populations including individuals with disabilities and the use of alternative communications formats and multiple languages.

Stakeholders
- Identify sectors of the community to participate in pre- and post-disaster recovery planning and coordination.

Partnerships
- Develop pre-disaster partnerships that ensure engagement of all potential resources, public and private sector agencies and stakeholders.

Guiding Principles and Recovery Priorities
- Establish the recovery decision making process.
- Establish how priorities are determined following a disaster.
- Incorporate sustainability into overall planning guidance.

Organizational Framework
- Establish clear leadership, coordination and decision making structures throughout.

Concept of Operations
- Establish the operational framework that is followed immediately after a disaster occurs.
- Establish maintenance procedures for updating pre- and post-disaster recovery plans.
Pre-disaster Recovery Planning

Pre-disaster recovery planning incorporates local and regional comprehensive and community development plans. Pre-disaster planning helps to identify recovery priorities and incorporate hazard mitigation strategies and identify post-disaster options.

Key Principles of Pre-Disaster Recovery Planning

Establish a clear leadership, coordination and decision making structure and develop pre-disaster partnerships.

- Identify and engage stakeholders including the general public, community leaders, faith-based organizations, nonprofit organizations and private sector entities.
- Ensure community participation of historically underserved populations including diverse racial and ethnic communities, individuals with disabilities and others with access and functional needs, children, seniors, and individuals with limited English proficiency.
- Conduct pre-and post-multi-hazard assessments, integrate pre-disaster recovery planning (e.g., response, land use and hazard mitigation planning) with other appropriate community planning (e.g., comprehensive, accessibility design and capital improvement planning).
- Identify limitations in community recovery capacity and Identify resource requirements.
- Incorporate sustainable development, including environmental, historic preservation and financial elements, into recovery planning guidelines.
- Develop an accessible public information process that addresses the concerns and meets the needs of the public.
- Prepare pre-disaster Memoranda of Understanding (MOUs) to establish early partnerships, planning initiatives and expectations with stakeholders, community faith-based organizations, nonprofit groups and private sector entities.
- Develop and implement recovery training and education to build recovery capacity available to all stakeholders.
- Test and evaluate pre-disaster plans through seminars, workshops and exercises.
Post-disaster Recovery Planning

Organizing and managing the recovery process allows a community to take advantage of the opportunities created by recovery. Each community determines its process for post-disaster recovery planning.

Process for Post-Disaster Recovery Planning

- Evaluate the conditions and needs after a disaster.
- Set recovery goals and objectives and measure progress
- Establish connectivity between mitigation, comprehensive and regional planning and other policy positions
- Use a multi-hazard approach to develop the community post-disaster recovery plan.
- Identify priority recovery and redevelopment activities.

Exercise

- Test pre-disaster planning, preparation and staff capabilities using recovery exercises.
- Evaluate performance and revise pre-disaster recovery plans accordingly.

Organize recovery priorities and tasks through the use of a planning process to:

- Evaluate the conditions and needs after a disaster and identify resource requirements.
- Assess risk.
- Set goals and objectives.
- Identify opportunities to build future resilience through mitigation.
- Identify specific projects in areas of critical importance to the community’s overall recovery.
- Use a community-driven and locally managed process.
- Work collaboratively with all groups of people affected by the disaster. Ensure inclusion and encourage participation of individuals and communities that may require alternative and/or additional outreach support (e.g., racial/ethnic communities, individuals with limited English proficiency, and people with disabilities).
- Ensure compliance with standards for sustainable and accessible design, alteration and construction.
Salt Lake County Disaster Recovery Framework

- Integrate multi-hazard considerations into mitigation and preparedness activities.
- Build partnerships among local agencies and jurisdictions.
- Provide well-defined activities and outcomes — including schedules and milestones aimed at achieving recovery.
- Develop tools and metrics for evaluating progress against set goals, objectives and milestones.
- Develop the relationships and interagency cooperation that continues to serve the recovery process once planning is complete.

**Post Disaster Planning Elements**

A post-disaster plan is a process that produces a document or series of documents for the disaster which results in integrated recovery and reconstruction programs and actions.

The post-disaster recovery plan should include the following:

**Assessment**

- Assess the need created by the disaster to determine where recovery issues are present geographically by sector (e.g., housing, health care, infrastructure, environment, economy).
- Determine areas of future risk and mitigation opportunities, such as reviewing past mitigation activities for effectiveness and use as baseline for new recovery planning and assessment needs.

**Leadership**

- Identify an individual or group as well as supporting structures required to lead the process in a manner that complies with all relevant laws, including civil rights laws.

**Support**

- Coordinate with all community leaders to ensure participation and validity of the process.
- Identify outside resources, financial and technical, that provide support to the overall recovery effort.
Communication and Outreach

- Establish an accessible process for exchanging information between the public and leadership.
- Develop a communications map to ensure all sectors of the community are engaged in the process.
- Use nontraditional communications outlets as needed to reach as much of the community as possible to ensure effective communications for all participants, including individuals with disabilities and individuals with limited English proficiency.

Existing Guidance Documents

- Use mitigation, comprehensive and other community plans to guide the identification of priority redevelopment and reconstruction.
- Work together to move recovery forward and build consensus.
- Continue to engage the community and reach out to new stakeholders.
- Identify and address conflict.
RECOVERY SUPPORT FUNCTIONS

RSFs are required to have both strategic and detailed operational plans that include all participating agencies and organizations, and engage the private sector and nongovernmental organizations as appropriate. Departments and agencies will be expected to develop and maintain standard operating procedures that outline specific responsibilities associated with these roles. Each department or agency involved will create a list of responsibilities that will serve as a guide for internal standard operating procedures.

Recovery Support Functions

- Community Planning and Capacity Building
- Economic
- Housing
- Health Services
- Social Services
- Infrastructure Systems
- Natural Resources
- Cultural Resources

Mission Objectives

The objective of the RSF is to facilitate the identification, coordination and delivery of Salt Lake County assistance needed to supplement recovery resources and the efforts of the community, as well as private and nonprofit sectors. An additional objective is to encourage investments and contributions by the business community, individuals and voluntary, faith-based and community organizations, accelerating the process of recovery, redevelopment and revitalization. Recovery processes should be flexible, collaborative, and scalable and based on demonstrated recovery needs.

Skill Sets

RSF staff may require different skill sets than those from agencies working under the ESF structure. For example, the skills needed to provide disaster sheltering services under ESF #6 are different than those necessary to address long-term housing solutions supported by the Housing RSF.
Salt Lake County Disaster Recovery Framework

**Partnerships**

RSFs involve partners in the local, private, and nonprofit sectors not typically involved in emergency support functions but critically needed in disaster recovery. These partners may include public and private organizations that have experience with permanent housing financing, economic development, advocacy for underserved populations and long-term community planning.

**Time Spans**

ESFs typically operate within a time span of weeks and months, RSFs operational timeframe is months to years. RSFs will likely activate before all ESFs demobilize and may coexist within the same operation for a period of time. Neither ESFs nor RSFs have a predetermined point at which they demobilize.

**Differences - RSFs and ESFs**

- The Recovery Support Function (RSF) structure coexists with and builds upon the Emergency Support Functions (ESFs) under the Salt Lake County Emergency Operations Plan (EOP). RSFs are different from ESFs in that they have different mission objectives, partnerships, approaches, time spans and organizational structure; additionally, the players and skill sets involved may be different.

**Relationship - ESFs and RSFs**

- Recovery operations begin at the same time as response activities and are established to ensure that communities transitioning out of response are more capable of organizing and planning for major reconstruction and redevelopment necessary for recovery.

- As the level of response activities declines and recovery activities accelerate, there is some overlap between the ESF and RSF missions, but as the ESF requirements diminish, and the recovery issues take over, the RSFs assume residual ESF activities that are associated with recovery. The Salt Lake County Coordinating Officer (CCO) determines when a specific ESF is no longer required.

- The Salt Lake County Disaster Recovery Framework addresses responsibilities throughout the recovery process, including preparedness, mitigation and development activities and includes addressing gaps in authorities and resources, as well as post-
incident stabilization and recovery actions. The coordinator for each RSF provides
guidance and tools for recovery implementation.

**RSF Primary Agencies**

RSF Primary Agencies will participate in recovery planning and tasks as appropriate when
requested by the LDRM or RSF Coordinator. Table A
### Primary Salt Lake County Agencies

<table>
<thead>
<tr>
<th>Recovery Support Function</th>
<th>Primary Salt Lake County Agencies</th>
<th>Primary Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Planning &amp; Capacity Building</td>
<td>Planning and Development/ Township Services</td>
<td>Long-range and master plans, community planning, Land use ordinances, permitting, zoning</td>
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<tr>
<td>Economic</td>
<td>SLCo Economic Development</td>
<td>Assessment, re-development, business, tourism</td>
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<tr>
<td>Health Services</td>
<td>SLCo Health Department</td>
<td>Public Health system, environmental assessment/risk/guidance</td>
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<tr>
<td>Human Services</td>
<td>SLCo Human Services</td>
<td>Mental Health, housing, unmet needs, social systems, advocacy, personal property, coordination of VOADS</td>
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<tr>
<td>Infrastructure</td>
<td>SLCo Public Works</td>
<td>Utilities (public and private), flood control, engineering, Roadways/bridges, debris management</td>
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<tr>
<td>Housing</td>
<td>SLCo Community Resources &amp; Development (CRD)</td>
<td>Housing programs, CDBG/grants</td>
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<tr>
<td>Natural Resources</td>
<td>SLCo Parks and Recreation</td>
<td>Environment – trails, rivers, parks, historical sites, memorial</td>
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<tr>
<td>Cultural Resources</td>
<td>SLCo Center for the Arts</td>
<td>Records, art, museums, theater, historical collections</td>
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<tr>
<td>Support</td>
<td>Executive Office</td>
<td>Legal, financial, communications, community connection, technical experts, elected officials</td>
</tr>
<tr>
<td>Critical Partners</td>
<td></td>
<td>Federal, State, municipal, private, business, NGO liaison and coordination of efforts</td>
</tr>
</tbody>
</table>

**Table A**

Salt Lake County Disaster Recovery Framework
## Table B
### Recovery Support Function Primary/Support Agencies Assignment Matrix

<table>
<thead>
<tr>
<th>Recovery Support Function</th>
<th>P = Primary Agency</th>
<th>S = Support Agency</th>
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<tbody>
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<td>SALT LAKE COUNTY:</td>
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<td>Infrastructure Systems</td>
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<td>Health Services</td>
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<td>Natural Resources</td>
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<td>Cultural Resources</td>
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</table>

- American Red Cross
- Animal & Plant Health Inspection Services
- Animal Control Agencies
- Animal Welfare Organizations
- Association for Utah Community Health
- City/County School Districts
- Facilities Management
- Finance
- Hogle Zoo
- Kennels – Private Boarding
- Parks and Recreation
- Public Works Engineering
- Public Works Operations
- Questar
Table B
Recovery Support Function Primary/Support Agencies Assignment Matrix

<table>
<thead>
<tr>
<th>Recovery Support Function</th>
<th>RSF Community Planning and Capacity</th>
<th>RSF Economic</th>
<th>RSF Infrastructure Systems</th>
<th>RSF Health Services</th>
<th>RSF Social Services</th>
<th>RSF Housing</th>
<th>RSF Natural Resources</th>
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<td>SALT LAKE COUNTY Department of Human Services</td>
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### Table B
Recovery Support Function Primary/Support Agencies Assignment Matrix

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<th>Recovery Support Function</th>
<th>RSF Community Planning and Capacity</th>
<th>RSF Economic</th>
<th>RSF Infrastructure Systems</th>
<th>RSF Health Services</th>
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<th>Recovery Support Function</th>
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<th>RSF Infrastructure Systems</th>
<th>RSF Health Services</th>
<th>RSF Social Services</th>
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FRAMEWORK AND ANNEX MAINTENANCE

Salt Lake County Emergency Services is responsible for the overall maintenance (review and update) of this Framework and for ensuring that changes and revisions are prepared, coordinated, published and distributed. Each supporting annex describes the organization or agency responsible for those documents.

This Framework and supporting annexes will be reviewed bi-annually and updated based on deficiencies identified in simulated or actual use or due to organizational or technological changes. All changes shall be recorded by Salt Lake County Emergency Services.

Revisions to the Framework will be forwarded to all organizations or agencies having assigned responsibilities within the Framework and/or annexes. Contact names and telephone numbers (for DRCC staff, departments, agencies, special facilities, schools, etc.) shall be maintained by appropriate departments and agencies.

The Framework maintenance schedule provides a strategy to ensure that the entire Framework including Annexes are reviewed bi-annually at a minimum and provides a recommended timeframe for updating the Framework and Recovery Support Functions (RSF) and Annexes.

The entire plan must be revisited bi-annually.

Framework Multiyear Strategy

The Framework Multiyear Strategy includes the objectives and key strategies for developing and maintaining the Framework including the support for short- and long-term initiatives. The objectives, key strategies and short and long-term initiatives are summarized in Table D.
### Table C

#### Framework Multiyear Strategy

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Key Strategies</th>
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<tr>
<td>▪ Ensure Salt Lake County is prepared to recover from any emergency or disaster.</td>
<td>▪ Develop a clear understanding of Salt Lake County Emergency Services’ current Disaster Recovery and Resilience Program.</td>
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<td>▪ Protect essential facilities, equipment, records and other assets.</td>
<td>▪ Develop regional recovery capabilities.</td>
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<td>▪ Reduce or mitigate disruptions to operations.</td>
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<td>▪ Reduce loss of life and minimize damage and losses.</td>
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<td>▪ Achieve timely and orderly recovery from an emergency and resumption of full services.</td>
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<th>Initiatives</th>
<th>Critical Success Factors</th>
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<tr>
<td><strong>Short Term</strong></td>
<td>▪ Establish an effective ability to execute the Disaster Recovery Framework and Support Annexes.</td>
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<td>▪ Establish an effective ability to execute the Disaster Recovery Framework and Support Annexes.</td>
<td>▪ Conduct training and exercises.</td>
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<td>▪ Continue to educate, train and exercise RSF primary and support agencies.</td>
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<td><strong>Long Term</strong></td>
<td>▪ Conduct training and tabletop exercises to reinforce knowledge of the Framework and Annexes.</td>
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<tr>
<td>▪ Conduct training and tabletop exercises to reinforce knowledge of the Framework and Annexes.</td>
<td>▪ Coordinate framework, annexes, plans and procedures with local, state and federal agencies.</td>
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<td>▪ Perform bi-annual reviews of plans and assessments.</td>
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<td>▪ Ensure compliance with the National Incident Management System.</td>
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<td>▪ Standard operating procedures for RSFs and supporting annexes</td>
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<tr>
<td>Recovery Support Function Annexes</td>
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<td>RSF Community Planning and Capacity Building</td>
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<td>RSF Economic</td>
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<td>RSF Cultural Resources</td>
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<td>Support Annexes</td>
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<td>Recovery Support Function Annex</td>
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</table>
AUTHORITIES

Under the provisions of HSPD-5, the Secretary of Homeland Security is the principal federal official for domestic incident management.

Federal Authorities

Federal Civil Defense Act of 1950, (PL 81-950), as amended


Title III, of the Superfund Amendments and Reauthorization Act of 1986, (SARA), (PL 100-700).

Code of Federal Regulations (CFR), Title 44. Emergency Management and Assistance

October 1, 2008

The authorities under which this plan is developed include the following:

State of Utah

Title 63, Chapter 3, “State Emergency Management Act.”

Salt Lake County

Ordinance 2.86.010-120

State of Utah, Emergency Operations Plan

National Response Framework

National Disaster Recovery Framework
SUPPORTING DOCUMENTS/PLANS

1030 Salt Lake County Joint Information System/Center Standard Operating Procedures

1031 Salt Lake County Emergency Operations Plan

1032 Salt Lake County Hazard Mitigation Plan

1033 FEMA 501, National Incident Management System

1034 FEMA 501-3, NIMS Basic - Preparedness

1035 FEMA 501-7, NIMS Basic - Ongoing Management and Maintenance

1036 Comprehensive Preparedness Guide (CPG) 101 V2

1037 EMAP Standards
AGREEMENTS

Salt Lake County has entered into the Statewide Mutual Aid Act, 53-2-501 for Catastrophic Disaster Response and Recovery.

Inter-local Agreement between Unified Fire Authority and Salt Lake County.
GLOSSARY

All-Hazards: Describes all incidents, natural or human-caused, that warrant action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

County Coordinating Officer (CCO): The CCO is assigned to coordinate county resource support activities and information sharing following a major county emergency event or disaster. The CCO is responsible for all EOC coordination of resources, programs, and ESF groups for affected jurisdictions, individual victims, and the private sector. CCO is responsible for preparation of ISP which would include identifying operational periods and for filling command and general staff positions as needed.

County Mayor: Chief Executive Officer of the County

County Council: The assembled elected leadership of the county

County Liaison Officer: Point of contact for assisting and coordinating county agencies. The Liaison Officer should establish relationships with county agencies and be able to communicate information effectively with them.

Disaster Recovery Coordination Center (DRCC): Serves as the focal point between cities, towns, townships, communities, state and federal for disaster recovery coordination.

Disaster Recovery Framework (Framework): Overview of Salt Lake County’s disaster recovery organization and policies. It cites the legal authority for recovery operations, summarizes the situations addressed by the Framework, explains the general concept of operations and assigns responsibilities for recovery planning and operations.

Emergency Management: The preparation for, the mitigation of, the response to, and the recovery from emergencies and disasters. Specific emergency management responsibilities include, but are not limited to the following:

- Reduction of vulnerability of people and communities of this state to damage, injury, and loss of life and property resulting from natural, technological, or human-caused emergencies or hostile military or paramilitary action.
• Preparation for prompt and efficient response and recovery to protect lives and property affected by emergencies
• Response to emergencies using all systems, plans, and resources necessary to preserve adequately the health, safety, and welfare of persons or property affected by the emergency

Emergency Manager: The Fire Chief of the Unified Fire Authority is designated as the Salt Lake County Emergency Manager and has the responsibility of overseeing county emergency management programs, planning and activities, as well as coordinating all aspects of the county’s mitigation, preparedness, and response capabilities. The Emergency Manager directs all county EOC coordination before, during and after an emergency.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member States quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Coordination Center (ECC): A designated site from which public, private or voluntary agency officials can coordinate emergency operations in support of on-scene responders.

Emergency Operations Plan (EOP): Overview of Salt Lake County’s emergency response organization and policies. It cites the legal authority for emergency operations, summarizes the situations addressed by the EOP, explains the general concept of operations and assigns responsibilities for emergency planning and operations.

Emergency Services: A program within the Office of Regional Development responsible for:

• Recovery from disasters by providing for the rapid and orderly start of restoration and rehabilitation of persons and property affected by disasters.
• Continuity of Operations and resiliency.
• Salt Lake County employee preparedness.
Emergency Support Function (ESF): A functional emergency management responsibility established to facilitate assistance required during mitigation, preparedness, response, and recovery to save lives, protect health and property, and maintain public safety.

Emergency Support Function (ESF): Assignment Matrix: Organizational grouping of all primary and support ESF agencies.

Emergency Support Function (ESF) Coordinator: The primary ESF coordinator is the entity with management oversight for that particular ESF. The coordinator has ongoing responsibilities throughout the preparedness, response and recovery phases of incident management.

Responsibilities of the ESF coordinator include:

- Coordination before, during, and after an incident, including pre-incident planning and coordination
- Maintaining ongoing contact with ESF primary and support agencies
- Conducting periodic ESF meetings and conference calls
- Coordinating efforts with corresponding private-sector organizations
- Coordinating ESF activities relating to catastrophic incident planning and critical infrastructure preparedness, as appropriate

Emergency Support Function (ESF) Primary Agency: Agency assigned primary responsibility to manage and coordinate a specific ESF. Primary agencies are designated based on their having the most authorities, resources, capabilities or expertise relative to accomplishment of the specific emergency support function.

Emergency Support Function (ESF) Support Agency: Entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF.


Finance/Administration Section: Responsible for tracking incident costs and reimbursement accounting.
**Homeland Security Presidential Directive (HSPD) 5:** Enhances the ability of the United States to manage domestic incidents by establishing a single, comprehensive National Incident Management System.

**Incident Command System (ICS):** An all-hazard, on-scene functional management system that establishes common standards in organization, terminology and procedures.

**Incident Support Plan (ISP):** Incident Support Plan (ISP): The ISP includes the overall incident objectives and strategies established by the Emergency Manager for EOC operations. The Planning Section is responsible for developing and documenting the ISP.

**Joint Information Center (JIC):** The primary location for the coordination of media relations located in or near the Emergency Operations Center.

**Joint Information System (JIS):** Provides the public with timely and accurate incident information and unified public messages. This system employs Joint Information Centers and brings incident communicators together during an incident to develop, coordinate and deliver a unified message. This will ensure that federal, state, and local levels of government are releasing the same information during an incident.

**Local Disaster Recovery Manager (LDRM):** Leads recovery, represents county leadership in the community, and provides policy direction to the Recovery Team/Office of Regional Development.

**Local Government:** Local municipal governments, the school board and other government authorities created under county or municipal legislation.

**Local Nonprofits:** Nonprofit agencies active in providing local community services that can either provide assistance during an emergency or would require assistance to continue providing their service to the community. United Way Agencies are an example of local nonprofits under this category.

**Logistics Section:** Provides facilities, services and materials, including personnel to operate the requested equipment for the incident support.
Municipality: Legally constituted municipalities are authorized and encouraged to create municipal emergency management programs. Municipal emergency management programs shall coordinate their activities with those of the county emergency management agency. Municipalities without emergency management programs shall be served by their respective county agencies. If a municipality elects to establish an emergency management program, it must comply with all laws, rules and requirements applicable to county emergency management agencies. Each municipal Emergency Operations Plan must be consistent with and subject to the applicable county Emergency Operations Plan. In addition, each municipality must coordinate requests for state or federal emergency response assistance with its county. This requirement does not apply to requests for reimbursement under federal public disaster assistance programs.

National Incident Management System (NIMS): A systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

National Response Framework: The guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies. It establishes a comprehensive, national, all-hazards approach to domestic incident response.

Office of Regional Development: Department under the direction of the Salt Lake County Mayor responsible for coordinating recovery activities the establishment of the Disaster Recovery Coordination Center and the designation of the Local Disaster Recovery Manager.

Operations Section: Directs and coordinates all operations and assists the emergency management bureau chief in development of incident operations.

Planning Section: Responsible for the collection, evaluation, dissemination and use of information about the development of the incident and status of resources.

Policy Group: Consists of executive decision-makers that are needed to collaborate to manage the consequences of the disaster. This group makes critical strategic decisions to manage the emergency.
**Policy Group Liaison:** Individual assigned to act as liaison to coordinate county policy group and readiness and decision making processes. Effectively communicate executive level concerns and decisions during emergency operational periods to and from the County Coordinating Officer.

**Public Information:** Emergency information that is gathered, prepared, and coordinated for dissemination during a disaster or major event.

**Recovery Team (RT):** A team of Salt Lake County employees and/or regional partners identified to support, manage, facilitate, or leads recovery in addition to their regular work.

**Recovery Support Function (RSF):** Identify, coordinate and deliver assistance needed to supplement recovery operations, activities and resources. RSFs are eight groupings of core recovery capabilities that provide a structure to facilitate problem solving, improve access to resources, and foster coordination among local agencies, nongovernmental partners and stakeholders.

**Recovery Support Function Primary Agency:** Agency assigned primary responsibility to manage and coordinate a specific RSF. Primary agencies are designated based on their having the most authorities, resources, capabilities or expertise relative to accomplishment of the specific recovery support function.

**Recovery Support Function Supporting Agencies and Organizations:** Entities with specific capabilities or resources that support the primary agency in executing the mission of the RSF.

**Safety/Security:** Safety/security is monitored and measures are developed for ensuring a safe and secure environment in which to run emergency operations.

**State Liaison:** Individual appointed by the Utah Division of Emergency Management to act as liaison during emergency periods to coordinate state actions for providing effective coordination and communications during the event.

**Standard Operating Procedures (SOPs):** States in general terms what the guideline is expected to accomplish.
ACRONYMS

ARES – Amateur Radio Emergency Service
COG – Continuity of Government
CFR – Code of Federal Regulations
COOP – Continuity of Operations
DEM – Division of Emergency Management
DRCC – Disaster Recovery Coordination Center
EMAC – Emergency Management Assistance Compact
EMS – Emergency Medical Service
EOC - Emergency Operations Center
EOP - Emergency Operations Plan
ESF - Emergency Support Function
FEMA - Federal Emergency Management Agency
HAZMAT - Hazardous Materials
ICS - Incident Command System
ICP - Incident Command Post
ISP - Incident Support Plan
JIC - Joint Information Center
JIS – Joint Information System
LDRM – Local Disaster Recovery Manager
NIMS – National Incident Management System
NDRF – National Disaster Recovery Framework
NRF – National Response Framework
SARA – Superfund Amendment and Reauthorization Act
Salt Lake County – Salt Lake County
SOP – Standard Operating Procedures
TRAX – Light Rail System
VECC – Valley Emergency Communications Center
ANNEXES – Salt Lake County Disaster Recovery Framework

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ANNEX I - RECOVERY SUPPORT FUNCTIONS

RSFs are required to have both strategic and detailed operational plans that include all participating agencies and organizations, and engage the private sector and nongovernmental organizations as appropriate. Departments and agencies will be expected to develop and maintain standard operating procedures that outline specific responsibilities associated with these roles. Each department or agency involved will create a list of responsibilities that will serve as a guide for internal standard operating procedures.

Mission and Expected Outcomes

The Recovery Support Functions (RSFs) comprise the Salt Lake County Disaster Recovery Framework's coordinating structure for key functional areas of assistance. Their purpose is to support local governments and communities by facilitating problem solving, improving access to resources and by fostering coordination among government agencies, nongovernmental partners and stakeholders.

The Recovery Support Functions created within the Salt Lake County Disaster Recovery Framework bring together the core recovery capabilities of local government departments and agencies and other supporting organizations — including those not active in emergency response — to focus on community recovery needs. The Recovery Support Functions are organized into eight manageable components and through the Recovery Support Functions, relevant stakeholders and experts are brought together during steady-state planning and when activated post-disaster to identify and resolve recovery challenges. Recovery Support Functions and stakeholders organize and request assistance and/or contribute resources and solutions. Recovery Support Functions help facilitate local stakeholder participation and promote intergovernmental and public-private partnerships.

The objective of the Recovery Support Functions is to facilitate the identification, coordination and delivery of local government assistance needed to supplement recovery resources and efforts, and coordinate assistance from private and nonprofit sectors. An additional objective is to encourage and complement investments and contributions by the business community,
individuals and voluntary, faith-based and community organizations. Recovery Support Functions activities assist communities with accelerating the process of recovery, redevelopment and revitalization.
RSF Roles and Responsibilities

Each Recovery Support Function (RSF) has a designated primary agency along with support agencies and supporting organizations with programs relevant to the functional area.

The primary agency, with the assistance of Salt Lake County Emergency Services, provides leadership, coordination and oversight for that particular RSF. Throughout the preparedness, response and recovery phases, the primary agency ensures ongoing communication and coordination between the support agencies and supporting organizations, and between County agencies and corresponding local and nonprofit and private sector organizations. When primary agencies are activated to lead an RSF, support agencies and supporting organizations are expected to be responsive to RSF-related communication and coordination needs.

During post-disaster operations, the RSF primary agencies, report to the LDRM and lead their respective RSF members to facilitate the identification, coordination and delivery of assistance needed to supplement recovery resources. RSF staff deployed to the field report to and are coordinated by the LDRM.

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

Support Agencies and supporting organizations are those entities with specific capabilities or resources that support the primary agency in executing the mission of the RSF. RSF agencies provide assistance when requested by the Salt Lake County Local Disaster Recovery Manager (LDRM) or the designated RSF coordinator, consistent with their authority and resources, or as directed pursuant to this Framework.

Scalability and Adaptability

The Recovery Support Function (RSF) coordinating structure is scalable and adaptable to meet different levels and types of needs, as well as specific recovery requirements of small, large or catastrophic incidents. Each of the eight RSFs has a pre-designated coordinating agency that
works with the LDRM to promote communication and collaboration among its members. This tiered leadership structure helps to accommodate the rapid surge of resources that may be needed to assist in large-scale or catastrophic incidents. Resources are organized into a number of field teams led by the most appropriate primary agencies. Each team is comprised of departments or agencies that have the appropriate authority, expertise and resources. Based on assessments and incident demands, only the RSFs that are needed deploy.

**Partnership and Inclusiveness**

Salt Lake County Government uses an inclusive process to ensure coordination with local elected officials to identify priorities for the application of resources. Annexes to the Salt Lake County Disaster Recovery Framework for each RSF outline in more detail how RSFs ensure cost-effective and efficient delivery of assistance.

The RSFs identify underserved populations and coordinate with Voluntary Agency Liaisons and other local offices, bureaus and programs when necessary. LDRMs, through the RSFs, collaborate with these organizations to ensure that programs are culturally appropriate and that at-risk populations and their needs are identified.

LDRMs and RSFs strive to ensure services reach those who need them most; for equitable distribution of resources; and for recovery programs appropriate for the socio-economic and cultural makeup of the community.

**Overview of RSF Mission and Objectives**

The mission and objectives of each of the eight Recovery Support Functions (RSFs) are specified in the following pages. The agencies participating in each RSF collaboratively develop operational guidance for use in recovery preparedness and disaster recovery operations. RSFs operate under the leadership of the LDRM. The LDRM manages and coordinates the RSF activities when there is a large-scale or catastrophic incident. Their purpose is to provide support by facilitating problem solving, improving access to resources, integrating principles of resiliency, sustainability and mitigation and fostering coordination among local agencies, nongovernmental partners and stakeholders.
RSFs develop guidance and standard operating procedures to support community recovery. Each RSF identifies relevant statutory and/or regulatory programs, potential capabilities and/or limiting factors pertaining to recovery support for their functional area of assistance. RSFs provide a forum for interagency coordination, information sharing and exchange of effective practices. RSFs may also support planning, preparedness, education, training and outreach efforts to enhance capabilities for recovery. Each RSF works with partners to identify critical facilities and ensure considerations are made to reduce risk pre- and post-disaster.

The following pages outline the key aspects of the eight RSFs. They identify the coordinating and primary agencies as well as the support agencies and supporting organizations associated with each RSF. The mission and function of each RSF is also explained. Key pre- and post-disaster activities as well as expected outcomes are highlighted for each RSF.

**RSF: COMMUNITY PLANNING AND CAPACITY BUILDING**

**Primary Agencies, Support Agencies and Organizations – Table 1**

**Mission**

Build recovery capacities and community planning resources needed to effectively plan for, manage and implement disaster recovery activities in large, unique or catastrophic incidents.

**Function**

Effectively plan and implement disaster recovery activities, engaging the whole community to achieve their objectives and increase resilience. Coordinate expertise and assistance programs. Ensure recovery planning and activities are consistent with community master plans and long range planning goals. Assist in developing pre- and post-disaster plans, and integrate hazard mitigation throughout. Involve nongovernmental and private sector resources into public sector recovery planning.

**Outcomes**

Provide expertise to ensure:
• Enhanced interagency coordination of resources, requirements and support for building community capacity and community recovery planning.
• Increase community self-reliance and adaptability.
• Hazard mitigation and risk reduction opportunities have been integrated into all major decisions and reinvestments during the recovery process.
• Ensures a more effective and efficient use of government, nongovernmental and private sector funds.
• Improve effective decision making and management.
• Incorporate socioeconomic, demographic, risk assessment, vulnerable populations and other important information.
• Increase community-wide support and understanding of sustainability and resiliency principles.
**Pre-Disaster**

- Identify and resolve the outstanding government agency programs and policy issues that present ongoing barriers or challenges for community planning.
- Identify existing programs that build leadership capacity, community member involvement, partnerships and education on disaster preparedness for recovery.
- Identify programs and plans can be leveraged to assist communities to prepare for, plan and manage disaster recovery. (e.g. comprehensive plans, land use plans, economic development plans, affordable housing plans, zoning ordinances and other development regulations.)
- Identify elements of the mitigation plan that affect recovery. Perform a risk analysis to support mitigation measures.
- Identify mitigation, recovery and other pre-disaster plans and activities which are integrated into existing plans. Identify partnerships with others such as extension programs, universities, national professional associations, and nongovernmental organizations, which provide resources to communities after a disaster.

**Post-Disaster**

- Ensure ongoing dialogue and information sharing throughout the recovery process.
- Identify the disaster’s effects on local government in the impacted area.
- Coordinate the provision of resources for recovery planning in a variety functional areas (e.g., city Management, financial management, hazard mitigation and risk assessment, damage assessment, building inspection and permitting);
- Develop technical assistance teams for impacted communities, and, integrate agency resources and other RSFs.
- Identify and resolve gaps and conflicts in local planning requirements and assistance programs, Integrate hazard mitigation and sustainability principles in recovery planning efforts.
- Coordinate community assistance to individuals and families.
• Involve affected stakeholders, including vulnerable populations and persons with disabilities, and individuals with limited English proficiency into the public sector recovery plans and decision making process.

• Integrate sustainability principles, such as adaptive re-use of historic properties, mitigation considerations, smart growth principles and sound land use into recovery.
Tasks

- Task – Identify and integrate existing mitigation, recovery and other pre-disaster plans and activities into local, County, and community-wide planning and development activities. Include land use plans, economic development plans, affordable housing plans, zoning ordinances and other development plans and regulations.

- Task – Coordinate the integration of nongovernmental and private sector plans and resources into public sector recovery planning processes.

- Task – Develop a plan that integrates with existing mitigation, response, recovery and other pre-disaster plans and activities.

Table 1 – CPCB Primary Agencies, Support Agencies and Organizations

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<td>Township Services</td>
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Support Agencies and Organizations

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<td>Business and Economic Development</td>
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<td>Criminal Justice Services</td>
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## Recovery Support Functions

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<td>Department of Public Works</td>
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<td>Emergency Services</td>
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<td>Salt Lake County Health Department</td>
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RSF: ECONOMIC

Primary Agencies, Support Agencies and Organizations – Table 2

Mission

Integrate the expertise of local government and the private sector to 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.

Function

Facilitate the restoration of economic and business activities (including agricultural) to a state of health. Develop new economic opportunities, quickly adapt to changed market conditions, reopen businesses and/or establish new businesses.

Facilitate, enable, and leverage local resources. Ensure the most effective use and compliance with all applicable laws and regulations. Provide coordination of local recovery programs and their integration with private sector efforts including those of nongovernmental and private volunteer organizations, nonprofits, investment capital firms and the banking industry.

Facilitate the progression from direct financial assistance to community self-sustainment. Work closely with local community leadership and direct long-term economic recovery efforts. Engage in pre-disaster community planning including mitigation actions to increase community resilience.

Outcomes

- Workforce development initiatives are in place and jobs are created and retained.
- Entrepreneurial and business development initiatives are in place.
- Community-wide economic development plans are developed with broad input and consideration for regional economic recovery and resiliency.
- Develop strategies for reopening businesses and/or establishing new businesses.
• Ensure the most effective use of local funds and that funds are withheld when discrimination on the basis of race, color, national origin, religion, sex, age, or disability are present.

• Provide needed information to enable the public and private sector to make informed decisions about recovery.
Pre-Disaster

- Identify the statutory, regulatory and policy issues that contribute to gaps, inconsistencies and unmet needs in economic recovery.
- Provide solutions to address preparedness, mitigation and resilience issues before a disaster strikes including comprehensive land use plans, policies and ordinances.
- Identify community and economic development programs that facilitate recovery efforts.
- Identify initiatives and incentives that facilitate the integration of local efforts and resources with private capital and the business sector.

Post-Disaster

- Apply and integrate pre-disaster plans and programs. Leverage resources and available programs to meet recovery needs while integrating with the private sector.
- Develop an interagency action plan to ensure coordination of all agencies and stakeholders.
- Incorporate mitigation measures into redevelopment to minimize future risk.
- Provide technical assistance and data related to economic development.
- Maintain communications throughout the recovery process.
- Engage in workforce development and vocational rehabilitation programs.

Tasks

- Task – Identify existing programs and economic opportunities that result in sustainable and economically resilient communities. Identify statutory, regulatory and policy issues that contribute to gaps, inconsistencies and unmet needs in economic recovery.
- Task – Develop solutions to address preparedness, mitigation and resilience issues before a disaster strikes and that will facilitate the return of economic and business activities (including agricultural) to a state of health.
- Task – Develop a plan that integrates with existing mitigation, response, recovery and other pre-disaster plans and activities.
### Table 2 – Economic - Primary Agencies, Support Agencies and Organizations

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<th>Primary Agency</th>
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<td>Business and Economic Development</td>
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### Support Agencies and Organizations

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<td>Center for the Arts</td>
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<td>Clark Planetarium</td>
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<td>Contracts and Procurement</td>
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<td>Department of Administrative Services</td>
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<td>Planning and Development Services</td>
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<td>Zoo, Arts, and Parks</td>
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RSF: HEALTH SERVICES

Primary Agencies, Support Agencies and Organizations – Table 3

Mission
The Health and Social Services RSF mission is to lead recovery efforts in the restoration of the public health and health care services networks to promote the resilience, health and well-being of affected individuals and communities.

Function
The core recovery capability for health services is the ability to restore and improve health services networks, and promote the resilience, health, independence and well-being of the whole community. 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 Annex establishes (1) a focal point for coordinating recovery efforts specifically for health service needs; and, (2) an operational framework outlining how local agencies plan to support health services recovery efforts and planning for the transition from response to recovery in close collaboration with ESFs #3, #6, #8 and #11.

This Annex is flexible and can adjust during a disaster as needed.

Outcomes
- Restore the capacity and resilience of essential health services to meet ongoing and emerging community needs.
- Encourage behavioral health systems to meet the 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 whose members may have additional functional needs, people from diverse origins, people with limited English proficiency, and underserved populations.
ANNEXES – Salt Lake County Disaster Recovery Framework

255  • Assist in the continuity of essential health services.
256  • Reconnect displaced populations with essential health services.
257  • Provide clear and accurate public health messaging and information.
ANNEXES – Salt Lake County Disaster Recovery Framework

Pre-Disaster

- Identify strategies that address recovery issues for health and behavioral health services – particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, and people with limited English proficiency and underserved populations?
- Incorporate principles of sustainability, resilience and mitigation into preparedness, operational and response plans.

Post-Disaster

- Identify and mitigate potential recovery obstacles during the response phase.
- Leverage response, emergency protection measures and hazard mitigation resources during the response phase to expedite recovery.
- Provide technical assistance in the form of impact analyses and support recovery planning of public health and health-care services.
- Conduct Health Services assessments and activities with primary agencies.
- Establish communication and information-sharing with stakeholders and the community.
- Coordinate and leverage applicable resources.
- Develop and implement a plan to transition from recovery operations back to a steady-state.
- Identify and coordinate with other local partners to assess food, animal, water and air conditions.

Tasks

- Task – Identify current programs and capabilities and develop solutions for addressing health and behavioral health services – particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins and people with limited English proficiency and underserved populations.
- Task – Develop a plan that integrates with existing mitigation, response, recovery and other pre-disaster plans and activities.
## Table 3 – Health Services - Primary Agencies, Support Agencies and Organizations

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<thead>
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<th>Primary Agency</th>
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### Support Agencies and Organizations

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<td>Emergency Services</td>
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RSF: SOCIAL SERVICES

Mission
The Social Services RSF mission is to lead recovery efforts in the restoration of the social services networks to promote the resilience and well-being of affected individuals and communities.

Function
The core recovery capability for health and social services is the ability to restore and improve health and social services networks, and promote the resilience, health, independence and well-being of the whole community. This Annex establishes (1) a focal point for coordinating recovery efforts specifically for social service needs; and, (2) an operational framework outlining how local agencies plan to support social services recovery efforts and planning for the transition from response to recovery in close collaboration with ESFs #3, #6, #8 and #11.

This Annex is flexible and can adjust during a disaster as needed.

Outcomes
- Restore the capacity, resilience and continuity of essential social services to meet ongoing and emerging community needs.
- Promote self-sufficiency and continuity of the health and well-being of affected individuals; particularly the needs of children, seniors, people living with disabilities whose members may have additional functional needs, people from diverse origins, people with limited English proficiency, and underserved populations.
- Reconnect displaced populations with essential social services.
- Provide clear and accurate social services messaging and information

Pre-Disaster
- Identify strategies that address recovery issues for social services – particularly the needs of response and recovery workers, children, seniors, people living with disabilities,
people with functional needs, people from diverse cultural origins, and people with limited English proficiency and underserved populations.

- Incorporate principles of sustainability, resilience and mitigation into preparedness, operational and response plans.
ANNEXES – Salt Lake County Disaster Recovery Framework

Post-Disaster

- Identify and mitigate potential recovery obstacles during the response phase.
- Leverage response, emergency protection measures and hazard mitigation resources during the response phase to expedite recovery.
- Provide technical assistance in the form of impact analyses and support recovery planning of social and human services.
- Conduct Social Services assessments and activities with primary agencies.
- Establish communication and information-sharing with stakeholders and the community.
- Coordinate and leverage applicable resources.
- Develop and implement a plan to transition from recovery operations back to a steady-state.
- Identify and coordinate with other local partners to assess food, animal, water and air conditions.

Tasks

- Task – Identify current programs and capabilities social services – particularly the needs of children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins and people with limited English proficiency and underserved populations.
- Task – Develop a plan that integrates with existing mitigation, response, recovery and other pre-disaster plans and activities.

Table 4 –Social Services - Primary Agencies, Support Agencies and Organizations

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## Support Agencies and Organizations

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<td>VOAD</td>
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RSF: HOUSING

Primary Agencies, Support Agencies and Organizations – Table 5

Mission

Address pre- and post-disaster housing issues, coordinate and facilitate the delivery of resources and activities to rehabilitate and reconstruct destroyed and damaged housing, and whenever feasible, develop new, accessible, permanent housing options.

Function

Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience. Provide solutions that address design, construction, labor, materials, logistics, inspection and financing issues.

Integrate available housing-related resources, address conflicting policy and program issues and identify gaps in service and delivery.

Sheltering falls under ESF #6 in the Emergency Operations Plan (EOP) where Emergency Management is the coordinating agency. Interim housing is a transition to permanent housing under short-term recovery as responsibility moves from Emergency Support Function (ESF) #6 to the Housing RSF.

Outcomes

- Coordinate and integrate land use, community planning and building code requirements.
- Implement programs, industry and construction options for addressing post-disaster housing needs.
- Share interagency knowledge and expertise to address disaster housing issues such as reconstructing permanent housing, including affordable and accessible housing that incorporates resilience and sustainability, and ensures mitigation concepts are followed.
- Facilitate timely construction of housing that complies with local, State and national model building codes, including accessibility standards.
- Minimize loss of historic buildings and resources.
ANNEXES – Salt Lake County Disaster Recovery Framework

Pre-Disaster

- Identify strategies and options that address disaster housing issues such as those dealing with planning, zoning, design, production, logistics, codes and financing.
- Integrate accessibility, resilience, sustainability and mitigation measures into housing recovery strategies?

Post-Disaster

- Coordinate and leverage local resources to address housing-related and disaster recovery needs.
- Ensure the coordination of recovery initiatives and land use, community planning and building code requirements.
- Encourage rapid and appropriate decisions regarding land use and housing location in the community.
- Identify gaps and coordinate the resolution of conflicting policy and program issues.
- Maintain accessible communications throughout the recovery process.

Tasks

- Task – Identify existing programs which provide for timely construction of housing that complies with local, State and national model building codes, including accessibility standards.
- Task – Create a working group to include representatives throughout the building community.
- Task – Develop a plan that integrates with existing mitigation, response, recovery and other pre-disaster plans and activities.

Table 5 – Housing - Primary Agencies, Support Agencies and Organizations
## Primary Agency

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## Support Agencies and Organizations

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<tr>
<td>Garbage and Recycling</td>
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</table>
**ESF #6 and ESF #14 maintains lead responsibility for sheltering and interim housing with interim housing support from primary agencies and support organizations.**
RSF: INFRASTRUCTURE SYSTEMS

Mission
Facilitate and support local governments and other infrastructure owners and operators to restore public and private sector infrastructure systems.

Function
Facilitate the restoration of infrastructure systems and services which support a viable, sustainable community and improve resilience to and protection from future hazards. Provide assistance and collaboration with public and private sector infrastructure partners.

The scope of this RSF includes, but is not limited to, the following infrastructure sectors and subsectors: energy, water, dams, communications, transportation systems, Agriculture (food production and delivery), government 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.

The Infrastructure Systems RSF Coordinating Agency does not directly undertake any operational recovery or engineering activities outside the scope of its authorities and resources.

Outcomes
Provide the coordinating structure, framework and guidance to ensure:

- Resilience, sustainability and mitigation are incorporated as part of the design for infrastructure systems and as 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 capacity of all infrastructure systems are adequately matched to the community’s current and projected demands.
Pre-Disaster

- Identify statutory and/or regulatory programs, potential capabilities and/or limiting factors for recovery support.
- Establish a forum for interagency coordination, information sharing and exchange of effective best practices.
- Develop planning, preparedness, education, training and outreach efforts to enhance capabilities for recovery.
- Identify critical facilities and ensure measures are in place to reduce risk pre- and post-disaster.

Post-Disaster

Support the recovery of infrastructure systems and participate in the coordination of damage and community needs assessments and coordinate infrastructure considerations with the public and private sector community planning process.

Assist the affected community in developing an Infrastructure Systems Recovery action plan that:

- Provides for the appropriate use of limited capital resources.
- Resolves conflicts, including those across jurisdictional lines and coordinate key resources essential to infrastructure systems recovery.
- Establishes a schedule and sequenced time structure for infrastructure recovery projects.
- Leverages available financial and technical assistance, both from governmental and nongovernmental sources.
- Promotes rebuilding infrastructure in a manner which will reduce vulnerability to future disasters impacts.
- Maintains accessible communications and information sharing throughout the recovery process.
Tasks

- **Task** – Identify critical facility and infrastructure, owners/operators, and review current plans.
- **Task** – Create a working group to include representatives from all infrastructure sectors.
- **Task** – Develop a plan that integrates with existing mitigation, response, recovery and other pre-disaster plans and activities.

**The scope of this RSF includes but is not limited to the following infrastructure sectors and subsectors:**
energy, water, dams, communications, transportation systems, Agriculture (food production and delivery), government 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.
Table 6 – Infrastructure Systems - Primary Agencies, Support Agencies and Organizations

### Primary Agency

<table>
<thead>
<tr>
<th>Agency</th>
<th>Contact Name</th>
<th>Contact Phone</th>
<th>Contact Email</th>
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<tbody>
<tr>
<td>Salt Lake County Public Works</td>
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### Support Agencies/Organizations

<table>
<thead>
<tr>
<th>Support Agencies/Organizations</th>
<th>Contact Name</th>
<th>Contact Phone</th>
<th>Contact Email</th>
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<tbody>
<tr>
<td>Salt Lake County Engineering and Flood Control</td>
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<tr>
<td>Addressing</td>
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<tr>
<td>Archives</td>
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<tr>
<td>Contracts and Procurement</td>
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<tr>
<td>Department of Community Services</td>
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<tr>
<td>Emergency Services</td>
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<tr>
<td>Elected Officials</td>
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<td>Facilities Management</td>
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<td>Fleet Management</td>
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<td>Garbage and Recycling</td>
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<td>Landfill and Recycling</td>
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<td>Information Technology</td>
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<tr>
<td>Parks and Recreation</td>
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<tr>
<td>Annexes</td>
<td>Salt Lake County Disaster Recovery Framework</td>
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<td>Recycling</td>
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<td>Records Management</td>
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<tr>
<td>Salt Lake County Health Department</td>
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<tr>
<td>Townships</td>
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<tr>
<td>Unified Fire Department</td>
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<tr>
<td>Unified Police Department</td>
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</table>
RSF: NATURAL RESOURCES

Primary Agencies, Support Agencies and Organizations – Table 7

Mission
Integrate local assets and capabilities to help local governments and communities address long-term environmental and natural resource recovery needs.

Function
Protect, conserve, rehabilitate and restore natural resources and properties consistent with community priorities and in compliance with appropriate environmental laws.

Coordinate agencies, partners and those with expertise and programs specific to natural resource issues. Coordinate planning and historic preservation compliance under Federal, State and local laws (e.g., fish and wildlife).

Outcomes

- Integrate protection and preservation of natural resources with community sustainability and in compliance with environmental planning and preservation requirements.
- Coordinate programs that support disaster recovery capabilities, technical assistance and data sharing.
- Conduct natural resource and environmental assessments and studies post-disaster, and de-conflict proposed solutions to environmental protection and preservation policies and processes.

Pre-Disaster

- Identify programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery and restoration of natural resources.
- Identify gaps and inconsistencies exist within and between regulations, policies, program requirements and processes.
- Leverage nonprofits and other nongovernmental organizations (NGOs), institutions and opportunities to develop plans and integrate natural resource issues.
Identify protection measures or hazard mitigation strategies for natural resources such as floodplains, wetlands and other natural resources.

Post-Disaster

- Identify opportunities to leverage natural resource protection with hazard mitigation strategies.
- Address government policy and agency program issues, gaps and inconsistencies.
- Develop a Natural Resources action plan that leverages resources and capabilities.
- Synchronize the Natural Resources action plan with other RSFs.
- Leverage opportunities to mitigate impacts to environmental resources.
- Maintain accessible communications throughout the recovery process.
- Develop natural and environmental assessments and studies including proposed solutions to environmental preservation policy and process impediments.

Tasks

- Task – Identify specific natural resources within the region.
- Task – Identify current programs and measures in place which protect and preserve natural resources.
- Task – Develop a plan that integrates with existing mitigation, response, recovery and other pre-disaster plans and activities.

Table 7 – Natural Resources - Primary Agencies, Support Agencies and Organizations

<table>
<thead>
<tr>
<th>Primary Agency</th>
<th>Contact Name</th>
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<td>Salt Lake County Parks and Recreation</td>
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Recovery Support Functions

Salt Lake County Disaster Recovery Framework
## Support Agencies and Organizations

<table>
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<th>Support Agencies/Organizations</th>
<th>Contact Name</th>
<th>Contact Phone</th>
<th>Contact Email</th>
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<tbody>
<tr>
<td>Clark Planetarium</td>
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<tr>
<td>Planning and Development</td>
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<tr>
<td>Salt Lake Convention and Visitors Bureau</td>
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<tr>
<td>Zoo, Arts, and Parks</td>
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<td>Archives</td>
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<tr>
<td>Business and Economic Development</td>
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<tr>
<td>Community Resources and Development</td>
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<td>Department of Administrative Services</td>
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<td>Department of Human Services</td>
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<td>Emergency Services</td>
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<td>Information Technology</td>
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<td>Library Services</td>
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<td>Records Management</td>
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<td>Townships</td>
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<tr>
<td>USU Extension Services</td>
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<tr>
<td>Salt Lake County Records Management</td>
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</table>
RSF: CULTURAL RESOURCES

Primary Agencies, Support Agencies and Organizations – Table 8

Mission
Integrate local assets and capabilities to help local governments and communities address long-term cultural resource recovery needs.

Function
Protect, conserve, rehabilitate and restore natural and cultural resources and historic properties consistent with community priorities and in compliance with appropriate cultural laws.

Coordinate agencies, partners and those with expertise and programs specific to cultural resource issues. Coordinate planning and historic preservation compliance under Federal, State and local laws (e.g., historic and traditional cultural properties).

Outcomes
- Integrate protection and preservation of cultural resources and historic properties (NCH) resources with community sustainability and in compliance with environmental planning and historic preservation requirements.
- Coordinate programs that support disaster recovery capabilities, technical assistance and data sharing.
- Conduct cultural assessments and studies post-disaster, and de-conflict proposed solutions to environmental and historic preservation policies and processes.

Pre-Disaster
- Identify programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery and restoration of cultural resources.
- Identify gaps and inconsistencies exist within and between regulations, policies, program requirements and processes.
- Leverage nonprofits and other nongovernmental organizations (NGOs), institutions and opportunities to develop plans and integrate cultural resource issues.
Salt Lake County Disaster Recovery Framework - Annexes

Post-Disaster

- Identify opportunities to leverage cultural resource protection with hazard mitigation strategies.
- Address government policy and agency program issues, gaps and inconsistencies.
- Develop a Cultural Resources action plan that leverages resources and capabilities.
- Synchronize the Cultural Resources action plan with other RSFs.
- Leverage opportunities to mitigate impacts to cultural resources.
- Maintain accessible communications throughout the recovery process.
- Develop cultural assessments and studies including proposed solutions to historic preservation policy and process impediments.

Tasks

- Task – Identify specific cultural resources within the region.
- Task – Identify current programs and measures in place which protect and preserve cultural resources.
- Task – Develop a plan that integrates with existing mitigation, response, recovery and other pre-disaster plans and activities.

Table 8 – Cultural Resources - Primary Agencies, Support Agencies and Organizations

<table>
<thead>
<tr>
<th>Primary Agency</th>
<th>Contact Name</th>
<th>Contact Phone</th>
<th>Contact Email</th>
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<tbody>
<tr>
<td>Salt Lake County Community Services</td>
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</table>

Support Agencies and Organizations

<table>
<thead>
<tr>
<th>Support Agencies/Organizations</th>
<th>Contact Name</th>
<th>Contact Phone</th>
<th>Contact Email</th>
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</thead>
<tbody>
<tr>
<td>Center for the Arts</td>
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<tr>
<td>Clark Planetarium</td>
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<table>
<thead>
<tr>
<th>Salt Lake Convention and Visitors Bureau</th>
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<tbody>
<tr>
<td>Zoo, Arts, and Parks</td>
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<td>Salt Lake County Records Management</td>
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<td>Archives</td>
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<td>Business and Economic Development</td>
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<td>Community Resources and Development</td>
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<td>Department of Administrative Services</td>
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<td>Department of Human Services</td>
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<td>Emergency Services</td>
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<td>Information Technology</td>
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<td>Library Services</td>
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<td>Records Management</td>
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<td>Townships</td>
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<tr>
<td>USU Extension Services</td>
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Contents

Appendix I: Additional Resources .................................................................................................................. 2
  Additional Resources ..................................................................................................................................... 2
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Appendix I: Additional Resources
Community Recovery Management Toolkit

The Community Recovery Management Toolkit provides additional resources for managing long term recovery efforts. The toolkit is a compilation of guidance, case studies, tools, and training to assist local communities in managing long-term recovery following a disaster. The materials provided in this toolkit are aimed at providing guidance and resources to help local officials and community leaders to lead, organize, plan for, and manage the complex issues of post-disaster recovery.

Additional Resources
Catalogue of Federal Domestic Assistance https://www.cfda.gov/
Community Development Block Grant Program (Department of Housing and Urban Development) http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs
Council of State Community Development Agencies Disaster Recovery Toolkit http://coscda.org/disaster/
Disaster Assistance Disasterassistance.gov
Federal Register https://www.federalregister.gov/
Foundation Center http://foundationcenter.org/
National Association of Counties Grants Clearinghouse http://www.naco.org/programs/grants/Pages/default.aspx
Restore Your Economy http://restoreyoureconomy.org/
Appendix II: Examples of Federal Assistance

The resources listed are examples of Federal assistance programs that may be available that do not require a Presidential Declaration under the Stafford Act.

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>PROGRAM</th>
<th>SUPPORT – Individuals / Business</th>
<th>SUPPORT – Government</th>
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<tbody>
<tr>
<td>U.S. Department of Agriculture</td>
<td>Business and Industrial Loans</td>
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</tr>
<tr>
<td></td>
<td>Business and Cooperative Loan/grant Assistance</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td></td>
<td>Child and Adult Care Food Program (CACFP)</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td></td>
<td>Community Facility Loan/grant Assistance (CF)</td>
<td>YES</td>
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<tr>
<td></td>
<td>Commodity Supplemental Food Program</td>
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<tr>
<td></td>
<td>Emergency Conservation Program for Agricultural Producers</td>
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<td></td>
<td>Emergency Watershed Protection Program</td>
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<tr>
<td></td>
<td>Farm Emergency Loans</td>
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<td></td>
<td>Farm Operating Loans</td>
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<td>Farm Ownership Loans</td>
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<td></td>
<td>Food Distribution Program on Indian Reservations</td>
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<td></td>
<td>National School Lunch (NSLP)</td>
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<tr>
<td></td>
<td>National School Breakfast Program (SBP)</td>
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<td></td>
<td>Noninsured Crop Disaster Assistance Program</td>
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<td>Rental availability information, rental assistance, rental housing loans (for landlords)</td>
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<td>Rural Housing Loans</td>
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<td></td>
<td>Rural Housing Repair Loans and Grants</td>
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<td>Rural Rental Housing</td>
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<td>Special Supplemental Nutrition Program for Women, Infants and Children (WIC)</td>
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<td>Summer Food Service Program (SFSP)</td>
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<td>Supplemental Nutrition Assistance Program (SNAP)</td>
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<td>The Emergency Food Assistance Program (TEFAP)</td>
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<td></td>
<td>Utilities Loan/grant Assistance</td>
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<tr>
<td>United States Department of Commerce</td>
<td>Economic Adjustment Assistance</td>
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<tr>
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<td>Revolving Loan Fund (RLF) program</td>
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<tr>
<td></td>
<td>Economic Development Administration (EDA) programs</td>
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December 2015
<table>
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<tr>
<th>Organization</th>
<th>Program Description</th>
<th>Individuals / Business</th>
<th>Government</th>
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<tbody>
<tr>
<td>Environmental Protection Agency (EPA)</td>
<td>Energy Star Program</td>
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<tr>
<td></td>
<td>Climate Showcase Communities Grant Program</td>
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<td>Environmental Justice Small Grant Program</td>
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<tr>
<td>United States Department of Energy</td>
<td>Weatherization Assistance Program</td>
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<td>Federal Emergency Management Agency</td>
<td>Technical Assistance to states</td>
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<td>Mitigation Grant Assistance</td>
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<td></td>
<td>Disaster Recovery and Mitigation Information</td>
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<tr>
<td>Department of Health and Human Services</td>
<td>Temporary Assistance for Needy Families (TANIF) program</td>
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<td>Social Service Block Grant (SSBG) program</td>
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<td></td>
<td>Community Services Block Grant (CSBG) program</td>
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<td>Substance Abuse and Mental Health Services Administration (SAMHSA) – technical and helpline support</td>
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<td></td>
<td>Low Income Home Energy Assistance Program (LIHEAP)</td>
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<td>Department of Housing and urban Development (HUD)</td>
<td>Community Development Block Grant (CDBG) program</td>
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<td></td>
<td>HOME program</td>
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<td>HOPE Program (for people with disabilities)</td>
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<td>Housing Choice Voucher Program (Section 8)</td>
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<td>Subsidized and Public Housing Programs</td>
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<td>Self-Help Homeownership Opportunity Program (SHOP)</td>
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<td>Small Business Administration (SBA)</td>
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<td>Department of Labor</td>
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<td>Department of the Treasury</td>
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<td></td>
<td>Burial Benefits</td>
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